

J.J.COLLEGE OF ARTS AND SCIENCE (AUTONOMOUS)

PUDUKKOTTAI - 622 422

MASTER OF BUSINESS ADMINISTRATION - C.B.C.S.(Academic year 2016 - 2017 ONWARDS)

Semester	Part	Subject Code	Course Title	Ins.Hrs/ Week	Credit	Exam Hrs	Marks		Total
I		P1RBACC1	Core -I Principles of Management	5	5	3	25	75	100
		P1RBACC2	Core - II Managerial Economics	5	5	3	25	75	100
		P1RBACC3	Core- III Organisational Behaviour	5	5	3	25	75	100
		P1RBACC4	Core -IV Accounting for Management	5	5	3	25	75	100
		P1RBACC5	Core - V Communication Skills	5	5	3	25	75	100
		P1RBACC6	Core - VI Business Mathematics & Statistics	5	5	3	25	75	100
Total				30	30	-	-	-	600
II		P2RBACC7	Core -VII Production and Operations Management	5	5	3	25	75	100
		P2RBACC8	Core -VIII Operations Research	5	5	3	25	75	100
		P2RBACC9	Core- IX Marketing Management	5	5	3	25	75	100
		P2RBACC10	Core -X Financial Management	5	5	3	25	75	100
		P2RBACC11	Core -XI Human Resource Management	5	5	3	25	75	100
		P2RBACC12	Core-XII Research Methods in Business	5	5	3	25	75	100
		P2RBACC13PW	Project Work*		6				100
Total				30	36	-	-	-	700

*(Dissertation 80 +Vivo voce 20).Actual Project during II Sem Summer Holidays and Viva Exam at beginning of III Semester.

III		P3RBACC14	Core -XIV Strategic Management	5	5	3	25	75	100
		P3RBACC15	Core -XV Business Laws	5	5	3	25	75	100
		P3RBACC16	Core -XVI Management Information system	5	5	3	25	75	100
		P3RBAECM1/F1/H1	Elective Course - I Course A1/B1/C1	5	4	3	25	75	100
		P3RBAECM2/F2/H2	Elective Course - II Course A2/B2/C2	5	4	3	25	75	100
		P3RBAECM3/F3/H3	Elective Course - III Course A3/B3/C3	5	4	3	25	75	100
Total				30	27	-	-	-	600
IV		P4RBACC17	Core-XVII International Business Environment	5	5	3	25	75	100
		P4RBACC18	Core -XVIII Entrepreneurial Development	5	5	3	25	75	100
		P4RBACC19	Core-XIX Total Quality Management	5	5	3	25	75	100
		P4RBAECM4/F4/H4	Elective Course - IV Course A4/B4/C4	5	4	3	25	75	100
		P4RBAECM5/F5/H5	Elective Course - V Course A5/B5/C5	5	4	3	25	75	100
		P4RBAECM6/F6/H6	Elective Course - VI Course A6/B6/C6	5	4	3	25	75	100
Total				30	27	-	-	-	600
Grand Total					120				2500
III			A.MARKETING E-Course-I Advertisement & Sales Promotions Management	5	4	3	25	75	100
			E-Course - II Consumer Behaviour	5	4	3	25	75	100

			E- Course - III Marketing of Services	5	4	3	25	75	100
IV			E-Course - IV International Marketing	5	4	3	25	75	100
			E- Course - V Customer Relationship Management	5	4	3	25	75	100
			E-Course -VI Brand Management	5	4	3	25	75	100
III			B.FINANCE E-Course-I Security Analysis and Portfolio Management	5	4	3	25	75	100
			E-Course - II Strategic Cost Management	5	4	3	25	75	100
			E- Course - III Global Financial Management	5	4	3	25	75	100
IV			E-Course - IV Wealth Management	5	4	3	25	75	100
			E-Course -V Stock Exchange Practices	5	4	3	25	75	100
			E- Course -VI Project Management	5	4	3	25	75	100
III			C.HUMAN RESOURCES E-Course -I Group Dynamics	5	4	3	25	75	100
			E- Course - II Reward Management	5	4	3	25	75	100
			E-Course -III Stress Management	5	4	3	25	75	100
IV			E-Course - IV Training and Development	5	4	3	25	75	100
			E-Course -V Public Relations Management	5	4	3	25	75	100
			E- Course -VI Change Management	5	4	3	25	75	100

PRINCIPLES OF MANAGEMENT - C.C-I

OBJECTIVES

1. To understand the basics of management and its functions.
2. To develop professional competence.
3. To define the concepts and theoretical framework of management.

UNIT I- INTRODUCTION TO MANAGEMENT

Management-Definition, Nature, Science/Art, Management as Profession, Scope and function –Evolution of Management thought-F.W.Taylor, Henry Fayol, Peter Drucker, Hawthorne studies. Management Process - Role of Manager - Responsibility of Manager - Social responsibility of Business - Business Ethic - Benefits.

UNIT II-PLANNING

Planning-Meaning, Nature-Importance of Planning-Steps in Planning-Component of Planning as Objectives, Strategies, Procedure, Methods, Rules, Projects and Budgets-Making plan Effective, Forecasting- Planning and Decision-Making.

UNIT III-ORGANISING

Organising -Nature, Purpose and Kinds of Organisation –Structure –Principles and theories of Organisation – Departmentation-Span of Control –Line and Staff function –Authority and responsibility – Centralisation and Decentralisation –Delegation of authority –Committee-Groups in Organisation – Formal and Informal organization.

UNIT IV-STAFFING AND DIRECTING

Fundamentals of staffing –Recruitment –Selection –Selection Process-Training and Development –Performance Appraisal–Fundamentals of Directing-Principles of Directing–Motivation–Theory X and Y ,Leadership:- Meaning, Theories, Styles-Communication.

UNIT V –CONTROLLING

Purpose of Control, Types of Control-Operational Control - Financial Control - Structural control, Strategic control, Managing control in organization - Steps in Controlling Process – Emerging Techniques in Controlling.

BOOKS OF STUDY

- 1.**Principles and Practice of Management –L.M.Prasad**, Sultan Chand & Sons,(I,II,III,IV,V) (Unit–I Chapter - 1,2,4,5 ,Unit-II chapter - 6,8,9,10,Unit-III Chapter -11,12,13,Unit-IV Chapter - 19,20,21,23,24,Unit- V Chapter - 25,26)
2. Fundamentals of Business Organisation and Management-Y.K.Bhushan, SultanChand & sons ,

BOOKS FOR REFERENCE

1. Essentials of Management –Harold Koontz,HernzWelhrich - McGraw Hill
2. Principles of Management –T.Ramaswamy, Himalaya Publishing House.

MANAGERIAL ECONOMICS – C.C-II

OBJECTIVES

1. To understand the application of managerial economics in managerial decision making analysis.
2. To stress the need and relevance of studying Economical analysis at the post graduate Level.
3. To identify the market structure and price determination at different market conditions.

UNIT I- NATURE AND SCOPE OF MANAGERIAL ECONOMICS

Meaning and Definition - Link between Economics and Managerial Economics - Need and application of Economics in managerial decision making – Scope and subject matter of Managerial Economics - Role of Managerial Economics -Objectives of Business Firms - Fundamental Concepts used in Managerial Decisions.

UNIT II- DEMAND ANALYSIS AND FORECASTING TECHNIQUES

Meaning of Demand - Basis of the Consumer Demand: Utility - Law of DMU - Cardinal and Ordinal Concepts of Utility - Analysis of Consumer Behaviour – Analysis of Market Demand - Demand Function - Elasticity of Demand - Five Cases of PED - other Kinds – Measurement - Demand Forecasting, meaning, Steps and Techniques of Demand Forecasting.

UNIT III -THEORY OF PRODUCTION AND MARKET STRUCTURE AND PRICING DECISIONS

Basic Concept of Production - Production Function - Laws of Returns to Scale through Production Function - What is Market? Market Structure and Degree of Competition - Pricing Decisions - Price Determination under Perfect Competition - Price and Output Decisions under Monopoly, Oligopoly and Monopolistic Competition

UNIT IV- NATIONAL INCOME ANALYSIS AND BUSINESS CYCLES

Introduction - Meaning and Definition of N.I. - Basic Concepts of NI – Methods of Compute NI - Measurement of NI in India. Phases of Business Cycles - Theories of Business Cycles - Economic Stabilization Policies.

UNIT V - INDIAN ECONOMICS PROBLEMS, POLICIES AND DEVELOPMENT

Evolution of the Indian Economy - Features - Population Explosion - Causes, consequences and remedies - Development Plans - Five Year Plans of India - Agrarian Reforms and Development - Industrial Policy and Development - Poverty – Inequality and Insecurity - Monetary and Fiscal Policies - Development of Human Resources - India's Development Potentials - The Tasks Ahead.

BOOKS OF STUDY

1. Managerial Economics - D.N. Dwivedi (Units 1 to 4) Vikas Pub. House Pvt. Ltd. 7th Edition.
2. Evolution of Indian Economy - Gopalji (Unit 5) 4th Revised Reprint -

BOOKS FOR REFERENCE

1. Managerial Economics - Dr. S. Sankaran – Margham Publications
2. Indian Economy - Dutt and Sundaram- Himalaya Publishing House.

ORGANISATIONAL BEHAVIOUR – C.C-III

OBJECTIVES

1. To understand the basic concepts of OB
2. To describe the attitudes and theories of individual behaviour
3. To define the organizational change and development.

UNIT I- CONCEPTUAL FRAMEWORK OF ORGANISATIONAL BEHAVIOUR

Concept of Organisational Behavior – Nature – Significance – Role – Models – History of management thought, Henry Fayol's principles of management and Mintzberg nature of managerial work.

UNIT II- INDIVIDUAL DIMENSIONS OF OB

Individual Behaviour – SOBC Model – Personality – Traits – Theories – Agyris Model – Perception – Stereotyping – Halo Effect - Learning – Theories - Attitudes – Positive – Negative - Causes - Values.

UNIT III- GROUP DIMENSIONS OF OB

Interpersonal Behaviour – Transactional Analysis – Johari Window - Group Dynamics – Group – Formation of Group – Reasons – Types – Process – Group Decision making – Group think – Group Cohesiveness - Power and Politics – Leadership - Communication – Process – Barriers.

UNIT IV- STRUCTURAL AND CULTURAL DIMENSIONS OF OB

Organisation – Meaning, Structure, kind, Nature, Scope and importance - Organisation theory – Classical, Neo Classical and modern – Forms of organisation structure and culture.

UNIT V- ORGANISATIONAL CHANGE AND DEVELOPMENT

Management of change: Conflict management, Organisational development - Concept, Nature and scope of OD - OD Interventions – Team, Group, Comprehensive interventions and structural interventions.

