

**A.VEERIYA VANDAYAR MEMORIAL
SRI PUSHPAM COLLEGE (AUTONOMOUS)**

POONDI-613 503, THANJAVUR (DT)



SYLLABUS

M.B.A.

(From 2020 - 2021 onwards)

MBA – MANAGEMENT STUDIES (2020-2021)

MASTER OF BUSINESS ADMINISTRATION

(SPCTE)

Programme Outcome of MBA

PO1 Demonstrate the knowledge of management science to solve

corporate problems using limited resources.

PO2 Identify business opportunities, design and implement innovations in

work space.

PO3 Apply ethical principles for making judicious managerial decisions.

PO4 Acquire Leadership skills and apply effective decision making in organization.

PO5 Initiate creative and Innovative ideas to overcome the competition in business world.

Programme Specific Outcomes of MBA

PSO-1 **Understand** the Fundamentals of Decision Making and Problem Solving in Management

PSO-2 **Ascertain** the Analyze various Functions entailing Management

PSO-3 **Acquire** the Essential Qualities Required for Managing the Business Functions

PSO-4 **Enrich** the Skills and Qualities Entailed in the Management Process

PSO-5 **Upgrade** Aptitude and Related Skills

PSO-6 **Acquire** Leadership Traits and Team Building Ability

PSO-7 **Initiate** the Process of Innovation and Critical Thinking

PSO-8 **Resolve** Professional Ordeals by Developing Suitable Action Plans

MBA – MANAGEMENT STUDIES (2020-2021)

S.No	Semester	Category	Paper Code	Title of The Paper	Maximum Marks			Minimum Marks			Hours	Credits
					CIA	E.E	Total	CIA	E.E	Total		
1	I	Core	20P1BA1	Managerial Communication	25	75	100	10	30	50	5	4
2		Core	20P1BA2	Business Ethics and Corporate Governance	25	75	100	10	30	50	5	5
3		Core	20P1BA3	Business Analytics	25	75	100	10	30	50	5	5
4		Core	20P1BA4	Managerial Economics	25	75	100	10	30	50	5	5
5		Core	20P1BA5	Management Concepts & Organizational Behavior	25	75	100	10	30	50	5	5
6		Core	20P1BA6	Accounting for Managers	25	75	100	10	30	50	5	5
7	II	Core	20P2BA7	Global Human Resource Management	25	75	100	10	30	50	5	5
8		Core	20P2BA8	Financial Management	25	75	100	10	30	50	5	5
9		Core	20P2BA9	Marketing Management	25	75	100	10	30	50	5	5
10		Core	20P2BA10	Research Methodology	25	75	100	10	30	50	5	5
11		Core	20P2BA11	Operation Research	25	75	100	10	30	50	5	5
12		Core	20P2BA12	Operation Management	25	75	100	10	30	50	5	4
13		Practical	20P2BAP1	Basic Computer & Soft Skill			100					2
14	III	Core	20P3BA13	Legal Aspects Of Business	25	75	100	10	30	50	5	4
14		Core	20P3BA14	Entrepreneurial Development	25	75	100	10	30	50	5	5
16		Core	20P3BA15	International Marketing	25	75	100	10	30	50	5	5
17		Optional	20P3BA16A 20P3BA16B	Security Analysis And Portfolio Management Creativity Management	25	75	100	10	30	50	5	4
18		Optional	20P3BA17A 20P3BA17B	Financial Market And Services Organizational Change and Development	25	75	100	10	30	50	5	4
19		Optional	20P3BA18A 20P3BA18B	Tax Management Performance and Compensation Management	25	75	100	10	30	50	5	4
20		Project	20P3BA19	Project Work	40	60	100	16	24	50		10
21	IV	Core	20P4BA20	Corporate Strategic Management	25	75	100	10	30	50	5	4
22		Core	20P4BA21	Service Marketing	25	75	100	10	30	50	5	4
23		Core	20P4BA22	Advertising and Sales Promotion	25	75	100	10	30	50	5	4
24		Optional	20P4BA23A 20P4BA23B	Foreign Exchange And Risk Management Knowledge Management	25	75	100	10	30	50	5	4
25		Optional	20P4BA24A 20P4BA24B	Financial Derivatives Labor Legislation	25	75	100	10	30	50	5	4
26		Optional	20P4BA25A 20P4BA25B	Corporate Finance and Restructuring Managing Interpersonal Effectiveness	25	75	100	10	30	50	5	4
				Total	2600						120	120

MBA – MANAGEMENT STUDIES (2020-2021)

MBA- MANAGEMENT STUDIES (2020– 2021)

Nature of Course	Total No. Of Courses	Total Marks	Total Credits	Classification
Core	17	1700	72	✓
Elective	3	300	12	✓
E.D.C	1	100	---	✓
Project	1	100	4	x
Comprehension	1	100	2	✓
Soft skill using Language lab	--	--	---	X
Total	23	2300	90	

MBA – MANAGEMENT STUDIES (2020-2021)

GRADING OF COURSE PERFORMANCE (10 POINT SCALE)

Aggregate Marks	Grade	Grade Point
96 and above	S+	10
91-95	S	9.5
86-90	D++	9.0
81-85	D+	9.0
76-80	D	8.0
71-75	A++	7.5
66-70	A+	7.0
61-65	A	6.5
56-60	B	6.0
50-55	C	6.5

MBA – MANAGEMENT STUDIES (2020-2021)

Comprehensive Knowledge Test: Objective type question pattern with 100 compulsory questions carrying 100 marks to be answered in 3 Hours with 2 credits. The portion is entire core courses.

Industrial Internship: Students have to undergo In-Plant training in Industry or Organization where any process related to Business Administration is going on. The period of training should be minimum 10 days. Students have to submit the report of the training underwent with the certificate from the concerned authority of the Industry / Organization.

Industrial Visit: Students have to attach a report on the Industrial visit made with the counter signature of Staff in charge for the Industrial visit while submitting the Project / Industrial Internship report

MOOC: Massive Open Online Course is introduced in the second and third semester as an extra credit course from this academic year 2020-2021. Students can avail any one or more of the courses available in MOOC to equip their skill and knowledge themselves.

Field Visit / Industrial Visit / Hands on Training Programme having minimum 15 hours of contact time as Extra Credit course is introduced for I year PG students to gain experiential learning.

Evaluation of the visit report will be held at the end of II Semester

Components of Evaluation

Internal Marks	40
External Marks	60
Total	100

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**Question Pattern for UG and PG Programmes for students to be admitted during
2020 – 2021 and afterwards**

Total Marks: 75

QUESTION PATTERN

**SECTION – A
(Question 1 to 10)**

10 x 2 = 20 Marks

1. Short Answer Questions
- 2 Two Questions from each units (All are answerable)

**SECTION – B
(Question 11 to 15)**

5 x 5 = 25 Marks

1. 5 Paragraph type questions with "either / or" type choice.
 2. One question from each unit of the Syllabus.
3. Answer all the questions.

**SECTION – C
(Question 16 to 20)**

3 x 10 = 30 Marks

1. 5 Essay type questions – any three are answerable.
2. One questions from each unit of the Syllabus.

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
I	20P1BA1	Managerial Communication	5	4

Learning Objectives:

To provide an overview of pre requisites to business communication and provide an outline to effective organizational communication and import the correct practices of the strategies of effective business writing

UNIT I Introduction

Communication - Meaning and Significance for Management – Type of Communication and its Functions - Barriers of Communication - Principles of Effective Communication.

