



HINDUSTAN UNIVERSITY

HINDUSTAN INSTITUTE OF TECHNOLOGY & SCIENCE

M.B.A. (Full Time - Course)
Hindustan Institute of Technology & Science
Curriculum and Regulations 2012

Syllabus with
M.B.A(FULL TIME)

ACADEMIC REGULATIONS

(M.E. /M.Tech / M.B.A. / M.C.A.) (Full-Time / Part-Time)

(Effective 2012)

1. Vision, Mission and Objectives

1.1 The Vision of the Institute is “To make everyone a success and no one a failure”.

In order to progress towards the vision, the Institute has identified itself with a mission to provide every individual with a conducive environment suitable to achieve his / her career goals, with a strong emphasis on personality development, and to offer quality education in all spheres of engineering, technology, applied sciences and management, without compromising on the quality and code of ethics.

1.2 Further, the institute always strives

- To train our students with the latest and the best in the rapidly changing fields of Engineering, Technology, Management, Science & Humanities.
- To develop the students with a global outlook possessing, state of the art skills, capable of taking up challenging responsibilities in the respective fields.
- To mould our students as citizens with moral, ethical and social values so as to fulfill their obligations to the nation and the society.
- To promote research in the field of science, Humanities, Engineering, Technology and allied branches.

1.3 Our aims and objectives are focused on

- Providing world class education in engineering, technology, applied science and management.
- Keeping pace with the ever changing technological scenario to help our students to gain proper direction to emerge as competent professionals fully aware of their commitment to the society and nation.
- To inculcate a flair for research, development and entrepreneurship.

2. Admission

2.1. The admission policy and procedure shall be decided from time to time by the Board of Management (BOM) of the Institute, following guidelines issued by Ministry of Human Resource Development (MHRD), Government of India. The number of seats in each branch of the (M.E. / M.B.A. / M.C.A.) programme will be decided by BOM as per the directives from Ministry of Human Resource Development (MHRD), Government of India and taking into account the market demands. Some seats for Non Resident Indians and a few seats for Foreign nationals shall be made available.

2.2. The selected candidates will be admitted to the (M.E. / M.Tech / M.B.A. /M.C.A.) programme after he/she fulfills all the admission requirements set by the Institute and after payment of the prescribed fees.

2.3. Candidates for admission to the first semester of the Master’s Degree Programme shall be required to have passed in an appropriate Degree Examination recognized by Hindustan University

2.4. In all matters relating to admission to the (M.E. / M.Tech / M.B.A. / M.C.A.) programme, the decision of the Institute and its interpretation given by the Chancellor of the Institute shall be final.

2.5. If at any time after admission, it is found that a candidate has not fulfilled any of the requirements stipulated by the Institute, the Institute may revoke the admission of the candidate with information to the Academic Council.

3. Structure of the programme

3.1. The programme of instruction will have the following structure

- i) Core courses of Engineering / Technology / Management.

ii) Elective courses for specialization in areas of student's choice.

3.2. The minimum durations of the programmes are as given below:

Program	No. of Semesters
M.Tech.(Full-Time)	4
M.Tech.(Part-Time)	6
M.B.A.(Full Time)	4
M.B.A. (Part Time)	6
M.C.A.(Full-Time)	6
M.C.A.(Full-Time)	8

Every (M.E./ M.Tech / M.B.A. / M.C.A.) programme will have a curriculum and syllabi for the courses approved by the Academic Council.

3.3. Each course is normally assigned certain number of credits. The following norms will generally be followed in assigning credits for courses.

- One credit for each lecture hour per week per semester;
- One credit for each tutorial hour per week per semester;
- One credit for each laboratory practical (drawing) of three (two) hours per week per semester.
- One credit for 4 weeks of industrial training and
- One credit for 4 hours of project per week per semester

3.4. For the award of degree, a student has to earn certain minimum total number of credits specified in the curriculum of the relevant branch of study. The curriculum of the different programs shall be so designed that the minimum prescribed credits required for the award of the degree shall be within the limits specified below.

Program	Minimum prescribed credit range
M.Tech.(Full time/Part time)	85 – 90
M.B.A. (Full time / Part time)	85 – 95
M.C.A (Full time / Part time)	110 – 115

3.5. The medium of instruction, examination and the language of the project reports will be English.

4. Faculty Advisor

4.1. To help the students in planning their courses of study and for getting general advice on the academic programme, the concerned Department will assign a certain number of students to a Faculty member who will be called their Faculty Advisor.

5. Class Committee

5.1 A Class Committee consisting of the following will be constituted by the Head of the Department for each class:

- (i) A Chairman, who is not teaching the class.
- (ii) All subject teachers of the class.
- (iii) Two students nominated by the department in consultation with the class. The Class Committee will meet as often as necessary, but not less than three times during a semester.

The functions of the Class Committee will include:

- (i) Addressing problems experienced by students in the classroom and the laboratories.
- (ii) Analyzing the performance of the students of the class after each test and finding ways and means of addressing problems, if any.
- (iii) During the meetings, the student members shall express the opinions and suggestions of the class students to improve the teaching / learning process.

6. Grading

6.1 A grading system as below will be adhered to.

Range of Marks	Letter Grade	Grade Points
95-100	S	10
85-94	A	09
75-84	B	08
65-74	C	07
55-64	D	06
50-54	E	05
<50	U	00
	I (Incomplete)	--

6.2 GPA & CGPA

GPA is the ratio of the sum of the product of the number of credits C_i of course “i” and the grade points P_i earned for that course taken over all courses “i” registered by the student to the sum of C_i for all “i”. That is,

$$GPA = \frac{\sum_i C_i P_i}{\sum_i C_i}$$

CGPA will be calculated in a similar manner, at any semester, considering all the courses enrolled from first semester onwards.

6.3. For the students with letter grades W / I in certain subjects, the same will not be included in the computation of GPA and CGPA until after those grades are converted to the regular grades S to U.

6.4 Raw marks will be moderated by a moderation board appointed by the Vice Chancellor of the University. The final marks will be graded using absolute grading system. The Constitution and composition of the moderation board will be dealt with separately.

7. Registration and Enrollment

7.1 Except for the first semester, registration and enrollment will be done in the beginning of the semester as per the schedule announced by the University.

7.2 A student will be eligible for enrollment only if he/she satisfies regulation 10 (maximum duration of the programme) and will be permitted to enroll if (i) he/she has cleared all dues in the Institute, Hostel & Library up to the end of the previous semester and (ii) he/she is not debarred from enrollment by a disciplinary action of the University.

7.3. Students are required to submit registration form duly filled in.

8. Registration requirement

8.1. A full time student shall not register for less than 16 credits or more than 24 credits in any 12 given semester.

8.2 If a student finds his/her load heavy in any semester, or for any other valid reason, he/she may withdraw from the courses within three weeks of the commencement of the semester with the

written approval of his/her Faculty Advisor and HOD. However the student should ensure that the total number of credits registered for in any semester should enable him/her to earn the minimum

number of credits per semester for the completed semesters.

9. Minimum requirement to continue the programme

9.1 For those students who have not earned the minimum required credit prescribed for that particular semester examination, a warning letter to the concerned student and also a letter to his parents regarding the shortage of this credit will be sent by the HOD after the announcement of the results of the university examinations.

10. Maximum duration of the programme

The minimum and maximum period for the completion of various programs are given below.

Program	Min.No. of Semesters	Max.No. of Semesters
M,Tech(Full-Time)	4	8
M,Tech(Part-Time)	6	10
M.B.A.(Full Time)	4	8
M.B.A. (Part Time)	6	10
M.C.A. (Full – Time)	6	12
M.C.A. (Part – Time)	8	14

11. Temporary discontinuation

11.1. A student may be permitted by the Dean to discontinue temporarily from the programme for a semester or a longer period for reasons of ill health or other valid reasons. Normally a student will be

permitted to discontinue from the programme only for a maximum duration of two semesters.

12. Discipline

12.1. Every student is required to observe discipline and decorous behavior both in-side and outside the campus and not to indulge in any activity which will tend to bring down the prestige of the University.

12.2. Any act of indiscipline of a student reported to the Dean (Academic) will be referred to a Discipline Committee so constituted. The Committee will enquire into the charges and decide on suitable punishment if the charges are substantiated. The committee will also authorize the Dean (Academic) to recommend to the Vice - Chancellor the implementation of the decision. The student concerned may appeal to the Vice Chancellor whose decision will be final. The Dean (Academic) will report the action taken at the next meeting of the Council.

12.3. Ragging and harassment of women are strictly prohibited in the University campus and hostels.

13. Attendance

13.1. A student whose attendance is less than 75% is not eligible to appear for the end semester examination for that course. The details of all students who have attendance less than 75% will be announced by the teacher in the class. These details will be sent to the concerned HODs and Dean.

13.2. Those who have 75% or more attendance for the period other than their medical leave will be considered for condonation of shortage of attendance provided the overall attendance in the course including the period of illness does not fall below 65%. Application for condonation recommended by the Faculty Advisor, concerned faculty member and the HOD is to be submitted to the Dean who, depending on the merit of the case, may permit the student to appear for the end semester examination. A student will be eligible for this concession at most in two semesters during the entire degree programme. Application for medical leave, supported by medical certificate with

endorsement by a Registered Medical Officer, should reach the HOD within seven days after returning from leave or, on or before the last instructional day of the semester, whichever is earlier.

13.3. As an incentive to those students who are involved in extra curricular activities such as representing the University in Sports and Games, Cultural Festivals, and Technical Festivals, NCC/ NSS events, a relaxation of up to 10% attendance will be given subject to the condition that these students take prior approval from the officer –in-charge. All such applications should be recommended by the concerned HOD and forwarded to Dean within seven instructional days after the programme/activity.

14. Assessment Procedure (M.E./M.Tech./ M.C.A.)

14.1. The Academic Council will decide from time to time the system of tests and examinations in each subject in each semester.

14.2. For each theory course, the assessment will be done on a continuous basis as follows:

Test/Exam	Weightage	Duration of Test /Exam
First Periodical Test	10%	1 period
Second Periodical Test	10%	1 period
Third Periodical Test	15%	2 periods
Seminar/Assignments/Quiz	10%	
Attendance	5%	
End semester Examination	50%	3 Hours

14.2.1. ASSESSMENT PROCEDURE (M.B.A.)

Test/Exam	Weightage	Duration of Test /Exam
Case study /Project presentations	10%	Throughout the semester
Surprise Test/Quiz (Minimum 2/semester)	10%	1 period
Open Book test	10%	1 period
Mid Semester exam	15%	2 periods
Attendance and Class participation	5%	Throughout the

		Semester
End Semester Exam	50%	3 hours

14.3. For practical courses, the assessment will be done by the subject teachers as below:

- (i) Weekly assignment/Observation note book / lab records – weightage 60%.
- (ii) End semester examination of 3 hours duration including viva – weightage 40%.

15. Make up Examination/periodical Test

15.1. Students who miss the end-semester examinations / periodical test for valid reasons are eligible for make-up examination /periodical test. Those who miss the endsemester examination / periodical test should apply to the Head of the Department concerned within five days after he / she missed examination, giving reasons for absence.

15.2. Permission to appear for make-up examination/periodical test will be given under exceptional circumstances such as admission to a hospital due to illness. Students should produce a medical certificate issued by a Registered Medical Practitioner certifying that he/she was admitted to hospital during the period of examination / periodical test and the same should be duly endorsed by parent/guardian and also by a medical officer of the University within 5 days.

15.3. The student will be allowed to make up at the most two out of three periodical tests and end – semester examination.

16. Project evaluation

16.1. For Project work, the assessment will be done on a continuous basis as follows:

Review / Exam	Weightage
First Review	10%
Second Review	20%
Third Review	20%
End semester Exam	50%

For end semester exam, the student will submit a Project Report in a format specified by the Dean. The first three reviews will be conducted by a Committee constituted by the

Head of the Department. The end – semester exam will be conducted by a Committee constituted by the Controller of Examinations. This will include an external expert.

17. Declaration of results

17.1 A candidate who secures not less than 50% of total marks prescribed for a course with a minimum of 50% of the marks prescribed for the end semester examination shall be declared to have passed the course and earned the specified credits for the course.

17.2 After the valuation of the answer scripts, the tabulated results are to be scrutinized by the Result Passing Boards of UG and PG programmes constituted by the Vice-Chancellor. The recommendations of the Result Passing Boards will be placed before the Standing Sub Committee of the Academic Council constituted by the Chancellor for scrutiny. The minutes of the Standing Sub Committee along with the results are to be placed before the Vice- Chancellor for approval. After getting the approval of the Vice-Chancellor, the results will be published by the Controller of Examination/Registrar.

17.3 If a candidate fails to secure a pass in a course due to not satisfying the minimum requirement in the end semester examination, he/she shall register and reappear for the end semester examination during the following semester. However, the internal marks secured by the candidate will be retained for all such attempts.

17.4 If a candidate fails to secure a pass in a course due to insufficient internal marks though meeting the minimum requirements of the end semester examination, wishes to improve on his/her internal marks, he/she will have to register for the particular course and attend the course with permission of the HOD concerned and Dean with a copy marked to the Registrar. The sessional and external marks obtained by the candidate in this case will replace the earlier result.

17.5 A candidate can apply for the revaluation of his/her end semester examination answer paper in a theory course within 2 weeks from the declaration of the results, on payment of a

prescribed fee through proper application to the Registrar/Controller of Examinations through the Head of the Department. The Registrar/ Controller of Examination will arrange for the revaluation and the results will be intimated to the candidate concerned through the Head of the Department. Revaluation is not permitted for practical courses and for project work.

18. Grade Card

18.1. After results are declared, grade sheet will be issued to each student, which will contain the following details:

- (i) Program and branch for which the student has enrolled.
- (ii) Semester of registration.
- (iii) List of courses registered during the semester and the grade scored.
- (iv) Semester Grade Point Average (GPA)
- (v) Cumulative Grade Point Average (CGPA).

19. Class / Division

Classification is based on CGPA and is as follows:

CGPA \geq 8.0: First Class with distinction

6.5 \geq CGPA < 8.0: First Class

5.0 \geq CGPA < 6.5: Second Class.

20. Transfer of credits

20.1. Within the broad framework of these regulations, the Academic Council, based on the recommendation of the transfer of credits committee so constituted by the Chancellor may permit students to earn part of the credit requirement in other approved institutions of repute and status in the country or abroad.

20.2. The Academic Council may also approve admission of lateral entry (who hold a diploma in Engineering/ technology) candidates with advance credit based on the recommendation of the transfer of credits committee on a case to case basis.

21. Eligibility for the award of (M.E. /M.Tech / M.B.A. / M.C.A.) Degree

21.1. A student will be declared to be eligible for the award of the (M.E. / M.Tech / M.B.A. / M.C.A.). Degree if he/she has

- i) registered and successfully credited all the core courses,
- ii) successfully acquired the credits in the different categories as specified in the curriculum corresponding to the discipline (branch) of his/her study within the stipulated time,
- iii) has no dues to all sections of the Institute including Hostels, and
- iv) has no disciplinary action pending against him/her.

The award of the degree must be recommended by the Academic Council and approved by the Board of Management of the University.

22. Power to modify

22.1. Notwithstanding all that has been stated above, the Academic Council has the right to modify any of the above regulations from time to time.

PROGRAMME OBJECTIVES

The Objective of MBA program is to provide the graduating Students with an integrated knowledge and ability to perform as Management professionals of global standard by developing the Skills of leadership and teamwork, understanding of the latest Developments in their functional areas, ability to use analytical tools for decision making, ability to use technology as a management tool, Organizational skills for effective implementation of strategies and the ability for Ethical decision making.

HINDUSTAN INSTITUTE OF TECHNOLOGY AND SCIENCE

SCHOOL OF MANAGEMENT

CURRICULUM - 2009 - FULL-TIME MODE

MBA (General Management)

SEMESTER – I

S. No	Course Code	Course Title	L	T	P	C	TCH
1	PBA101	Data Analysis for Business Decisions	3	1	0	4	4
2	PBA102	Economic Foundations of Business Environment	3	0	0	3	3
3	PBA103	Total Quality Management	3	0	0	3	3
4	PBA104	Organizational Behaviour	3	0	0	3	3
5	PBA105	Communication Skills and Business Correspondence	3	0	0	3	3
6	PBA106	Accounting for Management	3	1	0	4	4
7	PBA107	Legal Aspects of Business	3	0	0	3	3
8	PBA108	Principles of Management	3	0	0	3	3
TOTAL						26	26

SEMESTER – II

S. No	Course Code	Course Title	L	T	P	C	TCH
THEORY							
1	PBA201	Production Management	3	0	0	3	3
2	PBA202	Financial Management	3	1	0	4	4
3	PBA203	Marketing Management	3	0	0	3	3
4	PBA204	Human Resource Management	3	0	0	3	3
5	PBA205	Applied Operations Research for Management	3	1	0	4	4
6	PBA206	Strategic Management	3	0	0	3	3
7	PBA207	Research Methods in Business	3	0	0	3	3
PRACTICAL							
8	PBA208	Business Application Software	0	0	3	1	3
9	PBA209	Personality Development/ Seminar/ GD / Case Study	0	0	3	1	3
TOTAL						25	29
THEORY-ELECTIVE (OFFERED TO OTHER PG STUDENTS OF THE UNIVERSITY)							
1	PBA203	Marketing Management	3	0	0	3	3
2	PBA207	Research Methods In Business	3	0	0	3	3

SUMMER SEMESTER (6 WEEKS)**PBA303 SUMMER PROJECT**

Project report of the Summer Project is to be submitted by the students within 30 days from the commencement of the 3rd semester. Evaluation report should be sent to the Controller of Examinations by the HOD through the Principal, before the last working day of the 3rd semester.

SEMESTER – III

S. No	Course Code	Course Title	L	T	P	C	TCH
THEORY							
1	PBA301	International Business Management	3	0	0	3	3
2	PBA305	Entrepreneurship Development	3	0	0	3	3
3	PBA702	Elective I- Services Marketing***	3	0	0	3	3
4	PBA720	Elective II-Industrial Relations & Labour Welfare ***	3	0	0	3	3
5		Electives III	3	0	0	3	3
6		Elective IV	3	0	0	3	3
7		Elective V	3	0	0	3	3
8		Elective VI	3	0	0	3	3
PRACTICAL							
9	PBA303	Summer Project Work	-	-	4	2	4
10	PBA304	Seminar II (Emerging Trends in Management - Case Study Analysis and Seminar)	0	0	2	1	2
TOTAL						27	30

*** ELECTIVES OFFERED TO OTHER PG STUDENTS OF UNIVERSITY

Each student should opt for three elective subjects from any of the two areas of specialization mentioned below.

**LIST OF ELECTIVES
MASTER OF BUSINESS ADMINISTRATION (MBA)**

S. No	Course Code	Course Title	L	T	P	C
MARKETING - ELECTIVES						
1	PBA701	Sales Management	3	0	0	3
2	PBA702	Services Marketing	3	0	0	3
3	PBA703	Advertising and Sales Promotion	3	0	0	3
4	PBA704	Consumer Behaviour	3	0	0	3
5	PBA705	Brand Management	3	0	0	3
6	PBA706	Rural Marketing	3	0	0	3
7	PBA707	Retail Marketing	3	0	0	3
8	PBA708	Customer Relationship Management	3	0	0	3

9	PBA733	Integrated Marketing Communication	3	0	0	3
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FINANCE - ELECTIVES						
S. No	Course Code	Course Title	L	T	P	C
1	PBA709	Security Analysis and Portfolio Management	3	0	0	3
2	PBA710	Merchant Banking and Financial Services	3	0	0	3
3	PBA711	International Trade Finance	3	0	0	3
4	PBA712	Strategic Financial Management	3	0	0	3
5	PBA713	Corporate Finance	3	0	0	3
6	PBA714	Derivatives Management	3	0	0	3
7	PBA715	Mergers and Acquisitions	3	0	0	3
8	PBA716	Insurance and Risk Management	3	0	0	3
HUMAN RESOURCES - ELECTIVES						
1	PBA717	Managerial Behaviour and Effectiveness	3	0	0	3
2	PBA718	Competency Mapping and Development	3	0	0	3
3	PBA719	Organisational Theory Design & Development	3	0	0	3
4	PBA720	Industrial Relations and Labour Welfare	3	0	0	3
5	PBA721	Labour Legislations	3	0	0	3
6	PBA722	Strategic Human Management and Development	3	0	0	3
7	PBA723	Cross Cultural Management	3	0	0	3
8	PBA724	Performance and Reward Management	3	0	0	3
SYSTEMS - ELECTIVES						
1	PBA725	Software Development	3	0	0	3
2	PBA726	Database Management Systems	3	0	0	3
3	PBA727	E-Commerce Technology and Management	3	0	0	3
4	PBA728	Enterprise Resource Planning for Management	3	0	0	3
5	PBA729	Software Project and Quality Management	3	0	0	3
6	PBA730	Decision Support System	3	0	0	3
7	PBA731	Information Technology for Management	3	0	0	3
8	PBA732	Knowledge Management Systems	3	0	0	3

SEMESTER – IV

S. No	Course Code	Course Title	L	T	P	C	TCH
1	PBA401	Project Work	-	-	24	12	24
TOTAL						12	24

Grand Total

90 109

SEMESTER - I

Subject name: DATA ANALYSIS FOR BUSINESS DECISIONS	Course code: PBA101	Credits: 4
Goal	The main goal is to facilitate the students to have thorough knowledge in various Statistical techniques and to apply the concepts in managerial decision making.	
Objectives	Outcomes	
<p>The objective is to understand some basic terminology in probability, solve problems involving calculation of simple, joint and conditional probabilities</p> <p>The basic objective is to understand the sampling distributions of sample mean and proportion and also various sampling techniques which are based on statistical principles.</p> <p>The objective is to understand the concepts of hypothesis and the procedure involved in testing them. The objective is also to study the various tests of significance like, F test, t test, Chi-square test</p> <p>The basic objective is to highlight the importance of non-parametric tests when the validity of assumptions in tests of significance is doubtful.</p> <p>The objective is to understand the relevance and applications of relationship between two variables and to forecast one variable with the help of the other variable. The objective is also to recognize and define different components of Time Series and to understand the importance as well as the different methods of forecasting.</p>	<p>Students can facilitate Theorems and Laws of probabilities in business and managerial situations.</p> <p>Students will be able to determine appropriate sample size to estimate population mean or proportion for a given level of accuracy and with prescribed level of confidence.</p> <p>Students can analyse the two aspects of statistical inference, viz. “Estimation” and “Testing of Hypothesis”. Students will have a thorough knowledge on various test and will have a clarity on which test to be applied in different situations</p> <p>Students can easily differentiate between parametric and non-parametric tests and will be able to design, conduct and evaluate some selected non-parametric tests.</p> <p>Students will be able to measure the correlation between two variables and use the regression coefficients sensibly to make forecasts. Also they can acquaint with various quantitative forecasting methods that are used in a business environment.</p>	

OBJECTIVES:

To provide an insight into statistical reasoning with an emphasis on concepts and applications relevant to business decision making.