BOOKS OF STUDY

1. “Organisational behaviour”- L.M.Prasad, Sultan Chand and Sons, Fourth Edition, 2008. (Unit I : Chapter 1 & 2, 19, 20, 21, 23, Unit II: Chapter 3, 4, 5, Unit III: chapter 6, 7, 15, Unit IV: Chapter 12, 13, 15, 16, Unit V: Chapter 25, 26)
2. “Organisational Development”-Wendell French and Cecil .H. Bell Jr.,Prentice Hall India, Unit V: Chapter 8, 9, 10, 11, 12

BOOK FOR REFERENCES

1. Organisation Behaviour - Jit.S. Chandan, Print Links,Delhi, Third Edition, 2008.
2. Organisational Behaviour - John.W. Newstrom/ Keith Davis, “Tata Mcgraw Hill.
3. Organisational Behaviour - Schermerhorn, Hunt, Osborn, Wilsey, Ninth Edition, 2005.

ACCOUNTING FOR MANAGEMENT – C.C - IV

OBJECTIVE

1. To understand the basics of financial Accounting and Financial statements
2. To describe the principles and procedure of cost Accounting
3. To analyse the standard costing and variance.

UNIT I - INTRODUCTION TO FINANCIAL ACCOUNTING

Financial Accounting –Definition - Accounting principles-Concepts and conventions- Journal-subsiary books – Ledgers – posting – Balancing of accounts – preparation of Trial Balance – Depreciation- Meaning – Methods of charging Depreciation – Original cost ,Written down, Annuity, Sinking Fund

UNIT II - PREPARATION OF FINAL ACCOUNTS

Preparation of Final accounts for sole Trader, Partnership, Joint Stock Companies – preparation of Trading, profit & Loss Account and Balance Sheet– Elements of trading account – Equation of Trading account and Balance Sheet - Specimen form of balance sheet – Simple Adjustments for Companies

UNIT III - FUNDAMENTALS OF COST ACCOUNTING

Cost Accounting – Meaning - Definition – Difference between Financial Accounting and Cost Accounting – Cost Terminology, Cost centre, Cost unit, Profit Centre, Advantages and limitations of cost accounting - Elements of cost – Simple problems Cost Sheet.

UNIT IV - OVERHEADCOST ANALYSIS

Overheads – Meaning and Definition-Importance of Overheads Cost- Allocation, Apportionment - Methods of Absorption - control over factory – administration - selling and distribution overheads - Machine Hour Rate- ordinary and composite ,advantages and disadvantages of machine hour rate, computation of machine hour rate.

UNIT V - BASICS OF MANAGEMENT ACCOUNTING

Introduction – Scope – Difference between management accounting and financial accounting and Management and cost accounting - Marginal Costing – Break even analysis – contribution -P/V Ratio, Margin of Safety Decision making problems – standard costing ,variance analysis and budgetary control system – Preparation of Production Budget, Sales Budget, Cash Budget, Flexible Budget & Master Budget.

BOOKS OF STUDY

1. Financial And Management Accounting By T.S. Reddy & Y. Hari Prasad Reddy -3rd Edition 2006 – Margham Publications.(unit-I(Chapter1,3), unit – V(Chapter11,12))
2. An Introduction to Accountancy by S.N.Maheshwari& S.K Maheshwari – 10th edition - 2009 – VIKAS publishing house PVT LTD(unit II- Chapter11, Sec IV-Chapter-4)
3. Cost Accounting By S. P Iyengar – 8th Edition , 1997 Sultan Chand & Sons publications(Unit-III (Chapter2,)unit-IV(Chapter10))

BOOKS FOR REFERENCE

- 1.Financial Accounting -S.N.Maheswari&Maheswari, ,UBS,New Delhi, 2014
2. Financial, cost and Management Accounting-P.periasamy, Himalaya publishing house, Chennai,2005.
- 3.Accounting for management by S. N Maheshwari & S.k Maheshwari – 1st Edition 2006, vikasPblishing House.
- 4.Cost Accounting by S. P. Jain & k. L. Narang – 8th Edition 2007 – Kalyani Publishers

COMMUNICATION SKILLS - C.C – V

OBJECTIVE

1. To understand the techniques and skills of communication
2. To define the principles of effective communication.
3. To analyze the essentials of good report writing.
4. To discuss the causes of poor communication.

UNIT I - ESSENTIALS OF COMMUNICATION

Communication - Importance of effective communication in business - Objectives of communication - Media of communication - Non verbal communication - Types of communication - Principles of communication - Barriers to communication.

UNIT II - SELF DEVELOPMENT & COMMUNICATION

Self development-Objectives of self development-How self development improves communication-Improve personal communication skill-Better interpersonal skill-How communication leads to self development-How to develop oneself-Make best use of brain-Plan meticulously and manage time-Never stop learning-Accept and respect other persons.

UNIT III - NEED, FUNCTIONS AND KIND OF BUSINESS LETTER

Essential of an effective business letter-Need of a business letter-Functions of a business letter-The importance of an effective business letter-Kinds of a letter-How to write an effective business letter-The language of a business letter-Physical appearance-Mechanical structure of parts of a letter-Style or form and punctuation

UNIT IV- BUSINESS CORRESPONDENCE

Collection letter-Enquiries and reply letter-Sales letter-Circular letter-Import & Export correspondence-Bank correspondence-Agency correspondence-Correspondence of a company secretary.

UNIT V- REPORT WRITING

Report-The importance of reports-Oral and Written reports-Types of business reports-Characteristics of a good report-Selecting a suitable type of report-Preparing a report-Organisation of a report-Report by Individuals-Report by committees-Agenda-Minutes and various kinds of board meeting.

BOOKS OF STUDY

1. Business communication-R.C.Bhatia-Ane Books India-2nd Edition 2008 (II)Unit II – Chapter-16
2. Essential of business communication-Rajendra pal &J.S.Korlahalli-Sultan Chand & Sons – Edition 2008(I,III,IV,V)

BOOKS FOR REFERENCE

1. Business communication-K.K.Sinha-Golgotia Publishing-2nd Edition 2003
- 2.Effective communication skills for technologists-II-Dr.S.M.gupta-sathyaprakashan-TechIndia Publications-1st Edition 2006
3. Business communication-Madhukantjha-Gen next Publication-Edition 2010.

SEMESTER-II

CORE COURSE-VII PRODUCTION AND OPERATIONS MANAGEMENT

Subject Code : P2RBACC7

Max. Marks : 75

Hours Allotted : 5

Credit Allotted: 5

OBJECTIVE

- 1.To understand the nature and important of production and operation management .
- 2.To identify the major aspects of production and operations management.
- 3.To explain the key performance measures of operations.

UNIT I-INTRODUCTION AND TYPES OF PRODUCTION

Production- Definitions – Functions – Responsibilities of production manager – Types of productions system: Continuous production – Mass production – Process production – Assembly production – Intermittent production – Job production – Batch production – Strategic planning decisions for operations – Demand forecasting for operations.

UNIT II- PRODUCT DESIGN, CAPACITY PLANNING AND PLANT LOCATION

Product life cycle and product design-Characteristics of a good product design-Factors affecting the design of a product –Types of design-Stages in product design-Capacity planning-Importance and procedure for capacity planning-Determinants of effective capacity –Types of capacity-Plant location-Objectives of location-Factors influencing plant location.

UNIT III- PLAN LAYOUT, PRODUCTION PLANING AND CONTROL

Process planning – Procedure of Designing a Process – Factors influencing Process design – Plant Layout – Objectives of Plant layout – Advantages of Good layout – Types of layout – Production planning and control –Objectives, Functions and Advantages of Production planning and control- work measurement- Inventory levels.

UNIT IV- QUALITY CONTROL, QUALITY CIRCLES AND ISO 9000

Quality – Quality control – Objectives of Quality control – Importance and Advantages of Quality control system- Quality assurance, quality circles- Characteristics of Quality circles – Advantages of quality circle – ISO 9000 and emerging concept of TQM – Process obtaining ISO certification – Advantages of ISO certification.

UNIT V- PLANT MAINTENANCE

Plant Maintenance – Area of maintenance – Objectives of maintenance – Functional elements of maintenance programme – Policies – Types of plant maintenance: Planned maintenance – Unplanned maintenance – Organization for maintenance – Plant maintenance organization for large scale industries – Maintenance planning, scheduling and controlling.

BOOKS OF STUDY

- 1.Production and Material Management – P.Saravanavel and S.Sumathi. Margham publications, Chennai. – 2nd edition – 2002. (Unit I- Chapter 1,2 Unit II- Chapter- 5,6,8,11 unit III- Chapter 13,16 Unit IV – Chapter – 17,18 unit V – Chapter- 16)
2. Production and Operations Management – S.A. Chunawala and Patel. Himalaya Publishing House, Mumbai, 8thedition – 2013. (Unit I – Chapter 1 unit-II chapter 7 unit IV- chapter-16, unit V – Chapter-18)

BOOKS FOR REFERENCE

1. Production and Operations Management – Aswathappa, k.K.SridharaBhat – Himalaya Publication.
2. Modern .Production/ Operations Management – Elwood.S.Buffa, Rakesh.K.Sarin. –John Wiley & Son.

SEMESTER-II
CORE COURSE-IX MARKETING MANAGEMENT

Subject Code : P2RBACC9

Max. Marks : 75

Hours Alloted : 5

Credit Alloted : 5

OBJECTIVES

1. To understand the marketing functions and practices
2. To describe the Marketing Mix
3. To define the marketing strategies.
4. To analyse the marketing research process.

UNIT I- INTRODUCTION TO MARKETING MANAGEMENT AND MARKETING ENVIRONMENT

Market – Meaning - Classification of market - Marketing management – Meaning – Definition – Concept – Functions – Marketing process - Marketing environment - importance - Need for environment analysis - External uncontrollable forces - Recent trends in marketing environment - Marketing mix

UNIT II- PRODUCT PRICING AND STRATEGIES

Product – Meaning - Product planning – Policies – Positioning - New product development - Product life cycle – Branding - Brand strategy and policy - Types of brands - Packaging and labeling - Functions of packaging – Pricing - Factors, Methods and Procedures.

UNIT III- MARKET PROMOTION STRATEGIES

Promotion - Promotion process - Promotion strategy - Sales promotion - AIDAS Formula - Kinds of sales promotion - Personal selling and publicity - Advertisement - Advertisement Budgeting.

UNIT IV- PHYSICAL DISTRIBUTION AND MARKETING RESEARCH PROCESS

Physical distribution - Distribution mix - Managing channels intermediaries - Distribution strategies – Marketing research - Areas of marketing research - Role and scope of marketing research - Types of marketing research - Marketing research process.

UNIT V- INTERNATIONAL GLOBAL MARKETING

Emergence of global marketing - Global marketing environment - Market segmentation on a global scale - Methods of international operations - E-marketing – Telemarketing – Automatic Vending.

BOOKS OF STUDY

1. Marketing Management -S.A. Sherlekar -, Himalaya Publishing House, 13th Revised Edition.(Unit I-Chapter 1,2,3,9 Unit II-Chapter 12,13,14, Unit III-Chapter 15,18, unit IV-Chapter 5,7,21,Unit v-Chapter 23)
2. Modern Marketing, -R.S.N PillaiandBagavathi, Revised Edition 2009. S.Chand publication.(Unit V-Chapter 39)

BOOKS FOR REFERENCE

1. Marketing Management,-Philip Kotler and Keller, PHI Edition
2. Marketing Management -V.S Ramasamy&Namakumari, ,Macmilan Third Edition
3. Marketing Management -Text and Cases -H.Kaznil, - Excel Book Latest Edition
4. Marketing Management -Boyd Walker,McGraw hill .