UNIT II Letters

Kinds Of Business Letter - Format - Letter Of Enquiry, Offer Quotations, Status Enquiry And Their Execution - Complaints And Their Adjustments - Collection Letter - Interview And Application Letter.

UNIT III Non Verbal

Non-Verbal Communication, Personal Appearance – Posture - Video& Audio Communication - Face-To-Face Communication - Transactional Analysis.

UNIT IV Listening and Communications

Importance of Listening And Communication - Principles of Effective Listening- Telex Facsimile - Teleconferencing - Intercom - Modern Means of Communication - Internet Email.

UNIT V Business Meeting

Meaning- Procedure - Preparing Agenda, Minutes and Resolutions Conducting Seminars & Conference: Procedure of Presentation - Group Discussions - Drafting Speech - Negotiation Skills- Media Mapping - Presentation Skills - Delivering Business Presentations.

Learning outcomes

After completion of this course, the students will be able to,

- Understand the most effective match of messages to the unique circumstances in particular situations.
- Evaluate personal communication, verbal and non-verbal, formal and informal, to identify specific areas for improvement.
- Design organizational communication that effectively uses presentations, reports, and mass communication.
- Evaluate ethical issues in all forms of communication within organizations.
- Recognize and learn the sub-skills of listening and speaking and be able to deliver effectively in the real time contexts.

Text Book

1. C.S.Rayadu – Communication, Himalaya Publishing House, 2010
2. P.C. Bhatia – Business Communication Ane Books Ltd., 2nd Edition 2009

References

1. Rajendrapal, J. S. K. Oriahalli- Essential of Business Communication Sultan & Chand Sons
2. Raymond V Lesikar, John D Pettit, and Mary E Flatly Aa 2009, Lasikars Basic Business Communication 11 Edition, TMH, New Delhi

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
I	20P1BA2	Business Ethics And Corporate Governance	5	5

Learning Objectives:

To learn ethical behaviour and moral values to overcome organizational challenges to accomplish individual and organisational goals. Evaluate common beliefs about ethics especially common beliefs about the role of ethics in business. Recognise the inherent conflict of interest in many business decisions and demonstrate knowledge by established methodologies of solving ethical problems

UNIT I An Overview of Business Ethics

Introduction to Ethics- Need for Ethics- Business Ethics-Nature and Concepts – Characteristics of Business ethics- Importance and Benefits. Ethical theories – Unethical behaviour – causes and kinds of Unethical Behaviour – Work Ethics and its Characteristics – Ethical Principles in Business

UNIT II Ethical Aspects and Values in Business

Code of conduct – Ethical Leadership – Ethical Decision Making – Ethical and Cultural Issues – Ethical Dilemma – Ethical Displacement – Code of Ethics – Cost and Profitability of Ethics – Value and Value Based Management – Values in Work Culture – Values for Indian Managers

UNIT III Ethical Issues in Business Functions

Ethical Issues in Finance - Ethical Issues in Marketing - Ethical Issues in HR - Ethical Issues in Operations – Information Technology and Ethics – Legal Aspects of Ethics – Ethics in Advertisement- Environmental Ethics – Transcultural Issues.

UNIT IV Corporate Governance

Introduction – Need and Objectives – Factors influencing Corporate Governance – Methods to achieve good corporate governance – challenges and implementation – corporate governance initiatives in India.

UNIT V Corporate Social Responsibility

Introduction – Need and Benefits of CSR – Significance in Business – strategies for CSR- Challenges and Implementation – Concept of Social Audit and Relevance – Whistle Blowing – Privacy Trade Secrets – Understanding of Intellectual Property Rights .

Learning outcomes:

After completion of this course, the students will be able to,

1. Understand the importance of ethical relationship in social and industrial contact.
2. Recognise and resolve ethical issues in business.
3. Critically examine their own values and the importance of the ethical dimension in business and workplace decision making.
4. Confidently apply systematic ethical reasoning to business dilemmas and communicate effectively in oral and written forms these, using the concepts, logic and rhetorical conventions of business ethics.
5. Apply moral reasoning to specific situations and defend the conclusions of that reasoning

Text Books:

1. Joseph A. Petrick, John F. Quinn – Management Ethics – Sage Publications, New Delhi
2. Sherlekar – Ethics in Management, Himalaya Publishing, New Delhi
3. C.V.S. Murthy – Business Ethics & Corporate Finance – Himalaya Publishing House
4. ManishaPaliwal – Business Ethics – New Age International, New Delhi

Reference Books:

1. S.K. Bhatia – Business Ethics & Managerial Values – Deep and Deep
2. Patyrick J. A. & Quinn J. F. – Management Ethics, Response Publishing, New Delhi.
3. William B. Werther and David B. Chandler, Strategic corporate social responsibility, Sage Publications Inc.

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
I	20P1BA3	BUSINESS ANALYTICS	5	5

Learning objectives:

Foster and ability critically analyze and solve complex and structured business problems.

Enquiry and attitude for business improvement innovation and entrepreneurial action.

UNITI:Business Analytics – An Overview

Business Analytics – Definition – Concept- Need for Business Analytics – Case studies reflecting Business Analytics - Basics in Business Analytics– Data, Information and Knowledge – Role of Mathematical Models.

UNITII:Analytical Strategies

Business Analytics at strategic level: Strategy and Business Analytics, Link between strategy and Business Analytics -Business Analytics supporting strategy at functional level – Dialogue between strategy and Business Analytics – Functions of strategic resources – Information as strategic resource.

UNITIII:Data Mining

Statistical Data Mining – Descriptive Statistical methods –Lists, reports, automated reports, hypothesis driven methods, data mining with target variables, cluster analysis, discriminate analysis, logistic regression, principal component analysis.

UNITIV :Data Warehousing

Business Analytics at data warehousing level (DWL), Designing Physical Database, Deploying and supporting Data Warehousing/Business Intelligence System.

UNITV:Business Intelligence

Business Intelligence Architectures: Cycle of Business Intelligence Analysis, Development of Business Intelligence System, Spread Sheets, Concept of Dashboard, CLAP, SQA, Decision Engineering, Business Intelligence Tools; concept of Dashboard, Business Intelligence Applications in different domain – CRM, HR, Production.

Learning outcomes:

After completion of this course, the students will be able to,

- Understand the strategies of business analytics.
- Identify business opportunities for data-driven solutions.
- Bridge business problems with analytical models.
- Apply the proficiency in data analysis methods and in data analytic tools.
- Communicate technical information and analysis results to people both with and without technical backgrounds

References:

1.Gert H.N. Laursen, Business Analytics for Managers: Taking Business Beyond Reporting, Wiley and SAS Business Series, 2010.

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
I	20P1BA4	Managerial Economics	5	5

Learning objectives:

To develop an understanding of the application of managerial economics. Interpret regression analysis assess the relationship between short run and long run and costs.

UNIT I

Nature and scope of managerial economics - significance in decision making - fundamental concepts - incremental reasoning, time perspective, discounting principle, opportunity cost principle miners role of managerial economics.

UNIT II

Demand analysis and forecasting:-Law of demand - determinants of demand - elasticity of demand - price, income, cross and advertising uses of elasticity of demand in managerial decision - demand forecasting - techniques.

UNIT III

Theory of production and costs production function - glass of production - law of variable proportion - returns to scale equilibrium of the form - concept of revenue - cost -types - relation between TC, AC and MC short and long run cost function.

UNIT IV

Theory of pricing - perfect competition - features - price determination short and long run - perfect competition - Monopoly - features - price discrimination - price determination-monopolistic-oligopoly-dumping.