UNIT – I DISCRETE PROBABILITY:**12**

Basic definitions and rules for probability, conditional probability independence of events, Baye's theorem, and random variables, Mathematical Expectation

UNIT – II SAMPLING DISTRIBUTION**12**

Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques.

UNIT – III TESTING OF HYPOTHESIS:**12**

Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations, Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit.

UNIT – IV NON-PARAMETRIC METHODS:**12**

Sign test for paired data. Rank sum test: Mann – Whitney U test and Kruskal Wallis test. One sample run test, rank correlation.

UNIT – V CORRELATION, REGRESSION AND TIME SERIES ANALYSIS**12** Correlation

analysis – Simple Applications, Estimation of regression line. Time series analysis: Variations in time series, trend analysis, cyclical variations, seasonal variations.

TOTAL: 60 Periods**TEXT BOOKS:**

1. Levin R.I. and Rubin D.S., "Statistics for management", 7th edition, Prentice Hall of India Pvt. Ltd., New Delhi, 2001.
2. Aczel A.D. and Sounderpandian J., "Complete Business Statistics", 5th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2004.
3. Anderson D.R., Sweeney D.J. and Williams T.A., "Statistics for business and economics", 8th edition, Thomson (South – Western) Asia Pte. Ltd., Singapore, 2002.

REFERENCES:

1. Levine D.M., Krehbiel T.C. and Berenson M.L., "Business Statistics: A First Course", Pearson Education Asia, 2nd edition, New Delhi, 2002.
2. Hooda R.P., "Statistics for Business and Economics", 2nd edition, Macmillan India Ltd., 2001.
3. Morse L.B., "Statistics for Business and Economics", HarperCollins college Publishers, New York, 1993.
4. Bowerman B.L., Connel R.T.O' and Hand M.L., "Business Statistics in Practice", 2nd edition, McGraw-Hill / Irwin, 2001.
5. Gupta S.C. and Kapoor V.K., "Fundamentals of Mathematical Statistics", Sultan Chand & Sons, New Delhi, 2002.

Subject name: ECONOMIC FOUNDATIONS OF BUSINESS ENVIRONMENT	Course code: PBA102	Credits: 3
Goal	Equip students with in-depth knowledge about economic theories and their applications in business decisions	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. The aim of the module is to provide an understanding of Economic theory in order to enable students to critically analyze the empirical situation of the economy. 2. The focus is on laying down the macroeconomic foundation so that students will find it tractable to locate, understand and apply the Economic principles. 3. Various economic issues pertaining to domestic and international will be discussed at large. 4. The students will be able to take strategic business decisions, and appreciate the growing importance of the global connectivity. 	<ol style="list-style-type: none"> 1. Demonstrate a critical understanding and evaluation of macroeconomic variables and theories with empirical evidence; 2. Evaluate alternative various economic policies taken at domestic and international level. 3. Make sound business decisions with reference to and its impact on economy as a whole. 4. Govt. policies with reference to the implications of externalities due to global Connectivity. 	

OBJECTIVES:

The subject focuses on economic ideas and their applications in business decisions and to explain the behaviour of the economy and the Government's involvement in managing the economy.

UNIT- I NATURE AND SCOPE OF MACRO ECONOMIC ISSUES: 10

Macro economic variables – national income, investment, savings, employment, inflation, balance of payment, exchange rate, etc. – circular flow of income – national income concepts – measurement of national income – role of economic planning – Indian economic planning.

UNIT- II ANALYSIS OF NATIONAL INCOME: 15

Determination of national income – Keynesian perspective - multiplier – accelerator – business cycle – the role of fiscal policy – Indian fiscal policy and experiences.

UNIT- III ANALYSIS OF MONEY MARKET: 10

Demand and supply of money – money market equilibrium – the role of money - monetary policy – Indian perspectives.

UNIT- IV INTEGRATION OF COMMODITY AND MONEY MARKET: 10

Analysis of inflation and unemployment – the role of economic policies – Indian experiences.

UNIT -V ANALYSIS OF EXTERNAL SECTOR: 15

International trade – trade multiplier – linkage model – the role of trade policy – analysis of performance of Indian economy in external sector.

TOTAL : 60 Periods

TEXT BOOKS:

1. Ahuja H.L., Economic Environment of Business, Macroeconomic analysis, S.Chand & Company Ltd., New Delhi, 2005.
2. Gupta, G.S. Macroeconomics, Theory and Applications, Tata McGraw-Hill publishing company Ltd., New Delhi, 2001.

REFERENCES:

1. Samuelson, Paul A., and Nordhaus, W.D., Economics, Tata McGraw-Hill publishing company Ltd., New Delhi 2004.
2. Ruddar Datt and K.P.M.Sundharam, Indian Economy, S.Chand & Company Ltd., New Delhi, 2003.
3. Government of India (Ministry of Finance), Economic Survey (Latest issue), New Delhi.

Subject name: TOTAL QUALITY MANAGEMENT	Course code: PBA103	Credits: 3
Goal	1. To introduce the students to the basic concepts of total quality management and how the focus of TQM has become so important for all companies in recent times 2. To familiarize the students to the philosophy and role of TQM in revitalizing the organization 3. To enable them to acquire requisite diagnostic skills and understand the use of the tools of the TQM	
Objectives	Outcomes	
1. To introduce Quality Concepts, TQM Framework and Customer Satisfaction. 2. To introduce the principles and philosophies of Quality Management 3. To emphasize the significance of Statistical Process Control and introduce the various methods of measuring process capability 4. To provide overview on the various tools and techniques of Quality Management 5. To introduce Quality Management Systems, steps involved in TQM Implementation and understand the role of Information Technology in Quality	1. The student should understand the various dimensions of Quality, Principles of TQM , Customer Perception to Quality and strategies adopted for Customer retention 2. The incumbent understands the contributions made by various Quality Gurus & gets familiar with the various approaches proposed by them for Quality Management 3. The incumbent understands the quantitative method of measuring Quality and is familiar with methods of measuring process capability 4. The incumbent becomes aware of the various Quality Management tools 5. The incumbent understands the significance of maintaining a system for managing quality, and is familiar with the various factors that lead to the successful Implementation of TQM in an organization.	

OBJECTIVES:

- To introduce the students to the basic concepts of total quality management and how the focus of TQM has become so important for all companies in recent times.
- To familiarize the students to the philosophy and role of TQM in revitalizing the Organization.
- To enable them to acquire requisite diagnostic skills and understand the use of the tools of TQM

UNIT-I INTRODUCTION TO QUALITY MANAGEMENT

9

Definitions – TQM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements. Customer focus – customer perception of quality, translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.

UNIT-II PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT

9

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi, Shingeo and Walter Shewhart. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

UNIT-III STATISTICAL PROCESS CONTROL AND PROCESS CAPABILITY

9

Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributes. Process capability – meaning, significance and measurement – Six sigma concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP) – relevance to TQM, Terotechnology. Business process re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.

UNIT-IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT

9

Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Seven old (statistical) tools. Seven new management tools. Bench marking and POKA YOKE.

UNIT-V QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION

9

Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward. Information technology – computers and quality functions, internet and electronic communications. Information quality issues.

TOTAL : 45 Periods

TEXT BOOKS:

1. Dale H.Besterfield et al, Total Quality Management, Thrid edition, Perarson Education (First Indian Reprints 2004)
- 2.Shridhara Bhat K, Total Quality Management – Text and Cases, First Edition 2002, Himalaya Publishing House

REFERENCES:

- 1.William J.Kolariii, Creating quality, Mcgraw Hill, 1995
- 2.Poornima M.Charantimath., Total quality management, Pearson Education, First Indian Reprint 2003.
- 3.Rose J.E. Total Quality Management, Kogan Page India Pvt Ltd, 1993.
- 4.Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi

Subject name: Organizational behavior	Course code: PBA104	Credits: 3
Goal	Objective is to build better relationships by achieving human objectives, organizational objectives, and social objectives by understanding how people, individuals, and groups act in organizations.	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To understand what organizations are? Explain what organizational behavior is and how it has evolved, discover what disciplines contributed to knowledge in OB 2. To understand the concept, process and importance of individual behavior in organizations. Influence of perception, to discover the work related Attitudes: job satisfaction, job commitment, and organizational citizenship to understand significance of motivation, to understand how personality contributes to differences in individual behavior. 3. To understand the meaning and importance of groups and teams in organizations. To understand the meaning of organizational leadership. 4. To understand the concept of organizational politics. Discuss how managers deal with power and politics in organizations. 5. Dynamics of organizational behaviours. To understand the different choices of structure of an organization. To understand the significance of organizational culture. Understand the concept of organizational climate. To explore the factors influencing organizational effectiveness. 	<ol style="list-style-type: none"> 1. Student should be able to explain what organizational behavior is and what are the disciplines contributed to organizational behavior 2. Would have understood the individuals in organizations in terms of their perception, attitude, motivation and personality. Also would have explored their contribution in achieving individual and organizational effectiveness. 3. Students would understand the groups in organizations, in terms of thresholds of interpersonal relationships, groups and teams in organizations. 4. Student would have explored effectiveness of organizational leadership roles. Power and politics in organizations and how managers deal with politics. 5. Student would have understood how organizations shape behavior through organizational structure, organizational culture, organizational climate. Achieve organizational effectiveness through managing and leading human behavior at work. 	

OBJECTIVES:

Organizational Behaviour (OB) is the study and application of knowledge about how people, individuals, and groups act in organizations. Its purpose is to build better relationships by achieving human objectives, organizational objectives, and social objectives.

UNIT - I FOCUS AND PURPOSE**9**

Definition, need and importance of organizational behaviour – nature and scope – frame work – organizational behaviour models.

UNIT – II INDIVIDUAL BEHAVIOUR**9**

Personality – types – factors influencing personality – theories, learning – types of learners – the learning process – learning theories – organizational behaviour modification
 Attitudes – characteristics – components – formation – measurement.
 Perceptions – importance – factors influencing perception – interpersonal perception.
 Motivation – importance – types – Theories- effects on work behaviour.

UNIT – III GROUP BEHAVIOUR**9**

Organization structure – formation – groups in organizations – influence – group dynamics – emergence of informal leaders and working norms – group decision making techniques – interpersonal relations – communication – Control - Process – types- Barriers- effective communication.

UNIT – IV LEADERSHIP AND POWER**9**

Meaning – importance – leadership styles – theories – leaders Vs managers
 sources of power – power centers – power and politics.

UNIT – V DYNAMICS OF ORGANIZATIONAL BEHAVIOURS**9**

Organizational climate – factors affecting organizational climate – importance.
 Job satisfaction – determinants – measurements – influence on behaviour.
 Organizational change – importance – stability Vs change – proactive Vs reaction change – the change process – resistance to change – managing change. Organizational development – characteristics – objectives – team building.
 Organizational effectiveness – perspective – effectiveness Vs efficiency – approaches – the time dimension – achieving organizational effectiveness.

TOTAL : 45 Periods

TEXT BOOKS:

1. Stephen P.Robbins, Organisational Behaviour, Prentice Hall of India, 9th edition, 2001.
2. Hellriegel, Slocum and Woodman, Organisational Behaviour, South-Western, Thomson Learning, 9th edition, 2001.

REFERENCES:

- 1.Schermerhorn, hunt and Osborn, Organisational behaviour, John Wiley, 7th edition, 2001.
- 2.Jit S.Chand, Organisational Behaviour, Vikas publishing House Pvt. Ltd. 2nd edition, 2001.
- 3.Fred Luthans, Organisational Behaviour, McGraw Hill Book Co., 1998.
- 4.New Strom & Davis, Organisational behaviour, McGraw Hill, 2001.
- 5.Jaffa Harris and Sandra Hartman, Organisational Behaviour, Jaico, 2002.

Subject Name : Communication Skills and business Correspondence	Course code: PBA105	Credits: 3
Goal	To enable the students to prepare and deliver effective oral and written communication for business situations and be able to apply business communication strategies and principles.	
Objectives	Outcomes	
<p>I. To help the learner understand and assimilate through practice, the process and importance of communication in general</p> <p>II. To help learners understand the principles of effective communication. To make learners aware of barriers to communication and to suggest strategies to overcome them.</p> <p>III. To help learners know what is Presentation, Negotiation, Meetings and Conferences. Learn the soft skills for LSRW.</p> <p>IV. To help learners acquire a performing knowledge of forms and methods of writing in order to handle business correspondence</p>	<p>I. The learner understands through this unit the meaning and definition of communication. Knows the process, objectives, relevance functions and scope of communication.</p> <p>II. The learner understands through this unit the seven C's of effective communication. Knows the use of four S's in communication. Variety programme in English. Eg. RADIO SHOW</p> <p>III. After reading this unit the learner will be able to appreciate soft skills and also understand their importance to perform language functions effectively.</p> <p>IV. After reading these units, the learner will have been initiated into using the skills to write business letters, e-mails and reports effectively. They will be able to compose, paragraphs & essays critically.</p>	

PBA105 COMMUNICATION SKILLS & BUSINESS CORRESPONDENCE 3 0 0 3

OBJECTIVES

To enable the students to prepare and deliver effective oral and written communication for business situations and be able to apply business communication strategies and principles.

UNIT- I COMMUNICATION IN BUSINESS 9

Defining Communication, Nature of Communication, Process of Communication, Objectives of Communication, Forms and Dimensions of Communication, Oral and Written Communication

UNIT - II PRINCIPLES OF EFFECTIVE COMMUNICATION 9

Principles of Effective Communication, Barriers to Communication, Measures to Overcome Barriers to Communication, Gateways of Communication in an Organization, Media and Modes of Communication

UNIT- III COMMUNICATION SKILLS 9

Reading Skills, Listening Skills, Presentation Skills, Negotiation Skills, Meetings and Conferences, Interview Skills, Group Discussion

UNIT- IV BUSINESS CORRESPONDENCE 9

Job Applications and Resume Writing, Business Letters, Enquiries, Orders and Replies, Circulars, Notices and Memos

UNIT – V REPORT WRITING 9

Business Reports, Academic Report Writing, Business Etiquette, Enriching Vocabulary, Paragraph Development

Total 45 Periods

TEXT BOOKS:

1. **Speaking and Writing for Effective Communication**, Author – Francis Soundararaj, Publisher – Macmillan.

REFERENCE:

1. **Business Communication** – Author - M.K. Sehgal and Vandana Khetarpal, Publisher – Excel books.

2. **Effective Business Communication** – Author – Herta A. Murphy, Herbert W. Hildebrandt, Jane P. Thomas, Publisher – Tata Mc.Grawhill

Subject name: Accounting for Management	Course code: PBA106	Credits:4
Goal	To introduce prospective managers of new ventures to prepare and analyze financial statements. The course emphasizes on techniques of cash flows, and impact of accounting principles.	
Objectives		Outcomes
<ol style="list-style-type: none"> 1. To introduce the accounting principles and concepts and about inflation and human resource accounting 2. To know the final accounts concepts to prepare the statements and interpret the same and to know about depreciation accounting and its type 3. To know the need and importance of ratio & cash flow analysis 4. To familiarize the students with cost concepts, process and standard costing techniques and its importance for Business decisions 5. To understand the cost volume profit analysis for making business decisions 		<ol style="list-style-type: none"> 1. The students should be able to apply the principles and concepts to record financial transactions and to determine the current purchasing power and the current cost based on the conversion factor and converted value 2. To be able to prepare Profit & Loss account and Balance sheet and Depreciation statement under different methods 3. The students should be able to apply the ratios and interpret the financial status of a firm(s) and prepare cash flow statement and make interpretation on the same 4. The students should be able to prepare cost sheet, process cost account and to do variance analysis 5. To be able to apply the cost volume profit analysis technique for business decisions

OBJECTIVES:

To introduce prospective managers of new ventures to prepare and analyze financial statements. The course emphasis on techniques of cash flows, and impact of accounting principles. Coverage of management control systems including: planning, budgeting, reporting, analysis, and performance evaluation.

UNIT – I FINANCIAL ACCOUNTING: 9

Introduction to financial, cost and management accounting, generally accepted accounting principles, conventions and concepts.— Introduction to inflation accounting introduction to human resources accounting.

UNIT –II ACCOUNTING MECHANICS 15

The profit and loss account and related concepts – The balance sheet and related concepts- Preparation of Final accounts- Depreciation accounting- Straight line method - Written down value method – Annuity method

UNIT-III ANALYSIS OF FINANCIAL STATEMENTS 12

Financial Ratio Analysis - Cash flow and Funds flow statement analysis

UNIT -IV COST ACCOUNTING 12

Cost Accounting Systems: Classification of Cost – Cost sheet - Process costing - Standard costing

UNIT –V MANAGEMENT ACCOUNTING: 12

Marginal Costing: Cost Volume Profit Analysis - Relevant Cost for decision making, Special order decision, Production constraint decisions, Make or buy decisions, Joint product decision.

TOTAL: 60 Periods

TEXT BOOKS:

- 1.M.Y.Khan & P.K.Jain – Management Accounting, Tata McGraw Hill publishing company Ltd., 2004.
2. M.A.Sahaf – Management Accounting (Principles & Praticce): Vikas Publishing House Pvt. Ltd., New Delhi, 2004.

REFERENCES:

- 1.R.S.N.Pillai & Bagavathi – Managemnt Accounting S.Chand & Co. Ltd., New Delhi, (2002)
- 2.R.Narayanaswamy – Financial Accounting – A managerial perspective Prentice Hall India Pvt., Ltd., New Delhi
- 3.Bhattacharya S.K.John Dearden Accounting for Management: Text and Cases – Vikas publishing house, New Delhi, 2000.
- 4.Charles T.Hornegren – Introduction to management accounting. Prentice Hall, New Delhi, 2001.

Subject Name : Legal Aspects of Business	Code: PBA107	Credit : 4
Goal	To introduce the incumbents to different aspects and interpretations of general business laws in India, its' emergence, enactments, precedents and pronouncements over period of time immemorial, focused on the applicability and reforms, read with analytical case laws in each and every legislation. To enable students to understand the legal framework of Business providing with practical legal knowledge of general business law issues to help them to become more informed, sensitive and effective business leaders.	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To enable the students to understand the essentials, formations and enforceability of the Contracts in business parlance and available legislations-INDIAN CONTRACTS ACT, 1872. 2. To fully apprise the students to know what are the rights, responsibilities and liabilities under transfer of rights in sale and purchase of goods transactions under price considerations-SALE OF GOODS ACT, 1930. 3. To educate the students to be fully aware of the entire banking transactions and responsibilities of bankers and their customers-THE NEGOTIABLE INSTRUMENTS ACT, 1881. 4. To thoroughly update the students to understand the rights, duties and functions of agencies and principal ships in dealing with goods and properties- CONTRACTS OF AGENCY. 5. To fully gear up the incumbents for thorough guidance in the unique system of Corporate Law Business management world- THE INDIAN COMPANIES' ACT, 1956. 	<ol style="list-style-type: none"> 1. The intending students will understand what are the basics of contracts, ingredients, applicability, performances, punishments and remedies for non-performances. 2. The incumbents will be apprised as to entire obligations and privileges in any purchase and sale of goods transaction, both in India and across borders. 3. The incumbents will completely understand what he can and has to do at any bank as well as at banking for transactions to carry on his activities uninterruptedly. 4. The incumbents would have clearly understood the individual as well as collective rights, privileges and functions under various acts of parliament vis-à-vis agents, agencies and principal ships. 5. The student would be able to cake walk through the various enactments of company laws and its' ever changing regulations as put in vogue in the corporate world. 	

OBJECTIVES

The objective of the course is to enable students to understand the legal framework of Business. Provides the students with practical legal knowledge of general business law issues and topics to help them to become more informed, sensitive and effective business leaders.

UNIT - I MERCANTILE AND COMMERCIAL LAW**20****The Indian Contract Act 1872:**

Essential of a valid contract, Void Agreements, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts.

The Sale of Goods Act 1930:

Sales contract, transfer of title and risk of loss, warranties in sales contract, performance of sales contracts, conditional sales and rights of an unpaid seller.

Negotiable instruments Act 1881:

Nature and requisites of negotiable instruments, transfer of negotiable instruments and liability of parties, enforcement of secondary liability, holder in due course, special rules for cheques and drafts, discharge of negotiable instruments.

Agency

Nature of agency – How created, Agent's authority and liability of principal and third party: Rights and duties of principal, agents and Third party, liability of principal or agents torts, termination of agency.

UNIT – II COMPANY LAW**10**

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 – III INDUSTRIAL LAW:**10**

An Overview of Factories Act, Payment of Wages Act, Payment of Bonus Act, Minimum Wages Act, Industrial Disputes Act.

UNIT – IV INCOME TAX ACT AND SALES TAX ACT:**10**

Corporate Tax Planning, Overview of Sales Tax Act, including Value Added Tax.

UNIT-V CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS:**10****TOTAL: 60 periods****TEXT BOOKS**

1. N.D.Kapoor, Elements of mercantile law – Sultan chand and company, New Delhi – Latest edition.
2. Sen & Mitra – Commercial and Industrial law – The world press, Pvt. Ltd., Calcutta – 1996.

REFERENCES:

1. P.P.S.Gogna, Mercantile Law, S.Chand & Co. Ltd., New Delhi, 1999.
2. Dr.Vinod K.Singhania Direct Taxes Planning and Management (Latest edition)
3. Respective Bare Acts.

Subject name: PRINCIPLES OF MANAGEMENT	Course code: PBA108	Credits: 3
Goal	To understand the integral part of the managerial functions- Planning, Organizing, Staffing, Leading and Controlling.	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To understand the basic functions of management. 2. To elaborate the importance of planning, MBO, strategies, Forecasting, Decision making 3. To elaborate the purpose of organizing, HRD techniques and managerial effectiveness. 4. To illustrate on Leadership styles, Motivational theories and effectively communicate. 5. To emphasize the need to control, Budget, use of IT and understand the global business environmental operations. 	<ol style="list-style-type: none"> 1. The student must have clarity in identifying basic functions and acting accordingly on job. 2. The student realizes the importance of planning and applies the same. 3. The incumbent understands the purpose of organizing and strives to be an effective manager. 4. The incumbent realizes different approaches of a leader and how motivation levels could be altered to satisfy a purpose. 5. The incumbent derives knowledge on control processes & the global business environmental operations. 	