SEMESTER-II
CORE COURSE – X FINANCIAL MANAGEMENT

Subject Code: P2RBACC10
Hours Allotted: 5

Max. Marks : 75
Credit Allotted: 5

OBJECTIVE

1. To understand the basic concepts of financial management
2. To analyse the financial planning and cost of capital
3. To discuss the theories of capital structure

UNIT I – INTRODUCTION TO FINANCIAL MANAGEMENT

Financial management – Process of Financial Management – Organisation of Finance function – Objectives – Goals - Financial statement analysis – Types of Financial analysis- Time value of money-Techniques of time value of money-Valuation concept and models- Valuation of securities – Capital Budgeting – Different methods of Capital Budgeting.

UNIT II- FINANCIAL PLANNING AND COST OF CAPITAL

Financial planning – Estimating long-term and short-term Financial needs – capitalization - over capitalization – under capitalization – computation of cost of capital – cost of debt - cost of preference capital – cost of equity share capital – cost of retained earnings – Weighted average cost of capital – Composite cost.

UNIT III–CAPITAL STRUCTURE

Capitalisation – capital structure - Financial structure - Patterns of capital structure - Importance of capital structure - Optimal capital structure - Theories of capital structure –Net Income approach - Net operating Income approach - Traditional approach -Modigliani and Miller approach - Factors influencing capital structure - capital gearing.

UNIT IV–LEVERAGES

Leverages - Features of leverage – Importance - Financial leverage – Degree of Financial leverage - operating leverage – Degree of Operating leverage - composite leverage – Degree of Composite leverage - Risk factor - Methods of forecasting and its kinds.

UNIT V-WORKING CAPITAL MANAGEMENT

Working capital - Management of working capital - Management of cash-Management of Receivables - Management of Inventories - Marginal costing – BEP analysis - CVP analysis - Dividend policy- Types of Dividend policy- Approaches in Dividend policy.

Note: Problem – 40% and Theory-60%

BOOK OF STUDY

Financial Management – R.K. Sharma,ShashiK.Gupta, Kalyani publishers, New Delhi .(Unit I – Ch: 1, 2;Unit II- Ch: 12, 14;Unit III – Ch: 15,Unit IV – Ch: 11,16; Unit V – Ch:10, 20, 22)

BOOK FOR REFERENCE

1. Financial Management – V.R.Palanivelu, Sulthanchand& Sons, New Delhi, 2014
- 2.Financial Management – Prasanna Chandra, Tata McGraw Hill Publishing Company Limited, New Delhi, VII edition, 2008.
- 3.Fundamentals of Financial Management – S.N. Maheswari, Sulthan Chand & Sons, New Delhi, Fourth edition, 2006.
4. Financial Management I.M.Pandey, ,Vikas publishing house Pvt. Ltd. 9th Edition, 2007.
- 5.Financial Management – R.K. Sharma ShashiK.Gupta, Kalyani publishers, New Delhi.

SEMESTER- II

CORE COURSE- XI HUMAN RESOURCE MANAGEMENT

Subject Code : P2RBACC11

Max.Marks : 75

Hours Allotted : 5

Credit Allotted : 5

OBJECTIVE

- 1 To understand the concepts of Human Resource Management Concepts and Techniques
- 2.To identify the stages in career planning.
- 3.To analyse the theories of motivation.

UNIT I- INTRODUCTION TO HRM

Meaning and definition of Human Resources management – objectives – scope – functions of human resource management – evolution and development of HRM - Environment of HRM - Strategic Human resource management

UNIT II- HR PLANNING

Human resource planning – Meaning, Objectives and Significance – Steps in HR Planning - job analysis - Recruitment – Sources - Selection – tests – interviews – placement and induction.

UNIT III- TRAINING AND DEVELOPMENT

Career planning and development – Stages in career planning - Succession planning - Training: need, importance and methods – Development: importance, process and methods – Internal mobility and separation.

UNIT IV – JOB EVALUATION AND PERFORMANCE APPRAISAL

Job Evaluation – Methods- Compensation plans – Incentives - motivation – Theories of motivation - leadership – styles- Discipline – Disciplinary Action - Grievance – Handling Procedure - Performance appraisal-need-methods

UNIT V - HUMAN RESOURCE ACCOUNTING

Personnel Research and Audit - Human resource Accounting (HRA) – Advantages, limitations, valuation of human assets – Human Resource Auditing - Human Resource information systems (HRIS) – Need, Advantages, Uses, Aid to HRIS – Designing of HRIS.

BOOKS OF STUDY

1. “Human resource management”- S.S.Khanka ,S.Chand publications, First Edition 2007. (Unit I: Chapter 1, 2, 3, Unit V: Chapter 29, 30, 31)
- 2.“ Human Resource Management”-L.M.Prasad , Sultan Chand and Sons, Second Edition, 2007 (Unit II : Chapter 7, 8, 9, 10, 11, Unit III: Chapter 13, 14, 15, 22,Unit IV: Chapter 16, 17, 18, Unit V : Chapter 6)

BOOKS FOR REFERENCE

1. “Human Resource Management”-Gary Dessler PHI Learning private limited, Eleventh Edition, 2009
2. “Human Resource Management”-VSP Rao Excel Books, Delhi, Second Edition, 2006
3. “ Essentials of Human Resource Management and Industrial Relations”SubbaRao.P Himalaya Publishing House, Second Enlarged Edition, Jan 1999
- 4.Human Resource Management, Text and cases, VSP RAO, Excel Books, New Delhi.
- 5.Human Resource Management, H. John Behardin&Joycee R.A. Russel.

SEMESTER-II

CORE COURSE – XII RESEARCH METHODS IN BUSINESS

Subject Code : P2RBACC12

Max. Marks : 75

Hours Allotted : 5

Credit Allotted : 5

OBJECTIVE

1. To understand the significance of research in managerial decision
2. To identify techniques and measurement of scales and samples.
3. To explain hypothesis testing.
4. To describe the contents of research report.
5. To note down the use of statistical techniques.

UNIT I- INTRODUCTION TO RESEARCH METHODOLOGY

Research - Importance and its types - research approaches - Research process - problem formulation - Development of hypothesis - Research design - Determining the sample design - Collecting Data - Analysis of Data - Identifying research problem

UNIT II- MEASUREMENT AND ITS TECHNIQUES

Measurement in research and its problems - meaning of scaling - Tests of sound measurement - Types of scaling - Techniques of measurement tools - Attitude scales - summated rating scale - Equal appearing Interview scale - Cumulative scale - Rating scale - Scale construction techniques

UNIT III- DATA COLLECTION AND HYPOTHESIS

Classification of data - sources of data - collection of primary and secondary data - Questionnaire method – Guidelines for Questionnaire design - Interview technique - Observation techniques - Processing of data - Editing-Coding - Tabulation - Interpretation of Data - Formulation of hypothesis - Test of hypothesis

UNIT IV- STATISTICAL TECHNIQUES

Statistical technique - Measures of central tendency - Arithmetic mean, Median and Mode - Karl Pearson's coefficient of correlation-Regression - Chi-square test - conditions for applying chi - square test - Analysis of variance(ANOVA) – Mann Whitney U Test - Spearman's Rank correlation

UNIT V- INTERPRETATION AND REPORT WRITING

Interpretation - Techniques of Interpretation - Significance of Report writing - Different steps in writing report - layout of Research report - Types of Reports - Oral presentation - Mechanics of writing a Research report - Precautions for writing Research reports - Role of computer in Research.

Note: Problem - 20% and Theory - 80%

BOOK OF STUDY

Research Methodology - P.Ravilochanan, Margham Publications, Chennai, Second Revised edition, 2003

Unit I-Ch: 1,2,3 ; unit II-ch: 20 ; Unit III- Ch: 13,8 ; unit IV -ch: 22,23,24 Unit V: 27

BOOKS FOR REFERENCE

1. Research Methodology-Methods and Techniques - C.R.Kothari, VishwaPrakashan, New Delhi, Third edition, 1998

2. Research Methodology in Management - Dr.V.P.Michael, Himalaya Publishing House, New Delhi, Fifth edition, 2000

SEMESTER-III
CORE COURSE-XIV STRATEGIC MANAGEMENT

Subject Code: P3RBACC14

Max .Marks : 75

Hours Alloted:5

Credit Alloted : 5

OBJECTIVE

1. To understand the basic steps of strategic management
2. To define SWOT Audit and Analysis
3. To discuss the approaches of strategic implementation.
4. To identify the strategic controlling measures
5. To describe the recent developments in issues.

UNIT I- STRATEGIC PLANNING

Definition-Meaning-Importance of strategic management and planning-Different levels of strategy-Steps in strategic planning-Strategic Vision,Mission and objectives-Strategic selection-Types of strategy-Strategic decision making-Evolution of strategic management-Strategic model-Market oriented strategy

UNIT II-STRATEGIC FORMULATION AND ALTERNATIVES

Process of strategic Formulation-The external environment-The Global Environment-Strategic consideration for Multinational firms-Rationalising Diversification and Building Shareholder Value--SWOT analysis –Mergers and Acquisitions-Take overs-Reason for strategic Alliances -Business level, Functional level and Corporate level strategy-Global strategic formulation.

UNIT III- STRATEGIC IMPLEMENTATION

Implementation strategy through short- term objectives Functional Tactics-Reward system, Employee Empowerment-Leadership and culture –Approaches to strategic Implementation-Strategic Implementation variables.

UNIT IV- EVALUATION AND CONTROL

Strategic control premise control implementation-Strategic surveillance-Special Alert control Operational control-Steps in operational control-Types of operation control-Essential features of an Effective Evaluation and control system-Preventive control-Contingency planning-Business Portfolio analysis-BCG Matrix and GE Multifactor portfolio matrix.

UNIT V-EMERGING ISSUES IN STRATEGIC MANAGEMENT

Strategic reformulation process-Social Audit,Approaches ,Scope , objectives,types and difficulties-Social Audit in India-Global Expansion strategies-International strategy and competitive advantages.

BOOK OF STUDY

1. Business policy and Strategic Management-Francis Cherumilam Himalaya Publishing House.
2. Strategic Management -V.S.P.Rao,.,Excel Books

BOOKS FOR REFERENCE

- 1 Business Policy and Strategic Management - .P.SubbaRao Himalaya publishing house.
- 2.Paul Joyce &Adrian Woods Strategic Management Kogan Page Ltd.
- 3.UpendraKachru Strategic Management Excel Books.
4. Strategic Management – Philip Sadler – McMillan

SEMESTER-III
CORE COURSE-XV BUSINESS LAWS

Subject Code : P3RBACC15
Hours Allotted:5

Max. Marks : 75
Credit Allotted: 5

OBJECTIVES:

- 1.To Understand the fundamental principles of business law s and company laws
- 2..ToIdentify problems in interpretation and implementation of Business Laws

UNIT I -INTRODUCTION TO LAW OF CONTRACT

Definition of contract- Nature- Indian contract Act 1872, Elements of essential valid contract – Offer and acceptance, Consideration, Free consent, Quasi contract, Special contract – Indemnify & Guarantee – Kinds, Bailment and pledge.