UNIT - V

Macroeconomic aggregates:-National income - methods of computing it-inflation and deflation - causes - remedies fiscal and monetary policies- BoP- components - business cycle - NEP - LPG.

Learning outcomes:

After completion of this course, the students will be able to,

1. Develop an understanding of the applications of managerial economics.
2. Interpret regression analysis and discuss why it's employee in decision making.
3. Assess the relationship between short –run and long –run cost.
4. Analyze perfectly competitive markets including substitution
5. Explain uniform pricing and how it relates to price discrimination and total revenue

Textbooks

1. Gupta G. S Managerial Economics, Tata Mcgraw Hill, New Delhi.
2. Varshnavy and Maheswary, Managerial Economics, Sultan & and Sons

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
I	20P1BA5	Management Concepts & Organisational Behaviour	5	5

Learning objectives:

To analyze and compare different models use to explain individual behaviour related to motivation and rewards. Identify the process used in developing communication to resolving conflicts and explain group dynamics and demonstrate skills required for working in groups.

UNIT: I Introduction

Management : Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society : Social Responsibility and Ethics - Global and Comparative Management – The Basis of Global Management – Functions of Management - The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.

UNIT: II Organizational Behaviours

Organizational Behaviours: Definition, need and Importance – Nature, Scope, Challenges and Contributing Disciplines – Organizational Effectiveness and Efficiency – Definition Historical opinions, Role and important, MBO, MBE Concepts, Approaches, models of effectiveness.

UNIT: III Individual Behaviour

Personality – Types – Determinants of personal life- Factors influencing Personality – Perception - Theories perception - Perceptual Process – Factors influencing perception - improving perception – Attitudes – Characteristics – Components – Formation – Measurement – Learning – The Learning Process – Learning Theories – Motivation and morale – Importance – Types – Theories.

UNIT: IV Group Behaviour

The Nature of Group – Formation and Types of Groups – Decision making – Techniques – Interpersonal Behaviour – Leadership and Power – Meaning – Importance – Leadership Styles – Theories – Leader Vs Manager – Sources of Power – Types – Politics

UNIT: V Structural and Cultural Dimensions

Structural and Cultural Dimensions of Organizational Behaviour – Design of Organization Structure, Forms of Organization Structure – Work Design, Organizational Culture– organization change

Learning outcomes:

After completion of this course, the students will be able to,

- Understand the development of the field of organization behaviour in corporate environment.
- Analyze and compare different models used to explain individual behaviour to motivation and rewards.
- Identify the process used in developing communication and resolving conflicts.
- Understand the group dynamics and demonstrate skills required for working in groups.
- Apply the strategy to accept the changes in organization.

Textbooks

1. Organisational Behaviour- Stephen. P. Robbins, Seema Singh, Timothy A. Judge (Pearson Edition)-2008.
2. OB Managing People & Organization 7th Edition Georgy Moorhood, Ricky W. Griffin.

Reference

1. Knoontz, Weihrich & Aryasi (POM) TMH, New Delhi.
2. Luthans, Fred; Organizational; Behaviour 11th Edition Tata Mcgrawhill 2009.
3. Aswothappa, Organizational Behaviour, Himalaya 2009.

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
I	20P1BA6	Accounting For Managers	5	5

Learning objectives:

To use information and to support business processes and practices such as problem analysis and decision making. Apply quantitative skills to help analyze and solve business problems and to take advantage of business opportunities.

UNIT I

Introduction to Financial, Cost and Management Accounting – Accounting Principles – Double Entry System – Preparation of Journal, Ledger and Trial Balance - Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet With Adjustments.

UNIT II

Financial Statement Analysis -Ratio Analysis - Comparative Statements - Common Size Statements – Trend Analysis - Cash Flow (As Per Accounting Standard - Funds Flow Statement Analysis

UNIT III

Cost Accounting – Classification of Costs – Job Cost Sheet – Job Order Costing – Process Costing – (Excluding Interdepartmental Transfers and Equivalent Production) – Joint and By Product Costing – Activity Based Costing, Target Costing – Operating Costing.

UNIT IV

Marginal Costing and Profit Planning – Cost, Volume, Profit Analysis – Break Even Analysis Decision Making Problems - Make Or Buy Decisions - Determination of Sales Mix – Exploring New Markets - Add Or Drop Products – Key Factors – Accepting Additional Order – Profit Planning – Plant Merger Decisions.

UNIT V

Budgetary Control – Sales, Production, Purchase, Cash and Flexible Budget – Standard Costing and Variance Analysis – Material, Labour and Sales Variances -Accounting Standards and Accounting Disclosure Practices in India.

Learning outcomes:

After completion of this course, the students will be able to,

- Understand the nature and role of the principal financial statements.
- Develop awareness and understand of the accounting process and fundamental accounting principles that underpin the development of financial statements.
- Ability to read, interpret and analyse financial statements; combine financial analysis with other information to assess the financial performance and position of a company.
- Understand the role of budgets in organizations, their limitations and behaviour issues to consider when developing and using budgets for planning and control.
- Understand and apply course concept to analyse common business management decision such as pricing and outsourcing decision from a financial perspective.

Theory: 30% Problem: 70%

References:

1. R. Narayanaswamy, Financial Accounting, PHI, 6th Edition, 2017.
2. M.Y. Khan & P.K. Jain, Management Accounting, Tata McGraw Hill, 8th Edition, 2018.
3. T.S. Reddy & A. Murthy, Financial Accounting, Margham Publications, 2014
4. Jan Williams, Susan Haka, Mark S Bettner, Joseph V Carcello, Financial and Managerial Accounting - 18th Edition, Tata McGraw Hill Publishers, 2017

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
II	20P2BA7	Global Human Resource Management	5	5

Learning objectives:

Demonstrate an understanding of key terms, theories, concepts and practices within the field of human resource management. Demonstrate competence in development and problem solving in the area of HR management. Provide innovative solutions to problems in the field of HRM.

UNIT- I

The Globalization Of Human Resource Management: The internationalization of HRM- Strategic international HRM- The evolving international HR function - Global organizational structure - Organizational structure and design - The nature and importance of culture - Country culture versus company culture - Cultural convergence and/or divergence - Impact of culture on international HRM.

UNIT - II

Global Talent Management and Staffing: Global work force planning and forecasting – Global Recruiting Process-Staffing the multinational enterprise – Purpose, Types–Diversity of international employees - Global staffing choices: implications for multinational enterprises staffing with international assignees -Criteria for Selection, Methods, Mistakes and Failures of an International Assignees - Challenges to successful staffing with international assignees- office automation.

UNIT- III

Training And Management Development in The Multinational Enterprise - Training in the multinational enterprise - Issues related to global training and development -Standardized approach to global training and development - Virtual and global teams - Global leadership development - Development of a global mind-set - Cross-cultural preparation for international assignees - Knowledge management in the multinational enterprise- employee turnover.

UNIT - IV

Global Compensation, Benefits and Taxes: Global remuneration in the multinational enterprise - Global remuneration issues and challenges – Global Compensation - Types - Global benefits for international assignees -Compensation and benefit strategy and policy - Approaches to international assignee - important international assignment compensation issues - Global compensation and benefits management in the multinational enterprise.

UNIT –V

International Employee Performance Management: Concept-Performance Measurement in the multinational enterprise - Purposes - Culture and performance management - Standardization versus localization of international PMS – Guidelines, elements, Design, Implementation, And Evaluation of PMS for multinational enterprise - The well-being of the global work force - Global human resource support services and information systems - Structure of global human resources.