Objective

Knowledge on the principles of management is essential for all kinds of people in all kinds of organizations. After studying this course, students will be able to have a clear understanding of the managerial functions like planning, organizing, staffing, leading and controlling. Students will also gain some basic knowledge on international aspect of management.

UNIT I HISTORICAL DEVELOPMENT**9**

Definition of Management – Science or Art – Management and Administration – Development of Management Thought – Contribution of Taylor and Fayol – Functions of Management – Types of Business Organisation.

UNIT II PLANNING**9**

Nature & Purpose – Steps involved in Planning – Objectives – Setting Objectives – Process of Managing by Objectives – Strategies, Policies & Planning Premises- Forecasting – Decision-making.

UNIT III ORGANISING**9**

Nature and Purpose – Formal and informal organization – Organization Chart – Structure and Process – Departmentation by difference strategies – Line and Staff authority – Benefits and Limitations – De-Centralization and Delegation of Authority – Staffing – Selection Process - Techniques – HRD – Managerial Effectiveness.

UNIT IV DIRECTING**9**

Scope – Human Factors – Creativity and Innovation – Harmonizing Objectives – Leadership – Types of Leadership Motivation – Hierarchy of needs – Motivation theories – Motivational Techniques – Job Enrichment – Communication – Process of Communication – Barriers and Breakdown – Effective Communication – Electronic media in Communication.

UNIT V CONTROLLING**9**

System and process of Controlling – Requirements for effective control – The Budget as Control Technique – Information Technology in Controlling – Use of computers in handling the information – Productivity – Problems and Management – Control of Overall Performance – Direct and Preventive Control – Reporting – The Global Environment – Globalization and Liberalization – International Management and Global theory of Management.

TOTAL : 45**TEXT BOOKS**

1. Harold Koontz & Heinz Wehrich "Essentials of Management", Tata McGraw-Hill, 1998
2. Joseph L Massie "Essentials of Management", Prentice Hall of India, (Pearson) Fourth Edition, 2003.

REFERENCES

1. Peter Drucker, The Practice of Management – Allied Publications.
2. Tripathy PC And Reddy PN, " Principles of Management", Tata McGraw-Hill, 1999.
3. Decenzo David, Robbin Stephen A, "Personnel and Human Resources Management", Prentice Hall of India, 1996
4. JAF Stomer, Freeman R. E and Daniel R Gilbert, "Management", Pearson Education, Sixth Edition, 2004.
5. Fraidoon Mazda, "Engineering Management", Addison Wesley,-2000.

SEMESTER II

Subject name: PRODUCTION MANAGEMENT	Course code: PBA201	Credits: 3
Goal	<ol style="list-style-type: none"> 1. To familiarize the students with the various processes involved in the production of products and services in a highly competitive environment 2. To introduce the planning and project management methods used to effectively and efficiently manage the production function 	
Objectives		Outcomes
<ol style="list-style-type: none"> 1. To introduce the concepts of Production and Operations function, role of Operations Strategy and application of Production Management Tools 2. To introduce the latest trends in Material Management handling technologies and Inventory Management Models 3. To emphasize the significance of Planning, Forecasting and introduce their various methods 4. To introduce the various Scheduling techniques 5. To provide overview of Facility, Layout location and introduce the work measurement methods 		<ol style="list-style-type: none"> 1. The incumbent understands the various factors of Production & Operations Management System and will be able to identify Operations Strategy of any firm 2. The incumbent will be able to choose the best material management equipment for a specific type of firm & understands the various Inventory management models 3. The incumbent will be able to differentiate various types of plans & is familiar with forecasting types. 4. The incumbent becomes aware of different scheduling techniques. 5. The incumbent will be able to understand the various factors involved in deciding the facility, layout for a firm and is familiar with various work measurements

OBJECTIVES

Production management involves the integration of numerous activities and processes to produce products and services in a highly competitive global environment

UNIT – I INTRODUCTION TO PRODUCTION AND OPERATION MANAGEMENT: 9

Production and Operations Management (POM) – Need, History, System, Types, functions and communication in POM.

Computer Integrated Manufacturing and Services Systems.

Global /trade operations and supply network applications.

UNIT- II MATERIAL AND INVENTORY MANAGEMENT: 9

Material Management (MM) – Handling Technology (Robots, Automated storage and retrieval systems (ASRS) and methods (JIT, / Kanban, ABC Systems)

Independent Demand Inventory Models – Fixed order system, Basic EOQ, EBQ Models, Quantity discount models.

Dependent Demand Inventory models – MRP and MRP II systems Introduction to ERP, e-business and e-operations strategies.

UNIT-III PLANNING AND FORECASTING 9

Introduction to Strategic, Tactical, Operational, Aggregate and Capacity Planning.

Planning Product design and development – Applications of CAD, Expert systems, Standardisation, Group Technology (GT) and Research and Development.

Forecasting – Types, Methods (Qualitative and Quantitative), Types of variation in data, Minimising forecasting errors and selection of forecasting methods.

UNIT-IV SCHEDULING AND PROJECT MANAGEMENT METHODS 9

Johnson's Algorithm for job sequencing (n job thro' 2 machines, n jobs thro' 3 machines, n jobs thro' m machines and 2 jobs thro' m machines)

Use of Gantt charts, Queuing analysis and Critical Ratios as methods for job scheduling. PERT / CPM – Drawing the network, computation of processing time, floats and critical path. Resource leveling techniques.

UNIT-V FACILITY, LAYOUT LOCATION AND WORK MEASUREMENT 9

Facility Location Decisions (FLcD) – Selections of country, region and site. Facility Layout Decision (FlyD) – Types (Fixed Position, and Production, Process, Flexible), Methodologies (Distance Minimising, Computer software systems (CRAFT, CORELAP, ALDEP), Line Balancing and performance ratios, work measurement methods (WM) - Time study, methods-time measurement, Work Sampling, White color measurement and learning curves, Using WM to increase productivity.

TOTAL : 45 Periods

TEXT BOOKS:

1. R.Paneer Selvam, Production and Operations Management, Prentice Hall of India, 2002.
2. Sang M Lee and Marc J Schniederjans, Operation Management, All India Publishers and Distributors, First Indian edition 1997.
3. Robert H. Lowson, Strategic operations Management (The new competitive advantage), Vikas Publishing House, First Indian reprint 2003.

REFERENCES:

1. Thomas E Morton, Production and operations management, Vikas Publishing House, First Indian reprint 2003.
2. Mohapatra P B, Computer Aided Production Management, Prentice Hall of India, 2001.
3. Martand T Telsang, Production Management, S Chand and Company, First edition 2005.

Subject name: Financial Management	Course code: PBA202	Credits: 4
Goal	To equip students with financial math skills and familiarize with functional areas of Financial Management	
Objectives		Outcomes
<ol style="list-style-type: none"> 1. To familiarize students with the fundamental principles of financial management, time value of money, risk and return, valuation of bond, equities & options 2. To impart knowledge on calculation of cost of capital and capital budgeting techniques 3. To impart knowledge on capital structure decisions and Dividend decisions 4. To impart knowledge on working capital management 5. To familiarize with long term sources of financing and about factoring, leasing, venture capital financing 		<ol style="list-style-type: none"> 1. To be able to describe the building blocks of FM: objectives, functions, apply the discounting and compounding techniques, measure the risk and return and determine value of bond, equity and an option 2. To be able to determine the cost of capital and apply capital budgeting techniques 3. To be able to understand the capital structure and dividend decisions and its impact on firm's value 4. To be able to calculate the operating cycle, working capital requirements, and understand management of cash, inventory and receivables 5. To be able to understand the comparative advantage of long term sources of finance, and about factoring, leasing and venture capital financing

OBJECTIVES

This course provides students with basic financial math skills and an excellent introduction to financial management concepts

UNIT-I FOUNDATIONS OF FINANCE**12**

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

UNIT-II INVESTMENT DECISIONS:**12**

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

UNIT-III FINANCING AND DIVIDEND DECISION:**12**

Financial and operating leverage, capital structure, Cost of capital and revaluation, designing capital structure. Dividend policy, Aspects of dividend policy, practical consideration, forms of dividend policy, practical considerations, forms of dividends, share splits.

UNIT-IV WORKING CAPITAL MANAGEMENT**12**

Principles of working capital: concepts ,need; 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.

UNIT-V LONG TERM SOURCES OF FINANCE**12**

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

Total**60 Periods****TEXT BOOKS**

1. I.M.Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 8th edition, 1999
2. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill Publishing company Ltd., 4th edition, 2004.

REFERENCES:

- 1.Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2000
- 2.Hrishikes Bhattacharya – Working capital management, strategies and techniques, Prentice – Hall of India Pvt. Ltd., New Delhi 2001.
- 3.James C.Vanhorne – Financial Management and policy – Pearson Education Asia (low priced edition), (latest edition)

Subject name: Marketing Management	Course code: PBA203	Credits: 3
Goal	The goal of this subject is to provide learners with an understanding of different marketing techniques adapted by organisations to sell their products and services in the domestic and international market.	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To understand and appreciate the concept of marketing in theory and practice, and be aware of the marketing environment 2. To understand the various product planning and development techniques, and to successfully target, position, promote, advertise, and how to do personal selling for both product and services. 3. To understand the various types of buyers and the importance of consumer behaviour in marketing 4. To understand the various marketing research techniques to capture the customer insights about the products and services 5. To appreciate and be aware of the various contemporary marketing techniques like online marketing, using web and social marketing. And also ware of the emerging trends and challenges to marketers 	<ol style="list-style-type: none"> 1. Understand the basic concepts of marketing and be able to apply the theory into practice 2. Understand the various methods of selling the products and services successfully to the consumers 3. Understand the consumer psyche and be able to persuade customers to buy the products and services 4. Understand how to develop and administer various marketing research tools to consumers to gauge customer satisfaction, and loyalty behaviours 5. Understand the various contemporary methods used in marketing like online marketing and be able to apply them judiciously 	

OBJECTIVES :

- To understand and appreciate the concept of marketing in theory and practice
- To evaluate the environment of marketing and develop a feasible marketing plan (process)
- To understand and apply the STP of marketing (segmentation, targeting, positioning)
- To have an elementary knowledge of consumer behaviour and marketing research. Planning, designing and implementing marketing strategy.

UNIT-I**9**

Marketing conceptual framework – marketing environment – customer oriented organization – marketing interface with other functional areas marketing in a globalised environment.

UNIT-II**9**

Product planning and development – product life cycle – brand management, developing new product market segmentation – targeting and positioning, developing marketing mix, pricing decisions – channel design and management – retailing and wholesaling – promotion methods. Advertisement and personal selling, public relations.

UNIT-III**9**

Understanding Industrial and individual buyer behavior – influencing factors – responding buyer behaviour – building customer satisfaction – marketing to organization and marketing of services.

UNIT-IV**9**

Types, process – tools and techniques – application of marketing research – product launching, demand estimation, advertising, brand preferences, customer satisfaction, retail stores image, customer perception, distribution, customer relationship, competitor analysis and related aspects – preparation of marketing research report – sample case studies.

UNIT-V**9**

Online marketing – web based marketing programmes – emerging trends and challenges to marketers.

TOTAL : 45 Periods**TEXT BOOKS**

1. Philip Kotler: Marketing management (Millenium edition), prentice hall of India P (ltd), New Delhi 2001.
2. Zikmand d'Amico, Marketing South western, Thomson Learning, 2000.

REFERENCES:

1. Micheal R.Czinkota & Masaaki Kotabe, Marketing management, Vikas Thomson learning 2000.
2. Douglas, J.Darymple marketing management John Wiley & Sons, 2000
3. NAG, marketing successfully A professional perceptive, Macmilan 2001.
4. Boyd Walker, Marketing Management, McGraw Hill, 2002
5. Aakar Day, Kumar, Essential of Marketing Research
6. Keith Flether, Marketing Management and Information Technology Prentice Hall, 1998.
7. R.L.Varshney, S.L.Gupta, marketing management Indian perspective, Sultan Chand 2000.

Subject name: Human Resource Management	Course code: PBA204	Credits: 3
Goal	To familiarize the learners with various functions of Human Resource Management and emphasize on the integration of Human Values with the Organization.	
Objectives		Outcomes
<ol style="list-style-type: none"> 1. To familiarize the principal & evolutionary concepts related to Human Resource, and the role played by computer application in Human Resource Management. 2. To understand the concept of best fit employee. 3. To gain an understanding of training & executive development. 4. To acquire knowledge about the sustainable employee interest. 5. To understand the nuances of performance evaluation & control process. 		<ol style="list-style-type: none"> 1. On successful completion of this unit the learner will empathize the purposes and qualities of the Human Resource. The learner can depict the extent to which HR meets the objectives of organization & appreciate the significance of human factors in the organization. 2. On successful completion of this unit the learner will assess how HR attempt to allocate resources effectively by chalking out the HRP. The learner can discern sources of recruitment, selection procedure, and induction & socialization benefits 3. On successful completion of this unit the learner will judge how on the job & off the job training programs shape the behavior of an employee. The learner can illustrate the way training program moulds the employees for their self & professional career development by using range of examples. 4. On successful completion of this unit the learner will analyze compensation plan & negotiation process. The learner can acquaint the role of motivation in maintaining the protégé relationships. 5. On successful completion of this unit the learner will empathize performance evaluation criteria and its implications like promotions, transfers and so on. The learner can appreciate redressal system for resolving the grievances in the control process.

OBJECTIVES

To familiarize the students with various functions of Human Resources Management and emphasize on the integration Human Values with the organisation

UNIT - I PERCEPTIVE IN HUMAN RESOURCE MANAGEMENT: 5

Evolution of human resource management – the importance of the human factor – objectives of human resource management – role of human resource manager – human resource policies – computer applications in human resource management.

UNIT- II THE CONCEPT OF BEST FIT EMPLOYEE: 8

Importance of human resource planning – forecasting human resource requirement – internal and external sources. Selection process screening – tests - validation – interview - medical examination – recruitment introduction – importance – practices – socialization benefits.

UNIT- III TRAINING AND EXECUTIVE DEVELOPMENT: 10

Types of training methods, purpose, benefits and resistance. Executive development programmes – common practices - benefits – self development – knowledge management.

UNIT- IV SUSTAINING EMPLOYEE INTEREST: 12

Compensation plan – reward – motivation – theories of motivation – career management – development mentor – protégé relationships.

UNIT-V PERFORMANCE EVALUATION AND CONTROL PROCESS: 10

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 : 45 Periods**TEXT BOOKS:**

1. Decenzo and Robbins, Human Resource Management, Wilsey, 6th edition, 2001.
2. Biswajeet Pattanayak, Human Resource Management, Prentice Hall of India, 2001.

REFERENCES:

1. Human Resource Management, Eugence Mckenna and Nic Beach, Pearson Education Limited, 2002.
2. Dessler Human Resource Management, Pearson Education Limited, 2002.
3. Mamoria C.B. and Mamoria S. Personnel Management, Himalaya Publishing Company, 1997.
4. Wayne Cascio, Managing Human Resource, McGraw Hill, 1998.
5. Ivancevich, Human Resource Management, McGraw Hill 2002.

Subject Name : APPLIED OPERATIONS RESEARCH	Code : PBA205	Credit : 4
Goal	To create the awareness and comprehensive knowledge in optimization techniques.	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. Learn the applications of operations research in the functional areas of the management and the formulation of linear programming problems. 2. Learn the transportation models for minimizing and maximizing the cost and the profits. Learns the assignment models with balanced, unbalanced cases and the travelling salesman problem for optimizing the cost. 3. Learn the integer programming problems and their applications to managements. Understand the game theory techniques and their applications. 4. Learn the deterministic and probabilistic inventory models and their applications. Learns the different simulation and decision theory techniques. 5. Learn the queuing theory models for single and multi channel models with finite and infinite customers. Understands individual and group replacement models. 	<ol style="list-style-type: none"> 1. Formulates and solves the linear programming problems using graphical method, simplex methods. Understands the principle of duality, solves the problems using dual simplex method. Understand the concept of penalties and applies it to solve LPP problems using Big M and Two Phase methods. 2. Applies and solves the transportation problems for optimizing the cost and the profit. Solves the application oriented problems using assignment models and the travelling salesman problems for optimization of the cost. 3. Solves the integer programming problems using branch and bound technique and cutting plane methods and understands their importance. Solves game theory problems using various techniques. 4. Solves deterministic and probabilistic inventory problems. Understands the decision tree techniques and the decision making under uncertainty. Applies simulation techniques for decision making. 5. Classifies and solves the different queuing models. Solves individual replacement models with and without time value of money. Solves group replacement problems. Compares with individual and group replacement for optimization. 	

- To identify and define problems pertaining to business situations
- To quantify the problem parameters and translate them into suitable mathematical models.
- To interpret, analyze and study the implications of changes in problem parameters on the solution (What-If analysis).

UNIT- I INTRODUCTION TO LINEAR PROGRAMMING (LP)

12

Introduction to applications of operations research in functional areas of management. Linear Programming- formulation, solution by graphical and simplex methods. Dual simplex method

UNIT- II LINEAR PROGRAMMING EXTENSIONS

12

Transportation Models (Minimising and Maximising Cases) – Balanced and unbalanced cases – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Cases of degeneracy.

Assignment Models (Minimising and Maximising Cases) – Balanced and Unbalanced Cases. Solution by Hungarian. Travelling Salesman problem.

UNIT- III GAME THEORY AND REPLACEMENT MODEL

12

Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.

Replacement Models-Individuals replacement Models (With and without time value of money) – Group Replacement Models.

UNIT- IV INVENTORY MODELS , SIMULATION AND DECISION THEORY

12

Inventory Models – Deterministic and Probabilistic Models - Decision making under risk – Decision trees – Decision making under uncertainty.

UNIT- V QUEUING THEORY AND REPLACEMENT MODELS.

12

Queuing Theory - single and Multi-channel models – infinite number of customers and infinite calling source.

TOTAL : 60 Periods

TEXT BOOKS:

1. Paneer Selvam R., Operations Research, Prentice Hall of India, Fourth Print, August 2003.
2. Tulsian P.C, Vishal Pandey, Quantitative Techniques (Theory and Problems), Pearson Education (Asia), First Indian Reprint, 2002.

REFERENCES:

1. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Seventh Edition, Third Indian Reprint 2004.
2. Gupta P.K, Man Mohan, Problem in Operations Research (Methods and Solutions), Sultan Chand and Sons, Ninth Edition, 2003.
3. Vohra N.D. Quantitative Techniques in Management, Tata McGraw Hill, Second Edition, 2001.
4. Kalavathy S, Operations Research, Second Edition, third Reprint 2004, Vikas Publishing House.

Subject name: Strategic Management	Course code: PBA206	Credits: 3
Goal	Understand the importance and process of Strategic Management. Be able to analyse a company's strategy in terms of its external and internal environment, offer Functional and Business level strategies, and be able to evaluate the effectiveness of strategies by doing strategy audit.	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. Understand the conceptual framework of Strategic Management and the process of strategy formulation. 2. Should learn the concept of external and internal analysis and identify the company's competitive position. Must also become aware of corporate governance and CSR issues. 3. Must get an understanding of Functional strategies and Business level strategies. 4. Learn different organizational structures and methods to evaluate the effectiveness of strategies. 5. Should learn the impact of Technology and innovation on strategic formulation. Be aware of issues pertaining to Non profit organization. 	<ol style="list-style-type: none"> 1. Student should be able to define Strategic management and be able to discuss the process of strategic management in companies. 2. Student should be able apply the Porter's five forces model and critically examine an industry and company to ascertain its competitive position vis-à-vis others in the industry. 3. Student should be able to discuss various functional strategies and Business level strategies to make the company gain competitive advantage 4. Student must be able to describe different organization structures. Must be able to evaluate effectiveness of strategy by using Balance score card. 5. Student should be able discuss issues pertaining to Technology, Innovation, and Non-profit organizations. 	

OBJECTIVES

- To understand the strategic management process in an organization
- To formulate strategy for an organization
- To be able to carry out strategy audit in an organization

UNIT- I STRATEGY AND PROCESS**8**

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process - A formal Strategic Planning Process - Corporate Governance and Social responsibility.

UNIT- II COMPETITIVE ADVANTAGE**8**

External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution- Globalisation and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage.

UNIT- III STRATEGIES**8**

Building competitive advantage through functional level strategies- Business level strategy- Strategy in the Global Environment-Corporate Strategy-Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation-Choice of Strategies–Balance Score Card.

UNIT - IV STRATEGY IMPLEMENTATION & EVALUATION**8**

Designing organisational structure- Designing Strategic Control Systems- Matching structure and control to strategy- Implementing strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control.

UNIT- V OTHER STRATEGIC ISSUES**8**

Managing Technology and Innovation- Entrepreneurial Ventures and Small Business Strategic issues for non- profit organisations.

CASES IN STRATEGIC MANAGEMENT**5****Total 45 periods****TEXT BOOKS**

1. Charles W.L. Hill & Gareth R. Jones – 'Strategic Management Theory, An Integrated approach' – Houghton Mifflin Company, Princeton New Jersey, All India Publisher and Distributors, Chennai, 9th edition 2009.
2. Thomas L. Wheelen, J. David Hunger – 'Strategic Management' Addison Wesley Longman Singapore Pvt., Ltd., 6th Edition, 2000.

REFERENCES

1. Arnaldo C.Hax, Nicholas S. Majluf – ‘The Strategy Concept and Process’ – A Pragmatic Approach – Pearson Education Publishing Company, Second Edition, 2005.
2. Azhar Kazmi – ‘Business Policy & Strategic Management’ Tata McGraw Hill Publishing Company Ltd., New Delhi – Second Edition, 1998.
3. Harvard Business Review – ‘Business Policy’ – part I & II Harvard Business School.
4. Saloner, Shepard, Podolny – ‘Strategic Management’ – John Wiley 2001.
5. Lawrence G. Hrebiniak, ‘Making strategy work’, Pearson publishing company, 2005.
6. Gupta, Gollakota & Srinivasan – ‘Business Policy and Strategic Management – Concepts and Application’ Prentice Hall of India, 2005.