UNIT II- PARTNERSHIP ACT AND COMPANIES ACT

Definition of Partnership– Registration of firms – Test of Partnership – Partnership deed – Types of partners – Relation of partners – Duties and Responsibilities of partners - Dissolution of firm-companies Act 1956 and 2013.Types of companies-Memorandum of Assosiation-Contents-Articles of Association-Prospectus-Contents-Winding up of company.

UNIT III - SALE OF GOODS ACT

Contract of Sale of goods – Conditions and Warranties – Transfer of property – Performance of contract – Rights of an unpaid seller. Contract of agency – Creation, Classification, Rights and Duties of agents – Termination of agency.

UNIT IV- ARBITRATIONAND INSURANCE

General provisions – Mode of Arbitration – Nature and Principles of Insurance - Life Insurance - Fire Insurance – Marine Insurance

UNIT V- OTHER LAWS

Consumer Protection Act 1986 - Foreign Exchange Management Act - Competition Act 2002

Book of Study:

- 1.Business Law – N.D. Kapoor - Sultan Chand & Sons-2007 Edition

Books for Reference :

- 1.Business law – B. SatishMathur -Tata Mcgraw Hill - Edition 2013.
- 2.Business law -M.C.Khuchal- Sultan Chand & Sons.

SEMESTER - III
CORE COURSE-XVI MANAGEMENT INFORMATION SYSTEM

Subject Code : P3RBACC16

Max. Marks : 75

Hours Allotted : 5

Credit Allotted : 5

OBJECTIVE

- 1.To Understand the fundamentals of MIS
2. To Identify business processes and DSS
3. To define business quality and E-Business

UNIT I- INTRODUCTION TO BUSINESS INFORMATION SYSTEM

Need for IS in business-Fundamentals of IS-System Concepts –Components of an IS-IS resources activities –Overview of IS –Operation support system, Management support system ,Other classifications –System approach to problem solving –Global business scenario.

UNIT II-FUNDAMENTAL INTERACTIVE SYSTEMS IN MANAGEMENT

Business information system –Marketing system:-Interactive marketing, Targeted marketing – Manufacturing system-Human resource system :-HRM and corporate intranets –Accounting system :-Online Accounting system –Financial Management system :-Financial forecasting and planning-Transaction Processing system.

UNIT III-INFORMATION SYSTEM AND DECISION SUPPORT SYSTEM.

Management information and decision support system –DSS models -Management information system-Expert system -Executive information system-Enterprise portals and decision support –Artificial intelligence technologies .

UNIT IV- INFORMATION SYSTEM FOR STRATEGIC ADVANTAGE

Strategic roles of IS-Reengineering business processes –Improving business quality – Creating a virtual company-Building a knowledge creating company-E-Business:-E-Business Meaning and its applications, Scope of E-business-E-commerce :- Meaning- E-commerce usage in business.

UNIT V- ORGANISING INFORMATION SYSTEM WITH RECENT DEVELOPMENTS

Organising Planning-Planning competitive advantage –Computer aided systems –computer aided engineering –E-Business securities ,other security measures –computer crime –Privacy Issues.

BOOK OF STUDY

Management Information System – James O'Brien,TataMcgraw Hill,5th Edition ,2002(I,II,III,IV,V)(Unit- I-Chapter -1,Unit II –Chapter 4,5,Unit –III-Chapter -6,Unit – IV_Chapter -7,2,Unit V –Chapter -9,7)

BOOKS FOR REFERENCE

Management Information System –S.Sadagopan ,Eastern Economy .

Management Information System t – A Managerial View - Robert Shultz, McMillan 2012.

SEMESTER -III
MARKETING ELECTIVE-I ADVERTISING AND SALES PROMOTION
MANAGEMENT

Subject Code : P3RBAECM1

Max. Marks : 75

Hours Allotted : 5

Credit Allotted : 4

OBJECTIVES:

1. To understand basic concepts in Advertising and Sales Promotion
2. To analyse the effectiveness of advertisement measurement.
3. To verify sales promotion and its strategies.
4. To know about personal selling and PR

UNIT I INTRODUCTION TO ADVERTISEMENT AND SALES PROMOTION

Advertising-definition-nature and scope of advertising –functions-types –approaches to advertising-advertising as a tool of communication-advertising as a marketing tool-Evolution of Indian advertisement-challenges and opportunities in advertising-client- agency relationship-functions of advertising agency-advertising budget-ethics in advertising.

UNIT II ADVERTISING COPY AND MEDIA

Advertising copy and media copy-how to write an advertising copy- different types of advertising copy-visualisation of development of ads-creative process in visualisation-visual thinking-layout-definition –concepts –types of media- media planning and selection-concept of reach, frequency and continuity and selectivity.

UNIT III MEASURING ADVERTISING EFFECTIVENESS

Measuring advertising effectiveness- advertising research-practice principle of advertising-DAGMAR approach- advertising solution-pretesting-print media-post testing techniques-advertising in the international market place-media research –film research- advertising research – advertising research and campaign development-limitation of research.

UNIT IV SALES PROMOTION AND ITS STRATEGIES

Sales promotion-concept-objectives-significance-need –promotion- mix-methods of sales promotion- industrial and consumer promotion- sales promotion strategies-tools of sales promotion schemes-sales force decision-recruitment and selection-training methods-compensation and incentives—evaluation.

UNIT V PERSONAL SELLING AND PUBLIC RELATIONS

Personal selling-components of personal selling-sales- Salesmanship-aggressive selling-Defensive selling- theories of selling-publicity-features-public relation-components of public-event marketing-online marketing-internet marketing-ambush marketing

BOOKS OF STUDY:

- 1.Foundation of Advertising -Theory and Practice- S.A .Chunawalla andK.C.Sethia,Himalaya publishing house.UNIT I(1,6,8) UNIT II(17,15,19),UNIT III(27,28)
- 2.Advertising and salesmanship - Sales Promotion and publicity-P.Saravanel and S.Sumathi-Margham Publication(UNIT IV(27,28) UNIT V(18,20,21,22)

BOOKS FOR REFERENCE:

- 1Advertising Theory and Practice - A.Chunawalla, Himalaya publishing House
- 2.Advertising management-UC Mathur,New Age International Publishers
- 3.Advertising Theory and Practice-Sandars,Fryburger,Rotzoll - AITBS publishers and distributors,11th edition
- 4Advertising management-Rajeev Batra,John G Myers, David A.Aaker-Prentice Hall India, fifth edition

SEMESTER -III
MARKETING ELECTIVE-II-
CONSUMER BEHAVIOUR

Subject Code : P3RBAECM2

Max. Marks : 75

Hours Allotted : 5

Credit Allotted : 4

Objectives:

1. To understand the factors involved in consumer behavior
2. To identify the factors motivating consumers
3. To analyse consumers satisfaction and consumerism.

Unit I Introduction to Consumer Behavior

Consumer behavior – Diversity of Consumer behavior – concept and need for studying consumer behavior- Development of consumer behavior as a field of study- History of Consumer research- Consumer Behavior and Marketing Management.

Unit II Consumer Needs and Motivation

Meaning, Definition of Motivation- Motivation Process-Nature of motivation-Consumer needs and diversity of need system – Classification of needs-Sixteen major motivational influences identified-The dynamic nature of motivation- Types and systems of needs-Motive Hierarchy-Evaluation of need hierarchy – Measurement of motives- Research Techniques in motivation- Strength and weakness.

Unit III Social Stratification and Reference Groups

Definition and meaning of social stratification-Factors responsible for social stratification-Characteristic feature of social classes- Social influence on consumer behavior-group- Advantages of groups – Types of groups relevant to consumer behavior- Reference groups – Benefits of Reference Group Appeal.

Unit IV Consumer's Decision Making

Different views of consumer decision making – Buying motives and roles- Types of decision making – influence of product adoption process – Multiplicative innovation adoption model (MA)- Option leadership and fir's Promotional strategy.

Unit V Consumer Satisfaction and Consumerism

Consumerisation – Enhancing Customers Satisfaction – Customer Satisfaction in Service Mix--dealing with Customer Complaints – Consumerism in India – Indian Consumer.

Books Of Study

Consumer Behavior in Indian Perspectives- Suja R. Nair – Himalaya Publishing House
Unit 1 (Part1-1) Unit III (Part III-8,9) Unit IV (Part IV-10) Unit V (Part IV – 12, Part V-15).

SEMESTER-III
MARKETING – ELECTIVE –III MARKETING OF SERVICES

Subject Code: P3RBAECM3

Max. Marks:75

Hours allotted:5

Credit allotted: 4

OBJECTIVES:

1. To Identify evolution and growth of Service Sector
2. To Understand Service Marketing Mix and the special features of services marketing
3. To analyse the features of marketing of financial services

UNIT-I EVOLUTION AND GROWTH OF THE SERVICE SECTOR

Evolution and growth of the service sector – reasons for the growth of the service sectors-impact of social environment on the growth of services marketing – Significance of service marketing- Components of services : Physical product , Service product , Service environment , Service delivery. –characteristics of services

UNIT II NATURE AND CLASSIFICATION OF SERVICE

Nature of service – classification of services – Difference between goods and services – Type of Relationship a service organization should have with customer – nature of delivery system – nature of demand and supply for the services – methods of services delivery.

UNIT III SERVICE MARKETING MIX AND PROMOTION MIX

Service marketing mix – definitions – characteristics of services marketing mix – total product concept Pricing – promotion –Promotion Mix – Advantages of personal selling – Cross Selling – Strategies for creating customer oriented service delivery.

UNIT IV MANAGING DEMAND AND SUPPLY

Forecasting demand – Understanding demand pattern – managing capacity constraints – Strategies for managing capacity to match demand –Strategies for demand and capacity mismatch – Waiting lines –Reservations, Triage, Delaying , Service delivery.

UNIT VSERVICE MARKETING FOR DIFFERENT SECTORS

Characteristics of marketing of financial of services – Role of personal Selling in financial service –Marketing mix in financial service – market segmentation in insurance organization – marketing

Mix for hospital, market segmentation for consultancy organization – Telecommunication service.

BOOKS OF STUDY:

- 1.Services Marketing – Dr.L. Natarajan – MarghamPublications , Chennai – 1st Edition-2006 (Unit I – Chapter 1,Unit II – Chapter 2, Unit III – Chapter 4, Unit V –Chapter -14)
- 2.Services Marketing – VasantiVenugopal& V N Raghu Himalaya Publishing House, Mumbai – 1st Edition -2001.. (Unit III – Chapter 3, Unit IV – Chapter 5)

BOOKS FOR REFERENCE:

- 1.Services Marketing – Dr. P N Reddy , H R Appannaiah, Dr.SAnilkumar,andDr.Nirmala. Himalaya Publishing House , Mumbai.-1st Edition – 2000
- 2.Services Marketing - for People, Technology and Strategy – Christopher Lovelock and Johannanwich. Himalaya Publishing House, Mumbai. – 1st Edition – 2001

SEMESTER - III
FINANCE ELECTIVE COURSE - I
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

SubjectCode: P3RBAECF1

Max. Marks : 75

Hours Allotted: 5

CreditAllotted: 4

OBJECTIVE:

1. To identify various investment avenues
2. To understand bond value theories.
3. To evaluate industry and economic analysis
4. To define portfolio approaches
5. To describe about evaluation of portfolio.