Learning outcomes:

After completion of this course, the students will be able to,

- Apply the different tools used in forecasting and planning human resource needs.
- Analyze the key issues related to administration the human elements such as motivation, compensation, appraisal, career planning, diversity, ethics and training.
- Understand practises and issues of HRM in global context.
- Demonstrate effective training and development which ensure performance in global organization.
- Assess the effectiveness of different compensation packages that motivate employees and prove their uniqueness in competitive environment.

Reference:-

1. International Human Resource Management - Third Edition -Policies and practices for multinational enterprises -Dennis R. Briscoe, Randall S. Schuler, Lisbeth Claus , Routledge Taylor & Francis Group, London and New York.
2. Globalizing Human Resource Management -Paul Sparrow, Chris Brewster and Hilary Harris- Rutledge Taylor & Francis Group, London and New York.

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
II	20P2BA8	Financial Management	5	5

Learning objectives:

To intended outcomes for the course upon successful completion of financial management. To demonstrate and understanding of the overall role and importance of the finance functions. To communicate effectively using standard business terminology.

UNIT I

Financial Management – Meaning - Scope – Objectives – Functions – Financial Decisions – Time Value of Money - Compound Value and Present Value – Cost of Capital– Cost of Debt – Cost of Preference Share Capital – Cost of Equity – Cost of Retained Earnings – Weighted Average Cost of Capital.

UNIT – II

Capital Structure – Meaning - Features – Factors Determining Capital Structure – EBIT and EPS - Theories of Capital Structure: Net Income Approach - Net Operating Income Approach - MM Approach and Traditional Approach – Capital Budget – Techniques.

UNIT – III

Leverage – Meaning - Significance - Types – Operating Leverage - Financial Leverage – Combined Leverage – Dividend Policy – Determinants of Dividend Policy – Theories - Walter’s Model, Gordon Model and MM Model – Forms of Dividend – Stock Dividend – Bonus Issue – Stable Dividend.

UNIT IV

Capitalization – Theories – Over Capitalization – Under Capitalization – Watered Capital- Working Capital Management – Types of Working Capital - Determinants of Working Capital – Forecasting of Working Capital Requirements.

UNIT V

Receivables Management – Objectives – Factors Influencing Size of Receivables – Inventory Management – Meaning – Types of Inventory – Purpose of Holding Inventory – Excess Or Inadequate Inventory – ABC - VED Analysis.

Learning outcomes:

After completion of this course, the students will be able to,

- Demonstrate an understanding of the overall role and importance of the finance function.
- Demonstrate basic finance management knowledge.
- Communicate effectively using standard business terminology.
- Perform financial analysis and plan as applied to start-ups and forecast free cash flow
- Analyze the process through which entrepreneurs and private equity investors exit their investments.

Theory: 40% Problem: 60%

Recommended Text Book :

1. Financial Management By I.M. PandeyVikas Publishing House PVT Ltd.,. Email : P.Thanigaimalai@Vikaspublishing.Com
2. Financial Management Theory and Practice ByPrasanna Chandra Tata Mcgraw Hill Co. Chennai. Email : Mark_Pani@Mcgrawhill.Com
3. Financial Management By Rajiv Srivstava& Anil Misra, Oxford University Press, Chennai. Email : V.Anand@Oup.Com
4. Financial Management – Preeti Singh Ane Books – PVT Ltd., Chennai. Email :Anebooks_Tnairtelmail.Com.

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
II	20P2BA9	Marketing Management	5	4

Learning objectives:

Identify define and analyze problems and identify or 38 processes to solve them. Exercise critical judgment in creating a new understanding. Critically assess existing understanding and recognize the need to regularly challenge all knowledge. Identify and apply new ideas come methods and way of thinking.

UNIT I

Marketing Management - Objectives - Functions - Characteristics - Functions of Marketing Executives - Qualities of Marketing Executives - Challenges to Marketing Management- Market Segmentation - Need - Importance - Bases of Segmentation

UNIT II

Product Management - Types of Product - Product Line - Product-Mix - Product Differentiation - Positioning and Repositioning - Product Lifecycle - New Product Development Process. Branding - Functions - Characteristics -Packaging - Kinds - Functions - Requisites of Good Package - Labelling

UNIT III

Consumer Behaviour - Buying Decision Process - Buying Process - Factors Influencing Consumer Behaviour -.Buying Motives - Importance - Classifications. Pricing - Objectives - Kinds - Factors Affecting Pricing Decisions - Procedures for Price Determination - Pricing Policy and Strategy.

UNIT IV

Channel Management - Functions, Importance and Types of Marketing Channel - Determination of Channel Length- Decision Making For Channel Distribution - Factors Affecting Choice of Distribution Channels - Electronic Channels. Supply Chain Management - Concept - Components - Logistic Management - Need - Types.

UNIT V

Promotion Management - Promotion Mix - Sales Promotion - Personal Selling - Advertising - Recent Trends in Marketing –Online Marketing - Electronic Marketing - Network Marketing - Digital Marketing.

Learning outcomes:

After completion of this course, the students will be able to,

- Develop an integrated marketing communications plan for a product, concept, and good and /or service based on an identified market need or target.
- Formulated strategies for developing new and /or modified products, concepts, goods and services that responds to evolving market needs.
- Evaluate the impact of using different marketing strategies for a product, concept, and good and /or service, on the finance, return on investment (ROI) and business goal of an organization.

- Evaluate the viability of a concept, product, and good and /or service in a local, national or international markets.
- Develop learning and development strategies and plans to enhance professional growth in the field.

Reference Books

1. Pillai R S N and Bagavayhi, V. Marketing Management, S. Chand Co. Ltd, New Delhi.
2. Gupta C.B. and Rajam Nair, N. Marketing Management, Sultan Chand & Sons, New Delhi
3. Rajan Saxena, Marketing Management, Tata McGraw Hill Publishing Co., Ltd., New Delhi.
4. Philip Kotler, Kevin Lane Keller, Abraham Koshy & Mithileshwar Jha, Marketing Management, Pearson, Person Education, New Delhi.

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
II	20P2BA10	Research Methodology	5	5

Learning objectives:

To learn the nature of problem to be studied and identifying the related area of knowledge.

Reviewing literature to understand how others have approach or dealt with the problem.

Collecting data in an organized and controlled manner so as to arrive at valid decisions.

Analyzing data appropriate to the problems.

UNIT I Introduction

Scientific Research Methods - Social Science Research - Nature And Problems - Objectives - Criteria Of Good Research - Types Of Research - Research Process - Selection Of Research Problem - Research Method Versus Methodology.

UNIT II Research Design and Data Collection

Research Design - Meaning - Need - Features Answer Good Research Design - Different Research Design - Formulation Of Hypothesis - Types Of Hypothesis Testing Of Hypothesis - Methods Of Data Collection - Pilot Study And Pre-Testing - Primary Under Secondary Data - Questionnaire And Schedules - Interview - Construction Of A Questionnaire - Census And Sampling - Types Of Sampling - Scaling Techniques And Measurement Of Attitude.

UNIT III Descriptive Statistics

Description Statistics - Measures Of Central Tendency - Measures Of Dispersion - Probability And Non Probability Test - Test Of Significance - T Chi Square And F Tests - Steps Involved In Parametric And Nonparametric Tests - Estimation Point And Interval.

UNIT IV Analysis and Calculations

ANOVA- One Test –correlation - Regression - Neural Network Model - Standard Deviation-Rank Correlation - Application of Statistical Package for Social Science (SPSS).