Subject name: Research Methods in Business.	Course code: PBA207	Credits: 4
Goal	The Students will be able to acquire research skills and apply those scientific research techniques which will lead to a good Management decisions.	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To Classify business research as exploratory research, descriptive research or causal research and to identify and briefly discuss the various decision alternatives available to the researcher during each stage of the research process. The objective is also to formulate a solid research hypothesis. 2. The objective is to study the internal and external validity with experimental research design and to understand the measurement scale in research studies. 3. The Objective is to learn various methods of data Collection and to prepare a proper Questionnaire design. Also to understand how to choose an appropriate sample design and the nature and logic of hypothesis testing. 4. The objective is to study the various Multivariate Statistical Techniques, like Factor Analysis, Cluster Analysis, Discriminant analysis, Multiple regression and correlation, canonical correlation and application of SPSS Package. 5. The Objective is to know the contents, types, lengths and technical specifications of research reports and to understand the importance of the research follow-up. 	<ol style="list-style-type: none"> 1. The Students will be able to understand the importance of business research as management decision-making tool and plan a proper Research design of all the stages in the Research Process. Also will be able to understand the terms, concept, proposition, variable and Hypothesis. 2. Students will be able to discuss how to control extraneous variables in experimental Situations and can take critical decisions involved in selecting an appropriate measurement scale by rating, ranking and sorting and other preference scales in the research. 3. Students will be able to explain the differences between Primary data and Secondary data and they will be able to plan and design a questionnaire layout. Also they can analyse the factors that influence the selection of an appropriate test of statistical significance. 4. Students will be able to know how Principal component analysis extracts uncorrelated factors from an initial set of variables and how (exploratory) factor analysis reduces the number of variables to discover underlying constructs. Also they will be able to interpret the statistical results of multiple regression and Cluster Analysis. 5. Students will be able to understand and explain how the research report is the crucial means for communicating the whole research project and how it is useful to study further research with recommendations/suggestions. 	

OBJECTIVES

To impart the students with necessary quantitative skills to conduct high quality independent research related to business administration

UNIT-I INTRODUCTION TO RESEARCH: 8

The hallmarks of scientific research – the building blocks of science in research – the research process for applied and basic research – the need for theoretical framework – hypothesis development – hypothesis testing with quantitative data. The research design. The purpose of the study: Exploratory, Descriptive, Hypothesis testing (Analytical and Predictive) – cross sectional and longitudinal studies.

UNIT-II EXPERIMENTAL DESIGN: 7

The laboratory and the field experiment – internal and external validity – factors affecting internal validity. Measurement of variables – scales and measurement of variables – development scales - rating scale and concept in scales being developed. Stability measures.

UNIT-III DATA COLLECTION METHOD: 10

Interviewing, questionnaires etc. Secondary sources of data collection. Guidelines for questionnaire design – electronic questionnaire design and surveys. Special data source: Focus groups, Static and dynamic data-collection methods and when to use each. Sampling techniques and confidence in determining sample size. Hypothesis testing determination of optimal sample size.

UNIT-IV A REFRESHER ON SOME MULTIVARIATE STATISTICAL TECHNIQUES: 15

Factor analysis – cluster analysis – discriminant analysis – multiple regression & Correlation – canonical correlation – application of SPSS package.

UNIT-V THE RESEARCH REPORT: 5

The purpose of the written report – concept of audience – Basics of written reports. The integral parts of a report – the title of a report. The table of content, the synopsis, the introductory section, method of sections of a report, result section – discussion section – recommendation and implementation section.

TOTAL : 45 periods

TEXT BOOKS:

1. Donald R.Cooper and Ramcis S.Schindler, Business Research Methods, Tata McGraw Hill Publishing Company Limited, New Delhi, 2000.
2. C.R.Kothari Research Methodology, Wishva Prakashan, New Delhi, 2001.

REFERENCES:

1. Uma Sekaran, Research Methods for Business, John Wiley and Sons Inc., New York, 2000.
2. Donald H.Mc.Burney, Research Methods, Thomson Asia Pvt. Ltd. Singapore 2002.
3. G.W.Ticehurst and A.J.Veal, Business Research Methods, Longman, 1999.
4. Ranjit Kumar, Research Methodology, Sage Publication, London, New Delhi, 1999.
5. Raymond-Alain Thie'tart, ET, al., doing management research, sage publication, London, 1999.

Subject Name : BUSINESS APPLICATION SOFTWARE	Code : PBA208	Credit : 3
Goal	Goals should provide a framework for determining the more specific educational objectives of a program, and should be consistent with the mission of the program and the institution.	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To learn MS office, Database programming techniques. 2. To learn and develop objectives are concerned with more complex learning outcomes. 3. To learn and be able to perform at the conclusion of a unit of instruction such as a word, excel, powepoint, access and database. 4. To learn and design of concrete components of structure and foundation and the integration of them into overall design structures. 5. To determine the acceptable level of performance. 6. The student is able to function in teams. 	<ol style="list-style-type: none"> 1. The student should be able to: 2. Understand to allocate and use word, excel, power point and database. 3. Understand the use emerging technology and research when necessary. 4. To understand, design and present a concrete structure for the database. 	

OBJECTIVES

Familiarizing the students with basic computer concepts and emerging computer technology, so as to enable them to use computer resources efficiently for making effective decision.

UNIT- I BUSINESS APPLICATION SOFTWARE: 20

MS office – MS Excel, MS Power Point, MS Word, MS Access, MS Front Page, MS Project, Accounting packages, Statistical Packages, Operations Research Package, Packages in functional areas of management.

UNIT-II DATABASE MANAGEMENT PACKAGES: 20

Sql server or oracle or ingress; front-end tool – Visual basic or Developer 2000.

UNIT-III INHOUSE DEVELOPMENT OF A PACKAGE. 20

Total : 60 Periods

PBA209 Seminar – I (Emerging Trends in Management - Case study Analysis and Seminar)

Topics for the Seminar will be provided by the concerned Faculty member

SUMMER SEMESTER (6 WEEKS)

PBA303 SUMMER PROJECT

Project report of the Summer Project is to be submitted by the students within 30 days from the commencement of the 3rd semester. Evaluation report should be sent to the Controller of Examinations by the HOD through the Principal, before the last working day of the 3rd semester.

SEMESTER III

Subject Name : INTERNATIONAL BUSINESS MANAGEMENT	Code : PBA301	Credits 3
Goal	This course introduces students to the world of international business and management by studying cultural influences, government, and business structures in our global economy	
Objectives		Outcomes
<p>The course should enable the students to:</p> <ol style="list-style-type: none"> 1. The course enables the students to Learn introduce the International Business, its theories, export and import procedures and documents, Foreign Exchange Risk and its determinants 2. The course enables the students to Learn the business environment of IB and unions in International Business 3. The course enables the students to Learn the Strategic view of International business 4. The course enables the students to Learn to control, Techniques for IB and its Evaluation 5. The course enables the students to Learn the conflicts in IB, Reasons, Types of conflicts and the role of negotiations in International business. 		<p>The student should be able to:</p> <ol style="list-style-type: none"> 1. The Student should be able to understand the International Business, its theories, export and import procedures and documents, Foreign Exchange Risk and its determinants 2. The students should be able to understand the business environment of IB and unions in International Business 3. The students should be able to understand the Strategic view of International business 4. The students should be able to understand to control, Techniques for IB and its Evaluation 5. The students should be able to understand the conflicts in IB, Reasons, Types of conflicts and the role of negotiations in International business.

OBJECTIVES

This course introduces students to the world of international business and management by studying cultural influences, government, and business structures in our global economy.

UNIT- I INTRODUCTION**8**

Definition – trade and investment flow – economic theories – forms of international business – Trade Policy – Export promotion – Export procedures and documents – FOREX management – exchange rate determination – Exchange risk – Managing exchange rate.

UNIT- II INTERNATIONAL BUSINESS ENVIRONMENT**10**

Globalization of business – economic, political and cultural environment of international business – WTO and trade liberalization – emerging issues – implications for India –regional trade blocks – inter – regional trade among regional groups.

UNIT- III GLOBAL STRATEGIC MANAGEMENT**10**

Structural design of MNEs – strategic planning – strategic considerations – national Vs global competitiveness.

UNIT- IV CONTROL AND EVALUATION OF INTERNATIONAL BUSINESS**10**

Control of MNEs – approaches to control – the role of information systems – performance measurement – mechanics of measurement – various performance indicators – evaluation and evaluation systems.

UNIT- V CONFLICT IN INTERNATIONAL BUSINESS & NEGOTIATIONS**7**

Factors causing conflict – conflict resolution actions – the role of negotiations in international business – the role of international agencies in conflict resolution.

Total 45 periods**TEXT BOOKS:**

1. John. D.Daniels and Lee H.Radebaugh, 'International Business', Pearson Education Asia, New Delhi, 2000.
2. Richard M.Hodgetts and Fred Luthans, 'International Management', Tata McGraw Hill, New Delhi, 2003.
3. Charles W.L.Hills, 'International Business', Tata McGraw Hill, New Delhi, 2005.
4. Francis Cherunilam, 'International business', wheeler publication.

REFERENCES:

1. Anand K.Sundaram and I. Stewart Black, 'The International Business Environment', Prentice Hall of India, New Delhi, 2001.
2. Michael R.Czinkota, Ilkka A.Ronkainen and Michael M.Moffett, 'International Business', Thompson, Asia, Bangalore, 2003.
3. Don Ball and Wendell McCulloch, 'International Business', Irwin McGraw Hill, New York, 1999.
4. Roger Bennett, 'International Business', Pitman publishing, New Delhi, 2000.
5. Vyuptakeshgaram, 'International business', Pearson Education, New Delhi, 2006.

Subject name: Entrepreneurship Development	Course code: PBA305	Credits: 3
Goal	To provide theoretical foundations of entrepreneurship development, make the students aware of the skill sets necessary to become an entrepreneur along with all the challenges they may be facing in their startups.	
Objectives	Outcomes	
<p>1. The course aims at Understanding the concept of Entrepreneurship, personal characteristics of successful entrepreneurs and the knowledge and skills required for becoming an Entrepreneur</p> <p>2. The course aims at making the students familiar with the concept of Business environment, the role played by family and society in it, EDP training programs and other supporting services offered by Central and State governments, their Policies, rules and regulations etc.</p> <p>3. The course aims at familiarizing the students with the concept of Product selection and its requirements, Project profile preparation, Prefeasibility study, Feasibility report preparation and its evaluation.</p> <p>4. The course is expected to make the students aware of various issues involved in all the functional areas of Entrepreneurship such as – Finance, HR, Operations, Marketing etc and also the existing growth strategies as well as product launching</p> <p>5. The course aims at teaching the students as to how to monitor and evaluate a business in such a way that it escapes sickness and also how to revive sick units. In essence, it teaches the students how to effectively manage a small business unit.</p>	<p>1. Student should be able to define who is an Entrepreneur and what his or her characteristic features are, what skills made them successful and what qualities are required to become an Entrepreneur.</p> <p>2. Students should be able to understand the concept of Business environment and the various factors influencing it, Government and its role in encouraging and supporting Entrepreneurship through various services including EDP training programs.</p> <p>3. Students are expected to get the capabilities to select Products, doing a pre-feasibility study, and prepare a feasibility report and evaluate it.</p> <p>4. Students should be able to explain the various issues involved in starting a venture, apply the growth strategies and scaling up the venture and also how to launch a product.</p> <p>5. Students are equipped to start a venture, monitor and evaluate it for avoiding sickness, how to revive sick units and effectively manage small business units.</p>	

UNIT-I ENTREPRENEURIAL COMPETENCE**6**

Entrepreneurship concept – Entrepreneurship as a Career – dimensions of Entrepreneurial Competencies – Motivations, Aptitudes, Attitudes – Entrepreneurial assessment - psychological self, personal circumstances, goals, business, Start-up/Growth/Buyout challenges – Part-time vs. Full time Entrepreneurship – Intrapreneurship – Role of Mentors.

UNIT- II ENTERPRISE PROMOTION**8**

New Venture Creation – Resources, Capabilities, and strategies – identifying attributes of strategic resources – Opportunity Analysis – innovator or imitator – SWOT analysis – Internal and External Environment Analysis – Industry Analysis – Embryonic Companies and Spin off's – Opportunities in Emerging/Transition/Decline industries – Porter's five forces model – Technical and legal requirements analysis – challenges for new start-ups – Pitfalls in selecting new ventures – Critical Factors for new venture development

UNIT- III STRATEGIC PLANNING FOR EMERGING VENTURES**10**

The nature of planning in emerging firms – Strategic planning and its value – Entry Wedge – Resource based strategies – First mover advantage – Isolating Mechanisms and First mover advantage – Industry stages and Strategy – Evaluating Strategy and Entrepreneurial Opportunities.

Structural Planning – Forms of business ownership – Franchising – networking and alliances – Buying an existing business – Identifying the right Business Model Canvas – Seven Domains of John Mullins.

UNIT- IV BUSINESS PLAN PREPARATION & PITCHING**10**

Business Plan – Myths, importance, content, sections – expectations of investors – Dos and Don'ts – innovative methods of presenting a business plan – mind map, animated videos, etc. Art of Pitching – importance, types - Elevator pitch, 3 minutes pitch, etc

UNIT- V SUPPORT SERVICES, SICKNESS, TURNAROUND**5**

Issues-Problems-Response to Enterprise Problems - Business Development Services – Definition, Scope - Support Services Required By Small Enterprises - Important Support Schemes from Government – Industrial Sickness – Definition – Causes – Symptoms – Prediction – Revival – Managerial Deficiencies - Revival of Sick unit – BIFR and SICA's Role – Strategic Choices in Decline industries – Leadership – Niche – Harvest – Divest – Turnaround Strategies

Total 45 periods**TEXT BOOKS:**

1. Raj Shankar (2012). Entrepreneurship: Theory & Practice. Vijay Nicole
2. Hisrich et.al (2010). Entrepreneurship. Tata McGraw Hill, New Delhi.

3. Dollinger (2003). Entrepreneurship. Pearson, New Delhi.
4. Abrams (2006). The Successful Business Plan: Secrets and Strategies. Prentice Hall, New Delhi.

REFERENCES:

1. Prasanna Chandra, Projects – ‘Planning, Analysis, Selection, Implementation and Reviews’, Tata McGraw-Hill Publishing Company Limited 1996.
2. P.C.Jain (ed.), ‘Handbook for New Entrepreneurs’, EDII, Oxford University Press, New Delhi, 1999.
3. Staff College for Technical Education, Manila and Centre for Research and Industrial Staff Performance, Bhopal, ‘Entrepreneurship Development’, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 1998.

MARKETING – ELECTIVES

Subject name: Sales Management	Course code: PBA701	Credits: 3
Goal	To enable the students to have a thorough knowledge about the various aspects of sales force management including recruiting, training, motivating, and analysis of sales force performance	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To understand the basics of sales management, objectives, and organisation of sales department 2. To understand the importance of salesmanship and how to train and motivate the sales force 3. To understand the various techniques of selling, and the importance of sales forecasting, assigning of sales territories, quotas in effectively managing the sales 4. To appreciate the various sales promotion and marketing techniques and the challenges faced by the sales person in each selling methods 5. To understand the concepts 	<ol style="list-style-type: none"> 1. Understand the basics of sales management, and its relationship with marketing, and also the functions of sales department in an organisation 2. Understand the methods of training and motivating sales force in reaching the sales targets. 3. Understand and practice the selling techniques and be able to calculate and assign the sales quotas and territories to sales person. 4. Understand and can experiment with some sample products and services, the various methods of sales promotion and also learn to counter the objections raised by the consumers 5. Understand the sales policies involved in 	

involved in selling to industrial consumers and how to handle complaints from sales	industrial selling and be able to comprehend and handle complaints effectively
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PBA701

SALES MANAGEMENT

3 0 0 3

OBJECTIVES

Course examines managerial issues surrounding sales force management. These include motivation and training issues, sales force recruitment issues, and evaluation and analysis of the sales force.

UNIT- I MEANING AND FUNCTIONS

8

Introduction - Meaning and Objectives - responsibilities of sales managers - sales management Vs. Marketing management- Organization of the Sales Department- structures - Objectives - determination of functions - sales department's integration with other departments.

UNIT - II SALES FORCE MANAGEMENT

9

Salesmanship – Meaning – importance - process of selling - focus on customer satisfaction and building seller customer relationship- sales Force Management Quantitative and qualitative planning of sales force- recruitment and selection- training- motivation- compensation- appraisal of performance and promotion- direction and control of sales force.

UNIT – III SALES VOLUME AND TERRITORY MANAGEMENT

9

Objectives of sales forecasting- methods and procedures of sales forecasting- sales budgets, designing Sales Territories and Quotas- assigning territories - reasons for selling and using quotas- types of quotas and quota selling procedures- administering the quota system.

UNIT – IV SALES PROMOTION

9

Sales Promotion Techniques - Customer oriented techniques- salesman oriented techniques- dealer oriented techniques- government department oriented techniques. Direct marketing – definition - scope and importance of direct marketing - direct marketing mode – telemarketing- catalogue marketing- network marketing- and data base marketing- challenges in direct marketing

UNIT- V INDUSTRIAL SELLING

10

Concepts of Industrial Selling- nature and characteristic of industrial goods- procedures in buying industrial goods- role of service in industrial selling- Sales Policies and Procedures- Terms and conditions of sale- handling complaints.

Case studies on above mentioned topics.

Total 45 periods

TEXT BOOKS

1. Richard R.Still, Edward W.Cundiff, Norman A.P.Goveni,Sales Management Decisions, Strategies & Cases, Prentice Hall, 5th Edition, 2005.
2. Charles M. Futvell , Sales Management, Team work, Leadership and Technology, Thomson learning, South Western, Sixth Edition, 2003.

REFERENCES

5. Fundamentals of Sales Management, Ramneek Kapoor, Mac Millan India Pvt Ltd.
6. Salesmanship & Sales Management, P.K.Sahu, K.C.Raut, Vikas Publications, Third Revised Edition.
7. Sales Management: A Global Perspective, Earl D.Honeycutt, John B.Ford, Antonis C.Simintiras, Routledge Publisher.
8. Market & Sales Forecasting, Gordon Bolt, Crest Publishing House.

Subject Name: Services Marketing	Course code: PBA702	Credits:3
Goal	To provide learners with an understanding of different service organizations, and to develop skills to efficiently deliver service quality to customers	
Objectives		Outcomes
<ol style="list-style-type: none"> 1. To understand the evolution and growth of services economy and to get theoretical and practical insights about service quality delivery 2. To understand the customer expectations and perceptions and to develop market segments and target the customers 3. To understand the issues related to service product and service life cycle. Also to develop service blueprint for effective delivery of services 4. To appreciate the role played by people in services, and to understand how services is distributed through various channels 5. To formulate service marketing strategies for various service industries 		<ol style="list-style-type: none"> 1. Understand how to deliver quality service to customers 2. Understand on managing the customers' expectations and perceptions in a service industry, in addition to knowing how to segment markets and to select and target customers. 3. Understand the difference between physical vs service product, as well as will be able to develop service blue printing strategies for better service delivery 4. Understand the importance of employees in service delivery and also learn how to build effective employee and customer relationships in service industry 5. Formulate service marketing strategies for various service industries

OBJECTIVES:

The objective of this course is to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the management of their services on national basis

UNIT – I INTRODUCTION TO SERVICES MARKETING**9**

Services economy – evolution and growth of service sector – nature and scope of services – characteristics – classification – service market potential – expanded marketing mix for services – service quality – introduction to gaps model and SERVQUAL dimensions.

UNIT – II FOCUS ON CUSTOMERS**10**

Assessing service marketing opportunities – customer expectations and perceptions of services – customer behaviour specific to usage of services – service markets segmentation – market targeting and selection.

UNIT- III SERVICE DESIGN**9**

Levels of service product – Service life cycle – new service development – service blueprinting – physical evidence and service scape – competitive differentiation of services – service positioning strategies – developing positioning maps – pricing of services – methods and specific issues.

UNIT – IV SERVICE DELIVERY**10**

People in services – service process – distributing service direct distribution, channel functions, channels selection, impact of information technology – designing communications mix for promoting services – building service customer relationships and service recovery – role of internal marketing in service delivery.

UNIT- V MARKETING STRATEGIES FOR DIFFERENT SERVICES**7**

Formulating service marketing strategies for health, hospitality, tourism, logistics, financial, information technology, educational, entertainment and public utility services.

Total 45 periods**REFERENCES:**

1. Kenneth E Clow, et. al “Services Marketing Operation Management and Strategy” Biztantra, New Delhi, 2004.
2. Chiristrophe H.Lovelock, Jochen Wirtz, “Services Marketing”, Pearson Education, New Delhi, 2004.
3. Halen Woodroffe, “Services Marketing”, McMillan Publishing Co, New Delhi 2003.
4. Nimit Chowdhary and Monika Choudhary, “Text book of Marketing of Services”, the Indian experience, MacMillan Publishing Co, New Delhi, 2005.
5. Christian Gronroos, “Services Management and Marketing a ‘CRM Approach”, John Wiley and sons England 2001.
6. Bhattacharjee, “Services Management, An Indian Respective” Jaico Publishing House, Chennai, 2005.

Subject name: Advertising and Sales Promotion	Course code: PBA703	Credits: 3
Goal	To enable the learner to understand and appreciate the role played by advertisements and sales promotion in marketing of products and services	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To understand the basic concepts related to advertisements, and the role played by ad agencies in creation of advertisements 2. To understand the importance of media plan and its types, as well as to gain through knowledge about media buying strategies and scheduling of advertisements 3. To gain an understanding of advertisements message development, different types of advertisements, media types and measuring the impact of advertisements 4. To acquire knowledge about the types of sales promotion in promoting the products and services 5. To understand the nuances of sales promotion campaign and how to successfully introduce, implement and monitor online sales promotion campaigns 	<ol style="list-style-type: none"> 1. Appreciate advertisements in all media and understand the significant role played by ad agencies in creating an advertisement 2. Understand the types of media plan and its various types, in addition to learning of various strategies for scheduling advertisements 3. Understand the methods involved in message development, copy testing and also on how to measure the impact of advertisements 4. Understand and be capable of formulating various sales promotion techniques for products and services 5. Understand and will be able to design successful sales promotion campaign for products and services 	

OBJECTIVES

To enable the students to understand the importance of advertisement and sale promotion techniques

UNIT- I INTRODUCTION TO ADVERTISEMENT**8**

Concept and definition of advertisement – Social, Economic and Legal Implications of Advertisements – setting advertisement objectives – ad. agencies – selection and remuneration – advertisement campaign.

UNIT- II ADVERTISEMENT MEDIA**7**

Media plan – type and choice criteria – reach and frequency of advertisements – cost of advertisements related to sales – media strategy and scheduling.

UNIT- III DESIGN AND EXECUTION OF ADVERTISEMENTS**10**

Message development – different types of advertisements – layout – design appeal – copy structure – advertisement production – print – Radio. T.V. and web advertisements – Media Research – testing validity and reliability of ads – measuring impact of advertisements.

UNIT- IV INTRODUCTION TO SALES PROMOTION**10**

Scope and role of sale promotion – definition – objective sales promotion sales promotion techniques – trade oriented and consumer oriented.

