

GURU NANAK COLLEGE (AUTONOMOUS)

(Affiliated to University of Madras and Re-Accredited at 'A' Grade by NAAC)

Guru Nanak Salai, Velachery, Chennai – 600042.



Master of Business Administration - MBA

(SEMESTER PATTERN WITH CHOICE BASED CREDIT SYSTEM)

Syllabus

(For the candidates admitted in the Academic year 2019-20 and thereafter)

Vision

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

Mission

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

Programme Outcomes

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

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

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

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

PO 5: Effective Communication with cross-functional personnel.

Programme Specific Outcomes

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

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

COURSE STRUCTURE
MASTER OF BUSINESS ADMINISTRATION
2019-21 Batch Onwards

Semester	Part	Course	Title	Subject Code	Hours	Credits	Marks		Total
							Internal	External	
I	III	Core Paper- I	Management principles and business ethics	19PMBA301	5	4	50	50	100
	III	Core Paper- II	Statistics and quantitative methods for business	19PMBA302	5	4	50	50	100
	III	Core Paper- III	Organizational behavior	19PMBA303	5	4	50	50	100
	III	Core Paper- IV	Accounting for managers	19PMBA304	5	4	50	50	100
	III	Core Paper- V	Managerial economics	19PMBA305	5	4	50	50	100
	III	Elective - Interdisciplinary	Innovation and entrepreneurship	19PMBA306	3	3	50	50	100
	IV	Soft Skills -I	Language and communication skills	19PGSL401	2	2	-	100	100
Total Credits: 25 / Total Hours per week: 30									
II	III	Core Paper- VI	Legal Aspects of Business	19PMBA307	5	4	50	50	100
	III	Core Paper- VII	Applied operations research	19PMBA308	4	4	50	50	100
	III	Core Paper- VIII	Human resource management	19PMBA309	4	4	50	50	100
	III	Core Paper- IX	Marketing management	19PMBA310	4	4	50	50	100
	III	Core Paper- X	Operations management	19PMBA311	4	4	50	50	100
	III	Core Paper- XI	Financial management	19PMBA312	4	4	50	50	100
	III	Elective - Interdisciplinary	Business research methods	19PMBA313	3	3	50	50	100
	IV	Soft Skills -II	Spoken and presentation skills	19PGSL402	2	2	-	100	100
Total Credits: 29 / Total Hours per week: 30									
III	III	Core Paper- XII	Strategic management	19PMBA314	6	4	50	50	100
	III	Core Paper- XIII	Management information System	19PMBA315	6	4	50	50	100
	III	Elective- I	Left to the choice of students		4	3	50	50	100
	III	Elective- II			4	3	50	50	100
	III	Elective- III			4	3	50	50	100
	III	Elective- IV			4	3	50	50	100
	IV	Soft Skills -III	Personality development	19PGSL403	2	2	-	100	100
		Internship *			-	2	-	100	100
Total Credits: 24 / Total Hours per week: 30									

IV	III	Elective- V	Left to the choice of students		12	3	50	50	100
	III	Elective- VI			12	3	50	50	100
	III	Core Paper-XIV	Project work and viva voce **		-	8		200	200
	IV	Soft Skills -IV	Persuasion skills	19PGSLS06	6	2	-	100	100
Total Credits: 16 / Total Hours per week: 30									
						94			

HR Electives:

III / IV	III	Elective- I	Industrial Relations and Labour Welfare	19PMBA 321	4	3	50	50	100
	III	Elective- II	Compensation Management	19PMBA 323	4	3	50	50	100
	III	Elective- III	Strategic Human Resource Management	19PMBA 324	4	3	50	50	100
	III	Elective- IV	Human Resources Development	19PMBA 316	4	3	50	50	100
	III	Elective- V	Managerial Behavior and Effectiveness	19PMBA 325	4	3	50	50	100
	III	Elective- VI	Stress Management	19PMBA 320	4	3	50	50	100

Finance Electives:

III / IV	III	Elective- I	Corporate Finance	19PMBA 3F2	4	3	50	50	100
	III	Elective- II	Banking and Insurance	19PMBA 3F4	4	3	50	50	100
	III	Elective- III	Corporate Restructuring	19PMBA 3F5	4	3	50	50	100
	III	Elective- IV	Security Analysis and Portfolio Management	19PMBA 3F1	4	3	50	50	100
	III	Elective- V	Merchant Banking and Financial Services	19PMBA 3F3	4	3	50	50	100
	III	Elective- VI	Tax Management	19PMBA 3F6	4	3	50	50	100

Marketing Electives:

III / IV	III	Elective- I	Retail Marketing	19PMBA 3M2	4	3	50	50	100
	III	Elective- II	Brand Management	19PMBA 3M4	4	3	50	50	100
	III	Elective- III	Services Marketing	19PMBA 3M3	4	3	50	50	100

III	Elective- IV	Consumer Behaviour	19PMBA 3M1	4	3	50	50	100
III	Elective- V	Sales and Distribution Management	19PMBA 3M6	4	3	50	50	100
III	Elective- VI	Advertising Management and Sales Promotion	19PMBA 3M5	4	3	50	50	100
III	Elective- VII	Digital marketing	19PMBA 3M7	4	3	50	50	100
III	Elective- VIII	Business analytics	19PMBA 3M8	4	3	50	50	100

***Internship:**

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

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

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

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

CORE PAPER-I
PAPER TITLE: MANAGEMENT PRINCIPLES AND BUSINESS ETHICS

SUBJECT CODE : 19PMBA301	THEORY No/	100 MARKS
SEMESTER: I	CREDITS: 4	Total No. of Hours: 75

COURSE OBJECTIVES:

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

UNIT I: INTRODUCTION TO MANAGEMENT **15 Hours**

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

UNIT II: PLANNING **15 Hours**

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

UNIT III: ORGANISING **15 Hours**

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

UNIT IV: DIRECTING **15 Hours**

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

UNIT V: CONTROLLING **15 Hours**

Process of controlling- Types of control- Budgetary and non-budgetary control techniques- Co- ordination – Need for co-ordination – Techniques of securing coordination – MBE. Business Ethics: Importance of Business Ethics – Corporate Social Responsibility – Ethical Decision Making and Ethical Leadership – Ethics Audit —Sustainable Business Practices.

Total: 75 Hours

PRESCRIBED BOOKS:

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

REFERENCE BOOKS :

1. Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- A competency based approach, Thompson South Western, 11th edition, 2008.
2. Heinz Weihrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective,

Tata McGraw Hill, 12th edition, 2008.

- Stephen P. Robbins, David A. De Cenzo and Mary Coulter, Fundamentals of management, Prentice Hall of India, 2012.