UNIT V Interpretation and Report Writing

Interpretation And Presentation Of Research Findings - Report Writing - Meaning - Significance Of Report Writing - Mechanism Of Report Writing - Use Of Footnotes And Citations- General Format.

Learning outcomes:

After completion of this course, the students will be able to,

- Demonstrate knowledge of research process (reading, evaluating ,and developing)
- Identify, explain, compare, and prepare the key elements of a research report.
- Compare and contrast quantitative and qualitative research.
- Describe sampling methods, measurements scale and instruments, and appropriate uses of each.
- Demonstrate how educational research contributes to the social science field.

Distribution of Marks: 80% Problem 20%

Books for Reference

1. Research Methodology - CR Kothari VishvaPrakasam, New Delhi, Bangalore.
2. Statistical Methods - SP Gupta Sultan Chand and Sons, New Delhi.
3. Research Methodology - N. Thanulingom Himalaya Publishing House, Mumbai
4. Research Methodology - R. Cauvery, U.K. Sudhanayak, M. Girija, and R. Meenakshi, S. Chand & Co LTD, New Delhi.
5. Research Methodology - P. SaravanelKitabMahal, Allahabad

MBA

Semester	Subject Code	Title of the Paper	Hours of Teaching/Week	No. of Credits
II	20P2BA11	Applied Operations Research	5	5

OBJECTIVES:

- To introduce the concepts of sequencing problem.
- To impart their knowledge in maintaining inventories.
- To teach the concept of replacement theory and how to apply it.

Unit I

Linear Programming: Introduction – solved examples – Modelling in OR – Methodology in OR – Application and limitation in OR – Formulation of LPP – Model formulation – solved problems – Graphical solution method – Solved problems.

Unit II

Sequencing Problems: Introduction – Optimal sequence algorithm – n jobs and two machines – n jobs and m machines – solved problems – two job and m machines.

Unit III

Game Theory: Introduction – optimal solution of to person zero sum game – rules for determining a saddle point – solved problems – Games with mixed strategy – The graphical method – Use of dominance property.

Unit IV

Inventory Models: Introduction – Deterministic models – purchasing problem with no shortages – production problems with no shortages - purchasing problem with shortages – production problems with shortages – solved problems.

Unit V

Replacement Theory: Introduction – Replacement policy for equipment which deteriorates gradually – replacement of items that fail suddenly – Individual Replacement problems.

COURSE OUTCOME:

After the completion of the course, the student will be able to

- Know how to avoid both overstocking and under-stocking of Inventories.
- Analyze any real-life system with limited constraints and depict it in a Model form.
- Convert the problem into mathematical model.
- Solve assignment, transportation and travelling salesman problem.
- Apply replacement principles in real life problems.

TEXT BOOK

Problems in Operations Research - PK. GUPTA and MANMOHAN, Sultan Chand & Sons (Fourteenth Edition), 2014.

Unit I	:	Chapters 0, 1, 2 (Pages: 1 – 19, 39 – 53)
Unit II	:	Chapter 17 (Pages: 383 – 399)
Unit III	:	Chapter 20 (Pages: 471 – 486)
Unit IV	:	Chapter 23 (Pages: 571 – 583)
Unit V	:	Chapter 24 (Pages: 619 – 635)

References:

1. Operations Research – An Introduction – H.A. Taha – Prentice Hall Publication.
2. Operations Research – S.D. Sharma – Kedarnath Ramnath & Co.,
3. Operation Research – PK. Gupta and OS. Hira – Sultan Chand & Sons.

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
II	20P2BA12	Operations Management	5	5

Learning objectives:

Gaining knowledge about managing production processes. How to run operations effectively.
Better understanding of modern production techniques and understanding of quality management.

UNIT-I Introduction

Nature of Production and Operations – Types of Production and Production Systems – Productivity and Competitiveness – Operations Strategy.

UNIT-II Plant Location and Maintenance

Capacity Planning - Plant Location – Plant Lay-out – Process Planning - Plant Maintenance– PDCA cycle(Plan, Do , Check, Action).

UNIT-III Production Scheduling

Master Production Scheduling – Work Study- Method study – Work Measurement – Vendor Evaluation and Rating – Value Engineering and Analysis.

UNIT-IV Quality control

Quality control – Sampling plan – Inspection –Statistical Quality Control – Zero Defect – Total Quality Management

UNIT-V Materials Management

Purchase and Material Management - Material Management – Purchase Management- Inventory Control – MRP I & MRP II - Supply Chain management – Enterprise Resource planning (ERP) - Total Quality Management– Cause and Effect diagram –Just In Time - Kanban system – QMS: ISO 9000,EMS: ISO 14,000- Bench Marking .

Learning outcomes:

After completion of this course, the students will be able to,

- Gain knowledge about managing production process.
- Apply the methods to run the operations effectively.
- Understand the need for managing the quality in production.
- Identify the demand for quality products and compare with competitive environment
- Understand the Management skills needed for the effective operation management.

Text Book

1. Aswathappa& Bhatt - Production and Operation Management, HPH.
2. Paneerselvam - Production and Operation Management –Prentice Hall of India.
3. Chowdhry - Production and Operation Management –Tata McGraw Hill.

References

1. Martin KStar- Production and Operation Management, Bizantha, 2005
2. Chase, Jacobs, Aquilano –Operations Management for Competitive Advanatage -Tata McGraw Hill.
3. P.Saravanavel and Sumathi - Production and Material Management, Margham Publication
4. Norman Gaither and Greg Frazier – Operation Management, Thomson

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
II	20P2BAP1	Basic Computer Soft Skill	5	5

PRACTICALS

1. Typing and Formatting a Page in Ms-Word
2. Typing All Kinds of Letters.
3. Typing résumé
4. Creation of Tables in Ms Word and Entering Text and Numeric Data
5. Use of Mail Merge
6. Pay Roll Preparation in Excel
7. Mark Sheet Preparation in Excel
8. Sales Report in Excel
9. Preparing a Graph for a Given Data
10. Creating Power Point File Using Templates and Master Slides
11. Importing Data from Word and Excel to Power Point Slides
12. Inserting Picture Files and Audio Files
13. Using Animation and Slide Transition Schemes in Slides

SOFT SKILL PROGRAMME

Communication Skill Oral And Written Finance Basics Of Effective Communication
 Barriers Of Communication - Overcoming Barriers - Listening And Presentation Skill
 Effective Listening Barriers Of Listening - Were Coming The Various - Planning Steps For
 Presentation - Facing The Audience - Body Language And Delivery Strategies.
 Overcoming Stage Fear - Tips for Interview - Goal Setting - Steps Involved In Goal Setting -
 Benefits of Goal Setting - Time Management Planning and Scheduling
 Developing Daily Scheduler - Group Discussion - Topics Of Capital Punishment Uses &
 Abuses Of Mobile Phone, TV And Cinema - Globalization - HRD Paper Is Curriculum Of
 Arts And Science Colleges - Women's Right.

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
III	20P3BA13	Legal Aspects Of Business	5	5

Learning objectives:

To introduce the set time important legal aspects of business. The course is divided into four models dealing with formation of contract, breach of contract and it is remedies competition formation of companies and it is management and disputes resolutions.

UNIT I Indian Contract Act

Contract – Meaning and definition- Essential elements of Contract-Classification of Contract-Offer and Acceptance -Free Consent - Lawful object- Performance of Contract - Discharge of contract - Remedies for breach of contract - Special Contract.

UNIT II Contract of Agency and Partnership

Essentials of Contract of Agency - Creation of Agency - Comparison Between an Agent and Servant - Duties of an Agent – Rights of an Agent - Duties and Rights of the Principal - Delegation of authority by an Agent - Termination of Agency.Partnership- Essentials of partnership - Rights and duties of partner - Dissolution of partnership.