UNIT- V SALES PROMOTION CAMPAIGN**10**

Sales promotion – Requirement identification – designing of sales promotion campaign – involvement of salesmen and dealers – out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – online sales promotions.

Total 45 periods**REFERENCES:**

1. Kenneth Clow. Donald Baack, "Integrated Advertisements, Promotion and Marketing communication", Prentice Hall of India, New Delhi, 2003.
2. S.H.H.Kazmi, Satish K Batra, "Advertising & Sales Promotion", Excel Books, New Delhi, 2001.
3. George E Belch, Michel A Belch, "Advertising & Promotion", McGraw Hill, Singapore, 1998.
4. Julian Cummings, "Sales Promotion", Kogan Page, London 1998.
5. E.Betch and Michael, Advertising and Promotion, MC. Graw Hill.

Subject name: Consumer Behaviour	Course code: PBA704	Credits: 3
Goal	To enable the learner to have an thorough understanding on how a consumer would probably behave in a market place and on how to convince the consumer by gaining an understanding about their behavior	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To enable the learner to understand on how the behaviour of the consumer could be capitalised to market products and services 2. To gain an understanding on the buying behaviour of consumer in relation to needs, motives, consumer perception, learning, attitude and life style 3. To be aware of the various consumer behaviour models suggested by behavioural scientists in understanding consumer behaviour 4. To be aware the various issues related to consumerism and consumer protection as well as understand the online consumer behaviour 	<ol style="list-style-type: none"> 1. Understand the concepts of consumer behaviour and will be able to predict behavioural responses of the consumer in the market place 2. Be capable of analysing the behaviour of consumers in a market place and be able to comprehend on why a consumer behaves in a certain manner with relation to his/her needs, motives, attitudes, lifestyle, and self -image. In addition, the learner will be able to design a communication process to persuade the consumers 3. Understand the various consumer behaviour models and be able to comprehend the behaviour of consumers better in the market place 4. Appreciate the rights of the consumers and issues related to consumer protection and being a responsible marketer in marketing the products and services ethically 	

OBJECTIVES

- To develop an understanding of consumer behavior from a variety of perspectives (multicultural, interdisciplinary, etc.).
- To develop and appreciation for and understanding of how marketing research, marketing strategy, and basic research on intra- and interpersonal processes play multiple roles in the discipline of marketing.
- To develop an understanding of people's consumption-related behaviors and to develop and evaluate marketing strategies intended to influence those behaviors.

UNIT – I INTRODUCTION**8**

Consumer behaviour – concepts – dimensions of consumer behaviours – application of consumer behaviour knowledge in marketing decisions – approaches to the study of consumer behaviour.

UNIT- II CONSUMER AS AN INDIVIDUAL**10**

Consumer needs and motives – personality and consumer behavior – consumer perception – learning – consumer attitudes – attitude formation and change – communication and persuasion – self image – life style analysis.

UNIT – III CONSUMERS IN THEIR SOCIAL AND CULTURAL SETTINGS**10**

Group dynamics and consumer reference groups – Family – Social class cultural and sub-cultural aspects – cross cultural consumer behaviour.

UNIT – IV CONSUMER DECISION PROCESS AND POST-PURCHASE BEHAVIOUR**10**

Personal influence and opinion leadership – diffusion of innovations – consumer decision – making process – models of consumer decision process – Nicosia- Howard Sheth and Engel-Kollat model- post purchase behaviour – Consumer expectation and satisfaction – managing dissonance – consumer loyalty–types of loyalty programmes.

UNIT- V ADDITIONAL DIMENSIONS**7**

Consumerism – consumer protection – difficulties and challenges in predicting consumer behaviour – online consumer behaviour – organizational and industrial buyer behaviour – consumer behaviour in Indian context – emerging issues.

Total 45 periods**REFERENCES:**

1. Leon G. Schiffman, Leslie Lazar Kanuk, "Consumer Behaviour", Pearson Education, New Delhi, 2002.
2. David L.Loudon, Albert J Della Bitta, "Consumer Behaviour", McGraw Hill, New Delhi 2002.
3. Jay D. Lindquist and M.Joseph sirgy, "Shopper, buyer & consumer Behaviour, Theory and Marketing application", Biztantra Publication, New Delhi 2005.

4. Sheth Mittal, "Consumer Behaviour A Managerial Perspective", Thomson Asia (P) Ltd., Singapore, 2003.
5. K.K.Srivastava, "Consumer Behaviour in Indian Context", Goal Gotia Publishing Co, New Delhi 2002.
6. S.L. Gupta & Sumitra Pal, "Consumer Behaviour an Indian Perspective", Sultan Chand, New Delhi 2001.
7. Ms.Raju, Dominique Xavedel, "Consumer behaviour, Concepts Applications and Cases", Vikas publishing house (P) Ltd., New Delhi – 2004.
8. Henry Assael, Consumer behaviour strategic approach Biztantra, New Delhi, 2005.

Subject name: BRAND MANAGEMENT	Course code: PBA705	Credits: 3
Goal	To provide the students with insights & knowledge about managing brands & trends in brand management	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To educate on significance of brands, functions of a brand, influencing factors for branding decisions. 2. To elaborate on brand positioning and brand image building techniques. 3. To illustrate the Branding impact on buyers and to effectively monitor brand audit. 4. To create awareness on inculcating processes that helps Brand rejuvenation and to effectively bring concepts of Co-branding into practice. 5. To elaborate on branding strategies through case studies. 	<ol style="list-style-type: none"> 1. The students understand the significance, functions of a brand and the influencing factors for branding decisions. 2. The incumbent becomes aware of brand positioning strategies and uses it for brand building. 3. The student correlates the buyer perception of branding and devises steps thereby to monitor brand audit. 4. The incumbent learns to rejuvenate brand and practically implicates to co-branding. 5. The student exposure through case analysis expands his practical capabilities to apply branding strategies. 	

OBJECTIVE

The main aim is to provide the students with insights & knowledge about managing brands & trends in brand management

UNIT – I INTRODUCTION**7**

Basic understanding of brands – concepts and process – significance of a brand – brand mark and trade mark – different types of brands – family brand, individual brand, private brand – selecting a brand name – functions of a brand – branding decisions – influencing factors.

UNIT - II BRAND ASSOCIATIONS**8**

Brand vision – brand ambassadors – brand as a personality, as trading asset, brand extension – brand positioning – brand image building.

UNIT- III BRAND IMPACT**10**

Branding impact on buyers – competitors, brand loyalty – loyalty programmes – brand equity – role of brand manager – Relationship with manufacturing - marketing- finance - purchase and R & D – brand audit.

UNIT – IV BRAND REJUVENATION**10**

Brand rejuvenation and re-launch, brand development through acquisition takes over and merger – Monitoring brand performance over the product life cycle. Co-branding.

UNIT- V BRAND STRATEGIES**10**

Designing and implementing branding strategies – Case studies

Total 45 periods**REFERENCES:**

1. Kevin Lane Keller, "Strategic brand Management", Person Education, New Delhi, 2003.
2. Lan Batey Asian Branding – "A great way to fly", Prentice Hall of India, Singapore 2002.
3. Jean Noel, Kapferer, "Strategic brand Management", The Free Press, New York, 1992.
4. Paul Tmeporal, Branding in Asia, John Wiley & sons (P) Ltd., New York, 2000.
5. S.Ramesh Kumar, "Managing Indian Brands", Vikas publishing House (P) Ltd., New Delhi, 2002.
6. Jagdeep Kapoor, Brandex, Biztantra, New Delhi, 2005.

Subject name: RURAL MARKETING	Course code: PBA706	Credits: 3
Goal	To develop understanding about Rural market, customers and their behavioral manifestations.	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To introduce characteristics specific to rural consumer, rural marketing opportunities and challenges. 2. To brief on Rural market segmentation, product positioning in rural markets. 3. To focus discussions on Rural consumer behavior, changing trends, rural consumer decision making process and debate on influencing factors 4. To emphasize lectures in designing innovative products and services to rural market, pricing methods, methods of distribution, role of cooperative sectors& public distribution system 5. To elaborate on designing advertisement campaigns for rural markets, media choice, sales promotion techniques, personal selling & publicity and educate the impact of information technology on rural communication 	<ol style="list-style-type: none"> 1. The student understands the overall rural market and challenges. 2. The incumbent becomes capable of segmenting rural markets and devises positioning plans. 3. The student understands rural consumer behavior. 4. The student becomes capable of designing innovative products and services to rural market. 5. The incumbent becomes aware of using right media choice through advertisement campaigns. 	

OBJECTIVES

To develop understanding about Rural market, customers and their behavioral manifestations

UNIT- I RURAL MARKETING CHARACTERISTICS**9**

Defining rural market – profile of rural market and rural consumers – characteristics specific to rural consumer – rural marketing opportunities and challenges.

UNIT – II RURAL MARKET SEGMENTATION**8**

Rural market segmentation – basis of segmentation – selecting target market – product positioning in rural markets.

UNIT- III RURAL CONSUMER BEHAVIOUR**8**

Rural consumer behaviour – changing trends – rural consumer decision making process – influencing factors.

UNIT- IV RURAL MARKETING MIX**10**

Products and services – designing innovative products and services to rural market – pricing methods – methods of distribution – role of cooperative sectors – public distribution system.

UNIT – V COMMUNICATION FOR RURAL MARKET**10**

Designing advertisement campaigns for rural markets – media choice – sales promotion techniques – personal selling and publicity – impact of information technology on rural communication.

Total 45 periods**REFERENCES**

1. Pradeep Kashyap and Siddhartha raut, "The Rural Marketing", Biztantra, New Delhi, 2004.
2. Ram Kishen, "New Perspectives in Rural and Agricultural Marketing", Jaico Publishing House, Mumbai 2005.
3. Krishnamachariyula, "Rural Marketing text of cases", Person Education, 2002. Krishnamachariyula, "Cases in Rural Marketing", Pearson Education, 2003.

Subject name: RETAIL MARKETING	Course code: PBA707	Credits: 3
Goal	To provide the student with a comprehensive view of retailing and apply marketing concepts in a practical retail environment	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To elaborate on retailing Scenario, Challenges, Retail management decision process & Global Retail Market 2. To discuss in detail about Business models in retail, Life Cycle & Retail formats 3. To elucidate steps involved in market segmentation, Selection for Promotion Mix ,Market Targeting &Customer Profile 4. To induce perceptions of consumer Behavior , Factors influencing Retail shoppers, Customer Decision Making process, Concept of Branding and International Franchising 5.To create elaborate awareness on retail promotion, personal selling and publicity and impact of information technology on rural communication. 	<ol style="list-style-type: none"> 1. The student understands the overall Retail scenario both local markets as well as globally. 2. The student becomes capable of designing business models and predicting stage of life cycles for different retail formats. 3. The student understands the nuances of segmentation, promotion mix, market targeting and need to customer profiling. 4. The incumbent replaces intuition against scientific decision making towards customer behavior. 5. The student becomes capable of selecting an appropriate media for retail promotion. 	

OBJECTIVES

This course provides the student with a comprehensive view of retailing and an application of marketing concepts in a practical retail managerial environment

UNIT- I INTRODUCTION**9**

Definition - Scope of Retailing - Retailing Scenario - Prospects of Retailing in India - Key Drivers - Growth of organised retailing in India - Size - Challenges to Retail Development in India - Economic Significance - Opportunities - Retail management decision process - Global Retail Market

UNIT- II RETAIL MODELS AND THEORIES OF RETAIL DEVELOPMENT**8**

Business models in retail - Theories of Retail Development - Life Cycle - Airport Retailing - Services Retailing - Retailer Characteristics - Food retailers - General Merchandise Retailers - Non store Retail formats

UNIT- III RETAIL MARKET SEGMENTATION**8**

Criteria for evaluating market segment - Approach for segmenting market - Selection for Promotion Mix - Market Targeting - Customer Profile - Market segmentation in India

UNIT – IV STRATEGY AND PLANNING**10**

Need for studying consumer Behaviour - Factor influencing Retail shoppers - Customer Decision Making process - Concept of Branding - International Franchising

UNIT - V RETAIL PROMOTIONS

Designing advertisement campaigns for rural markets – media choice – sales promotion techniques – personal selling and publicity – impact of information technology on rural communication.

Total 45 periods**Text Book**

1. Retail Marketing Management – David Gilbert, Prentice Hall, Second Edition

Subject name: CUSTOMER RELATIONSHIP MANAGEMENT	Course code: PBA708	Credits: 3
Goal	To understand the CRM initiatives with the goal of meeting customer expectations and needs in order to achieve maximum customer lifetime value and return to the enterprise.	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To introduce the evolution of CRM, Benefits of CRM, School of Thoughts of CRM. 2. To brief on CRM framework and Life time value of Customers. 3. To elucidate broadly CRM in services. 4. To discuss in detail on components of e-CRM solutions. 5. To deliver realistic approaches to CRM Implementation Road Map, Building Capabilities through Internal Marketing and customer retention plans. 	<ol style="list-style-type: none"> 1. The student understands the Schools of thought behind CRM and the relevance of CRM. 2. The student acquires the intricacies in designing a CRM framework and ascertains Life time value of Customers. 3. The incumbent develops the credentials to associate CRM and Customer service and steps involved in Automation of contact center. 4. The student gets an insight into Data Warehousing, Data Mining and CRM. Evaluates Technical solution for CRM and realizes the role of a Contact Centre in building relationships 5. The student capable of drawing CRM Implementation Road Map, Developing a Relationship Orientation and customer retention plans. 	

OBJECTIVES

The subject enables the students to understand the CRM initiatives with the goal of meeting customer expectations and needs in order to achieve maximum customer lifetime value and return to the enterprise.

UNIT- I EMERGING CONCEPT OF CRM**9**

CRM in Marketing & IT - Enablers of the growth of CRM - Evolution - Benefits of CRM - School of Thoughts of CRM

UNIT- II BUILDING CUSTOMER RELATIONSHIP**9**

Process – Bonding -Zero customer Defections - CRM framework - Market Share Vs. Share of Customers - Life time value of Customers

UNIT- III CRM IN SERVICES**9**

Product Markets -B2B market - CRM in Marketing -A Marketing Retrospective -Target Marketing -Marketing Automation - CRM and Customer service -Call Centre and Customer Care -Automation of contact center - Call Routing - Web Based Self Service. - Work Force Management -Customer Service

UNIT- IV COMPONENTS OF E-CRM SOLUTIONS**9**

Data Warehousing -Data Mining and CRM - Evaluation of Technical solution for CRM - Role of a contact centre in building relationships.

UNIT-V IMPLEMENTATION**9**

Defining a CRM strategy - CRM Implementation Road Map - Developing a Relationship Orientation - Customer-centric Marketing - Processes - Building Capabilities through Internal Marketing - customer retention plans

TOTAL : 45 HRS**References**

1. "Paul Greenberg", CRM at the Speed of Light, 3rd edition, TMH,2007.
2. " Baran, Galka and Strunk, Principles of CRM, Cengage Learning 2008.
3. "Jagdish.N.Sheth, Atul Parvatiyar and G.Shainesh "(Editors), Customer Relationship Management, TMH, 2007.
4. "John.G.Freeland", The Ultimate CRM, TMH, 2006
5. "Subhasish Das", Customer Relationship Management", Excel Books, 2007.
6. Edited by S.Shanmugasundaram, Customer Relationship Management, PHI, 2008.
7. "Mukesh Chaturvedi and Abhinav Chaturvedi", Customer Relationship Management – An Indian Perspective, Excel Books, 2005.
8. " Nath", The Nuts & Bolts of CRM, TMH, 2007.
9. " V.Kumar and Werner.J.Reinartz", Customer Relationship Management , Wiley, 2006

Subject name: INTEGRATED MARKETING COMMUNICATION	Course code: PBA733	Credits: 3
Goal	To enable the learner to understand and appreciate the role played by advertisements and sales promotion in marketing of products and services	
Objectives		Outcomes
<ul style="list-style-type: none"> 6. To understand the basic concepts related to advertisements, and the role played by ad agencies in creation of advertisements 7. To understand the importance of media plan and its types, as well as to gain through knowledge about media buying strategies and scheduling of advertisements 8. To gain an understanding of advertisements message development, different types of advertisements, media types and measuring the impact of advertisements 9. To acquire knowledge about the types of sales promotion in promoting the products and services 10. To understand the nuances of sales promotion campaign and how to successfully introduce, implement and monitor online sales promotion campaigns 	<ul style="list-style-type: none"> 6. Appreciate advertisements in all media and understand the significant role played by ad agencies in creating an advertisement 7. Understand the types of media plan and its various types, in addition to learning of various strategies for scheduling advertisements 8. Understand the methods involved in message development, copy testing and also on how to measure the impact of advertisements 9. Understand and be capable of formulating various sales promotion techniques for products and services 10. Understand and will be able to design successful sales promotion campaign for products and services 	

OBJECTIVES

To enable the students to understand the importance of advertisement and sale promotion techniques

UNIT- I INTRODUCTION TO ADVERTISEMENT**8**

Concept and definition of advertisement – Social, Economic and Legal Implications of Advertisements – setting advertisement objectives – ad. agencies – selection and remuneration – advertisement campaign.

UNIT- II ADVERTISEMENT MEDIA**7**

Media plan – type and choice criteria – reach and frequency of advertisements – cost of advertisements related to sales – media strategy and scheduling.

UNIT- III DESIGN AND EXECUTION OF ADVERTISEMENTS**10**

Message development – different types of advertisements – layout – design appeal – copy structure – advertisement production – print – Radio. T.V. and web advertisements – Media Research – testing validity and reliability of ads – measuring impact of advertisements.

UNIT- IV INTRODUCTION TO SALES PROMOTION**10**

Scope and role of sale promotion – definition – objective sales promotion sales promotion techniques – trade oriented and consumer oriented.

UNIT- V SALES PROMOTION CAMPAIGN**10**

Sales promotion – Requirement identification – designing of sales promotion campaign – involvement of salesmen and dealers – out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – online sales promotions.

Total 45 periods**REFERENCES:**

1. Kenneth Clow. Donald Baack, "Integrated Advertisements, Promotion and Marketing communication", Prentice Hall of India, New Delhi, 2003.
2. S.H.H.Kazmi, Satish K Batra, "Advertising & Sales Promotion", Excel Books, New Delhi, 2001.
3. George E Belch, Michel A Belch, "Advertising & Promotion", McGraw Hill, Singapore, 1998.
4. Julian Cummings, "Sales Promotion", Kogan Page, London 1998.
5. E.Betch and Michael, Advertising and Promotion, MC. Graw Hill.

FINANCE - ELECTIVES

Subject name: Security Analysis and Portfolio Management	Course code: PBA709	Credits:3
Goal	To impart knowledge on how to analyze securities and to construct and manage a collection of investments (portfolio)	
Objectives		Outcomes
<ol style="list-style-type: none"> 1. To introduce about investment, sources of investment information, security market indication, Securities Contract Act & about investor protection 2. To impart knowledge on Capital Market, its structure, reforms, current development and the problems of New Issues Market and Debt Market and the role of SEBI 3. To familiarize students with the techniques of Fundamental Analysis 4. To make students understand the charting techniques, trend, moving average & MACD techniques as part of technical analysis 5. To introduce the portfolio theory its construction, revision & evaluation and about Mutual Fund 	<ol style="list-style-type: none"> 1. To be able to set investment objectives, identify the sources of investment information and investor protection 2. To be able to follow the compliance requirements laid down by SEBI 3. To be able to calculate the intrinsic value of a security using the fundamental analysis techniques 4. To be able to analyse and interpret the charts on stock market performance 5. To be able to apply portfolio theory for portfolio construction and evaluation. To be evaluate the performance of a Mutual Fund 	

PBA709 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

3 0 0 3

OBJECTIVES

To impart knowledge on how to construct and manage a collection of investments (portfolio).

UNIT- I INVESTMENT SETTING

8

Investment setting – Securities – Sources of investment information – Security market indications – Security Contract regulation Act. Investor Protection.

UNIT- II CAPITAL MARKETS

10

Overview of capital market, Institutional structure in capital market, Reforms and state of capital market, New issue market and problems, Securities and Exchange Board of India (SEBI), Debt Market.

UNIT- III FUNDAMENTAL ANALYSIS

9

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

UNIT – IV TECHNICAL ANALYSIS

9

Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – ROC Momentum – MACD – RSI – Stoastics.

UNIT- V PORTFOLIO MANAGEMENT

9

Portfolio Theory – Portfolio Construction – Diagnostics Management – Performance Evaluation – Portfolio revision- Mutual Funds.

Total 45 periods

TEXT BOOKS

1. Donald E. Fischer & Ronald J. Jordan, 'Security Analysis & Portfolio Management', Prentice Hall of India Private Ltd., New Delhi 2000.
2. V.A.Avadhani – 'Securities Analysis and Portfolio Management', Himalaya Publishing House, 1997.
3. V.K.Bhalla, 'Investment Management', S.Chand & Company Ltd., Seventh Edition, 2000.

REFERENCE:

1. Punithavathy Pandian, 'Security Analysis & Portfolio Management' – Vikas Publishing House Pvt., Ltd., 2001.

Subject name: Merchant Banking and Financial services	Course code: PBA710	Credits: 3
Goal	To understand the concept and working of financial system, Capital market & Secondary market and guidelines of SEBI relating to capital & Secondary market. Get a working knowledge of Fund based Financial services.	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1, Get an understanding of Indian financial system and the Legal & Regulatory framework governing merchant banking in India 2. Should understand the role of appraisal of projects done by a Merchant banker and the role played by various intermediaries. 3. Must have an awareness about the other Fee based financial services offered by Investment banks 4. Get an understanding of Non fund based financial services and their utility to companies. 	<ol style="list-style-type: none"> 1. Student should be able to describe and discuss the Indian financial system. He must be able to define and discuss the relevant legal provisions relating to Merchant banking in India. 2. Student should be able to analyze and discuss the capital structure of companies proposing capital issues. He should be able to describe the role played by different intermediaries. 3. Student should be able to discuss and offer various fee based financial services to companies. 4. The student should be able to evaluate and suggest different non-fund based financial services to client companies. 	

OBJECTIVES

To understand the concepts of financial system, Capital market & Secondary market and guidelines of SEBI relating to capital & Secondary market.

UNIT- I MERCHANT BANKING**5**

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

UNIT- II ISSUE MANAGEMENT**12**

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

UNIT – III OTHER FEE BASED MANAGEMENT**10**

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

UNIT – IV FUND BASED FINANCIAL SERVICES**10**

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

UNIT - V OTHER FUND BASED FINANCIAL SERVICES**8**

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – Recent Developments in Factoring and Forfeiting – Venture Capital.