WEBSITES :

- <http://www.mindtools.com/pages/article/henri-fayol.htm>
- http://faculty.mercer.edu/jackson_r/Ownership/chap02.pdf
- <http://global.kyocera.com/inamori/management/twelve.html>

Question Paper Pattern:

Section	Question Component	Numbers	Marks	Total
Section A	Definition / Principle	1-12	3	30
	Answer any 10 out of 12 Questions			
Section B	Short Answer	13-19	6	30
	Answer any 5 out of 7 questions			
Section C	Essay	20-25	10	40
	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25			

Distribution of Questions:

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

CORE PAPER-II
PAPER TITLE: STATISTICS AND QUANTITATIVE METHODS FOR BUSINESS

SUBJECT CODE : 19PMBA302	THEORY	100 MARKS
SEMESTER: I	CREDITS: 4	Total No. of Hours: 75

COURSE OBJECTIVES:

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

UNIT I: Introduction **15 Hours**

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

UNIT II: Probability **15 Hours**

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

UNIT III: Hypothesis testing **15 Hours**

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

UNIT IV: Correlation, Regression & Time Series Analysis **15 Hours**

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

UNIT V: Decision theory **15 Hours**

Risk and uncertainty in decision-making – minimax, maximin and regret criterion – Hurwitz and Laplace criteria in decision making – decision tree analysis.

Total: 75 Hours

PRESCRIBED BOOKS :

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

REFERENCE BOOKS :

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

WEBSITES:

1. http://www.fhnw.ch/business/msc-bis/course-1/curriculum-ndmodules_2011/electives/quantitative-methods-for-business
2. <http://www.unimib.it/go/46517/Home/English/Departments-and-Schools/Statistics-and-Quantitative-Methods>
3. <http://2learn.utoronto.ca/uoft/search/publicCourseSearchDetails.do?method=load&course Id=106753>

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	Answer any 5 out of 7 questions			
Section C	Essay	20-25	10	40
	Q.No. 20 is Compulsory (Case and Answer any 3 from Q.No. 21 to 25)			

Distribution of Questions:

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

CORE PAPER-III
PAPER TITLE: ORGANIZATIONAL BEHAVIOUR

SUBJECT CODE : 19PMBA303	THEORY	100 MARKS
SEMESTER: I	CREDITS: 4	Total No. of Hours: 75

COURSE OBJECTIVES:

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

UNIT I: FOCUS AND PURPOSE

15 Hours

Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Organizational behaviour models. Attitudes – Characteristics – Components – Formation – Measurement-Values.

UNIT II: INDIVIDUAL BEHAVIOUR

15 Hours

Personality – types – Factors influencing personality – Theories – Learning – Types of learners - The learning process – Learning theories – Organizational behaviour modification. Emotions - Emotional Intelligence. Perceptions – Importance – Factors influencing perception – Interpersonal perception-Impression Management. Motivation – Importance – Types – Effectson work behavior.

UNIT III: GROUP BEHAVIOUR

15 Hours

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

UNIT IV: LEADERSHIP AND POWER

15 Hours

Meaning – Importance – Leadership styles – Theories. Power – Sources of power – Power centers – Power and Politics. Conflict and Negotiations: Sources and types of conflict- Negotiation strategies and Negotiation process

UNIT V: DYNAMICS OF ORGANIZATIONAL BEHAVIOUR

15 Hours

Organizational culture and climate – Factors affecting organizational climate – Importance. Jobsatisfaction – Determinants – Measurements – Influence on behavior. Organizational change – Importance – Resistance to change – Managing change. Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life.

Total: 75 Hours

PRESCRIBED BOOKS :

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

REFERENCE BOOKS :

1. Mc Shane & Von Glinov, Organisational Behaviour, 4th Edition, Tata Mc Graw Hill, 2007.
2. Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning and teaching.
3. Cengage learning. 2nd edition. 2012
4. Ivancevich, Konopaske & Maheson, Oranisational Behaviour & Management, 7th edition, Tata McGraw Hill, 2008.
5. Udai Pareek, Understanding Organisational Behaviour, 3rd Edition, Oxford Higher Education, 2011.
6. Jerald Greenberg, Behaviour in Organization, PHI Learning. 10th edition. 2011

WEBSITES :

1. <https://www.boundless.com/management/textbooks/boundless-management-textbook/organizational->

theory-3/why-study-organizational-theory-28/what-is-organizational-behavior-162-3925/

2. <http://www.investopedia.com/terms/o/organizational-behavior.asp>

3. http://www.nobelprize.org/nobel_prizes/medicine/laureates/1904/pavlov-bio.html

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Section A	Definition / Principle	1-12	3	30
	Answer any 10 out of 12 Questions			
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Distribution of Questions:

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

CORE PAPER-IV
PAPER TITLE: ACCOUNTING FOR MANAGERS

SUBJECT CODE : 19PMBA304	THEORY	100 MARKS
SEMESTER: I	CREDITS: 4	Total No. of Hours: 75

COURSE OBJECTIVES:

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

UNIT I: FINANCIAL ACCOUNTING

15 Hours

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

UNIT II: COMPANY ACCOUNTS

15 Hours

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

UNIT III: ANALYSIS OF FINANCIAL STATEMENTS

15 Hours

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

UNIT IV: COST ACCOUNTING

15 Hours

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

UNIT V

15 Hours

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

Total: 75 Hours

PRESCRIBED BOOKS :

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

REFERENCE BOOKS :

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

WEBSITES :

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

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

CORE PAPER-V
PAPER TITLE: MANAGERIAL ECONOMICS

SUBJECT CODE : 19PMBA305	THEORY	100 MARKS
SEMESTER: I	CREDITS: 4	Total No. of Hours: 75

COURSE OBJECTIVES:

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

UNIT I: INTRODUCTION

15 Hours

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

UNIT II: DEMAND ANALYSIS

15 Hours

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

UNIT III: PRODUCTION AND COST ANALYSIS

15 Hours

Supply Analysis- Production –Short-run and long run production function- Returns to scale- economies vs diseconomies of scale-Analysis of cost – Short –run and long – run cost function
– Relation between production and cost function.

UNIT IV: MARKET STRUCTURE

15 Hours

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

UNIT V: MACRO ECONOMICS

15 Hours

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

Total: 75 Hours

PRESCRIBED BOOKS:

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

REFERENCE BOOKS:

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th edition, Tata McGraw Hill, New Delhi, 2010.
2. William Boys and Michael Melvin, Textbook of economics, Biztantra, 2005.
3. N. Gregory Mankiw, principles of Economics, 3rd edition, Thomson learning, New Delhi

WEBSITES :

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

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

EXTRA DISCIPLINARY-I
PAPER TITLE: INNOVATION AND ENTREPRENEURSHIP

SUBJECT CODE : 19PMBA306	THEORY	100 MARKS
SEMESTER: I	CREDITS: 3	Total No. of Hours: 45

COURSE OBJECTIVES:

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

UNIT I: ENTREPRENEURIAL COMPETENCE

9 Hours

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

UNIT II: ENTREPRENEURIAL ENVIRONMENT

9 Hours

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

UNIT III: INNOVATION AND CREATIVITY

9 Hours

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

UNIT IV: BUSINESS PLAN PREPARATION

9 Hours

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

UNIT V: LAUNCHING AND MANAGING OF SMALL BUSINESS

9 Hours

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

Total: 45 Hours

PRESCRIBED BOOKS :

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

REFERENCE BOOKS :

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

WEBSITES:

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

Question Paper Pattern:

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	Answer any 5 out of 7 questions			
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		Theory	Problems
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	Unit – 2	3	
	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
Section B	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	1	
	Unit – 5	1	
Section C	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	1	
	Unit - 5	2	