UNIT III Law of Sale of Goods

Contract of Sale of Goods: Definition and Features - Essentials of Contract of Sale - Difference between sale and Agreement to sell - Goods –Meaning & Definition -Document to title of Goods - Transfer of title by non-owners -Performance of contract of sale - Modes of Delivery - Legal rules regarding delivery of goods - Conditions and Warranty.

UNIT IV Company Law

Major principles - Nature and type of companies - Formation of companies Memorandum of Association - Article of Association - Power of directors - Duties and Abilities of Directors - General meeting and proceedings -Winding up of companies Corporate Governance

UNIT V Consumer Protection Act and Introduction to Cyber Law

Consumer Protection Act - Consumer Rights - Procedure for consumer grievances – Information Technology Act - Cyber Law - Introduction to IPR -Types of Intellectual Property Rights - Copy rights - Trade mark - Patent Act

Learning outcomes:

After completion of this course, the students will be able to,

- Understand the law and regulations apply to business and the economy.
- Recognize business situation that require legal counsel.
- Interpret and form contractual relationship in business.
- Identify remedies for breach of contract.
- Identify the nature and form of sales.

References;

1. Shukla M. C. – A Manual of Mercantile Law, S. Chand & Company.
2. N. D. Kapoor – Mercantile Law, Sultan Chand & Sons.
3. R. Venkatapathy & Assisi Menachery – Industrial Relations and Labour Legislation, Aditya publishers.
4. K R Bulchandani – ‘Business Law’, Himalaya Publishing House.
5. I A Saiyed – Labour Law, Himalaya Publishing House.
6. Reshma Arora – Labour Law, Himalaya Publishing House

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
III	20P3BA14	Entrepreneurial Development	5	5

Learning objectives:

The objectives of EDPs are to develop and strengthen the entrepreneurial quality to motivate them for achievement and to enable participants to be independent, capable, promising businessman. The objective is to make the trainees prepared to start their own enterprise after the completion of the training programs.

UNIT I Introduction

definition and meaning of entrepreneur and entrepreneurship - it's concept - importance - qualities of an entrepreneur - factors affecting entrepreneurship - internal, external, Socio - political and economic factors - theories of entrepreneurship - Schumpeter - Walker and tracker.

UNIT II Entrepreneurship Development Programme

Entrepreneurship development programmes (EDPs) - need for EDPs - objectives of EDPs- course contents of EDPs - phases of EDPs- evaluation of EDPs- problems of entrepreneurs- EDP motivation- finance and non finance.

UNIT III Project Identification

Project identification - meaning of project - classification of projects - source of project ideas - factors to be considered when selecting a project and its location - technical and economic feasibility - project formulation - various aspects of project appraisal - contents of a project report of a business.

UNIT IV Institutional Finance

Institutional Finance To Entrepreneurs - Commercial Banks - Role Of NISC – TIIC, SPICOT- DIC – ICICI- IDBI – TIDCO.

UNIT V- Problems and Prospective

rural and women entrepreneurs – problems and prospective of entrepreneurs in India - reservations of small industry - industrial estates - backward area - sickness of small scale industries - cause and prevention of industrial sickness - challenges facing women entrepreneurs.

Learning outcomes:

After completion of this course, the students will be able to,

- Demonstrate the required skills for entrepreneur.
- Understand the growth and development activities to sustain in the corporate environment.
- Asses the qualities of the entrepreneurs.
- Ability to cope up with changing and competitive environment to attain objectives.
- Demonstrative the structure of proposals to developed business and utilize resources activities prescribed by the governments.

References:-

1. N. P. Srinivasan– Entrepreneurial Development in India- Sultan Chand & Sons
2. Dr. S. S. Khanka – Entrepreneurship & Small Business Management – Sultan Chand & Sons
3. Nvr Naidu and T. Krishna Rao, Management and Entrepreneurship, Ikt Pub House, New Delhi.
4. Balraj Singh, Entrepreneurship Development, Wisdom, Delhi
5. Timmons and Spinelli, New Venture Creation: Entrepreneurship For 21st Century, Nt
6. Tabarrok– Entrepreneurial Economics, Oxford University Press.
7. C. V. Bakshi, Entrepreneurship Development, Excel Publications.
8. Jain, Hand Book of Entrepreneurs, Oxford University Press.

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
III	20P3BA15	International Marketing	5	4

Learning objectives:

This course is designed to impart basic knowledge and analytical skills necessary to diagnose and understand important aspects related of products and services in the foreign markets. it exposes students to the specific issues regarding international markets including d underlying theories that explain the existence of foreign markets.

UNIT-I Introduction

International Marketing:– International Marketing Task and Philosophy – International Orientations- Internationalization Stages- International Marketing Decisions- Tariff and Non-tariff Barriers - Identifying Foreign Markets and Opportunities.

UNIT-II International Business Environment

International Business Environment: Political – Legal – Economic – Cultural and Technological. - International Marketing Intelligence – Sources – Research – Evaluation- International Market Entry Decisions.

UNIT-III International Product Decisions

International Product Decisions: Product, Product Mix – Product Life Cycle – New product Development, Packaging & Labelling – Business Environment and Product Strategies – Pricing for Exports and Logistics- International Marketing Communication: Communication Process – Communication Tools.

UNIT-IV Documentation and Specialized Arrangements

Documentation – Export Procedure and Import Procedure – EXIM Policy – Regional Economic Cooperation – Economic Processing Zone(EPZ) –Special Economic Zone(SEZ)- South Asian Association for Regional Cooperation(SAARC)- MNC – South Asian Preferential Trade Association (SAPTA) – Association of South East Asian Nations (ASEAN) – Asian Pacific Economic Cooperation - OPEC – EU- North American Free Traded Association(NAFTA) – State Trading and Canalization – STC - MMTC.

UNIT-V Export Promotion

Export Promotion Organizational set-up. Incentives, Production Assistance/ Facilities – Marketing Assistance – Important Facilities for Exporters: Export Houses and Trading Houses – Letter of Credit - Export Credit and Forfeiting - W.T.O - EXIM Bank of India

Learning outcomes:

After completion of this course, the students will be able to,

- Developed an understanding of major issues related to international marketing.
- Developed skills in researching and analyzing trends in global markets and in modern marketing practice.
- Assess the organization's ability to enter and compete in international markets.
- Understand the strategies to enter into an international marketing.
- Assess the necessary documents that initiative domestic and international business.

Text Books

1. Francis Cherunilam - International Business, Himalaya Publishing House
2. Jeevantham - International Business – Sultan Chand & sons.
3. Rajagopal - International Marketing - Vikas publications

Reference

1. Vein Terstra and Ravisarathi- International Marketing , Harcourt Publisher India.
2. Warren J. Keegan -Global Marketing Management by, Prentice Hall of India.
3. R.L. Varshna & B. Bhattacharya - International Marketing Management — Sultan chand

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
III	20P3BA16A	Security Analysis and Portfolio Management	5	4

Learning objectives:

To introduce students to common stock, the stock market, stock options, and approaches to investing Hindi stock market and building stock portfolios. Particular emphasis is given to three competing approaches to stock investment. Fundamental analysis and technical analysis and efficient market analysis. To explore ways in which individuals can and hands their own creative potential.