UNIT I : INTRODUCTION TO INVESTMENT AND RISK

Investment - Meaning – Objectives – Investment process – Investment policy – Speculation – Gambling – Investment avenues–Negotiable securities–Non Negotiable securities–Equity shares– Types–Bonds–Warrants–Insurance–Mutual funds–Derivatives–Real assets–Art and Antique–Real estate – Risk – Definition – Systematic risk – Unsystematic Risk – Risk measurement – Risk Management.

UNIT II : BOND AND STOCK VALUATION

Bonds – Types – Bond Risk – Time value – Bond Return – Yield to Maturity – Bond Value Theories – Convexity – Duration – Immunisation.

Stock return and Valuation – Anticipated return – Present value of return – Multiple year holding period – single stage – two stage – three stage growth model – P/E valuation – Preference share valuation

UNIT III :BASICS OF PORTFOLIO ANALYSIS

Fundamental Analysis – Economic analysis – Industry analysis – Company analysis – Earnings of the company – Financial analysis – Technical analysis – assumptions – Tools – Dow theory – Indicators — Moving average – Rate of Change – Charts – Types – Efficient market theory – Market Inefficiencies.

UNIT IV : PORTFOLIO CONSTRUCTION AND MODEL

Portfolio constructions – approaches – objectives – selection of portfolio – portfolio Markowitz model – Markowitz efficient frontier – Utility analysis – Indifference Map and efficient Frontier - Risk Free asset - Sharpe index model – construction of optimal portfolio – Capital asset pricing theory

UNIT V : PORTFOLIO EVALUATION AND REVISION

Portfolio evaluation – Sharpe's Performance Index – Treynor's Performance Index – Jensen's Performance Index – Portfolio revision – Passive management – Active management – Formula Plan – Assumptions – Variable Ratio Plan – Portfolio revision and Cost of revision.

BOOK OF STUDY:

1. Security Analysis and Portfolio Management - Punnithavathy Pandian - Vikas Publishing House – Fifth edition
Unit 1- Chapter 1,2 & 9, Unit 2-Chapter 10 & 11, Unit 3 – Chapter 12, 13 & 14, Unit 4 – Chapter 16, 17, 18 & 19, Unit 5 – Chapter 20 & 21.

BOOKS OF REFERENCE:

1. Security Analysis and Portfolio Management - S. Kevin – PHI Learning Pvt. Ltd. – New Delhi - 20092.
2. Investment Management – V.A..Avadhani – Himalaya Publishing House – 7th Edition, 2008

**MBA DEGREE PROGRAMME
SEMESTER -III
FINANCE ELECTIVE – II
STRATEGIC COST MANAGEMENT**

Subject Code : P3RBAECF2

Max. Marks: 75

Hours Allotted : 5

Credit Allotted:4

OBJECTIVE:

1. To familiarize the existing costing patterns
2. Understand about profit variance analysis.
3. To compare and contrast ABC Analysis and TQM
4. To describe the classification of cost of quality.

UNIT I - ANALYSIS OF COSTING SYSTEM

Designing costing system for Job and process oriented manufacturing environment cost estimation and regression Analysis – Linear programming and cost volume Profit analysis – meaning – objective – marginal cost Equations – contribution – Break Even Analysis – Profit volume ratio – Margin of Safety -Learning Curves.

UNIT II- PROFIT VARIANCE ANALYSIS

Cost as a Source of competitive Advantages - value chain concept – cost driver concept – strategic positioning concept – Profit Variance Analysis – Meaning – Application of marginal costing - Target costing – Life Cycle Costing.

UNIT III -ABC ANALYSIS

Meaning – Different stages in activity Based costing – ABC and cost Drivers – Examples of cost drivers – classification of Activity - unit level activities - batch level activities - product level activities – Difference level activities - Difference between Activity -Based Costing and conventional costing – advantages of Activity Based Costing

UNIT IV- COST OF QUALITY

Quality and cost, classification Quality cost – Characteristics – Hidden Quality cost – micro analysis of `Quality cost – prevention cost – Appraisal cost – Failure cost – cost of poor quality – profit curve through quality improvements – optimal cost relationship with quality

UNIT V–RECENT TRENDS IN BPR AND TQM

Business process Reengineering TQM- Need- Methods-Fundamental tools- just in Time and Flexible manufacturing cost strategy their implementation for costing system- Six Sigma process- New seven tools- FMEA concept

BOOKS OF STUDY

1. Strategy Cost Management by Vijay Govindarajan (Unit-I,II,V)
2. Total Quality Management BY L.SuganthiAnandA.samulel prentice – Hall all of India Private Limited New Delhi - 2004 – Unit-III
3. Financial Cost and Management accounting by Dr.P.Perisamy- 3rd edition 2006,Himalaya Publishing House – Unit- IV

BOOKS OF REFERENCE

- 1.Advanced Management by Robert, S.Kaplan and Antony Atkinson.

SEMESTER-III
FINANCE ELECTIVE COURSE-III
GLOBAL FINANCIAL MANAGEMENT

Subject Code: P3RBAECF3

Max. Marks : 75

Hours Allotted:5

Credit Allotted: 4

OBJECTIVES

1. To understand the international financial Environment and monetary system
2. To provide exposure to foreign exchange market.
3. To analyse the working of international trade related policies.
4. To define International Trade Finance and Taxation

UNIT I : INTERNATIONAL FINANCIAL ENVIRONMENT

International financial management – Nature – Functions and scope – International financial management Vs. Domestic financial management – Balance of payment – Structure of BOP – Components of current account – capital account – Overall Bop – Equilibrium – Disequilibrium and adjustment – Capital account convertibility – trends in India's BOP.

UNIT II : INTERNATIONAL MONETARY SYSTEM

International Monetary System – Gold Standard – Bretton-Wood System – Fixed Rate Vs. Floating Rate – Exchange Rate system since 1973 – IMF – Solutions of IMF for Financial Crisis – Exchange Rate Quotations – Nominal Real and Effective Exchange Rate – Determinants of Exchange rate – Theories of Exchange rate behavior

UNIT III : FOREIGN EXCHANGE MARKET AND EXPOSURE

Foreign Exchange Market – Nature and characteristics – Major Participants –Exchange Rate points – Bid – ask Spread – Forward exchange rate – Efficiency of FOREX Market – Cross Rate – Spot exchange settlement procedure –Currency arbitrage – Two point arbitrage Triangular arbitrage - International Parity relationship – Purchasing Power parity – Basis of PPP – Inflation and exchange rate – Absolute PPP – Relative PPP – International Fisher-wallace Effect – Interest rate Parity - Foreign Exchange Exposure –Transaction exposures –Real operating exposure – Management of Foreign Exchange Exposure

UNIT IV : INTERNATIONAL WORKING CAPITAL MANAGEMENT AND INTERNATIONAL CAPITAL BUDGETING

International Working Capital management – Working Capital policy – Managing Cash and Near Cash assets – Management of Receivables – Inventory Management – Financing of Current assets - International Capital Budgeting – Evaluation criteria – Computation of Cash Flow – Cost of Capital – Adjusted Present value approach – Sensitivity analysis – Real options and Project appraisal – Evaluating Mergers and Acquisition – Non financial factors in International capital Budgeting

UNIT V : INTERNATIONAL TRADE FINANCE AND INTERNATIONAL TAXATION

Financing international trade – Payment methods – Prepayment Letter of Credit – Bill of Exchange – Consignment – Open account – Trade Finance – Accounts Receivables – Factoring – Bankers Acceptance – Forfaiting – Counter trade - International taxation – Organisational structure – Tax Credit – Taxes and capital Structure – Double Taxation avoidance – Transfer Pricing – Transfer payments

BOOK OF STUDY International Financial Management – VyuptakeshSharan – Prentice Hall of India – New Delhi – 4th edition (Unit 1- Chapter 1&2, Unit 2-Chapter 3&4, Unit 3 – Chapter 5,9&10, Unit 4 – Chapter 21 & 12, Unit 5 – Chapter 22 & 25.)

BOOKS OF REFERENCE:

1. International Financial Management – H.R.Machiraju – Himalaya Publishing House – First Edition , 2006
2. International Financial Management - MauriceD.Levi - McGraw Hill International Edition – 3rd Edition.

SEMESTER-III
HUMAN RESOURCE - ELECTIVE COURSE-I
GROUP DYNAMICS

Subject Code:P3RBAECH1
Hours Allotted:5

Max. Marks:75
Credit Allotted:4

OBJECTIVE:

1. To understand the basic concepts of gGoup Dynamics
2. To identify the factors that influence individual alignmental groups
3. To analyse the factors that lead to group decision.
4. To describe the skills in Team Building.

UNIT-I-INTRODUCTION TO GROUPS

Groups and its formation- Formal and informal groups-Functions fulfilled by groups-variable affecting the integration in groups of organization in groups of organizational groups and personal needs.

UNIT-II GROUPS, BEHAVIOUR& TRAINING

Training for effective group membership - T- Group training / sensitivity training-Lab exercises and feedback to individuals for improving interpersonal competence goals. Approaches and utilization of sensitivity- training in Organizations.

UNIT-III-GROUP DECISION-MAKING

Process of decisions making in groups-Problems and approaches for ' consensus' formation-effective meetings. Theory and model of interpersonal behavior of C William Shultz – FIRO-B Test- its application –Achieving group compatibility- Problems in reaching compatibility.

UNIT-VI-INTERGROUP CONFLICTS AND ISSUES

Use of groups in Organizations Vs Individuals performance-Inter group Problems in Organization –Inter group competition-Reducing competition through training-Conflict-Management of conflict-Preventing interpersonal conflict and inter group conflict Achieving integration in groups.

UNIT-V ORGANIZATIONAL DEVELOPMENT

Organization Development through better management of groups dynamic-The operational goals of OD-Conditions for the success of OD-Phases of Organization Development –Some guidelines for Organization Development –Team work development.

BOOKS OF STUDY

- 1.Group Process –Donald Son .R.Forisyth –Cengage Learning www.cengage.co.in
2. Organisational Development – Wendell L French&Cecil H. Bell, JR, Prentice Hall of India private Limited.

BOOK FOR REFERENCE

1. .OrganizationalBehaviour By S.FaiyazAhamed and Others, Atlantic publishers & Distributers(P) Ltd., Chennai.

SEMESTER-III
HUMAN RESOURCE - ELECTIVE COURSE-II
REWARD MANAGEMENT

SubectCode : P3RBAECH2

Hours Allotted : 5

Max.Marks : 75

Credits Allotted : 4

OBJECTIVES:

1. To understand the various concepts of reward
2. To analyse the significance of wage differentials
3. To define executive remuneration system
4. To know the essentials of collective bargaining.
5. To discuss the components of executive compensation system.

UNIT I : INTRODUCTION OF REWARD MANAGEMENT

Introduction – Meaning, objectives, factors influencing wage and salary administration – process - Theories of wages - Methods of wage payments .