SOFTSKILLS - I
PAPER TITLE: LANGUAGE AND COMMUNICATION SKILLS

SUBJECT CODE : 19PGSL401	PRACTICAL	100 MARKS
SEMESTER: I	CREDITS: 2	Total No. of Hours: 30

COURSE OBJECTIVES:

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

Unit I: Twinning functions of listening and speaking **6 Hours**

Unit II: Twinning functions of Reading and writing **6 Hours**

Unit III: Individual communication **6 Hours**

Unit IV: Intermediary communication **6 Hours**

Unit V: Social communication **6 Hours**

Total: 30 Hours

PRESCRIBED BOOKS :

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

REFERENCE BOOKS :

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

WEBSITES :

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

CORE PAPER-VI
PAPER TITLE: LEGAL ASPECTS OF BUSINESS

SUBJECT CODE : 19PMBA307	THEORY	100 MARKS
SEMESTER: II	CREDITS: 4	Total No. of Hours: 75

COURSE OBJECTIVES:

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

UNIT I: COMMERCIAL LAW

15 Hours

THE INDIAN CONTRACT ACT 1872

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

UNIT II: THE SALE OF GOODS ACT 1930

15 Hours

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

UNIT III: COMPANY LAW

15 Hours

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

UNIT IV: INDUSTRIAL LAW

15 Hours

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

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

Consumer Protection Act – Consumer rights, Procedures for Consumer greivances redressal,Types of consumer Redressal Machinaries and Forums- Competition Act 2002 – Cyber cvimes,IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, PatentAct.

Total: 75 Hours

PRESCRIBED BOOKS:

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

REFERENCE BOOKS:

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

WEBSITES:

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

Question Paper Pattern:

Section	Question Component	Numbers	Marks	Total
Section A	Definition / Principle	1-12	3	30
	Answer any 10 out of 12 Questions			
Section B	Short Answer	13-19	6	30
	Answer any 5 out of 7 questions			
Section C	Essay	20-25	10	40
	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25			

Distribution of Questions:

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

CORE PAPER-VII
PAPER TITLE: APPLIED OPERATIONS RESEARCH

SUBJECT CODE : 19PMBA308	THEORY	100 MARKS
SEMESTER: II	CREDITS: 4	Total No. of Hours: 75

COURSE OBJECTIVES:

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

UNIT I: INTRODUCTION

15 Hours

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

UNIT II: TRANSPORTATION PROBLEM

15 Hours

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

UNIT III: PERT / CPM

15 Hours

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

UNIT IV: QUEUING THEORY

15 Hours

Techniques - Single Server Model with Poisson Arrivals and Exponential service times with limited and unlimited queues and Single Server Model with Poisson arrivals and Erlang Service distribution – Applications of Queuing models.

Sequencing: Sequencing of ‘n’ jobs and 2 machines – Johnson’s Algorithm.

UNIT V: GAME THEORY

15 Hours

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

Total: 75 Hours

PRESCRIBED BOOKS :

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

REFERENCE BOOKS :

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

WEBSITES:

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

Question Paper Pattern:

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Section B	Short Answer	13-19	6	30
	Answer any 5 out of 7 questions			
Section C	Essay	20-25	10	40
	Q.No. 20 is Compulsory (Case and Answer any 3 from Q.No. 21 to 25)			

Distribution of Questions:

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

CORE PAPER-VIII
PAPER TITLE: HUMAN RESOURCE MANAGEMENT

SUBJECT CODE : 19PMBA309	THEORY	100 MARKS
SEMESTER: II	CREDITS: 4	Total No. of Hours: 75

COURSE OBJECTIVES:

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

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

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

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

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

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

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

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

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

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

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

Total: 75 Hours

PRESCRIBED BOOKS :

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

REFERENCE BOOKS :

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

WEBSITES:

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

Question Paper Pattern:

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Section A	Definition / Principle	1-12	3	30
	Answer any 10 out of 12 Questions			
Section B	Short Answer	13-19	6	30
	Answer any 5 out of 7 questions			
Section C	Essay	20-25	10	40
	Q.No. 20 is Compulsory (Case and Answer any 3 from Q.No. 21 to 25)			

Distribution of Questions:

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

CORE PAPER-IX
PAPER TITLE: MARKETING MANAGEMENT

SUBJECT CODE : 19PMBA310	THEORY	100 MARKS
SEMESTER: II	CREDITS: 4	Total No. of Hours: 75

COURSE OBJECTIVES:

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

UNIT I: INTRODUCTION

15 Hours

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

UNIT II: MARKETING STRATEGY

15 Hours

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

UNIT III: PRODUCT AND PRICING DECISIONS

15 Hours

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

UNIT IV: PROMOTION AND CHANNEL DECISIONS

15 Hours

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

UNIT V: BUYER BEHAVIOUR

15 Hours

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

Total: 75 Hours

PRESCRIBED BOOKS :

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

REFERENCE BOOKS :

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

WEBSITES:

1. <http://www.salesandmarketing.com/>
2. http://www.tandfonline.com/toc/rjmm20/current#.VNh7ziyz_4Y

Question Paper Pattern:

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

CORE PAPER-X
PAPER TITLE: OPERATIONS MANAGEMENT

SUBJECT CODE : 19PMBA311	THEORY	100 MARKS
SEMESTER: II	CREDITS: 4	Total No. of Hours: 75

COURSE OBJECTIVES:

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

UNIT I: INTRODUCTION

15 Hours

Nature and Scope of Operations Management Production design & Process Planning: Plant Capacity – Capacity Planning – Make or Buy Decisions – Use of Crossover Chart for Selection Processes - Plant location: Factors to be considered in Plant Location – Multiple plant Location Decision

UNIT II: FACILITY LAYOUT

15 Hours

Principles of a Good Layout – Basic Types of Layout – Service Facilities – Materials Handling Materials Handling Equipment – Consideration of Man and Machine in job – Design –Adaptation of Machine to Man – Ergonomics – Working Environment – Worker Safety.

UNIT III: PRODUCTION AND INVENTORY CONTROL

15 Hours

Basic types of production – Intermittent - Batch – Continuous – Routing – Scheduling – Activating and Monitoring – Basic Inventory Models: 2 bin, 3 bin system, Kanban Economic Order Quantity – Economic Batch Quantity – Reorder point – Safety stock – Classification and Codification of stock – ABC classification – MRP – BOM, Procedure for Stock Control – Materials Requirement planning (MRP). JIT.JIT(II)-Product Safety: Raw Material, Work in progress and finished goods.

UNIT IV: PRODUCTION PLANNING AND CONTROL AND MAINTENANCE

15 Hours

Lean Manufacturing - Agile Manufacturing- Quality Assurance- Quality Control - Six sigma.Need for Maintenance- Types of Maintenance-Value analysis and use of Robots

UNIT V: WAREHOUSE MANAGEMENT

15 Hours

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

Total: 75 Hours

PRESCRIBED BOOKS:

1. O.P. Khanna Industrial Engineering & Management, Dhanpat Rai publications. 2010
2. Chary S.N, Production and Operations Management, Tata McGraw Hill, Third Edition, 2008. 5. Aswathappa K And Shridhara Bhat K, Production and Operations Management, Himalaya publishing House, Revised Second Editions, 2008.