UNIT I

Investment– Meaning- Objectives - Importance - Classification – Investment and Speculation – Investment and Gambling – Investment Process – Features of Investment Programme– Factors Affecting Investment Decision

UNIT II

Security Valuation – Approaches – Valuation of Shares and Bonds – Valuation of Warrants. Risk– Meaning – Causes – Classifications– Measurement – Concept of Return – Measurement of Return.

UNIT III

Security Analysis – Fundamental Analysis – Economic Analysis – Industry Analysis – Company Analysis – Technical Analysis – Dow Theory – Efficient Market Theory

UNIT IV

Portfolio Management– Nature – Scope – Objectives. Portfolio Analysis – Traditional Vs Portfolio Analysis – Markowitz Theory – Sharp Index Model – Techniques of Portfolio Revision – Formula Plan – Constant Rupee Value Plan – Ratio Plan – Modifications of Formula Plan – Capital Asset Pricing Model - Arbitrage Pricing Theory.

UNIT– V

Portfolio Performance Evaluation – Methods of Assessing Performance – Methods of Portfolio Performance Evaluation – Sharp Treynor and Jensen- Foreign Portfolio Investment – As An Alternative Source – Foreign Portfolio in Developing Countries.

Learning outcomes:

After completion of this course, the students will be able to,

- Analyze portfolio theory, including measures of risk
- Identify bond characteristics and compute bond prices and yields.
- Analyze options and future markets, future trading and market strategies.
- Explain how to integrate various investors ‘objectives in the investment process.
- Explain equity and debt markets as well as stock and bond market indexes.

Text Books

1. Security Analysis and Portfolio Management SasiK Gupta, Rosy JoshyKalyani Publishers
2. Investment Management Dr. L. NatrajanMargham Publication

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
III	20P3BA16B	Creativity Management	5	4

Learning objectives:

To understand different perspectives on why creativity matters. Consider cognitive aspect of creativity and how personality and individual different might contribute. To explore ways in which individuals can and hands their own creative potential.

UNIT I

Realm of Creativity - Meaning, Creative Cerebration-Creative Personality - Creative Environment and Creativity Technology - Creative Training. Intelligence and Creativity - Functions of Left Side Brain and Right Side Brain, Four Principles Approach to Creativity – Theories of Creativity.

UNIT II

Human Creativity – Idea Generation – Sourcing Idea – Open Vs Close Innovation – Collaborative Innovation - Problems in Creativity - Age - Poor- Races - Men and Women - Biological Roots of Creativity - Mental Roots of Creativity - Creative Problem Solving.

UNIT III

Creative Culture– Individual Personality – Team Dynamics– Free Flow of Communication. Acceptance of Risk to Fail, Explicit Reward.Spiritual Roots of Creativity - Social Roots - Essence, Elaborative, Expressive Creativities, Existential and Entrepreneurial and Empowerment Creativity.

UNIT IV

Lifelong Creativity - Freud and Jung - Rights of Lifelong Creators - Model of Lifelong Creativity - Creative Intelligence Abilities and Traits, Congenial to Creativity - Motivation and Creativity.

UNIT V

Barriers to Creativity - Fear and Disabilities –Strategies of overcoming barriers of creativity- Environment Stimulants of Creativity - Principles and Techniques of Creative Problem Solving – Conversion of Creativity – Across Domains - Recent Changes in Creativity – Future of Creativity.

Learning outcomes:

After completion of this course, the students will be able to,

- Discovers the attributes of successful innovation strategies including an in-depth understanding of the dynamics of innovation.
- Identify the factors that predict creativity of individuals, groups, and organizations.
- Identify the drivers of creativity and innovation.
- To help students think of some new ways of understanding and managing the creative process.
- Understand innovation and creativity management from the perspective of obtaining a sustainable complete advantages and integrating innovation into the business strategies

Text Books

1. Pradip Khan Walla- Creativity, Tata Mcgraw Hill.
2. Nina Jacob- Creativity in Organization, Wheeler Books 1998 AH Wheeler Publication.

References

1. Cougher C. Creativity and Innovation, IPP 1998 1st Edition.
2. Jones and Ceserani– Innovation and Creativity, Credit 7th Edition 1999
3. Rousing Creativity :Think New Now Floyd Hurr, Isbn1560525479, Crisp Publications Inc1999.
4. Geoffrey Petty, “How to Be Better At Creativity”, The Industrial Society 1999
5. Clayton M. Christensen Michael E. Raynor, “ The Innovator’s Solution” Harvard Business School Press Boston, USA, 2003
6. Semyon D. Savransky, “ Engineering of Creativity-TRIZ”, CRC Press New York USA”, 2000

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
III	20P3BA17A	Financial Markets and Institutions	5	4

Learning objectives:

To properly evaluate investment risks. To build a relationship with various financial institutions and intermediaries. Travel with the investment as financial asset and use the various tools of the financial market. You're strong financial analytical skills and apply them to solve investment issues.

UNIT I

Financial Markets - An Overview - Money Market - Call Money Market - Commercial Paper Market - Commercial Bill Market - Certificate of Deposit (CD) Market - Treasury Bill Market - Government or Gilt-Edged Securities Market.

UNIT II

Capital Market - An Overview - Capital Market Instruments - Capital Market Reforms - New Issue Market (NIM) - Debt Market - Foreign Exchange Market - Derivatives Market.

UNIT III

Financial Services Institutions - Cleaning Corporation of India Limited (CCIL) -Credit Rating and Information Services of India Limited (CRISIL) - Discount and Finance House of India Limited (DFHIL) – Credit Information Bureau of India Limited(CIBIL) – Investment Information and Credit Rating Agency of India Limited (ICRA)

UNIT IV

Over – The Counter Exchange of India Limited (OTCEI) – National Securities Depository Limited (NSDL) – Securities Trading Corporation of India Limited (STCI) – Moody's Investors Service – Standard and Poor – Fitch Rating.

UNIT V

Financial Institutions - Money Market Institutions - Capital Market Institutions - National Housing Bank - Functions and Working - Export Import (Exim) Bank of India– NABARD– Non Banking Financial Companies.

Learning outcomes:

After completion of this course, the students will be able to,

- Understand the functions of financial markets and intermediary institutions.
- Identify the reason for changes in interest rates.
- Understand the efficient market hypothesis.
- Identify the reason of financial crisis.
- Computes economic value of bonds and stocks.

Book For Reference

1. Financial Institutions and Markets, LM Bhole Tata Mcgraw Hill Publishing Company Limited
2. Financial Instruments and Services -NalimParvaTripathy, Prentice Hall of India.

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
III	20P3BA17B	Organizational Change and Development	5	4

Learning objectives:

To provide with an opportunity to become familiar with the basic theories of changes management. To develop an awareness and fundamental knowledge of the need for change .why organization change or fail to change and how to plan for manage and measure change.

UNIT I

Organizational Change: Concepts, Importance, Evolution, Scope, Reason-Force For Change, Types of Changes, Process of Managing Organizational Change, organizational diagnosis, Individual , Group change and Organizational Change.

UNIT II

Change Process – Change Agent – Change Options – Action Research - Resistance to Change –Implementation of Change - Methods and Techniques of Overcoming Resistance to Change –Problems of Implementing Change – Readiness For Change –Approaches to Planned Change.

UNIT III

Organizational Development – Characteristics – Objectives – Benefits – Limitations – Assumption – Effectiveness – Values – Steps – Techniques - Beliefs in Organizational Development.

UNIT IV

Organizational Development Models – Team Development – Teams – Characteristics – Importance – Types – Building Effective Team Performance – Potential Team Problems – Techniques Used in Building Team Performance.