UNIT II : PAY VARIABLES AND WAGE DIFFERENTIALS

Concepts of wages – wage differentials - significance of wage differentials – Industrial and Occupational Differentials – Regional Differentials – Organisational Differentials – Personal Differentials - wage boards in India

UNIT III : INCENTIVE PLANS AND FRINGE BENEFITS

Introduction – meaning – benefits and limitations of incentive plans - type of wage incentive plans – fringe benefits - Objectives and kinds of fringe benefits in India – Dearness allowance.

UNIT IV : EXECUTIVE COMPENSATION SYSTEM

Executive Compensation – Introduction – Special features - components - Executive compensation system in Indian Industries and Multinational companies including ESOP – Factors Affecting executive compensation.

UNIT V: COLLECTIVE BARGAINING

Introduction - essentials of successful collective bargaining – Role – Process of collective bargaining – Emerging trends in IR due to LPG - Payment of wages Act – Minimum wages Act – Workmen compensation Act.

BOOKS OF STUDY

1. “Human Resource management”Shashi.k.Gupta& Rosy Joshi Kalyani publishers, Fourth Edition, 2009 (Unit I : Chapter 14, 15, 18,Unit II: Chapter 15, Unit III: Chapter 16,Unit IV: Chapter 17,Unit V : Chapter 34)
- 2.“ Human Resource Management”L.M.Prasad Sultan Chand and Sons, Second Edition, 2007 (Unit II: Chapter 17, Unit IV: Chapter 17)
- 3.,”Dynamics of Industrial Relations”Dr. C.B. Mamoria, Dr. SatishMamoria&S.V.Gankar, Himalaya Publishing Fourteenth Edition, 2000.Unit V: Chapter 2.

BOOKS FOR REFERENCE

1. “ Reward Management .Michael Armstrong, Helen Murlis, Kogan Page, Fifth Edition, 2009.
- 2.A.M.Sharma, “Personnel & Human Resource Management”, Himalaya publishing house, sixth edition, 2009.
- 3.“ Human Resource Management” Dr.S.S.Khanka,Sultanchand Publication.

SEMESTER – III
HUMANRESOURCE ELECTIVE COURSE - III
STRESS MANAGEMENT

Subject Code : P3RBAECH3

Hours Allotted : 5

Max. Marks : 75

Credit Allotted : 4

OBJECTIVES

1. To understand about stress
2. To analyse the coping strategies
3. To identify the factors determining emotional intelligence
4. To know the stress removal strategies.

UNIT- I INTRODUCTION TO STRESS

Stress – meaning, definition, concept – distress Vs eustress –Fight Vs flight situation- Principles of Stress- Causes of Stress-Free living-Stress Management intervention.

UNIT- II SOURCES OF STRESS AND COPING STRATEGIES

Sources of stress; individual stressors – meaning, definition, concept, causes of individual stressors, coping strategies - group stressors, meaning, definition, concept, causes of group stressors, coping strategies – organizational stressors and extra organizational stressors; meaning, definition, concept, causes, coping strategies.

UNIT-III MANAGINGJOB RELATED STRESS Job stress-Meaning-Work stress-Meaning-Preventing Job Stress-Job stress and health-Effects of Stress- Stress level Vs Performance- Reducing Stress to ensure healthy industrial relations-Making organization healthy.

UNIT-IV EMPLOYEE COUNSELLING

Organizational Strategies in removal of stress – employee counseling; definition, needs for counseling, the manager counseling role, type of counseling; non – directive, participative, directive counseling – Effects of Counseling.

UNIT-V EMOTIONAL INTELLIGENCE AND COMPETENCE

Emotional Intelligence; Origin, meaning, definition, concept, value of emotional intelligence – emotional intelligence and competence – measurement of intelligence; IQ test and others.

BOOK OF STUDY

- 1.OrganisationalBehaviour – L.M. Prasad - Sultan Chand – 2008; Part IV – 22ND Topic – UnitII)
2. Human Resource Management- Uday Kumar Halder&JothikaSarkar S Chand & Sons.Pg.no:796-805-Unit I.
- 3.Human Resource Development-Dr.Deepak Sharma – S Chand & Sons.Pg.No:126-139 - Unit III.

BOOKS FOR REFERENCES

- 1.Intelligence and Motivation – V.C. Pandey. (Isha books – 2007; topic 6 to 9 – unit iv, v)
- 2.OrganizationalBehaviour – Dr.P. Subbarao,(Himalaya Publishing House – 2004; chapter 26 – unit i)
- 3.OrganizationalBehaviour – John New Strom, Keith David, Tata McGraw Hill edition 3 – part v -20th topic – unit – iii

SEMESTER-IV
CORE COURSE – XVII
INTERNATIONAL BUSINESS ENVIRONMENT

Subject Code : P4RBACC17
Hours Allotted : 5

Max. Marks : 75
Credit Allotted : 5

OBJECTIVE

1. To understand the International environmental factors.
2. To know about the determinants of International Trade aspects
3. To discuss the issues of WTO
4. To explain the mechanism involved in foreign exchange market
5. To identify the factors influencing global trade

Unit I International business: An overview

International Business: An overview – Types of International Business; The External Environment Economic and Political Environment. The Human Cultural Environment; Influence on Trade Investment Patterns; Recent World Trade and Foreign Investment Trends.

Unit II International Trade Aspects

Balance of Payments Accounts; Theories and Institutions: Trade Investment – Government Influence on Trade Investment; Determination of trading pattern - Independence, Interdependence and Dependence.

Unit III WTO issues

WTO and Environment; Cross-national Cooperation and Agreements; Tarrif and Non Tarrif Barrier - Regional Blocks; International production; Internationalisation of service Firms; Operation Management in International Firms

Unit IV Foreign Exchange Market Mechanism

Foreign Exchange Market Mechanism; Determinants of Exchange Rates; Euro-current Market; Offshore Financial Centers; International Banks; Non Banking Financial Service Firms; Stock Markets.

Unit V Globalisation

Global Competitiveness; Export Management; Licensing; Joint Ventures Technology and Global Competition; Globalisation and Human Resource Development; Globalisation with social Responsibility; Negotiating and International Business, Issues in Asset Protection; Multilateral Settlements.

BOOKS OF STUDY

1. International Business - Dr.P.SubbaRao Himalaya Publishing House Edition 2013
2. International Business Environment – Francis Cherunillam Himalaya Publishing House.

BOOKS FOR REFERENCE

1. International Business Environment – K.Aswathappa – Himalaya Publishing House.
2. International Business Environment - Philip Kogan – McMillan India. ND

**SEMESTER-IV
CORE COURSE – XVIII
ENTREPRENEURIAL DEVELOPMENT**

Subject Code : P4RBACC18

Max. Marks : 75

Hours Allotted : 5

Credit Allotted : 5

OBJECTIVES

- 1.To understand entrepreneurial functions.
2. To know the developmental institutions enhancing entrepreneurship
3. To analyse the business plan of a successful entrepreneur
- 4 To identify the need and scope for starting small business enterprises.
- 5.To Describe the problems faced by entrepreneurs.

UNIT I-INTRODUCTION

Entrepreneur-Characteristics of an entrepreneur-Functions of an entrepreneur-Distinction b/w an entrepreneur and a manager-Types of entrepreneur Intrapreneur-Concept of entrepreneurship-Growth of entrepreneurship in India-Role of entrepreneurship in economic development-Factors affecting entrepreneurial growth.

UNIT II -PROMOTIONAL AND DEVELOPMENTAL INSTITUTIONS

EDPs(Entrepreneurship Development Programmes)-Entrepreneurial training-phases of EDPs-performance of EDPs-Training to existing entrepreneurs-Industrial estates-Reasons for poor performance of Industrial estates- Khadi and village industries commission(EVIC)--The National Institute for Entrepreneurship and Small Business Development(NIESBUD)-Small Industries Development Corporations(SIDCs)-Technical Consultancy Organisations(TCOs)-Small Industries service Institutions(SISI)-State Industries promotion corporation of Tamilnadu Limited(SIPCOT)-(ITCOT)-District Industrial Centre(DIC)-The National Institute of Small Industries Extension Training(NISIET)-National Small Industries Corporation Limited(NSIC)-Schemes relating to self-employed.

UNIT III-BUSINESS PLAN

Business idea-sources of business idea-identifying business opportunities-Starting a small scale industry - Form of ownership-preparation of detailed project report-location-procurement of land-Applying for registration-Applying for term loans and working capital loans-statutory requirements and clearance.

UNIT IV -SMALL ENTERPRISES

Definition-Characteristics-Relationship b/w small and large units-Objectives-Scope-opportunities for an entrepreneurial career-Role of small enterprise in economic development problem of small scale industries-Strategies in small business-Objectives of growth –Stages of growth-Types of growth strategies-Signals and symptoms of sickness-Causes and consequences of industrial sickness

UNIT V-PROJECT IDENTIFICATION,SELECTION,FORMULATION,APPRAISAL

Meaning of project-project identification-Project selection-Meaning and significance of a project report-Contents of a project report-Formulation of a project report-Planning commissions guidelines for formulating a project report-Specimen of a project report-Concept of project appraisal-Methods of project appraisal.

BOOKS OF STUDY

Entrepreneurial development-S.S.Khanka-S.Chand& company-New Delhi-8th edition-2013(Unit –I (Chapter 1),Unit – II (Chapter 13),Unit – III (Chapter 21),Unit – IV (Chapter 9,27,28),Unit – V(Chapter 10,11,12)

BOOKS FOR REFERENCE

- 1.Entrepreneurship and management of small business-Dr.V.Balu-Sri Venkateshwara Publication-2nd Edition -2001
- 2.Entrepreneurial development-C.B.Gupta and Srinivasan-Sultan Chand & Sons Publications-4th Edition-1995
- 3.Entrepreneurial development-Renuarora-S.K.Sood-Kalyani Publishers-Edition 2007
- 4.Entrepreneurial development-E.Gordon, K.Natarajan, Himalaya publishers,2003 edition

**SEMESTER - IV
CORE COURSE-XIX
TOTAL QUALITY MANAGEMENT**

Subject Code : P4RBACC19

Max. Marks : 75

Hours Allotted :5

Credit Allotted : 5

OBJECTIVES

1. To analyze the basic quality concepts
2. To understand the strategies for quality implementation
3. To identify the statistical process and tools
4. To highlight the quality standards.

UNIT I- FUNDAMENTALS OF TOTAL QUALITY MANAGEMENT

Quality –Dimensions- Basis of Total Quality. Total Quality-TQM-Principles of TQM- Advantage – Evolution of Quality Management –Deming – Fourteen Points, PDSA-Juran – Trilogy, Ishikawa-Fishbone Diagram, Taguchi 's Principle.

UNIT II- QUALITY TERMINOLOGY

Leadership- Concepts, Characteristics, Role of Senior Management-TQ Model-Quality Control-Quality Objectives- Quality Policies –Quality Education, Quality Process-Quality Council, Team Building, Quality Information Feedback.