REFERENCE BOOKS:

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

Websites:

1. <http://www.materialsmanagement.info/stores/store-management.htm>
2. <http://www.leanproduction.com/>
3. <http://www.economicdiscussion.net/production/meaning-factors-and-nature-of-production-function/1555>

Question Paper Pattern:

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

CORE PAPER-XI
PAPER TITLE: FINANCIAL MANAGEMENT

SUBJECT CODE : 19PMBA312	THEORY	100 MARKS
SEMESTER: II	CREDITS: 4	Total No. of Hours: 75

COURSE OBJECTIVES:

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

UNIT I: FOUNDATIONS OF FINANCE

15 Hours

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

UNIT II: FINANCING DECISION

15 Hours

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

UNIT III: INVESTMENT AND DIVIDEND DECISIONS

15 Hours

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

UNIT IV: LONG TERM SOURCES OF FINANCE

15 Hours

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

UNIT V: WORKING CAPITAL MANAGEMENT

15 Hours

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

Total: 75 Hours

PRESCRIBED BOOKS :

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

REFERENCE BOOKS :

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

WEBSITES :

1. http://financial.thomsonreuters.com/en/markets-industries/wealth-management-solutions.html?gclid=CMTQ9_XE1MMCFYeVvQodKJoAww
2. <http://managementhelp.org/businessfinance/>

Question Paper Pattern:

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Section A	Definition / Principle	1-12	3	30
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		Theory	Problems
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	Unit – 3	3	
	Unit – 4	2	
	Unit – 5	2	
Section B	Unit – 1	1	
	Unit – 2	1	1
	Unit – 3	1	1
	Unit – 4	1	
	Unit – 5	1	
Section C	Unit – 1	1	
	Unit – 2	1	
	Unit – 3		1
	Unit – 4	1	
	Unit - 5	1	1

EXTRA DISCIPLINARY II
PAPER TITLE: BUSINESS RESEARCH METHODS

SUBJECT CODE : 19PMBA313	THEORY	100 MARKS
SEMESTER: II	CREDITS: 3	Total No. of Hours: 45

COURSE OBJECTIVES:

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

UNIT I: INTRODUCTION

9 Hours

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

UNIT II: RESEARCH DESIGN AND MEASUREMENT

9 Hours

Research design – concept, need and features of good design – types of research design – variables in research. Measurement and Scaling: measurement in research – sources of errors in measurement – scaling – meaning and classification – scale construction technique.

UNIT III: METHODS OF DATA COLLECTION

9 Hours

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

UNIT IV: DATA PROCESSING AND ANALYSIS

9 Hours

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

UNIT V: REPORT WRITING

9 Hours

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

Total: 45 Hours

PRESCRIBED BOOKS:

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

REFERENCE BOOKS:

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

WEBSITES:

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

Question Paper Pattern:

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

SOFTSKILLS - I
PAPER TITLE: Spoken and Presentation Skills

SUBJECT CODE : 19PGSL402	PRACTICAL	100 MARKS
SEMESTER: II	CREDITS: 2	Total No. of Hours: 30

COURSE OBJECTIVES:

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

Unit I: General Language Knowledge and Presentation	6 Hours
Unit II: Special Language Knowledge and Presentation	6 Hours
Unit III: General communication Skills for Presentation	6 Hours
Unit IV: Professional communication Skills for Presentation	6 Hours
Unit V: Social communication Skills for Presentation	6 Hours

Total: 30 Hours

PRESCRIBED BOOKS :

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

REFERENCE BOOKS :

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

WEBSITES:

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

CORE PAPER-XII
PAPER TITLE: STRATEGIC MANAGEMENT

SUBJECT CODE : 19PMBA314	THEORY	100 MARKS
SEMESTER: III	CREDITS: 4	Total No. of Hours: 75

COURSE OBJECTIVES:

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

UNIT I: STRATEGY AND PROCESS

15 Hours

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

UNIT II: CORPORATE POLICY

15 Hours

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

UNIT III: ENVIRONMENTAL ANALYSIS

15 Hours

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

UNIT IV: STRATEGY FORMULATION AND ANALYSIS

15 Hours

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

UNIT V: STRATEGIC IMPLEMENTATION, EVALUATION AND CONTROL

15 Hours

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

Total: 75 Hours

PRESCRIBED BOOKS:

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

REFERENCE BOOKS :

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

WEBSITES:

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

Question Paper Pattern:

Section	Question Component	Numbers	Marks	Total
Section A	Definition / Principle	1-12	3	30
	Answer any 10 out of 12 Questions			
Section B	Short Answer	13-19	6	30
	Answer any 5 out of 7 questions			
Section C	Essay	20-25	10	40
	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25			

Distribution of Questions:

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

CORE PAPER-XIII
PAPER TITLE: MANAGEMENT INFORMATION SYSTEM

SUBJECT CODE : 19PMBA315	THEORY	100 MARKS
SEMESTER: III	CREDITS: 4	Total No. of Hours: 75

COURSE OBJECTIVES:

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

UNIT I: INTRODUCTION

15 Hours

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

UNIT II: DATABASE AND INFORMATION MANAGEMENT

15 Hours

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

UNIT III: DEVELOPING BUSINESS/IT SOLUTIONS

15 Hours

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

UNIT IV: DECISION SUPPORT SYSTEMS

15 Hours

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

UNIT V: SECURITY AND ETHICAL CHALLENGES

15 Hours

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

Total: 75 Hours

PRESCRIBED BOOKS:

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

REFERENCE BOOKS :

1. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012
2. Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint 2008.
3. Haag, Cummings and Mc Cubbrey, Management Information Systems for the InformationAge, McGraw Hill, 2005. 9th edition, 2013.
4. Turban, McLean and Wetherbe, Information Technology for Management – Transforming Organisations in the Digital Economy, John Wiley, 6th Edition, 2008.

WEBSITES:

1. <http://www.webopedia.com/TERM/M/MIS.html>

2. <http://www.google.co.in/url?sa=t&rct=j&q=&esrc=s&source=web&cd=11&cad=rja&uact=8&sqi=2&ved=0CFQQFjAK&url=http%3A%2F%2Fwww.informationbuilders.com%2Fdecision-support-systems-dss&ei=H33YVO3YDIHpmAWZ2IL4Bw&usg=AFQjCNEB9N9uKWhEa2cIIEDktQW6wgZzVw&sig2=slr5NH2mgCITmqGXCr-7Kw&bvm=bv.85464276,d.dGY>

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

SOFTSKILLS - III
PAPER TITLE: PERSONALITY DEVELOPMENT

SUBJECT CODE : 19PGSL403	PRACTICAL	100 MARKS
SEMESTER: III	CREDITS: 2	Total No. of Hours: 30

COURSE OBJECTIVES:

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

Unit 1: Personal Grooming	6 Hours
Unit 2: Interpersonal Skills	6 Hours
Unit 3: Attitude Development	6 Hours
Unit 4: Business Presentation	6 Hours
Unit 5: Formal Meeting	6 Hours
Total:	30 Hours