Total 45 periods**TEXT BOOKS**

1. M.Y.Khan, 'Financial Services' – Tata McGraw-Hill, 3rd Edition, 2005.
2. Machiraju, 'Indian Financial System' – Vikas Publishing House, 2nd Edition, 2002.

REFERENCES:

1. J.C.Verma, 'A Manual of Merchant Banking', Bharath Publishing House, New Delhi, 2001.
2. K.Sriram, 'Hand Book of Leasing, Hire Purchase & Factoring', ICFAI, Hyderabad, 1992.
3. Economic Dailies, Relevant Publication of AMFS.
4. Bhalla. V.K. – 'Management of Financial Services' – Mnmol, New Delhi, 2001.
5. Bhalla. V.K. and Dilbag, Singh, 'International Financial Centers', New Delhi, Anmol, 1997.
6. Ennew.C. Trevor Watkins & Mike Wright, 'Marketing of Financial Services', Heinemann Professional Pub., 1990.
7. Verma J.C. Trevor Watkins & Mike Wright, 'Marketing of Financial Services', Heinemann Professional Pub., 1990.
8. Kothari V., 'Lease Financing, Hire Purchase including Consumer Credit', Wadhera and co.1991.
9. Verma J.C., 'Venture Capital Financing in India', Sage, New Delhi, 1997.
10. Sadhale H., 'Mutual Funds in India', Sage, New Delhi, 1997.
11. Varshney P.N., & Mittal D.K., 'Indian Financial System', Sultan Chand & Sons, New Delhi. 2002.

Subject Name : INTERNATIONAL TRADE FINANCE	Code : PBA711	Credits 3
Goal	<ul style="list-style-type: none"> • To define and measure foreign exchange risks and to identify risk management Strategies. • To explore the sources of long term finance and design financial strategies. • To integrate the global developments with the changing business environment in India 	
Objectives	Outcomes	
<p>The course should enable the students to:</p> <ol style="list-style-type: none"> 1. The course enables the students to Learn the International Trade aspects such as BoP, BoT, Basis of International Trade and its Importance in the economy 2. The course enables the students to Learn the various sources of Export and Import Finance options and Support from Government for Exports and Imports. 3. The course enables the students to Learn Foreign exchange concepts, Fixed and floating system, Direct and Indirect currencies, Quotes, Determinants, spot and Futures and Regulatory bodies 4. The course enables the students to Learn understand Various documents used in foreign trade 5. The course enables the students to Learn Various Export promotion schemes. 	<p>The student should be able to:</p> <ol style="list-style-type: none"> 1. The Student should be able to understand the International Trade aspects such as BoP, BoT, Basis of International Trade and its Importance in the economy 2. The students should be able to understand the various sources of Export and Import Finance options and Support from Government for Exports and Imports. 3. The Students should be able to understand Foreign exchange concepts, Fixed and floating system, Direct and Indirect currencies, Quotes, Determinants, spot and Futures and Regulatory bodies 4. The students should be able to understand Various documents used in foreign trade 5. The students should be able to understand Various Export promotion schemes. 	

OBJECTIVES

- To define and measure foreign exchange risks and to identify risk management strategies.
- To explore the sources of long term finance and design financial strategies.
- To integrate the global developments with the changing business environment in India

UNIT- I INTERNATIONAL TRADE**9**

International Trade – Meaning and Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – WTO – Indian EXIM Policy.

UNIT – II EXPORT AND IMPORT FINANCE**9**

Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.,) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfeiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.

UNIT - III FOREX MANAGEMENT**9**

Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting.

UNIT- IV DOCUMENTATION IN INTERNATIONAL TRADE**9**

Export Trade Documents: Financial Documents – Bill of Exchange- Type- Commercial Documents - Performa, Commercial, Consular, Customs, Legalized Invoice, Certification of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents - Bill of Landing, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, Certification of Origin, GSPS – UPCDC Norms.

UNIT- V EXPORT PROMOTION SCHEMES**9**

Government Organizations Promoting Exports – Export Incentives : Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts I Export Promotion – EPZ – EQU – SEZ and Export House.

Total 45 periods**TEXT BOOKS:**

1. Apte P.G., 'International Financial Management'– Tata McGraw Hill
2. Larceny & Bhattacharya, 'International Marketing' - Sultan Chand & Sons.
3. B.M.Wali and AB Kalkumdikas, 'Export Management' - Sterling Publishers Pvt., Ltd.

REFERENCE

1. Websites of WTO, World Bank, IMF, Ministry of Commerce, ECGC and EXIM Bank.

Subject name: Strategic Financial Management	Course code: PBA712	Credits:3
Pre-requisite	Knowledge of Basics of Financial Management	
Objectives		Outcomes
<ol style="list-style-type: none"> 1. To enhance knowledge on Financial Planning through Analysis of short and long term financial performance 2. To impart knowledge on corporate restructuring through Divestiture, LBO and recapitalization 3. To impart knowledge on mergers and amalgamation as turnaround strategies 4. To strengthen knowledge on corporate sickness, its causes, turnaround strategies 5. To familiarize the cost management system as a strategy to maximize profitability 		<ol style="list-style-type: none"> 1. To be able the analyse the financial performance for strategic financial planning 2. To be able to observe the strategy behind restructuring 3. To be able to observe the strategic takeover deals 4. To be able to identify the causes and symptoms of corporate sickness and the turnaround strategies 5. To be able to identify the strategy to control cost quality and apply the activity based costing principles and target costing

OBJECTIVES

To present the tools and techniques that will allow the students to think strategically when facing financial problems inside or outside a given firm. It helps the students to analyze the basic functions of the treasurer and controller of the firm

UNIT- I INTRODUCTION**5**

Financial Planning – Analyzing Financial Performance – Approaches to Financial Planning – Short – Term Financial Planning.

UNIT- II CORPORATE RESTRUCTURING**10**

Strategic Alliances – Divestiture – Ownership Restructuring – Leveraged Buyouts – Sell Offs – Leveraged Recapitalizations – Distress Restructuring.

UNIT- III TURN AROUND STRATEGIES**10**

Mergers & Amalgamations – Financial Frame Work – Merger as a Capital Budgeting Decision – Legal and Tax Aspects – post Merger Integration Issue. Acquisition / Take over – Codes and Procedures – Techniques – Defensive Strategies – Cross Border Deals.

UNIT – IV CORPORATE SICKNESS**10**

Corporate Sickness – Magnitude – Different Interpretation of Sickness – Causes of Sickness – Turnaround – Types of Turnaround – Basic Approaches – Surgical vs. Humane – Phases in Turnaround Management.

UNIT- V STRATEGIC COST MANAGEMENT**10**

Strategy and Cost Management – Strategy Formulation and Cost System Design – Alternate Strategies – Objectives of Cost Management Systems – Causes and Symptoms of Broken Cost System – Remedies – Cost of Quality and Long – Term Profitability – Activity Based Costing Principles – Activity Based Management – Target Costing.

Total 45 periods**REFERENCES:**

1. Sharplin, 'Strategic Management'; McGraw Hill
2. Weston J.Fred & E.F.Brigham ' Managerial Finance'; Drydon Press
3. James. C. Van Horne, 'Financial Management and Policy', Prentice Hall of India (p) Ltd.,
4. M.Y.Khan, 'Financial Services', Tata McGraw Hill – 3rd Edition.
5. Richard A.Brealey and Stewat C.Myers, 'Principles of Corporate Finance', Tata McGraw Hill.
6. Pradip M.Khandwalla, 'Innovative Corporate Turnarounds', Saga Publications, New Delhi.
7. Pradip M.Khandwalla, 'The fourth Eye', Saga Publications, New Delhi.
8. Khar baunder O.P. and Stallworthy E.A, 'Company Resource: How to Manage a Business Turnaround' (Heinemann, London).

Subject name: Corporate Finance	Course code: PBA713	Credits:3
Goal	The objective of the course is for the students to learn the financial tools needed to make good business decisions. The emphasis will be on linking corporate finance to other aspects of corporate strategy	
Objectives		Outcomes
<ol style="list-style-type: none"> 1. To reinforce with the sources & problems of Industrial Finance and the procedure for raising long term & short term sources of finance 2. To impart knowledge on causes & symptoms of Industrial Sickness and the rehabilitation of sick units by DFIs and banks 3. To reinforce the investment appraisal techniques 4. To strengthen knowledge on financing in the context of option pricing model, interdependence of Investment and Dividend decisions 5. To impart knowledge on Corporate Governance and corporate social responsibility and Ethics 		<ol style="list-style-type: none"> 1. To be able identify the sources of finance and to evaluate its relative advantages 2. To be able to understand the causes and symptoms of Industrial Sickness and the sources & schemes available for the rehabilitation of sick units 3. To be able to apply the investment appraisal techniques 4. To be able to apply the simulation techniques in financing decisions: determining the probability of cash solvency, the impact of agency costs 5. To be able to observe corporate compliance on Governance guidelines of SEBI and the CSR practices

OBJECTIVES

The objective of the course is for the students to learn the financial tools needed to make good business decisions. The emphasis will be on linking corporate finance to other aspects of corporate strategy

UNIT- I INDUSTRIAL FINANCE**7**

Indian Capital Market – Basic problem of Industrial Finance in India. Equity – Debenture financing – Guidelines from SEBI procedures, advantages and disadvantages and cost of various sources of Finance. Short term-working capital finance – Estimating working capital requirements – Approach adopted by Commercial banks, Commercial paper.

UNIT- II FINANCE FOR REHABILITATION**8**

Finance for rehabilitation of sick units. Public deposits and inter corporate investments. Finance from international sources and financing of exports – role of EXIM bank and commercial banks.

UNIT- III ADVANCED FINANCIAL MANAGEMENT**12**

Appraisal of Risky Investments, certainty equivalent 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- IV FINANCING DECISION**10**

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

UNIT V: CORPORATE GOVERNANCE**8**

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

Total 45 periods**TEXT BOOKS**

1. I.M.Pandey, 'Financial Management', Vikas Publishing House Pvt., Ltd., 8th Edition, 2004.
2. Machiraju, 'Indian Financial System', Vikas Publishing House P.Ltd, 2nd Edition, 2002.
3. Comparative Corporate Governance: 'The State of the Art and Emerging Research', by Klaus Hopt.

REFERENCES

1. Thomas E.Copeland and J.Fred Weston – 'Financial Theory & Corporate Policy', Addison – Wesley Publishing Company.
2. Raj Aggarwal – 'Capital budgeting under uncertainty'. Prentice Hall Englewood Cliffs, New Jersey, 1993.
3. Cooley – 'Advances in Business Financial Management', The Dryden Press – 1990.
4. Periodicals like Journal of Institute of Company Secretaries, India.

Subject Name : DERIVATIVES MANAGEMENT	Code : PBA714	Credits : 3
Goal	To provide a basic understanding of derivatives and introduce the analytics of derivative valuation. <ul style="list-style-type: none"> • To provide practical and simple investment and corporate financial management strategies using derivatives in a manner which will allow students to apply these concepts and skills • To practice meeting investment and corporate finance objectives with derivatives, using a series of examples. 	
<ol style="list-style-type: none"> 1. Students Learn about various Markets, Differences between spot and Futures Market, Different Derivative Products 2. Students Learn about the specification of Futures Contract, Pricing Futures, Difference between futures and options, Types of Futures Assets 3. Students Learn about the Specification of Options, Various Option pricing models, Types of Options, American & European Options, Put & Call Options, Intrinsic Value and Time Value of options 4. Students learn about Swaps, types, Role of Intermediary and Warehousing 5. Students learn about the History of Derivatives Market, Regulations, Regulatory bodies, Specifications for Futures and Options 	<ol style="list-style-type: none"> 1. Students understand about various Markets, Differences between spot and Futures Market, Different Derivative Products 2. Students understand about the specification of Futures Contract, Pricing Futures, Difference between futures and options, Types of Futures Assets 3. Students understand about the Specification of Options, Various Option pricing models, Types of Options, American & European Options, Put & Call Options, Intrinsic Value and Time Value of options 4. Students understand about Swaps, types, Role of Intermediary and Warehousing 5. Students understand about the History of Derivatives Market, Regulations, Regulatory bodies, Specifications for Futures and Options 	

OBJECTIVES

- To provide a basic understanding of derivatives and introduce the analytics of derivative valuation.
- To provide practical and simple investment and corporate financial management strategies using derivatives in a manner which will allow students to apply these concepts and skills
- To practice meeting investment and corporate finance objectives with derivatives, using a series of examples.

UNIT- I INTRODUCTION**10**

Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives – Cases (Barings Bank, MG refining Marketing Inc (MGRM)).

UNIT- II FUTURES CONTRACT**10**

Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging using Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Future Spot Prices.

UNIT - III OPTIONS**10**

Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and put Options – American and European Options – Intrinsic Value and Time Value of Options – Option payoff options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts.

UNIT- IV SWAPS**7**

Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs – Credit Risk.

UNIT- V DERIVATIVES IN INDIA**8**

Evolution of Derivatives Market in India – Regulations - Framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.

Total 45 periods

TEXT BOOKS

1. John.C.Hull, 'Options, Futures and other Derivative Securities', Prentice Hall India Pvt., Ltd.,
2. Keith Redhead, 'Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs',– Prentice Hall India Pvt., Ltd.,
3. P.Vijaya Bhaskar and B.Mahapatra, 'Derivatives simplified – An Introduction to Risk Management', Response Books, Sage Publication Pvt., Ltd.,

REFERENCES

1. David Dubofsky – 'Option and Financial Futures – Valuation and Uses' –McGraw Hill International Edition.

REFERENCES WEB SITES:

www.nse-india.com

www.mcxindia.com

www.ncdex.com

www.fcamin.nic.in

Subject name: MERGERS AND ACQUISITIONS	Course code: PBA715	Credits: 3
Goal	To enable the students to understand the drivers of success in mergers and acquisitions (M&A) and to develop skills in the design and evaluation of these transactions	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To introduce students with the meaning and the reasons for Merger & Acquisition and to familiarize with the types and its theories 2. To impart knowledge on the pricing and implementation aspects of Merger & Acquisition 3. To provide an insight into the valuation of firms, corporate and financial restructuring, mechanism of divestiture, legalities & ethical issues of Merger & Acquisition 4. To familiarize with the knowledge on accounting and financing of Mergers 5. To impart knowledge on Joint venture and alliances, Leveraged Buyouts, International take over and restructuring. 	<ol style="list-style-type: none"> 1. Students should be able to understand about Mergers and Acquisitions its need and types and its theoretical background 2. To be able to apply skills on negotiation and pricing of the Merger & Acquisition contracts 3. To be able to apply the concepts on valuation and restructuring of firms for Merger & Acquisition and able to comply with the legal requirements of take over process 4. To be able to understand the implications on accounting and financing of Merger & Acquisition 5. To be able to understand the issues on joint venture and alliances, LBO and International take over and restructuring 	

OBJECTIVES:

To enable the students to understand the drivers of success in mergers and acquisitions (M&A) and to develop skills in the design and evaluation of these transactions

UNIT-I**9**

Forms of Business Alliances - Strategic Choice of Type of Business Alliance - Merger and Acquisition and Take Over Introduction to Restructuring problem - Types of Mergers - Reasons for Mergers and Acquisitions Vertical - Horizontal - Conglomerate - Concentric Mergers - History of Mergers - Strategic Process - Theories of Mergers and Tender Offering - Financial Synergy and Managerial Synergy

UNIT-II**9**

Defining and Selecting target - Pricing of Mergers - Negotiation / Approach of Merger - Acquisition and Take Over Contracting - Implementation of Merger and Acquisition - managing Post Merger issues

UNIT-III**9**

Valuing Firms and different methods of Valuation - Product Life Cycle effect on Valuation - Corporate and financial restructuring - Divestiture –Mechanism- Process and techniques - Legalities Involved in Merger Acquisition and Take-over - Ethical Issues of Merger and Take-over

UNIT - IV**9**

Accounting for Mergers - Financing the Mergers and Take-overs - Corporate Restructuring - Divestment and Abandonment

UNIT V :**9**

Joint Venture and Alliances -Leveraged Buyout - Share repurchase - Takeover defences - International Take over and Restructuring - The M & A process, Implementation and Management - guides for Mergers & Acquisitions.

TOTAL 45 periods**References**

- 1) Reed and Reed Lajorex, The art of Mergers & Acquisitions, McGraw Hill, 1999.
- 2) S Ramanujam, Mergers et al., Tata McGraw Hill, 2000.
- 3) Sridharan and Pandian, Guides to Takeover and Mergers, Wadhava Publications, 2002.
- 4) Machiraju, Mergers, Acquisitions and Takeover, New Age International, 2003.
- 5) Weston, Sen and Johnson, Takeovers, Restructure and Corporate Governance, Prentice Hall, 2003.
- 6) Peirick A. Gaughan, Mergers, Acquisitions and Corporate Restructuring, John Wiley & Sons, 2003.

Subject Name : INSURANCE AND RISK MANAGEMENT	Code : PBA716	3 Credits
Goal	It focuses on the analysis and treatment of loss and offers insight into how Risk Management objectives support organizational objectives. It incorporates the study of risk control techniques used to protect an organization's assets from losses	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. Students Learn about basic concepts of Insurance, Types and its products 2. Students Learn about the market for Insurance products, Regulatory bodies and Law, Insurance contracts and its Pricing principles 3. Students Learn about Types of Risk, Methods, cost of Risk 4. Students Learn about the Risk Aversion and Demand for Insurance 5. Students Learn about the Enterprise Risk Management 	<ol style="list-style-type: none"> 1. Students Understand about basic concepts of Insurance, Types and its products 2. Students understand about the market for Insurance products, Regulatory bodies and Law, Insurance contracts and its Pricing principles 3. Students understand about Types of Risk, Methods, cost of Risk 4. Students understand about the Risk Aversion and Demand for Insurance Students understand about the Enterprise Risk Management 	

OBJECTIVES

It focuses on the analysis and treatment of loss and offers insight into how Risk Management objectives support organizational objectives. It incorporates the study of risk control techniques used to protect an organization's assets from losses

UNIT- I INTRODUCTION**8**

Definition – Insurance and Risk Management - areas where insurance is applied - Benefits and cost of insurance system - Various Insurance products - Branches of insurance

UNIT - II INSURANCE MARKET AND REGULATION**10**

Economic Theory -Consumer Protection Act: In Insurance - Reasons for Insurance Regulation - Regulated Activities - Overview of solvency regulations - Insurance Contracts objectives - Elements of a valid contract - Distinguishing Characteristics of Insurance Contracts - Insurance Pricing

UNIT- III RISK MANAGEMENT**9**

Types of Risk - Need for Risk Management - Risk Management process and methods - Understanding the cost of risk - evolution of enterprise risk management

UNIT- IV RISK AVERSION**9**

Risk aversion and demand for insurance - Factors that limit the insurability of risk - Business risk management and demand for insurance - Contractual provisions that limit coverage

UNIT- V ENTERPRISE RISK MANAGEMENT**9**

Evolution of Enterprise Risk Management - ERM framework - Risk Management fundamentals

TOTAL 45 Periods**TEXTBOOKS**

1. "Scott. E. Harrington", Risk Management and Insurance, TMH, 2007.

References

1. "Dr.G.Kotreshwar", Risk Management,Insurance and Derivatives, Himalaya Publishing House, 2007.

2. "Mark.S.Dorfman", Introduction to Risk Management and Insurance, PHI, 2007.

3. "Dr.P.Periasamy",Principles & Practice of Insurance, 2nd edition, Himalaya Publishing House, 2007.

4. "Harold.D.Skipper", Risk Management and Insurance, Wiley, 2008.

5. "Nalini PRava Tripathy and Prabir Pal", Insurance Theory and Practice, PHI, 2008.
6. "Neelam .C.Gulati, Principles of Insurance Management, Excel Books, 2007.
7. "Dr.N.Premavathy", Principles and practice of insurance , Sri visnu publication, 2006.
8. "M.N.Mishra", Insurance principles & practice, S.Chand, 2001.
9. "John.R.Ingrisano, The Insurance Dictionary, S.Chand&Co, 2000.

HUMAN RESOURCE – ELECTIVES

Subject name: Managerial Behaviour and Effectiveness	Course code: PBA717	Credits: 3
Goal	To provide an understanding of Managerial job and making the job more effective	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To introduce the learner to the descriptive dimensions of a managerial job, the different methods, models and time dimensions of a managerial job 2. To enable the learner differentiate between effective and ineffective job behavior and the functional and level differences in managerial job behaviour 3. To introduce the learner to the methods of identifying managerial talent through the processes of selection and recruitment, managerial skill development, Pay and Reward process 4. To familiarize the learner with the different Performance Appraisal measures, Balanced Score Card and Feedback, and Career management and the current practices 5. To enable the learner understand the current industrial and government practices in the management of managerial effectiveness 6. To familiarize the learner with concepts of Negotiation Skills and Development of the Competitive Spirit 7. To enable the learner understand the concepts of Knowledge Management and the methods of fostering Creativity 	<ol style="list-style-type: none"> 1. The learner shall be well introduced with the descriptive dimensions of a managerial job and the different methods, models and time dimensions of a managerial job 2. The learner shall be able to differentiate between effective and ineffective job behavior, and the functional and level differences in managerial job behavior and shall be introduced to the methods of identifying managerial talent through the processes of selection and recruitment, managerial skill development 3. The learner shall be familiar with the different Performance Appraisal measures, Balanced Score Card and Feedback, and career management & the current practices 4. The learner shall be able to understand the current industrial and government practices in the management of managerial effectiveness 5. The learner shall be familiar with the concepts of Negotiation Skills and Development of the Competitive Spirit 6. The learner shall have understood the concepts of Knowledge Management and the methods of fostering Creativity 	

OBJECTIVES

The course is designed to provide an understanding of managerial job & making the job more effective

UNIT-I DEFINING THE MANAGERIAL JOB**8**

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

UNIT-II DESIGNING THE MANAGERIAL JOB**12**

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

UNIT-III THE CONCEPT OF MANAGERIAL EFFECTIVENESS**7**

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 IN MANAGERIAL EFFECTIVENESS**8**

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

UNIT-V DEVELOPING THE WINNING EDGE**10**

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

Total 45 periods**REFERENCES**

1. Peter Drucker, 'Management', Harper Row, 2000.
2. Milkovich and Newman, 'Compensation', McGraw-Hill International, 2000.
3. Blanchard and Thacker, 'Effective Training Systems, Strategies and Practices' Pearson 2005.
4. Dubin, Leadership, 'Research Findings, Practices & Skills', Biztantra, 2005.
5. Mathis JacksonHuman, 'Resource Management', Thomson Southwestern, 2005.