UNIT III-IMPLEMENTATION OF TQM

Employee Involvement-Motivation, Empowerment Teams, Benefits of Employee Involvement-Concept of Six Sigma, FMEA(Failure Mode And Effective Analysis)- Continuous Process improvement -PDSA cycle, Kaizen, 5-'S', Re-engineering ,Quality Circles-Cost of Quality-Service Quality

UNIT IV-STATISTICAL CONTROL AND SEVEN TOOLS

Statistical Process Variation-Inspection, Acceptance, Sampling-Control Chart for variables, Control Chart for attributes, Process Capability Analysis, Seven tools of Quality, New Seven Tools-Affinity, Tree Diagram, Matrix Diagram-Benchmarking

UNIT V-ENVIRONMENT MANAGEMENT SYSTEM – 9000 SERIES

Role of ISO 9000 Series of Quality System, -Need for Quality System, Revised ISO 9001-2015 system-Standards –ISO 14000-ISO Concepts, Requirements, Benefits-Pitfalls in Operationalising Total Quality Auditing for TQM.

BOOK OF STUDY

Total Quality Management –R.Ramakrishnan, Eswar Press, The Science and Technology Publisher, 2009, (Reprint)(I, II, III, IV, V)(Unit I-Chapter -1, 2, Unit II-Chapter 4, Unit-III-Chapter 7, 20, 21, Unit IV-Chapter 13, 14, Unit V-Chapter 22, 23)

BOOK FOR REFERENCES

1. Quality Management –C.S.Summers, Pearson Education, 1st print ,2005
2. Total Quality Management –Masterfield ,Person Publications, 2012

**SEMESTER IV
MARKETING - ELECTIVE - IV
INTERNATIONAL MARKETING**

Subject Code : P4RBAECM4

Max. Marks : 75

Hours Allotted : 5

Credits Allotted : 4

OBJECTIVE:

1. To understand the factors involved in International marketing.
2. To analyze the concepts like balance of payments, trade deficit etc,
3. To define the export process and documentation.
4. To describe entry strategies

UNIT I : INTRODUCTION

Introduction - Definition - Scope of International Marketing - Similarities between domestic marketing and International marketing - International Marketing Strategies - Analysing International Marketing Opportunities - Globalisation of Business.

UNIT II : FINANCIAL SYSTEM AND ORGANISATION

International Monetary and Financial System - Importance of International Finance - IMF and the World Bank - European Monetary System: Meaning and Scope - GATT, TRIMS, TRIPS, Dispute Settlement under WTO - Global Marketing Management - Emerging Market Trends.

UNIT III : ENTRY STRATEGIES

Market Selection process - Determination of Market Selection - Appraisal of Markets - Market Segmentation - selection - Licensing and Franchising - Entry Strategies for Indian Firms - Barriers and Obstacle - Product Policy - Concept of product - Product Mix - Product Life Cycle in International Marketing.

UNIT IV : BALANCE OF PAYMENTS AND INTERNATIONAL LINKAGES

Marketing Mix in Global Market - International Marketing Channels - Pricing for International markets - International Advertisement - International sales management - Trade Barriers - Quotas - BOP and International Linkages - BOP and its components - International flow of goods, services and capital - coping with current account deficit.

UNIT V : EXPORT PROCEDURES AND DOCUMENTATIONS

Documentation - Concept of commercial invoice - Letter of Credit - Bill of Lading - Shipping Bills – Bills of Exchange - Customs and Exchange for markets - International capital and money market - Money and Capital Market Instruments.

BOOKS OF STUDY

1. International Marketing by Philip Rheteora& John Graham, 3rd Edition, McGraw Hill Publishers (Unit 2 to 4)
2. International Market by Justin Paul, 4th Edition, PHI Publishers (Unit 4 & 5)
3. International Trade by Dr. S. Sankaran, 1st Edition 2005, Margham Publications.
4. International Business by Francis Cherunilam, HBH New Delhi.

BOOKS FOR REFERENCE

1. International Marketing Management by Varshney R.I. and Bhattacharya, Sultan Chand, New Delhi.

**SEMESTER-IV
MARKETING-ELECTIVE-V
CUSTOMER RELATIONSHIP MANAGEMENT**

Subject Code : P4RBAECM5

Hours Alloted : 5

OBJECTIVE

Max. Marks : 75

Credit Alloted : 4

1. To understand the importance and dynamics of CRM
2. To know about customer satisfaction, customer retention and customer identification.
3. To train-up use of technological tools in CRM

UNIT- I- CRM OVERVIEW

CRM Meaning-Definition-Objectives and Concepts –Emergence of CRM practices-CRM process. Framework-Knowledge management-Meaning,,a conceptual framework,-CRM value chain.

UNIT -II - CUSTOMER LOYALTY

Building customer relationship; Customer acquisition, Customer interaction management, customer retention-, retention process, customer loyalty.

UNIT -III- CRM IMPLEMENTATION

Definition-meaning-concept-CRM implementation steps,5 phase of CRM projects-development of custoisation-CRM for client server model.

UNIT- IV - TECHNOLOGICAL TOOLS IN CRM

Customer relationship management & data mining operation, Data mining tools & techniques-CRM in service sector; Banking , Financial services, Retail & Hospital.

UNIT -V - CALL CENTER MANAGEMENT

Call center management-Meaning,Definition,Objectives,Features,Technological components, call center planning.AOD (Automatic out bound dialing),Customer contact center reporting.

BOOKS OF STUDY

- 1 Customer Relationship Management Peer Mohamed &Shadevan(Vikas publishing ltd 2005;Chapter 2-Unit II,Chapter 5-Unit III,V)
- 2, Customer Relationship Management KaushikMukerjee(Prentice Hall Of India LTD - 2007:UNIT I,IV)

BOOKS FOR REFERENCE

1. Customer Relationship Management VenkataramanaSomayajulu - Excel Books
2. Customer Relationship Management.MukeshChaturvedi&AbhinavChaturvedi .(Excel Books -2005;Unit-V)

SEMESTER-IV
MARKETING ELECTIVE-IV
BRAND MANAGEMENT

Subject Code : P4RBAECM4
Hours Allotted : 5

Max. Marks : 75
Credit Allotted : 4

OBJECTIVE

1. To understand basic concepts of branding
2. To analyse the concepts like brand image, brand existence and brand performance

UNIT I - INTRODUCTION

Brands-definitions-branding versus products-branding concepts-function of brand-basis-need-importance-significance of brands-different types of brands-co branding-store brands-production strategy-pricing strategy-channel strategy.

UNIT II - BRAND STRATEGIES

Strategic brand management process-building a strong brand-four steps in brand building-brand building block-brand salience-brand performance-brand judgement-brand feelings-brand resonance-brand positioning-Establishing brand values-brand vision-brand elements-Branding for global brands-competing with foreign brands-Benefits.

UNIT III - BRAND COMMUNICATION

Brand image building-Brand loyalty programmes-brand promotion methods-Role of brand ambassadors- celebrities-online brand promotion-designing and implementing brand strategies-brand product mix-brand hierarchy-branding of trade marks-registration of trademarks.

UNIT IV - BRAND EXTENSION

Brand adoption practices-different types of brand extension-factors influencing decision for extension-rebranding and relaunching-brand positioning and values-identifying and establishing brand positioning-basic concepts-target market-nature of competition-point of parity and point of difference

UNIT V - BRAND PERFORMANCE

Measuring brand performance-Brand equity management-brand audit-brand equity measurement-Evaluation of brand performance-brand leverage-role of brand managers-branding challenges and opportunities-brand proliferation-media fragmentation-increased competition-increased cost-recent trends in brand performance analysis.

BOOK OF STUDY

1.Strategic Brand Management-Kevin Lane Keller, Prentice Hall,Third Edition,2007
UNIT I(1,5),UNIT II(1,2,3,4)UNIT III(7,11,9)UNIT IV(3,12),UNIT V(1,2,3,14)

BOOK FOR REFERENCE

- 1.Managing Indian brand-S.RameshKumarvikas publications, second edition
- 2.Brand Immortality-Hamish Pringle and PeterField ,Kogan page publications

SEMESTER - IV
FINANCE ELECTIVE - IV
WEALTH MANAGEMENT

Subject Code: P4RBAECF4

Hours Allotted: 5

Max. Marks:75

Credit Allotted: 4

OBJECTIVE:

1. To understand the basics of financial services, various investment avenues and regulatory authorities in existence.
2. To see the need for financial planning and understanding modalities.

UNIT I – INTRODUCTION TO FINANCIAL SERVICES

Financial services –Types of Financial services – Financial services and economic environment – players in Financial services sector- Merchant Banking and its functions - Money market – Treasury Bill – Features of Treasury Bill - Call money and its Features.

UNIT II – LEASING AND HIRE PURCHASE

Leasing – Parties in leasing - Hire purchase – Parties in Hire purchase – Advantages of Hire purchase and leasing – Distinction between leasing and Hire purchase – Types of leasing – Accounting for leasing – Accounting for Hire purchase.

UNIT III – SECURITIES MARKET AND ITS TYPES

Financial concepts – Securities market and its trading – Equity capital – Advantages and disadvantages of equity capital – Debt capital – Advantages and Disadvantages of debt capital – Risk and Return characteristics – Primary market – Types of Issues in primary market – Intermediaries in Primary market – Secondary market – Intermediaries in Secondary market – Options – Futures market – Derivatives market – Hedging – Arbitrage.

UNITIV – REGULATORY AUTHORITIES OF SECURITIES MARKET

Regulatory Authorities – Securities Contract Act – SEBI – Listing of securities – Clearance and settlement – Functions of BSE – Functions of NSE – Functions of OTCEI – Speculation – Types of speculative activities – Speculation and Gambling.

UNITV- FINANCIAL PLANNING AND CONSUMER BEHAVIOUR IN FINANCIAL SERVICES

Miscellaneous services in Financial market – Factoring – Credit Rating – Venture capital – Credit cards – Insurance – LIC – GIC - Health Insurance - Reinsurance-Regulatory framework for Insurance-Insurance Regulatory and Development Authority (IRDA)- Financial planning-Tax planning-Retirement planning - Consumer Behaviour in Financial services – Satisfaction, Dissatisfaction and Redressal measures – Financial services qualities.

BOOK OF STUDY

Financial services – Shashi K. Gupta &NishaAgarwal, Kalyani publishing house, New Delhi, Second revised edition, 2007.

Unit I – Ch: 1, Unit II – Ch: 3; Unit III – Ch: 5; Unit IV – Ch: 6 ; Unit V- Ch: 7

BOOKS FOR REFERENCE

Financial services and markets – Punithavathypandiyan, Vikas publishing house, pvt.Ltd.

Financial Markets and Services – Gordon &Natarajan, Himalaya Publishing House, III Revised edition 2006.

SEMESTER- IV
FINANCIAL ELECTIVE COURSE - V
STOCK EXCHANGE PRACTICES

Subject Code:P4RBAECF5

Hours Allotted:5

Max. Marks:75

Credit Allotted:4

OBJECTIVE:

1. To understand the capital market and stock exchange.
2. To provide knowledge about the regulatory role like SEBI
3. To familiarize with the technicalities of stock trading.