PRESCRIBED BOOKS :

1. J.R.Bhatti.2009.The Dynamics of Personality Development. Pearson Publication

REFERENCE BOOKS :

1. Marc H. Bornstein, Michael Lamb. 2011.Social and Personality Development: AnAdvanced Textbook. Psychology Press, New York

WEBSITES:

1. <http://www.personaldevelopmentideas.com/>
2. <http://www.manifestyourpotential.com/>
3. <http://www.self-improvement-advice.org>

REFER THE ELECTIVES LIST FOR SEMESTER III ELECTIVES

Internship

SUBJECT CODE : 19PINT401	PRACTICAL	100 MARKS
SEMESTER: III	CREDITS: 2	

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

SOFTSKILLS - IV
PAPER TITLE: SOFTSKILLS- PERSUASION SKILLS

SUBJECT CODE : 19PGSLS06	PRACTICAL	100 MARKS
SEMESTER: IV	CREDITS: 2	Total No. of Hours: 30

COURSE OBJECTIVES:

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

Unit I: Negotiation skills. 6 Hours

Unit II: Interpersonal and persuading skills 6 Hours

Unit III: Kinesics 6 Hours

Unit IV: Business Etiquettes 6 Hours

Unit V: Personal Grooming and Interview Skills
6 Hours

Total: 30 Hours

PRESCRIBED BOOKS :

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

REFERENCE BOOKS :

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

WEBSITES :

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

REFER THE ELECTIVES LIST FOR SEMESTER IV ELECTIVES

CORE PAPER-XIV
THE PROJECT WORK

SUBJECT CODE : 19PMBA322	PRACTICAL	200 MARKS
SEMESTER: IV	CREDITS: 8	

The Project Work will be evaluated jointly by TWO Examiners (i.e. one for Internal and the other for External) for a Maximum of 150 Marks .The Viva-voce will be conducted byTwo Examiners (i.e. one for Internal and the other forExternal) for a Maximum of 50 Marks (8 Credits).

ELECTIVES
HUMAN RESOURCE MANAGEMENT ELECTIVES

ELECTIVE-I
PAPER TITLE: INDUSTRIAL RELATIONS AND LABOUR WELFARE

SUBJECT CODE : 19PMBA321	THEORY	100 MARKS
SEMESTER: III/IV	CREDITS: 3	Total No. of Hours: 45

COURSE OBJECTIVES:

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

UNIT I: INDUSTRIAL RELATIONS

9 Hours

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

UNIT II: INDUSTRIAL CONFLICTS

9 Hours

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

UNIT III: LABOUR WELFARE

9 Hours

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

UNIT IV: INDUSTRIAL SAFETY

9 Hours

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

UNIT V: WELFARE OF SPECIAL CATEGORIES OF LABOUR

9 Hours

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

Total: 45 Hours

PRESCRIBED BOOKS :

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

REFERENCE BOOKS :

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

WEBSITES:

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

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

ELECTIVE-II
PAPER TITLE: COMPENSATION MANAGEMENT

SUBJECT CODE : 19PMBA323	THEORY	100 MARKS
SEMESTER: III/IV	CREDITS: 3	Total No. of Hours: 45

COURSE OBJECTIVES:

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

UNIT 1: WAGE AND SALARY ADMINISTRATION

9 Hours

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

UNIT 2: INCENTIVE PLANS

9 Hours

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

UNIT 3: EMPLOYEE BENEFITS

9 Hours

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

UNIT 4: GOVERNING LAWS

9 Hours

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

UNIT 5

9 Hours

Current trends in Compensation and Reward Management.

Total: 45 Hours

PRESCRIBED BOOKS :

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

REFERENCE BOOKS :

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

WEBSITES :

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

Question Paper Pattern:

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

ELECTIVE-III

PAPER TITLE: STRATEGIC HUMAN RESOURCES MANAGEMENT

SUBJECT CODE : 19PMBA324	THEORY	100 MARKS
SEMESTER: III/IV	CREDITS: 3	Total No. of Hours: 45

COURSE OBJECTIVES:

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

UNIT 1: INTRODUCTION

9 Hours

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

UNIT II: OD INTERVENTIONS

9 Hours

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

UNIT III: TEAM INTERVENTIONS

9 Hours

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

UNIT IV: STRUCTURAL INTERVENTIONS

9 Hours

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

UNIT V: OD CONSULTANT

9 Hours

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

Total: 45 Hours

PRESCRIBED BOOKS :

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

REFERENCE BOOKS :

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

WEBSITES :

1. <http://www.manuscript.publishingindia.com/index.php/JSHRM>
2. http://www.brunel.ac.uk/_data/assets/file/0018/91035/phdSimp2009TamerDarwish.pdf

Question Paper Pattern:

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	Answer any 5 out of 7 questions			
Section C	Essay	20-25	10	40
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Distribution of Questions:

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

ELECTIVE-IV
PAPER TITLE: HUMAN RESOURCES DEVELOPMENT

SUBJECT CODE : 19PMBA316	THEORY	100 MARKS
SEMESTER: III/IV	CREDITS: 3	Total No. of Hours: 45

Course Objective:

1. To understand the evolution and functions of HRD
2. To identify the content, process and the outcomes of HRD applications
3. To evaluate and understand diversity issues and their impact on organizations

UNIT I: INTRODUCTION

9 Hours

Human Resource Development – Evolution of HRD - Relationship with HRM - Human Resource Development Functions - Roles and Competencies of HRD Professionals - Challenges to Organization and HRD professionals – Employee Behaviour – External and Internal Influence - Learning and HRD – Learning Strategies and Styles

UNIT II: HRD FRAME WORK

9 Hours

Frame work of Human Resource Development – HRD in India - History- Ministry of HRD - HRD Processes – Assessing HRD Needs - HRD Model - Designing Effective HRD Program - HRD Interventions- Creating HRD Programs – Implementing HRD programs - Training Methods.

UNIT III: HRD COUNSELLING

9 Hours

Management Development - Employee counseling and wellness services – Counseling as an HRD Activity - Counseling Programs - Issues in Employee Counseling - Employee Wellness and Health Promotion Programs.

UNIT IV: HRD PROGRAMMES AND IT'S EVALUATION

9 Hours

Evaluating HRD programs - Models and Frame Work of Evaluation - Assessing the Impact of HRD Programs - Human Resource Development Applications - Realistic Job Review.

UNIT V: WORK FORCE DYNAMICS

9 Hours

Work Force Reduction, Realignment and Retention - HR Performance and Bench Marking - Impact of Globalization on HRD- Diversity of Work Force - HRD programs for diverse employees - Expatriate & Repatriate support and development.

Total: 45 Hours

PRESCRIBED BOOKS

1. Rao, T.V., Future of HRD, Macmillan Publishers India.
2. Rao, T.V., HRD Score Card 2500: Based on HRD audit, Response Books, SAGE Publications.
3. Rao, T.V., Hurconomics for talent management: Making the HRD missionary business-driven, Pearson Education.