Subject name: Competency Mapping and Development	Course code: PBA718	Credits: 3
Goal	To provide an understanding of the key competencies required for an organization and match those competencies to achieve the organizational goals.	
Objectives		Outcomes
<ol style="list-style-type: none"> 1. To familiarize the learner with the the concept of KSA vs Competency, reasons for popularity of competency, Competency vs EVA and the views against competency and the iceberg model of competency 2. To familiarize the learner with the different methods of differentiating competencies and the dimensions of Leadership or Managerial Competencies 3. To familiarize the learner with different methods of clarifying implementation goals and standards and formulating an action plan, Performance Effectiveness Criteria, developing an interim competency model, finalizing and validating competency model. 4. To introduce the learner to the different leadership and managerial competency models, the causes for resistance and recommended actions to address the same, Delphi Technique, 360 degree feedback and Generic Competency models. 5. To familiarize the learner with concepts of Competency based – recruitment, selection, Performance appraisal, succession and career planning 	<ol style="list-style-type: none"> 1. The learner shall be well introduced with the history and origin of competency and the concept of KSA vs Competency, reasons for popularity of competency, Competency vs EVA and the views against competency; the learner shall be able to use the Iceberg model of competency. 2. The learner shall be familiar with the different methods of differentiating competencies and the dimensions of Leadership or Managerial Competencies 3. The learner shall be familiar with different methods of clarifying implementation goals and standards and formulating an action plan, Performance Effectiveness Criteria, developing an interim competency model, finalizing and validating competency model. 4. The learner shall be able to implement different models of competencies for leadership and managerial levels. 5. The learner shall have understood the concepts of Competency based compensation and benefits, training and development, and the process of reassessing competencies and evaluating ROI 	

OBJECTIVES

It helps the students to understand the key competencies of the organization and match the competencies to achieve the organizational goals

UNIT- I INTRODUCTION

9

History and Origin of Competency - KSA v/s Competency - Reasons for Popularity of Competency - Competency & EVA -Views Against Competency - Skill, Knowledge & Motive - Trait & Self-Concept - Iceberg Model of Competency - Operant & Respondent Traits of Competency

UNIT- II COMPETENCY CATEGORIES

8

Threshold Competencies - Differentiating Competencies - Generic or Key Competencies - Functional or Technical Competencies - Leadership or Managerial Competencies

UNIT - III COMPETENCY PROCESS

10

Determining the objective & Scope - Clarifying Implementation Goals & Standards - Action Plan - Define Performance Effectiveness Criteria - Identify a Criterion Sample - Data Gathering & Interim Competency Model - Finalize & Validate Competency Model

UNIT- IV COMPETENCY MODEL

9

Leadership and managerial competency models - Causes for Resistance -Recommended Actions to address - Delphi Technique - Competencies & Generic Indicators - 360 Degree Feedback - HR Generic Competency Model - Supervisory Generic Competency Model

UNIT- V COMPETENCY ASSESSMENT

9

Strategies to address the gaps - Integration the Competency Model - Competency based Recruitment and Selection - Competency Based Performance Appraisal - Competency Based Succession & Career Planning - Competency Based Compensation and Benefits - Competency based Training & Development - Reassess competencies and evaluate ROI

**Total 45
periods**

TEXTBOOKS

1. Development Management Skills, Whetten & Cameron, 7th Ed. Pearson, PHI.

References

1. Organizational Behaviour - Human Behavior at work – by John.W.Newstrom and Keith Davis Tata McGraw Hill, 11/e, 2003
2. Human Relations in organizations. Robert N. Lussier, 6th edition, Mc-Graw Hill Education
3. Understanding OB – Udai Parek, Oxford University Press.
4. Theories of Personality – Calvin S Hall Et Al, Wiley Publication
5. Seven Habits of Highly Effective People, Stephen R Covey, Simon & Schuster
6. Training in Interpersonal Skills – tips for managing People at work, Stephen Robbins,Et al, Pearson, PHI.

Subject name: Organizational Theory Design & Development	Course code: PBA719	Credits: 3
Goal	To familiarize the students with the major themes in organization theory and to bring in changes to achieve the organizational goals	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To familiarize the learner with the concepts of Organizational effectiveness, creation of value, methods of measuring effectiveness and different approaches to OE 2. To introduce the learner to the concept of Organizational Design, its determinants, components, types and basic challenges 3. To familiarize the learner with the methods of Creating and Sustaining Culture 4. To introduce the learner to the concept of organizational change, forces, resistance and types & forms of change 5. To introduce the learner to the concepts of organizational life cycle and models of transformation, models of organizational decision making, fostering innovation, entrepreneurship and creativity. 	<ol style="list-style-type: none"> 1. The learner shall be familiar with the concepts of Organizational effectiveness, creation of value and methods of measuring effectiveness 2. The learner shall be familiar with the different methods of organizing viz., differentiation, integration, centralization, decentralization, standardization and mutual adjustment, mechanistic and organic structures 3. The learner shall be able to understand the relationship between culture and strategy, and its implications for practicing managers 4. The learner shall have understood the change process, strategic change management, organizational development and implications for practicing managers. 5. The learner would have acquired the methods to foster creativity and innovation in the organization and methods of promoting entrepreneurship for OD. 	

OBJECTIVES

This course is designed to familiarize students with the major themes in organization theory and to bring in changes to achieve the organizational goals

UNIT- I ORGANISATION & ITS ENVIRONMENT**8**

Meaning of Organisation – Need for existence - Organisational Effectiveness – Creation of Value – Measuring Organisational Effectiveness – External Resources Approach, Internal Systems Approach and Technical approach - HR implications.

UNIT- II ORGANISATIONAL DESIGN**15**

Organisational Design – Determinants – Components – Types - Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment- Mechanistic and Organic Structures- Technological and Environmental Impacts on Design- Importance of Design – Success and Failures in design - Implications for Managers.

UNIT- III ORGANISATIONAL CULTURE**6**

Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture - Creating and Sustaining Culture - Culture and Strategy - Implications for practicing Managers.

UNIT- IV ORGANISATIONAL CHANGE**6**

Meaning – Forces for Change - Resistance to Change – Types and forms of change – Evolutionary and Revolutionary change – Change process -Organisation Development – HR functions and Strategic Change Management - Implications for practicing Managers.

UNIT- V ORGANISATION EVOLUTION AND SUSTENANCE**10**

Organisational life cycle – Models of transformation – Models of Organisational Decision making – Organisational Learning – Innovation, Intrapreneurship and Creativity-HR implications.

Total 45 periods**REFERENCES:**

1. Gareth R.Jones, 'Organisational Theory', Design & Change, Pearson Education, 2004.
2. Madhukar Shukla, 'Understanding Organisations' – 'Organisational Theory & Practice in India', Prentice Hall of India, 2005
3. Adrian Thornhill, Phil Lewis, Mike Millmore and Mark Saunders, 'Managing Change: A Human Resource Strategy Approach', Wiley, 2005.
4. Robbins Organisation Theory; 'Structure Design & Applications', Prentice Hall of India, 2005.
5. Robert A Paton, James Mc Calman, 'Change Management; A guide to effective implementation', Response books, 2005.

Subject name: Industrial Relations and Labour Welfare	Course code: PBA720	Credits: 3
Pre-requisite	The student should have a strong background on fundamentals of management, Organisational Behaviour and HRM	
Goal	To enable the students understand the various laws pertaining to industrial relations and welfare of the employees	
Objectives	Outcomes	
<ul style="list-style-type: none"> • To introduce the learner to the concept and importance of industrial relations, problems in the public sector, growth of trade unions and codes of conduct. • To introduce the learner to the concept of industrial disputes, its impact and causes; the role of government machinery and the processes of conciliation, arbitration and adjudication • To familiarize the learner with the voluntary and statutory welfare measures and expose the learner to the available support measures for labour viz., welfare funds, education and training schemes. • To familiarize the learner with the safety provisions, industrial health and hygiene, occupational hazards, psychological problems, counseling and statutory provisions. • To introduce the learner to the concept of special categories of labour and their welfare and the methods of maintaining the welfare of knowledge workers 	<ul style="list-style-type: none"> • The learner shall be familiar with the problems in industrial relations in the public sector and a clear picture of the growth of trade unions and codes of conduct. • The learner shall be familiar with the concept of Strikes, methods of prevention and maintaining industrial peace • The learner shall be able to design a welfare-centric HR policy for the organization • The learner shall be introduced to the concept of industrial safety, causes and prevention of accidents, and shall be able to facilitate establishing counseling support and compliance of statutory provisions • Along with the understanding of maintain labour welfare the learner shall have understood the concepts of Social Assistance and Social Security and HR implications. 	

OBJECTIVES

To enable the students to understand the various laws pertaining to industrial relations and welfare of the employees

UNIT- I INDUSTRIAL RELATIONS

Concepts –

Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.

UNIT - II INDUSTRIAL CONFLICTS**12**

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

UNIT- III LABOUR WELFARE**8**

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

UNIT- IV INDUSTRIAL SAFETY**9**

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**

Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Disabled – Welfare of knowledge workers - Social Assistance – Social Security – Implications.

Total 45 periods**REFERENCES**

1. Mamoria C.B. and Sathish Mamoria, 'Dynamics of Industrial Relations', Himalaya Publishing House, New Delhi, 1998.
2. Dwivedi. R.S. 'Human Relations & Organisational Behaviour', Macmillan India Ltd., New Delhi, 1997.
3. Ratna Sen, 'Industrial Relations in India', Shifting Paradigms, Macmillan India Ltd., New Delhi, 2003.
4. Srivastava, 'Industrial Relations and Labour laws', Vikas, 4th edition, 2000.
5. C.S.Venkata Ratnam, 'Globalisation and Labour Management Relations', Response Books, 2001

Subject name: Labour Legislations	Course code: PBA721	Credits: 3
Goal	To provide an understanding of different laws relating to labours	
Objectives		Outcomes
<ol style="list-style-type: none"> 1. To introduce the learner to the important labour legislations and industrial safety viz., the Factories Act 1948, Trade Unions Act 1926, Payment of Wages Act 1948, Minimum Wages Act 1948 and Workmen's Compensation Act 1923 2. To enable the learner to understand the welfare and security measures proposed through the Payment of Gratuity Act 1972, Payment of Bonus Act 1965, EPF Act 1952, ESI Act 1948 3. To introduce the learner to the provisions of the Industrial Employment (Standing Orders) Act, 1946 and The Apprentices Act 1961 4. To enable the learner understand the gender based legislations viz., Equal Remuneration Act 1976 and the Maternity Benefit Act 1961. 	<ol style="list-style-type: none"> 1. The learner shall be well introduced with the prescriptive dimensions of the labour legislations to structure his compliance component as a HR professional 2. The learner shall be able to understand and implement the several provisions of the welfare and security legislations as a HR professional 3. The learner shall be able to utilize the guidelines provided by the legal statutes in the recruitment and selection process as a HR professional 4. The learner shall be able to implement the special provisions of gender based legislations for the welfare of the women employees of the organization 	

OBJECTIVES

It enables the students to understand the various laws relating to labours

Legal Provision relating to

- a) Wages
- b) Working Conditions and Labour Welfare
- c) Industrial Relations
- d) Social Security
- e)

Contained in the following acts are to be studied.

	Periods
1. The Factories Act, 1948	5
2. The Trade Unions Act, 1926	5
3. The Payment of Wages Act, 1936	4
4. The Minimum Wages Act, 1948	2
5. The Industrial Disputes Act, 1947	5
6. The Workmen's Compensation Act, 1923	2
7. The Payment of Gratuity Act, 1972	3
8. The Payment of Bonus Act, 1965	3
9. The Employee's Provident Fund & Misc. Act, 1952	3
10. The Employees State Insurance Act, 1948	4
11. The Industrial Employment (Standing Orders) Act, 1946	3
12. The Apprentices Act, 1961	2
13. The Equal Remuneration Act, 1976	2
14. The Maternity Benefit Act, 1961	2

Total 45

TEXT BOOKS

1. Kapoor N.D. 'Elements of Industrial Law', Sultan Chand, 1998.
2. Srivastava, 'Industrial Relations and Labour laws', Vikas, 4th edition, 2000.

REFERENCES

1. Respective Acts.
2. Dhandapani, 'Commercial and Industrial Law', Sultan Chand, 1998.
3. Das Gupta, 'Maintaining Industrial Discipline', Response Books, 2002.

Subject name: Strategic Human Management and Development	Course code: PBA722	Credits: 3
Goal	To provide an understanding of the big picture of HR strategy and business policy and enable them to become successful managers of human capital	
Objectives		Outcomes
<ol style="list-style-type: none"> 1. To familiarize the learner with the challenging and changing roles of HRD function, its link to Strategic and business goals, benchmarking and HRD audit 2. To familiarize the learner with the concept of e-HRM which harnesses the power of digital connectivity in managing human resources 3. To familiarize the learner with the context of managing human resources across borders by exposing them to the concept of Cross Cultural HRM, methods of building multicultural organizations and the issues in international compensation. 4. To introduce the learner to the different career development and competency models, and the methods to design effective career development systems. 5. To familiarize the learner with concepts of employee coaching and counseling, stress management techniques and Emotional intelligence 	<ol style="list-style-type: none"> 1. The learner shall be able to comprehend the changing roles of HRD professionals, recent trends and the support they need to provide in boosting the organizational competitiveness 2. The learner shall be familiar with the different methods of harnessing internet for HRM, promote virtual learning and orientation, development and implementation of HRIS. 3. The learner shall be able to handle human resources across cultures effectively and shall be able to understand the cross cultural issues and the methods to resolve and promote a harmonious culture to achieve organizational objectives. 4. The learner shall have understood the concepts of Competency based compensation and benefits, training and development, and the process of reassessing competencies and evaluating ROI 5. The learner shall be able to design and execute employee coaching and counseling programmes with special focus on stress management and building the EQ of employees. 	

OBJECTIVES

This course is intended to expose students to the “big picture” at the intersection of human resource (HR) management, business policy, and competitive strategy. To introduce students to the key “core competency” areas necessary to become successful managers of human capital.

UNIT – I HUMAN RESOURCE DEVELOPMENT**10**

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

UNIT - II E-HRM**6**

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

UNIT- III CROSS CULTURAL HRM**7**

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

UNIT – IV CAREER & COMPETENCY DEVELOPMENT**10**

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

UNIT- V EMPLOYEE COACHING & COUNSELING**12**

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

Total 45 periods

REFERENCES:

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

Subject name: Cross Cultural Management	Course code: PBA723	Credits: 3
Goal	To help the students understand various cross cultural issues, issues related to expatriate and repatriate and their compensation and welfare.	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To familiarize the learner with the concepts of international HRM, different models of international HRM including Covergence theory and Brewster and Bournais model. 2. To introduce the learner to the issues in internationalization of HR activities, managing knowledge workers, causes for failure of international assignments, inter-country differences affecting HRM 3. To familiarize the learner with the cross culture theories, culture’s influence on organizational performance, and matching the organizational culture and national culture. 4. To introduce the learner to the factors influencing international compensation, national differences in compensation, issues in training for expatriate managers and critical components of a good remuneration package 5. To help the learner understand the concepts of expatriate performance management, international labour relations, issues and solutions. 	<ol style="list-style-type: none"> 1. The learner shall be familiar with the concepts of international HRM and the need for understanding specific cultures to be a successful HR professional in a global environment 2. The learner shall be familiar with the issues in internationalization of HR activities, managing knowledge workers, causes for failure of international assignments, inter-country differences affecting HRM and able to handle them effectively. 3. The learner shall develop a comprehensive understanding of cross culture theories, culture’s influence on organizational performance, and matching the organizational culture and national culture. 4. The learner shall have understood the factors influencing international compensation, national differences in compensation, issues in training for expatriate managers and shall be able to design a good remuneration package. 5. The learner would have acquired exposure on the concepts of expatriate performance management, international labour relations, issues and solutions 	

OBJECTIVES:

To familiarize the students with various functions of international Human Resources Management and emphasize on the integration Human Values with the organization with respect to multinational companies. This course is designed to understand various cross cultural issues and various cross cultural training and also issues relate to expatriate and repatriate and their compensation and welfare activities.

UNIT- I INTERNATIONAL HRM MODELS**12**

Approaches to study of Comparative employment policy – Convergence theory - cultural approach - Poole's adaptation of the Harvard Model - The Brewster and Bournois model of International HRM - International HRM - Problems of International Research

UNIT - II INTERNATIONALIZATION OF HR ACTIVITES**10**

Types of International Business,- inter country Differences affecting HRM - causes for International assignments failure - International Staffing Policy - Selecting International Managers - Adaptability & Screening - Managing Knowledge Workers

UNIT- III CROSS CULTURE**8**

Organization culture & National culture - Cross – culture Theories - Cross – Culture Business Communication – Behavior - Culture & Organizational Performance

UNIT- IV TRAINING AND MAINTAINING INTERNATIONAL COMPENSATION**8**

Training for Expatriate Managers - National Differences in Compensation - Factors Influencing International Compensation - Components of Remuneration Package.

UNIT- V PERFORMANCE APPRAISAL OF INTERNATIONAL MANAGER**7**

Expatriate Performance Management - Repatriation - International Labour relations - Problems and solutions.

TOTAL 45 HRS**TEXT BOOKS**

1. "Dr.Nilanjan Sengupta and Dr.Mousumi.S.Bhattacharya", International Human Resource Management, Excel Books, 2007.

References

1. P.Subba Rao, "International Business", HPH, 2008.
2. "S.Shajahan", International Business, Macmillan,2007
3. "Charles.W.L.Hill and Arun Kumar Jain", International Business, 5th edition, TMH,

2006.

4. "Dr.R.Chandran", International Business, Jaico Publishing House, 2007.
5. "Gary.P.Ferraro", The Cultural Dimension of International Business, Pearson Education, 5th edition, 2007.
6. "K.Asathappa", International Business, TMH, 2007.
7. Edited by Mark.E.Mendenhall, Gary.R.Oggou, Gunter.K.Shaul", Readings and Cases in International HRM, 4th edition, Routhdge Taylore&Francis Group , Newyork, 2007.
8. "Arvind.V.Phatak, Pabi.S.Bhagat and Roger.J.Kashlak", International Management, TMH, 2006.
9. "Peter.J.Dowling and Denice.E.Welch", International Human Resource Management, 4th edition, Thomson Publisher, 2007.
10. "Richard Mead", International Management, 3rd edition, Blackwell Publishing , 2005.

Subject name: Performance and Reward Management	Course code: PBA724	Credits: 3
Goal	To enable the students understand the dimensions of performance management and the methods to design and implement performance management and reward systems for effective HRM in organizations.	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To introduce the learner to the process of performance management. 2. To enable the learner to understand the concept of KPAs, components of performance planning and the process of performance analysis 3. To familiarize the learner with the process of implementing performance management systems, traditional practices vs. recent approaches. 4. To expose the learner to the purpose of appraisal, its pros and cons, methods and outcomes 5. To introduce the learner to the reward systems, incentive plans and legal implications involved. 	<ol style="list-style-type: none"> 1. The learner shall be familiar with the role of performance management and its criticality to the function of HRM 2. The learner shall be able to understand the criticality of performance planning and analysis, and design KPAs for measuring performance. 3. The learner shall be able to understand the pitfalls in implementing performance management system which shall be helpful in designing and implementing an effective PMS as a HR professional. 4. The learner shall be introduced to the basics of performance appraisal and its criticality to HR function. 5. The learner shall be able to analyse the existing reward system of organizations and design effective reward systems that motivate employees and improve their performance. 	

OBJECTIVES

The course covers the major policy areas regarding employees in the areas of recruitment and staffing, training and development, compensation, performance appraisal, reward systems, and work design in human service organization, preparing students to provide direction in the creation and implementation of effective management systems.

UNIT- I INTRODUCTION**10**

Introduction - Role of performance in organization - Dimensions - Role of appraisals in Performance Management. - Performance management process - Relevance of objectives in organizations - Organizational & individual performance- process - Performance management & human resources management

UNIT - II PERFORMANCE PLANNING AND ANALYSIS**9**

Performance planning - Performance analysis - KPAs - Components of Performance planning - Objectives of performance analysis - Process of Performance analysis

UNIT- III IMPLEMENTING PERFORMANCE MANAGEMENT SYSTEMS**9**

Operationalizing change - Implementing process - Factors affecting implementation - Pitfalls in implementation - Experiences in performance management - Traditional practices - Recent approaches - Case studies in performance management in select organization

UNIT- IV APPRAISAL SYSTEMS**8**

Introduction, purpose of Appraisal - Pros & Cons of Appraising - Methods of Appraising - Who can appraise - Appraisals & HR Decisions

UNIT – V REWARD SYSTEMS**8**

Money and Motivation - Individual employee incentive and recognition program - Team / Group Incentive plans - Organisation wide incentive plans - Reward systems & legal issues -Managing team performance

TOTAL 45 Periods**TEXT BOOKS**

1. "Prem Chadha", Performance Management, Macmillan, 2008.
2. Herman Aguinis", Performance Management, Pearson education, 2008

References

1. "T.V.Rao", Performance Management & Appraisal Systems, Response Books,2007.
2. "Peter Ward", 360 Degree Feedback, Jaico publishing house,2006.
3. "Dewakar Goel", Performance Appraisal & Compensation Management, Prentice

Hall of India, 2008.

4. "B.D.Singh", Compensation & Reward Management, Excel Books, 2007.

5. "R.K.Sahu", Performance Management System, Excel Books, 2007.

6. A.M.Sarma, "Performance Management", HPH, 2008.

7. "Srinivas . R. Kandula", Performance Management", PHI, 2006.

8. Edited by Frances NEale, Hand book of Performance Management, Jaico Publishing, 2008.

9 "Micjael Armstrong & Angela Baron", Performance Management, Jaico Publishing, 2007.

10 "Cardy", Performance Management Concepts, Skills & Exercises, PHI, 2007.

SYSTEMS - ELECTIVES

Subject name: SOFTWARE DEVELOPMENT	Course code: PBA725	Credits: 3
Goal	To develop the students to understand the various phases of software project life cycle and the quality issues	
<p align="center">Objectives</p>	<p align="center">Outcomes</p>	
<ol style="list-style-type: none"> 1. To provide overview of Software development life cycle & introduce Software Project Management. 2. To elaborate the various methods available to capture Software Requirements 3. To introduce the various aspects of Software Design 4. To elaborate on User Interface Design, introduce the fundamentals of coding and software configuration management 5. To introduce the various techniques of Software testing, methods of measuring Software Quality and provide introduction to Software Maintenance 	<ol style="list-style-type: none"> 1. The incumbent understands the Engineering aspects of Software development and can also comprehend the various steps involved in Software Project Planning 2. The incumbent is familiar with the various Requirement Specification tools and techniques available 3. The incumbent understands the factors that determine the quality of Software design and is familiar with the various approaches of Software Design. 4. The incumbent understands the significance of User Interface Design, code documentation, software configuration management and can apprehend the factors that determine code efficiency 5. The incumbent is familiar with the various techniques of Software Testing and understands the type of testing employed at each stage of Software development and is aware of the basic concepts of Software Maintenance 	

OBJECTIVES

To enable the students to understand the various process involved in developing a software

UNIT- I INTRODUCTION**9**

Overview of software development life cycles and Challenges in the phases – software engineering Process paradigms – Comparison between Process and Product –Metrics – Software project management – Planning – estimation – Risk analysis – Software project scheduling.