UNIT I - INTRODUCTION TO CAPITAL MARKET

Capital market-meaning, definition, features, functions and characteristics-different types of securities dealt in capital market-derivatives market- meaning, definition, functions of derivative market, risk in derivative market-benefits in derivative market.

UNIT II - STOCK EXCHANGES

Stock exchanges-meaning, definition, functions, services, future, role of stock exchanges-Stock exchanges and commodity-worlds stock exchanges-steps in stock trading-inter connected stock exchanges of India (ISE)

UNIT III - SEBI AND ITS ROLE

Stock market indices; usefulness of indices, computation of stock index, differences between stock indices-SEBI-objectives of SEBI, Functions, organization role in primary market, secondary market, mutual funds and SEBI,SEBI and the FIIs, critical review of SEBI.

UNIT IV - MEMBERSHIP AND BROKERAGES

Membership and registration of membership; Distinction between shareholders and members, methods of become a member, Termination of membership, Rights of member, register of member-Brokers; Brokers to an issue.

UNIT V - TRADING CENTER

BSE-Trading system, securities traded, surveillance system, check on the bolt terminals, protection against default, NSE; promoters of NSE ,capital market segment, types of order, advantage of NSE capital market segment, types of order, advantages of NSE-ISE; Role of ISE -OTCEI- Promoters, trading system, settlement system -NSDL Functions, individual investor & NSDL, Transaction of the NSDL.

BOOK OF STUDY:

- 1.Security Analysis And Portfolio Management- PunithavadhiPandian.(Vikas Publishing PvtLtd;UNIT V--CHAPTER VI,-UNIT III-CHAPTERVII,-UNIT II-CHAPTER IV)
- 2.Capital Market- S.Gurusamy(McgrawHill,SECOND EDITION;UNIT I-CHAPTER I,II) Secretarial Practices-M.C.Kuchhal. (Vikash Publishing –VIII Edition;UNIT IV-CHAPTERII

BOOKS FOR REFERENCES

- 1.Capital Market- S.Gurusamy - McgrawHill,SecondEdition
- 2.Secretarial Practices-M.C.Kuchhal. Vikas Publishing House.

**SEMESTER-IV
FINANCE ELECTIVE COURSE - VI
PROJECT MANAGEMENT**

Subject Code :P4RBAECF6

Max.Marks : 75

Hours Allotted : 5

Credits Allotted : 4

OBJECTIVE:

1. To understand the process in project management
2. To define the factors that determine project viable
3. To identify the role of project manager.

UNIT I - INTRODUCTION TO PROJECT MANAGEMENT

Meaning of project – Project management – Features of project management – concepts of project management – Objectives of project management – Features of project management – Types of projects – Benefits of project management – Product management life cycle – Project delay – Types of Project delay.

UNIT II - PROJECT IDENTIFICATION AND PROJECT FORMULATION

Project identification – Criteria for selection – project ideas – scanning of business environments – importance of project identification - project formulation and its techniques – phases in project formulation – objectives of project formulation – project implementation – project evaluation – project constraints – planning commission's guidelines for project formulation – project report.

UNIT III - PROJECT ANALYSIS AND ITS TYPES

Project analysis – Types of project analysis – Technical analysis – Economic analysis – Financial analysis – Social analysis – Institutional analysis – Environment analysis – Importance of project analysis – Project cost control – Importance of Project cost control – Techniques in project cost control.

UNIT IV - PROJECT PLANNING

Project planning – Importance of project planning – features of project planning – objectives of project planning – process of project planning – components of a good project planning technique – PERT – CPM – PERT Vs. CPM – Fundamentals of Time - cost – trade off.

UNIT V - DUTIES AND RESONSIBILITIES OF A PROJECT MANAGER

Project manager – Duties of a project manager – Responsibilities of a project manager – contracts in development of a project – types of contracts – Organisation structure for projects – Essentials of good project management – steps for effective monitoring and control of projects.

BOOKS OF STUDY

Project Management – Vasant Desai, Himalaya Publishing House, New Delhi, Second Edition,1999 (Unit I – Ch. 1; Unit II – ch.4,5; Unit III – Ch. 6; Unit IV – Ch. 7; Unit V- Ch 9,10)

BOOKS FOR REFERENCE

Project Management – P.C.K. Rao, Sulthan Chand & Sons, New Delhi, Second Edititon, 1999

Project Management - R. PanneerSelvam&P.Senthil Kumar, PHI Learning Pvt. Ltd, New Delhi

SEMESTER-IV
HUMAN RESOURCE ELECTIVE-IV
TRAINING AND DEVELOPMENT

Subject Code: P4RBAECH4

Hours Allotted: 5

Max. marks: 75

Credit Allotted: 4

OBJECTIVE:

1. To understand the significance of Training,
2. To identify the factors considering the training program
3. To analyse career planning and development.

UNIT-I ROLE OF TRAINING IN ORGANIZATION

Overview of Training in organization – Meaning and Definition of training – Need for training – Importance of training – Essential of a good training programme – the role of training in organization – Structure of training in organization – Training as a part of the HR function – Training in large and small businesses- Process of training.

UNIT – II METHODS OF TRAINING

Methods of training – On the job training – Apprenticeship training – Refresher training – Job rotation – Off the job training – lectures and conferences – Role Playing – Case Study – Evaluation of the on the job training and off the job training – Computer based training – Programmed Instruction – Intelligent Tutoring system.

UNIT – III TRAINING DESIGN AND TYPES OF TRAINING PROGRAMME

Training design – Trainee – Training designer – trainer – training evaluator – Facilitation of learning: Focus on the trainee – KSA (Individual Differences) – Design theory – Elaboration theory – Briggs theory – Motivation of trainee- Administration of training programs – Types of training programmes.

UNIT – IV CAREER PLANNING AND DEVELOPMENT

Career planning and development – Concepts of career, career stages – career development – career management – Difference between career planning and manpower planning – Executive development – Concepts and objectives – Importance of executive development – Process and methods of executive development.

UNIT – V DEVELOPMENT AND IMPLEMENTATION OF TRAINING

Development and Implementation of training – Audiovisual enhancements – Facilities: training room, off-site training facilities – Implementation – Dry run – Pilot program – Tips for trainers – rationale for evaluation – Types of evaluation data collected – Process data – Evaluation design Issue.

BOOKS OF STUDY:

1. Effective Training (system, strategies & practices) – P.Nickblanchand & James W Thacker – Prentice Hall of India Pvt Ltd, Delhi – 2nd Edition – 2006.(unit I- chapter1, unit II – Chapter 6 unit III- Chapter 5, unit V –Chapter 7,8)
2. Personnel Management – J.Jayashankar, Margham Publications, Chennai – 1st Edition 2005 (unit I – Chapter 6, unit II – Chapter 6, unit IV – Chapter 11)

REFERENCE BOOKS:

1. Human Resource Management – L M Prasad –Sultan Chand & Sons, Delhi – 2nd Edition – 2006.
2. Human Resource Management Principles & Practice – P.Subbarao – Himalaya Publishing House, Mumbai - Millennium Edition – 2000.

SEMESTER- IV
HUMANRESOURCE - ELECTIVE -V
PUBLIC RELATIONS MANAGEMENT

Subject Code : P4RBAECH5
Hours Allotted : 5

Max.Marks : 75
Credits Allotted : 4

OBJECTIVE:

1. To understand the PR policies, practices and tools
2. To know the importance of PR in business
3. To identify the promotional technique.

UNIT I – INTRODUCTION

Introduction to Public Relation – Definition – Nature – Scope – Status of Public Relations – Importance of Public Relations - Evolution of Public Relation – Public Relations in India

UNIT II - PUBLIC OPINION AND COMMUNICATION

Meaning of Public opinion – Attitudes in opinion formation – Changing existing attitudes – group influence on individual opinion – Issue management - Meaning of communication – models – employee relations – Group communication- Public Communication – 7Cs of public communication – Essentials of efficient speaking.

UNIT III - PROCESS OF PR

Public opinion research – Process and prospects of public relations: fact findings - planning - evaluation - Research techniques – Types and measurements – PR research in India.

UNIT IV - PR TOOLS

Media Relations & Publicity: Press, Radio, Television, Documentaries, Films
Company Literature: Annual Reports, manuals, Brochures, House Journals, Newsletter, Direct mailing.

UNIT V - PROMOTIONAL TECHNIQUES

Advertising and promotional techniques: promoting and positioning your organisation through Advertising, Exhibition, open house, Tournaments etc. Lobbying, managing Rumours and leaks

BOOKS OF STUDY

1. "Management of Public Relations and communication", Sailesh Sengupta, Vikas Publishing Private Limited, First Edition, 2009 Unit I: Chapter 1 & 2, Unit II: Chapter 7, 19, Unit III: Chapter 17, 18, Unit IV: Chapter 8, 12, 21
2. "Public Relations" Iqbal & S. Sachdeva, Oxford University Press, First Edition, 2009 Unit V: Chapter 23, 24

BOOKS FOR REFERENCE

1. "Public Relations", H. Frazier Moore & Frank B. Kalupa, - Surjeet Publications, Ninth Edition 2004.
2. "The Public Relations Hand Book", Alison Thaker - Routledge Publication, First Edition, 2003.

SEMESTER – IV
HUMANRESOURCE ELECTIVE COURSE - VI
CHANGE MANAGEMENT

Subject Code: P4RBAECH6

Hours Allotted: 5

Max. Marks: 75

Credit Allotted: 4

OBJECTIVE:

1. To understand the causes and rationale for change
2. To explain the theories related to change
3. To identify the cultural and political issues in change.
4. To define the role of change agent.
5. To describe the strategic issues related to change.

UNIT I - INTRODUCTION TO CHANGE MANAGEMENT

Meaning and Definition - Nature and types of organisational change, causes and rationales for change – planned and emergent change, proactive and reactive change – responses to change – types of change.

UNIT II - THEORITICAL FRAMEWORK OF ORGANIZATIONAL CHANGE

Theoretical framework – feedback of organizational change – models of jobs in change – Barriers to organizational change – resistance to change – strategies to overcome resistance to change.

UNIT III - CULTURAL ISSUES IN ORGANIZATIONAL CHANGE

Culture and the change process – Role of change agent, power and political issues arising from change – cultural maintenance – sub culture management – methods for achieving cultural change.

UNIT IV - BEHAVIOURAL IMPLICATION OF CHANGE

Behavioral aspect of change – manifest & paradoxical consequences of change – concept of resigned behavioral compliance – positive and negative functions of resistance – intended and unintended behavioral reaction to downsizing and de-layering.

UNIT V - STRATEGIC INTERVENTION

Intervention strategy, structural, technological and process factors in Intervention strategies – advantages and disadvantages of change technologies – emotional knowledge strategies to Case study – challenges in change management.

BOOK OF STUDY:

1. Organizational Behavior L.M. Prasad, Sultan Chand & Sons (chapter 15, 23, 24, 25 & 26)

BOOK OF REFERENCE:

1. Organizational Development by Wendell French, Tata McGraw Hill.
2. Essentials of Organizational Development and Change, Cummins, T.G & Worlly.
3. Learning to change - A guide for organization change agents, Leon De Callows and Hans Veirnmak. McMillan India. New Delhi.