REFERENCE BOOKS

1. Werner & Desimone, HUMAN RESOURCE DEVELOPMENT, Cengage Learning, 2006
2. William E. Blank, HANDBOOK FOR DEVELOPING COMPETENCY BASED TRAINING PROGRAMMES, Prentice-Hall, New Jersey, 1982.
3. Uday Kumar Haldar, HUMAN RESOURCE DEVELOPMENT, Oxford University Press, 2009
4. Srinivas Kandula, STRATEGIC HUMAN RESOURCE DEVELOPMENT, PHILearning, 2001

Websites:

1. www.shrm.org
2. www.hr.blr.com

Question Paper Pattern:

Section	Question Component	Numbers	Marks	Total
Section A	Definition / Principle	1-12	3	30
	Answer any 10 out of 12 Questions			
Section B	Short Answer	13-19	6	30
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	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25			

Distribution of Questions:

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

ELECTIVE-V
PAPER TITLE: MANAGERIAL BEHAVIOR AND EFFECTIVENESS

SUBJECT CODE : 19PMBA325	THEORY	100 MARKS
SEMESTER: III/IV	CREDITS: 3	Total No. of Hours: 45

COURSE OBJECTIVES:

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

UNIT I: DEFINING THE MANAGERIAL JOB

9 Hours

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

UNIT II: DESIGNING THE MANAGERIAL JOB

9 Hours

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

UNIT III: PRACTICAL APPROACH TO MANAGERIAL EFFECTIVENESS

9 Hours

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

UNIT IV: ENVIRONMENTAL ISSUES

9 Hours

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

UNIT V: DEVELOPING THE WINNING EDGE

9 Hours

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

Total: 45 Hours

PRESCRIBED BOOKS :

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

REFERENCE BOOKS :

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

WEBSITES :

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

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

ELECTIVE-VI
PAPER TITLE: STRESS MANAGEMENT

SUBJECT CODE : 19PMBA320	THEORY	100 MARKS
SEMESTER: III/IV	CREDITS: 3	Total No. of Hours: 45

COURSE OBJECTIVES:

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

UNIT I: UNDERSTANDING STRESS **9 Hours**
Meaning – Symptoms – Works Related Stress – Individual Stress – Reducing Stress – Burnout.

UNIT II: COMMON STRESS FACTORS TIME & CAREER PLATEAUING **9 Hours**
Time Management – Techniques – Importance of planning the day – Time management schedule – Developing concentration – Organizing the Work Area – Prioritizing – Beginning at the start – Techniques for conquering procrastination – Sensible delegation – Taking the right breaks – Learning to say ‘No’.

UNIT III: CRISIS MANAGEMENT **9 Hours**
Implications – People issues – Environmental issues – Psychological fall outs – Learning to keep calm – Preventing interruptions – Controlling crisis – Importance of good communication
• Taking advantage of crisis – Pushing new ideas – Empowerment.

UNIT IV: WORK PLACE HUMOUR **9 Hours**
Developing a sense of Humour – Learning to laugh – Role of group cohesion and team spirit – Using humour at work – Reducing conflicts with humour.

UNIT V: SELF DEVELOPMENT **9 Hours**
Improving Personality – Leading with Integrity – Enhancing Creativity – Effective decision Making – Sensible Communication – The Listening Game – Managing Self – Meditation for peace – Yoga for Life.
Total: 45 Hours

PRESCRIBED BOOKS :

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

REFERENCE BOOKS :

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

WEBSITES :

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

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

FINANCE ELECTIVES

ELECTIVE-I

PAPER TITLE: CORPORATE FINANCE

SUBJECT CODE : 19PMBA3F2	THEORY	100 MARKS
SEMESTER: III/IV	CREDITS: 3	Total No. of Hours: 45

COURSE OBJECTIVES:

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

UNIT I: INDUSTRIAL FINANCE

9 Hours

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

UNIT II: FINANCING DECISION

9 Hours

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

UNIT III: SHORT TERM-WORKING CAPITAL FINANCE

9 Hours

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

UNIT IV: ADVANCED FINANCIAL MANAGEMENT

9 Hours

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

UNIT V: CORPORATE GOVERNANCE

9 Hours

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

Total: 45 Hours

PRESCRIBED BOOKS :

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

REFERENCE BOOKS :

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

WEBSITES :

1. <http://www.journals.elsevier.com/journal-of-corporate-finance/>
2. <http://www.sciencedirect.com/science/journal/09291199>

Question Paper Pattern:

Section	Question Component	Numbers	Marks	Total
Section A	Definition / Principle	1-12	3	30
	Answer any 10 out of 12 Questions			
Section B	Short Answer	13-19	6	30
	Answer any 5 out of 7 questions			
Section C	Essay	20-25	10	40
	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25			

Distribution of Questions:

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

ELECTIVE-II
PAPER TITLE: BANKING AND INSURANCE

SUBJECT CODE : 19PMBA3F4	THEORY	100 MARKS
SEMESTER: III/IV	CREDITS: 3	Total No. of Hours: 45

COURSE OBJECTIVES:

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

UNIT I: OVERVIEW OF INDIAN BANKING SYSTEM

9 Hours

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

UNIT II: SOURCES AND APPLICATION OF BANK FUNDS

9 Hours

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

UNIT III: CREDIT MONITORING AND RISK MANAGEMENT

9 Hours

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

UNIT IV: INSURANCE

9 Hours

Insurance: Meaning – Nature and Importance – Risk Management: Identification – Measurement - Diversification – Strategies Theories – Sum of Large Numbers Theory of Probability Insurance Regulation: IRDA Regulations – Insurance Contract – Agent Norms – Generic Norms of Insurance Advisors

UNIT V: HIGH TECH E-BANKING

9 Hours

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

Total: 45 Hours

PRESCRIBED BOOKS :

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

REFERENCE BOOKS :

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

WEBSITES :

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

Question Paper Pattern :

Section	Question Component	Numbers	Marks	Total
Section A	Definition / Principle	1-12	3	30
	Answer any 10 out of 12 Questions			
Section B	Short Answer	13-19	6	30
	Answer any 5 out of 7 questions			
Section C	Essay	20-25	10	40
	Q.No. 20 is Compulsory (Case and Answer any 3 from Q.No. 21 to 25			

Distribution of Questions :

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

ELECTIVE-III
PAPER TITLE: CORPORATE RESTRUCTURING

SUBJECT CODE : 19PMBA3F5	THEORY	100 MARKS
SEMESTER: III/IV	CREDITS: 3	Total No. of Hours: 45

COURSE OBJECTIVES:

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

UNIT I: INTRODUCTION

9 Hours

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

UNIT II:

9 Hours

REGULATORY FRAMEWORK FOR MERGERS AND ACQUISITION

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

UNIT III:

9 Hours

MERGER AND ACQUISITION PROCESS, FINANCING AND ACCOUNTING FRAMEWORK

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

UNIT IV: POST-MERGER INTEGRATION

9 Hours

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

UNIT V: CORPORATE CONTROL MECHANISM AND TAKEOVER DEFENSES

9 Hours

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

Total: 45 Hours

PRESCRIBED BOOKS :

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

REFERENCE BOOKS :

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

WEBSITES :