UNIT- II REQUIREMENTS ANALYSIS**8**

Requirement Analysis – Definition – Specification - tools – Formal Specification – Prototyping Specification – Analysis modeling.

UNIT- III SOFTWARE DESIGN**8**

Software design – Abstraction – Modularity – Software Architecture – Effective modular design - Cohesion and Coupling – Architectural design - Procedural design – Data flow oriented design – Object Oriented design.

UNIT- IV INTERFACE DESIGN AND IMPLEMENTATION**8**

User interface design – Human factors – Human computer interaction – Interface standards. Fundamentals of coding – code documentation – code efficiency – Software Configuration Management.

UNIT- V SOFTWARE QUALITY AND TESTING**12**

Software Quality Assurance – Review, Walkthrough and inspection- Quality metrics – Software Reliability – testing – Path testing – Control Structures testing – Black Box testing – Integration, Validation and system testing – Software Maintenance – Case studies.

Total 45 periods**TEXT BOOKS:**

1. Ali Behforooz and Frederick J. Hudson, 'Software Engineering Fundamentals, Oxford publications.
2. Roger Pressman. S., 'Software Engineering', A Practitioner's Approach, Tata McGraw Hill, New Delhi.

REFERENCES

1. I.Sommerville, 'Software Engineering, V Edition, Adison Wesley, 1996.
2. Pfleeger, 'Software Engineering', Prentice Hall, 1999.
3. Carlo Ghezzi, Mehdi Jazayari, Dino Mandrioli, 'Fundamentals of Software Engineering, Prentice Hall of India, 1991.
4. Richard Fairley, 'Software Engineering', II Edition, Tata McGraw Hill, New Delhi.

Subject name: DATABASE MANAGEMENT SYSTEMS	Course code: PBA726	Credits: 3
Goal	It will help students to develop an understanding of the role of data modeling, file management and database systems in information systems.	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To introduce Database systems and provide an overview of their evolution. 2. To introduce the various methods of Data Modeling 3. To elaborate the various factors involved in designing a Database 4. To introduce the basic concepts of object modeling 5. To introduce the various operations and management aspects of database administration 	<ol style="list-style-type: none"> 1. The incumbent understands the objectives, components of Database systems and can apprehend its advantages 2. The incumbent understands the role of data modeling and understand the architectural aspects of a database management systems 3. The incumbent can construct data models and is familiar with the factors that lead to good database design. 4. The incumbent becomes aware of the object oriented concepts and object interaction modeling 5. The incumbent understands various operational and administration issues involved in managing different types of database management systems 	

Subject name: E-COMMERCE TECHNOLOGY AND MANAGEMENT	Course code: PBA727	Credits: 3
Goal	The objective of the course is to provide students with a good knowledge of e-commerce and e-business principles and practices. This course will provide the students with an analytical and technical framework to understand the emerging world of e-Business.	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To introduce the Driving factors of E-Commerce and familiarize the technical aspects of E-commerce. 2. To elaborate the Business Applications of E-Commerce 3. To introduce the Infrastructure requirements of E-Commerce 4. To familiarize the various modes of E-Payment and Security requirements for safe E-Payment 5. To introduce the Legal and Privacy Issues in E-Commerce 	<ol style="list-style-type: none"> 1. The incumbent understands the need for E-Commerce in Current Business Environment and is familiar with the technical know-how of E-Commerce technologies 2. The incumbent is made aware of the application of E-Commerce in various Industrial Sectors 3. The incumbent understands the various Business Models prevalent in E-Commerce Implementation 4. The incumbent is provided exposure on the various e-payment options available in market and is made aware of the security schemes available to mitigate fraud. 5. The incumbent is familiar with the various Cyber laws and Policies enforced to provide safe and secure E-Commerce Market 	

OBJECTIVES:

The objective of the course is to provide students with a good knowledge of e-commerce and e-business principles and practices. This course will provide the students with an analytical and technical framework to understand the emerging world of e-Business.

UNIT- I FUNDAMENTAL OF E-COMMERCE**9**

Driving forces – benefits and limitations of e-commerce. Basics of Data mining, data warehousing and network infrastructure requirements. Overview of IP, TCP, HTML, OLAP and Cryptography.

UNIT- II BUSINESS APPLICATIONS IN E-COMMERCE**9**

Retailing in E-commerce – market research on internet customers – e-commerce for service sector – Advertising in e-commerce – B2B e-commerce.

UNIT- III E-COMMERCE INFRASTRUCTURE**9**

Intranet, Internet & Extranet – Structure, Architecture, Applications & Business Models.

UNIT- IV E-COMMERCE PAYMENTS AND SECURITY**9**

E-Payments and Protocols- security schemes against internet fraud. Principles of e-fund transfer, credit and debit card usage, E-check and unified payment systems.

UNIT- V LEGAL AND PRIVACY ISSUES IN E-COMMERCE**9**

Legal, Ethics and Privacy issues – Protection needs and methodology - Consumer protection, Cyber laws, contracts and warranties. Taxation and Encryption Policies.

Total 45 periods**TEXT BOOKS**

1. Efraim Turban et al., 'Electronic Commerce – A managerial perspective', Pearson Education Asia, 2002.
2. Kalakota et al, 'Frontiers of Electronic Commerce', Addison Wesley, 2001.

REFERENCES:

1. Sandeep Krishnamurthy, 'E-Commerce Management – Text and Cases', Thomson Learning, 2003.
2. Greenstein Firsman, 'Electronic Commerce', Tata McGraw Hill, 1999.
3. Nabil Adam et al, 'Electronic Commerce – Technical, Business and Legal Issues'. Prentice Hall. 1998.

Subject name: ENTERPRISE RESOURCE PLANNING FOR MANAGEMENT	Course code: PBA728	Credits: 3
Goal	To enable the students to understand the ERP techniques	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To introduce ERP concepts and Emerging Trends in ERP adoption 2. To elaborate the various factors considered during the Pre-Implementation Stage of ERP and familiarize the various ERP Products in Market 3. To emphasize the significance of Business Process Reengineering during Implementation Stage of ERP & introduce the Implementation approaches 4. To brief on the role of Project Management in ERP Implementation & introduce the technical aspects of ERP System. 5. To introduce the methods of measuring the Business Benefits of ERP and elaborate the impacts of ES Success at various levels of organization. 	<ol style="list-style-type: none"> 1. The incumbent understands the basics of ERP and is familiar with the ERP Implementation Stages 2. The incumbent understands the factors that are to be analyzed before ERP Implementation and is aware of the leading ERP vendors in Market 3. The incumbent understands the various Implementation approaches of Business Process Reengineering and is familiar with the factors that determine the organization readiness for ERP Implementation. 4. The incumbent understands that ERP Implementation is a team work and requires excellent Project Management abilities for successful Implementation and is aware of the technical know-how of ERP Implementation. 5. The incumbent can evaluate the impact of ERP Implementation of an organization and is familiar with the methods adopted for measuring Business Benefits. 	

OBJECTIVES

To enable the students to understand the ERP techniques

UNIT-I INTRODUCTION**5**

ERP Concepts – Enterprise System – Evolution of ERP – Tangible and Intangible Benefits – Emerging Trends in ERP adoption – ERP Implementation Stages – case Study.

UNIT- II PRE – IMPLEMENTATION STAGE**12**

Need Analysis – Competitive Environment Analysis – Gap Analysis – Cost Elements – Feasibility Analysis – ERP Modules – ERP Industries verticals – ERP Architecture –ERP Software – SAP - Baan – IFS – Oracle – people Soft Comparison of ERP Software – ERP Package Evaluation Criteria – Package Life Cycle – Request for Information – Functional Requirement Specification – Request for Proposal – Vendor Selection – ERP Consultants – Case Studies.

UNIT- III IMPLEMENTATION**10**

Business Process Reengineering Concepts – Reengineering and Process Improvement – BPR Steps – AS-IS and TO – BE Analysis – Modeling Business Process – Successful BPR – Reengineering – Organisational Readiness – Implementation Approaches.

UNIT- IV PROJECT MANAGEMENT**10**

Project Management – Project Team – Steering Committee – Project Manager – Functional Team – IS Team – Security Specialists. Project Deliverables – Change Management – System integration – Systems Integration standards – Middleware Development – Forward and Reverse Engineering – ERP Infrastructure Planning – System Architecture

UNIT – V POST IMPLEMENTATION**8**

Organisational Transformational Model of ES Success – Cross Functional, Organisational and Industrial Impacts. Measuring Business Benefits – Balanced Score card Method – ABCD Checklist Framework – Capability Maturity Framework – case study.

Total 45 periods**BOOKS FOR REFERENCE**

1. Mahadeo Jaiswal and Ganesh Vanapalli, Text Book of Enterprise Resource Planning, Macmillan India Ltd., Chennai 2005.
2. Alexis Leon, Enterprise Resource Planning Demystified, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2004.
3. Vinod Kumar Grag and N.K. Venkitakrishnan, Enterprise Resource Planning – Concepts and Practice, Prentice Hall of India, New Delhi, 1998.

Subject name: SOFTWARE PROJECT AND QUALITY MANAGEMENT	Course code: PBA729	Credits: 3
Goal	To develop the students to understand the various phases of software project life cycle and the quality issues	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To introduce the Product and Project Life Cycle models of Software 2. To introduce the Project Management Process and Activities 3. To elaborate the Engineering Activities of Software development and emphasize the role of Project Management in testing and maintenance 4. To elaborate the need for Software Quality and introduce the various Software Quality Metrics 5. To introduce the basic concepts of Software Quality Assurance and various standards of Quality Measurement 	<ol style="list-style-type: none"> 1. The incumbent understands the various Software Life Cycle Models prevalent in Industry 2. The incumbent understands the various management activities involved in each Stage of Software development 3. The incumbent understands the Engineering aspects of Software development and can also comprehend the significance of Software Project Management in each stage of Software Development 4. The incumbent becomes aware on the need of Software Quality and is acquainted with quantitative methods of measuring Software Quality. 5. The incumbent understands that Quality is a continuous endeavor , apprehends the need for maturing models to measure software quality and is familiar with Industrial models of improving software quality 	

OBJECTIVES

To develop the students to understand the various phases of software project life cycle and the quality issues

UNIT – I INTRODUCTION**6**

Product life Cycle, Project Life Cycle Models for software and Process Models.

UNIT- II PROJECT MANAGEMENT PROCESS AND ACTIVITIES**9**

Project Initiation, Project Planning and Tracking, Project Closure.

UNIT – III ENGINEERING ACTIVITIES**9**

Software requirements gathering, estimation, design and development phase. Project management in the testing and maintenance phase.

UNIT- IV INTRODUCTION TO SOFTWARE QUALITY**10**

Software Quality Views & Standards – Fundamental measures, size, effort, defects. Software quality metrics, complexity metrics. Defect Identification and removal efficiency. Function Points – Benchmarking for software quality.

UNIT- V SOFTWARE QUALITY ASSURANCE**11**

Reliability models for Software quality – ISO 9000 for software quality – CMM, CMMI, PCMM, PSP, and COCOMO – TQM for Software quality.

Total 45 periods**TEXT BOOKS**

1. Roger S Pressman, 'Software Engineering – A Practitioners Approach', McGraw Hill International Edition, New Delhi, 2001.
2. Stephen Kan, 'Software Quality Metrics and Models', Pearson Education Asia.

REFERENCES

1. Walker Royce, 'Software Project Management' – A unified Framework, Pearson Education Asia, New Delhi, 2000.
2. Alan Gillies, 'Software Quality – Theory & Management', Thomson Learning, 2003.

Subject name: DECISION SUPPORT SYSTEMS	Course code: PBA730	Credits: 3
Goal	Decision Support Systems are tools decision makers use to gain a better understanding of their business. They are the “front-end” technology that is generally associated with a data warehouse, and which provides the modeling and analysis capabilities to help decision makers see avenues through which to gain competitive advantage	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To educate on decision concept and introduce to decision support system. 2. To introduce the various aspects of Model Management 3. To introduce the Data Management Systems and the role of Database management system 4. To introduce the various aspects of Dialog Management 5. To provide overview of Development of Decision Support System 	<ol style="list-style-type: none"> 1. The incumbent understands the basics of decision and the various components and characteristics of a decision support system 2. The incumbent understands the Modeling Process and is familiar with the different types of Models and Model Packages available in Industry 3. The incumbent understands the significance of Data management system and gets familiar with Database management system as a development tool. 4. The incumbent becomes aware of the various models of dialog management and the issues in user interface. 5. The incumbent understands the development process of decision support system and can elaborate the activities involved at each stage of the development process. 	

OBJECTIVES

Decision Support Systems are tools decision makers use to gain a better understanding of their business. They are the "front-end" technology that is generally associated with a data warehouse, and which provides the modeling and analysis capabilities to help decision makers see avenues through which to gain competitive advantage

UNIT- I: DECISION SUPPORT SYSTEM**6**

Decision Concept-steps-Decision Support System-Components-Characteristics-Classification & Application.

UNIT - II: MODEL MANAGEMENT**15**

Models – Modeling Process – Types of Models – Optimisation – Simulation – Heuristic – Descriptive – Predictive – Model base – Modeling Languages – Model Directory – Model Base Management System – Model Execution, Integration and command processing – Model Packages.

UNIT - III DATA MANAGEMENT SYSTEMS**7**

Database – Sources of Data – Data Directory – Data Structure and Database Languages – Query Facility – Data Management System – DBMS as DSS Development Tool.

UNIT – IV DIALOG MANAGEMENT**7**

User Interface – Graphics – Multimedia – Visual Interactive Modeling – Natural Language Processing – Speech Recognition and understanding – Issues in user interface.

UNIT- V DEVELOPMENT OF DECISION SUPPORT SYSTEM**10**

Development process – Software and Hardware and Data Acquisition – Model Acquisition – Dialog Development – Integration – Testing and Validation – Training and Implementation.

Total 45 periods**TEXT BOOK**

1. Efraim Turban and Jay E Aronson, 'Decision Support Systems and Intelligent Systems', Prentice Hall International, 1998.

REFERENCES:

1. Janakiraman V.S. and Sarukesi. K. 'Decision Support Systems', Prentice Hall of India, 1999.
2. Lofti, 'Decision Support System and Management', McGraw Hill Inc., International Edition, New Delhi, 1996.
3. Marakas, 'Decision Support System', Prentice Hall International Paper back Edition, Delhi, 1998.

<p align="center">Subject name: INFORMATION TECHNOLOGY FOR MANAGEMENT</p>	<p align="center">Course code: PBA731</p>	<p align="center">Credits: 3</p>
<p>Goal</p>	<p>Information Technology and Management explores the many different technologies inherent in the field of information technology and their impact on information systems design, functionality, operations, and management</p>	
<p align="center">Objectives</p>		<p align="center">Outcomes</p>
<ol style="list-style-type: none"> 1. To introduce IT Management, Internet based Business Systems and emphasize the Critical Success factors required for success IT Managers 2. To introduce the various Hardware & Software Technologies and elaborate the factors of successful Management of Application Development 3. To elaborate on the various Communication Technologies prevalent in market 4. To introduce the various Management Information Systems prevalent in market 5. To introduce the factors those are required for successful IT Management. 		<ol style="list-style-type: none"> 1. The incumbent understands the current trends in IT Management & is familiar with the Critical Success factors required for managing the Challenges in IT 2. The incumbent is familiar with various Hardware and Software Technologies and is made aware of the factors required for successful management of Software Application Development function 3. The incumbent is familiar with the various Wired and Wireless Communication Technologies 4. The incumbent can discuss on the merits and demerits of various Management Information Systems and can suggest the IT Application that is best suited for each management level. 5. The incumbent is familiar with the role of Chief Information Officer of an IT firm and understands the various Planning Models for IT Managers

OBJECTIVES

Information Technology and Management explores the many different technologies inherent in the field of information technology and their impact on information systems design, functionality, operations, and management

UNIT – I INTRODUCTION**5**

Managing in Information Age. Evolution of IT Management – Types of Information Systems – Internet Based Business Systems – Value Chain Reconstruction for E-Business – IT Management Challenges and issues – Critical success Factors for IT Managers.

UNIT- II HARDWARE SOFTWARE AND COMMUNICATION**10**

Computing Hierarchy – Input – Output Technologies – Hardware Issues – System Architecture – Operating Systems – Network Operating Systems – Grid Computing – Mobile Computing – Ubiquitous Computing – Application Programming – Managing Application Development – Data Resources – Managing Data Resources – Problem of Change and Recovery.

UNIT- III COMMUNICATION TECHNOLOGY**5**

Communication Technology – WWW – Intranets – Extranets – Voice Networks Data Communication Networks – Last Mile – Wireless System – Web Hosting – Application Service Providers.

UNIT – IV IT APPLICATIONS**15**

Enterprise Resource Planning – Enterprise System – Expert System – Decision Support System – Neural Networks – Executive Information System – Customer Relationship Management System – Supply Chain Management Systems – Knowledge Management – Data Warehousing – Data Mining – Virtual Reality – E-Business and Alternatives. E-Business Expectations and Customer Satisfaction.

UNIT- V IT MANAGEMENT**10**

IT Strategy Statements – Planning Models for IT Managers Legislation and Industry Trends. Independent Operations – Headquarters Driver – Intellectual Synergy – Integrated Global IT – IT investment – Estimating Returns – IT Value Equation – Pricing Frame work – Hardware and Software Buying – Factors of IT Management – Implementation Control – Security – Quality – Ethical Issues – Chief Information Officer.

Total 45 periods**REFERENCE BOOKS:**

1. Garroll W. Frenzel Johne. Frenzel, Management of Information Technology, Thomson Course Technology, Boston, 2004.
2. Henry C. Lucas. Jr, Information Technology – Strategic Decision Making for Managers, John Wiley & Sons (Asia) Pvt. Ltd., Singapore, 2005.
3. Efraim Turban, R. Kelly Rainer Jr, Richard E. Potter, Introduction to Information Technology, John Wiley & Sons, (Asia) Pvt. Ltd. Singapore, 2004.

Subject name: KNOWLEDGE MANAGEMENT SYSTEMS	Course code: PBA732	Credits: 3
Goal	Understand the fundamental concepts in the study of knowledge and its creation, acquisition, representation, dissemination, use and re-use, and management. Appreciate the role and use of knowledge in organizations and institutions, and the typical obstacles that KM aims to overcome.	
Objectives	Outcomes	
<ol style="list-style-type: none"> 1. To introduce the drivers of Knowledge management and the concept of leveraging organizational knowledge 2. To introduce the role of Information Technology in Knowledge Management 3. To elaborate on building knowledge societies and relating knowledge vision to organizational strategy 4. To introduce the Stages involved in Knowledge Management Process and its Implementation 5. To elaborate the factors involved in designing a Knowledge Management Infrastructure 	<ol style="list-style-type: none"> 1. The incumbent understands Characteristics and components of Organizational Knowledge and meaning of Knowledge Road map 2. The incumbent understands that effective Knowledge Management systems can be created through Information Technology 3. The incumbent understands the significance of Building Knowledge societies and understands India's Knowledge root and vision. 4. The incumbent becomes aware of 10 Step Knowledge Management roadmap and the various factors involved in Knowledge Management Implementation. 5. The incumbent apprehends the need to align business strategy with Knowledge Management, understands the method of designing, developing and deploying Knowledge Management System 	

OBJECTIVES :

- Understand the fundamental concepts in the study of knowledge and its creation, acquisition, representation, dissemination, use and re-use, and management.
- Appreciate the role and use of knowledge in organizations and institutions, and the typical obstacles that KM aims to overcome

UNIT- I KNOWLEDGE ECONOMY**10**

Leveraging Knowledge - Data - information-knowledge- Wisdom relationship, organizational knowledge, characteristics and components of organizational Knowledge - Drivers of Knowledge Management - Creating the Knowledge Edge - Knowledge Management Road Map - Leveraging existing Infrastructure

UNIT- II KNOWLEDGE MANAGEMENT AND INFORMATION TECHNOLOGY**9**

Role Information Technology in Knowledge Management Systems - Knowledge Management tools - Creative effective Knowledge Management Systems through Information Technology - ERP and BPR

UNIT- III The Knowledge Society**8**

Building knowledge societies - Indian knowledge root - the Beginning of knowledge and the Grey Revolution - knowledge vision and the organizational strategy.

UNIT - IV The Knowledge Process**9**

Universal appeal - Stages of KM Process - Knowledge, Capital vs physical capital -Implementation of Knowledge Management - Discussion on Roadblocks to success - 10-step KM Road Map - Business Intelligence and Internet platforms - web Portals - Information Architecture: A three-way Balancing Act - KM ,the Indian experience - Net Banking in India.

UNIT- V Designing the KM Infrastructure**9**

Designing the KM Infrastructure - Aligning Knowledge Management and Business Strategy - conducting the knowledge audit and analysis. - Designing the KM Team & reward structures - Designing, Developing and Deploying KM System - Measuring the Performance of Knowledge Work - KM Case study

TOTAL 45 Periods

TEXT BOOKS

- Barnes, Knowledge Management systems, 1/e, Cengage Learning , 2006.

References

- A. Thothathri Raman, Knowledge Management, First Edition, Excel Books, New Delhi, 2004.
- Dr.B.Rathan Reddy, "Knowledge Management " HPH, 2006
- Awad, Knowledge Management, Pearson Education, 2007.
- Mattison, Web Warehousing & Knowledge Management, Tata McGraw-Hill, 2007
- Tiwana, The Knowledge Management tool kit: Practical techniques for building a knowledge management systems, 2/e, Pearson Education, 2006.
- Harish Chandra Chaudhary, Knowledge Management for competitive advantage, first edition, Excel Books,New Delhi, 2005.
- Warier, Knowledge Management, Vikas Publishing House, 2007
- Sislop, Knowledge Management, Oxford University Press, New Delhi, 2007
- Debowski, Knowledge Management, Wiley Student Edition, Wiley India, 2007
- P. David Jawahar Ramesh Venkatraman, Perspectives of HR and IT Management First Edition, Excel Books, New Delhi, 2007.
- Elias M Awad & Hassan M.Ghaziri, , "Knowledge management' Prentice Hall Publications, New Jersey