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

Question Paper Pattern :

Section	Question Component	Numbers	Marks	Total
Section A	Definition / Principle	1-12	3	30
	Answer any 10 out of 12 Questions			
Section B	Short Answer	13-19	6	30
	Answer any 5 out of 7 questions			
Section C	Essay	20-25	10	40
	Q.No. 20 is Compulsory (Case and Answer any 3 from Q.No. 21 to 25)			

Distribution of Questions :

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

ELECTIVE -IV
PAPER TITLE: SECURITY ANALYSIS AND PORTFOLIO
MANAGEMENT

SUBJECT CODE : 19PMBA3F1	THEORY	100 MARKS
SEMESTER: III/IV	CREDITS: 3	Total No. of Hours: 45

COURSE OBJECTIVES:

Enables student to

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

UNIT I: INVESTMENT SETTING

9 Hours

Financial and economic meaning of Investment – Characteristics and objectives of Investment –Types of Investment and it's characteristics– Equity Share, Preference Share, Bonds and Debentures — Risk and return concepts- Systematic and Unsystematic Risk

UNIT II: SECURITIES ANALYSIS

9 Hours

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

UNIT III: FUNDAMENTAL ANALYSIS

9 Hours

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

UNIT IV

9 Hours

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

UNIT V: PORTFOLIO MANAGEMENT

9 Hours

Portfolio Construction: Traditional and Modern Approach –Portfolio Selection: Markowitz Model, Capital Asset Pricing model, Sharp Single Index Model – Portfolio Revision: Constant Rupee, Constant Ratio, Variable Ratio – Portfolio Evaluation: Treynor, Sharpe and Jensen – Mutual Funds: Types, Features and Evaluation.

Total: 45 Hours

PRESCRIBED BOOKS :

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

REFERENCE BOOKS :

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

WEBSITES :

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

Question Paper Pattern :

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

ELECTIVE-V
PAPER TITLE: MERCHANT BANKING AND FINANCIAL SERVICES

SUBJECT CODE : 19PMBA3F3	THEORY	100 MARKS
SEMESTER: III/IV	CREDITS: 3	Total No. of Hours: 45

COURSE OBJECTIVES:

To enable student

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

UNIT I: MERCHANT BANKING

9 Hours

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

UNIT II: ISSUE MANAGEMENT

9 Hours

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

UNIT III: OTHER FEE BASED SERVICES

9 Hours

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

UNIT IV: FUND BASED FINANCIAL SERVICES

9 Hours

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

UNIT V: OTHER FUND BASED FINANCIAL SERVICES

9 Hours

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

Total: 45 Hours

PRESCRIBED BOOKS :

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

REFERENCE BOOKS :

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

WEBSITES :

1. http://www.ccmf-uwj.org/files/publications/journal/2007_1_2/174_204.pdf
2. <http://link.springer.com/article/10.1007%2F978-1-4077-1407-7#page-1>

Question Paper Pattern :

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

ELECTIVE-VI
PAPER TITLE: TAX MANAGEMENT

SUBJECT CODE : 19PMBA3F6	THEORY	100 MARKS
SEMESTER: III/IV	CREDITS: 3	Total No. of Hours: 45

COURSE OBJECTIVES:

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

UNIT I

9 Hours

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

UNIT II

9 Hours

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

UNIT III

9 Hours

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

UNIT IV

9 Hours

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

UNIT V

9 Hours

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

Total: 45 Hours

PRESCRIBED BOOKS :

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

REFERENCE BOOKS :

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

WEBSITES :

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

Question Paper Pattern :

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

MARKETING ELECTIVES

ELECTIVE – I

PAPER TITLE: RETAIL MARKETING

SUBJECT CODE : 19PMBA3M2	THEORY	100 MARKS
SEMESTER: III/IV	CREDITS: 3	Total No. of Hours: 45

COURSE OBJECTIVES:

- To understand the concepts of effective retailing

UNIT I: INTRODUCTION

9 Hours

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

UNIT II: RETAIL FORMATS

9 Hours

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

UNIT III: RETAILING DECISIONS

9 Hours

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

UNIT IV:

9 Hours

RETAIL SHOP MANAGEMENT AND VISUAL MERCHANDISING

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

UNIT V: RETAIL SHOPPER BEHAVIOUR

9 Hours

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

Total: 45 Hours

PRESCRIBED BOOKS :

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

REFERENCE BOOKS :

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

WEBSITES :

1. http://www.ehow.com/about_6401557_definition-retail-marketing.html
2. <http://www.ibef.org/industry/retail-india.aspx>

Question Paper Pattern :

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

ELECTIVE-II
PAPER TITLE: BRAND MANAGEMENT

SUBJECT CODE : 19PMBA3M4	THEORY	100 MARKS
SEMESTER: III/IV	CREDITS: 3	Total No. of Hours: 45

COURSE OBJECTIVES:

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

UNIT I: INTRODUCTION

9 Hours

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

UNIT II: BRAND STRATEGIES

9 Hours

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

UNIT III: BRAND COMMUNICATIONS

9 Hours

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

UNIT IV: BRAND EXTENSION

9 Hours

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

UNIT V: BRAND PERFORMANCE

9 Hours

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

Total: 45 Hours

PRESCRIBED BOOKS :

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

REFERENCE BOOKS :

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

WEBSITES :

1. <http://www.businessdictionary.com/definition/brand-management.html>
2. http://www.alternatives.ie/marketing_hub/article/brand_management_process_and_responsibilities

Question Paper Pattern :

Section	Question Component	Numbers	Marks	Total
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		Theory	Problems
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	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
Section B	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	1	
	Unit – 5	1	
Section C	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	2	
	Unit - 5	1	

ELECTIVE-III

PAPER TITLE: SERVICES MARKETING

SUBJECT CODE : 19PMBA3M3	THEORY	100 MARKS
SEMESTER: III/IV	CREDITS: 3	Total No. of Hours: 45

COURSE OBJECTIVES:

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

UNIT I: INTRODUCTION

9 Hours

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

UNIT II: SERVICE MARKETING OPPORTUNITIES

9 Hours

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

UNIT III: SERVICE DESIGN AND DEVELOPMENT

9 Hours

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

UNIT IV: SERVICE DELIVERY AND PROMOTION

9 Hours

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

UNIT V: SERVICE STRATEGIES

9 Hours

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

Total: 45 Hours

PRESCRIBED BOOKS:

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

REFERENCE BOOKS:

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

WEBSITES :

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

Question Paper Pattern:

Section	Question Component	Numbers	Marks	Total
Section A	Definition / Principle	1-12	3	30
	Answer any 10 out of 12 Questions			
Section B	Short Answer	13-19	6	30
	Answer any 5 out of 7 questions			
Section C	Essay	20-25	10	40
	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25			

Distribution of Questions :

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

ELECTIVE-IV

PAPER TITLE: CONSUMER BEHAVIOUR

SUBJECT CODE : 19PMBA3M1	THEORY	100 MARKS
SEMESTER: III/IV	CREDITS: 3	Total No. of Hours: 45

COURSE OBJECTIVES:

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

UNIT I: INTRODUCTION

9 Hours

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

UNIT II: CONSUMER BEHAVIOR MODELS

9 Hours

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

UNIT III: INTERNAL INFLUENCES

9 Hours

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

UNIT IV: EXTERNAL INFLUENCES

9 Hours

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

UNIT V: PURCHASE DECISION PROCESS

9 Hours

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

Total: 45 Hours

PRESCRIBED BOOKS :

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

REFERENCE BOOKS :

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

WEBSITES :

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

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Section A	Definition / Principle	1-12	3	30
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		Theory	Problems
Section A	Unit – 1	2	
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	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
Section B	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	1	
	Unit – 5	1	
Section C	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	2	
	Unit – 5	1	

ELECTIVE-V
PAPER TITLE: SALES AND DISTRIBUTION MANAGEMENT

SUBJECT CODE : 19PMBA3M6	THEORY	100 MARKS
SEMESTER: III/IV	CREDITS: 3	Total No. of Hours: 45

COURSE OBJECTIVES:

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

UNIT I

9 Hours

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

UNIT II

9 Hours

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

UNIT III

9 Hours

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

UNIT IV

9 Hours

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

UNIT V

9 Hours

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

Total: 45 Hours

PRESCRIBED BOOKS :

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

REFERENCE BOOKS :

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

WEBSITES :

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

Question Paper Pattern :

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Section A	Definition / Principle	1-12	3	30
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	Unit – 3	2	
	Unit – 4	3	
	Unit – 5	2	
Section B	Unit – 1	1	
	Unit – 2	2	
	Unit – 3	2	
	Unit – 4	1	
	Unit – 5	1	
Section C	Unit – 1	1	
	Unit – 2	1	
	Unit – 3	1	
	Unit – 4	2	
	Unit - 5	1	

ELECTIVE-VI
PAPER TITLE: ADVERTISING MANAGEMENT AND SALES
PROMOTION

SUBJECT CODE : 19PMBA3M5	THEORY	100 MARKS
SEMESTER: III/IV	CREDITS: 3	Total No. of Hours: 45

COURSE OBJECTIVES:

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

UNIT I

9 Hours

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

UNIT II

9 Hours

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

UNIT III

9 Hours

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

UNIT IV

9 Hours

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

UNIT V

9 Hours

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

Total: 45 Hours

PRESCRIBED BOOKS :

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

REFERENCE BOOKS :

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

WEBSITES :

1. www.tandfonline.com/toc/rina20/current#.VNH-VCyz_4Y
2. <http://www.warc.com/Pages/Store/ProductInfo.aspx?ProductID=36>

Question Paper Pattern :

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

ELECTIVE-VII
PAPER TITLE: DIGITAL MARKETING

SUBJECT CODE : 19PMBA3M7	PRACTICAL	100 MARKS
SEMESTER: III/IV	CREDITS: 2	Total No. of Hours: 45

Course Objective:

- To familiarise the students on the scope of online platform in marketing the business.

UNIT I: TAKING THE BUSINESS ONLINE

9 Hours

Online Opportunities- Understanding the digital channels- Building the web presence- Planning the online business strategy.

UNIT II: SEARCH ENGINE MARKETING

9 Hours

Search Engine Basics- Working of Search Engine- Organic Search- Paid Search-Marketing to the locals- Local directories- SEM auctions-Search Engine Optimization-Search ads- Search Campaigns.

UNIT III: SOCIAL MEDIA MARKETING

9 Hours

Social Media Plan, Strategy- Selecting the right social media-Developing the right social content-Mobile apps and Mobile sites- Content Marketing.

UNIT IV: REACHING CUSTOMERS WITH ADVERTISING

9 Hours

E-mail Marketing- Display advertisements and search engine advertising- retargeting- video advertising-

UNIT V: ANALYTICS AND ONLINE SELLING

9 Hours

Web analytics- Organic Search Analytics- turning data into insights with analytics- Building the business online- Expand the business globally through online.

Total: 45 Hours

Prescribed Books:

1. Understanding Digital Marketing-Damian Ryan-Kogan Page- 4th Edition
2. Fundamentals of Digital Marketing – Puneet Singh Bhatia – Pearson -First Edition

Reference Books:

1. Digital Marketing -Seema Gupta- McGraw Hill
2. Marketing 4.0 : Moving from Traditional to Digital -Philip Kotler, Hermawan Kartajaya,Iwan Setiawan-Wiley

WEBSITES :

<http://www.mindtools.com/pages/article/henri-fayol.htm>
http://faculty.mercer.edu/jackson_r/Ownership/chap02.pdf
<http://global.kyocera.com/inamori/management/twelve.html>

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

ELECTIVE-VIII

PAPER TITLE: BUSINESS ANALYTICS

SUBJECT CODE : 19PMBA3M8	THEORY	100 MARKS
SEMESTER: III/IV	CREDITS: 3	Total No. of Hours: 45

Course Objective:

- To familiarize the students on the latest technological tools that give a impetus to business

UNIT I: BUSINESS ANALYTICS

9 Hours

Business Analytics – Types of Business Analytics – Domains of Analytics – Behaviourial Analytics – Cohort Analytics – Enterprise Optimisation – Difference between Business Analytics and Business Intelligence - Applications of Business Analytics - Challenges in Business Analytics

UNIT II: ARTIFICIAL INTELLIGENCE

9 Hours

Artificial Intelligence - History of Artificial Intelligence – Methods and goals of Artificial Intelligence- Applications of Artificial Intelligence- Tools of Artificial Intelligence - Issues in Artificial Intelligence – Computer Languages for Artificial Intelligence – Future of Artificial Intelligence

UNIT III: MACHINE LEARNING

9 Hours

Definition of Machine Learning - Machine Learning Methods - Few Approaches to Machine Learning – Artificial Neural Networks - Deep Learning – Clustering – Inductive Logic Programming – Representation Learning – Practical uses of Machine Learning – Ethics in Machine Learning

UNIT IV: INTERNET OF THINGS

9 Hours

Internet of Things – Meaning – Characteristics of Internet of Things (IoT) – Technologies for Internet of Things (IoT) - Applications of Internet of Things (IoT) – Cloud Computing and Internet of Things (IoT) – Business Models for Internet of Things -Problems in Internet of Things.

UNIT V : BLOCK CHAIN TECHNOLOGY

9 Hours

Block Chain Technology – Meaning of Blockchain – Types of Blockchain – Blockchain Technology and Finance industry – Bitcoin and Smart Contract – Other uses of Blockchain

Total: 45 Hours

Prescribed Books :

- Steven Orla Kimbrough, Hoong Chuin Lau, Business Analytics for Decision Making, CRC Press A Chapman & Hall Book, 2016
- Stevan Finalay, Artificial Intelligence and Machine Learning for Business, Relativistic Publisher, 2018

Reference Books:

- Bikramaditya Singhal, Gautam Dhameja, Priyansu Sekhar Pand, Beginning Blockchain: A Beginner's Guide to Building Blockchain Solutions, Apress Publisher, 2018.
- Rajkumar Buyya, Amir Vahid Dastjerdi, Internet of Things: Principles and Paradigms, Morgam Kaufmann, 2016

WEBSITES :

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

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