UNIT V

Organizational Effectiveness – Definition – Determining Factors– Effectiveness and Efficiency – Approaches to Effectiveness – Effectiveness Through Adoptive Coping Style – Rensis Linkert's Model of Effectiveness.

Learning outcomes:

After completion of this course, the students will be able to,

- Gaining knowledge about organizational development process.
- Analyse the reasons for changes that takes place in organization.
- Understanding the change management models.
- Understand the Skills that need to develop an action plan for the development process.
- Identify the best method to avoid resistance to change in an organization.

Text Books

1. Kavitha Singh Organization Change and Development – Excel Publication, New Delhi, 2005

References

2. Organizational Behavior– SachDeva– Lakshmi Narayanan Agarwal Publication
3. Organizational Behavior– Shashi K Gupta , Rosy and JoshyKalyani Publishers.
4. “Wendell. L. French, Cecil, H. Bell, Jr and Robert A. Zawackic”. Organization Development and Transformation, TMH, 2006
1. “Wendell. L. French, Cecil, H. Bell, Jr” Organization Development Prentice Hall of India, 2005
2. “Dr. Bhupen and Srivastava”, Organization Design and Development, Biztantra, 2007
3. “Edward. D. Hess”, The Road to Organic Growth”, TMH, 2007.

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
III	20P3BA18A	Tax Management	5	4

Learning objectives:

The main objective of the course is to give an understanding of income tax laws in India and be able to do tax planning. To identify the difference between tax evasion and tax planning.

UNIT I

Income Tax Act – Definition – Income – Agriculture Income – Assessee– Previous Year – Assessment Year – Residential Status – Scope of Total Income – Capital and Revenue – Receipts and Expenditure – Exempted Incomes.

UNIT II

Computation of Income From Salaries – Features of Salary – Salary Income – Allowances – Perquisites – Profits in Lieu of Salary- Deduction From Salary – Qualifying Amount For Deduction Under Section 80C - Income From House Property – Determination of Annual Value – Ownership of House Property – Deemed Ownership – Property Income Exempt From Tax - Deduction.

UNIT III

Computation of Profits and Gains of Business Or Profession – Chargeability – Computation of Income From Business Or Profession - Computation of Capital Gain – Capital Asset – Types – Transfer – Short Term Capital Gain – Long Term Capital Gain – Full Value of Consideration - Computation of Income From Other Sources – General Income – Specific Income – Amount Received As Gifts - Deduction.

UNIT IV

Set-Off and Carry Forward of Losses – Steps – Inter Head Adjustment – Carry Forward of Losses – Setoff Losses – Deduction From Gross Total Income – Deduction From Total Income – Deduction in Respect of Certain Payment – Certain Income -Computation of Tax Liability – Special Provisions – Computation of Total Income and Tax Liability of Individual.

UNIT V

Income Tax Authorities – Procedure For Assessment – Tax Deducted At Source (TDS) – Assessment of Individuals, Hindu Undivided Family, Partnership Firms and Companies.GST Procedures.

Learning outcomes:

After completion of this course, the students will be able to,

- Identify the different between tax evasion and tax planning.
- Apply the different provisions in the corporate tax laws can be used for tax planning.
- Understand the different types of incomes and their taxability and expenses and their deductibility.
- Demonstrate the outlines of tax laws.
- Understand the uses of deductions of expenses to reduce the taxable income

Note :Theory30% Problems - 70 %

Text and Reference Books :(Latest Revised Edition Only)

1. Gaur &Narang, “Income Tax Law &Practice”, DP Kalyani Publishers, New Delhi.
2. Dingarpagare, “Tax Laws”, S.Chand&Sons,New Delhi.
3. VinodK.Singhanian, “Direct Taxes”, Taxmann’s Publications, New Delhi.
4. T.S.Reddy&Hari Prasad Reddy, “ Income Tax Theory, Law &Practice”, Margham Publications, Chennai.
5. Government of India, Income Tax Manual
6. Dr.H.C.Mehrotra- Income Tax Law and Practice, Sahityabhavan Publications, Uttar Pradesh.
7. Dr.Bhagawathi Prasad - Law&Practice of Income Tax India, Vishwaprakashan Publishers, Delhi.

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
III	20P3BA18B	Performance and Compensation Management	5	4

Learning objectives:

To help the organization achieve competitive advantage to analyze integrate and applied the knowledge to solve compensation related problems in organization. To define rational and contemporary compensation systems in modern organizations.

UNIT1

Performance Management - Definition - Objectives - Characteristics –Benefits,Process- Contribution – Aims and Role - Disadvantages of Poor Implementation of Performance Management – Integration With Other Activities

UNIT II

Performance Appraisal - Features - Importance - Objectives - Benefits - Limitation - Process - Methods - Legal and Ethical Issues in Performance Appraisal -Performance Appraisal of Executives- Suggestions to Improve Performance Appraisal. Potential Appraisal - Objectives - Role - Techniques - Steps.

UNIT III

Performance Management and Strategic Planning - Definition - Purpose - Process of Limiting Plan to The Strategic Plan - Building Support - Performance Information – Need - Determining Overall Rating - Appraisal Period and Number of Meetings - Performance Audit.

UNIT IV

Compensation Management - Objectives - Evolution of Strategy Compensation – Developing A Compensation Philosophy - Theories of Compensation - Planning For Improved Competitiveness – Diagnosis and Benchmarking - Obtaining Commitment - Determination of Inter and Intra Industry Compensation Differentials.

UNIT V

Wage and Salary Administration - Objectives - Nature - Principles - Process - Factors Influencing Wage and Salary Administration- Developing The Pay Structure - Methods of Wage Payment - Time Rate - Piece Rate - Balance Method.

Learning outcomes:

After completion of this course, the students will be able to,

- Understand this concept and strategies to develop this sustainable growth in performance management.
- Demonstrate different integrate activates to improve organizational performance.
- Recognize how pay decision help the organization achieve competitive advantages.
- Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.
- Demonstrate comprehension by constructing

Text Books

1. Herman Aguims-Performance Management, Pearson 2008
2. A.M. Sarama-Performance Management- Himalaya Publishing House
3. Human Resource Management Text and Cases – Shashi K Gupta, Rosy Joshy– Kalyani Publishers.

References

1. DewajarGoel– Performance Management and Compensation, Prentice Hall of India.
2. Corinne Leech-Managing Performance – Elsevier.

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
	20P4BA19	Project		

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
IV	20P4BA20	Corporate Strategic Management	5	4

Learning objectives:

The Strategic Management course is designed to explore an organization's vision, mission, examine principles, techniques and models of organizational and environmental analysis,

Unit I Introduction to Strategies

Introduction, Fundamentals of Strategy, Conceptual Evolution of Strategy, Scope and Importance of Strategies, Purpose of Business, Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements, Core Competencies of Business

Unit II Strategic Management

Introduction, Strategic Management, Need, scope, key features and importance of strategic management, Role of Strategists in Decision Making, strategists at various management levels, Types of Strategies, Limitations of Strategic Management

Unit III Strategy Analysis

Introduction, Strategy Analysis and its Importance, Environmental Appraisal and Scanning Techniques, Organisational Position and Strategic Advantage Profile, Strategic Management Model

Unit IV Strategy Formulation and Implementation

Introduction, Strategy Formulation, Process in Strategy Formulation, Strategy Implementation and its Stages, Reasons for Strategy Failure and Methods to Overcome, Strategy Leadership and Strategy Implementation, Strategic Business Units (SBUs)

Unit V Strategic Control and Evaluation

Introduction, Strategy Evaluation, Strategic Control, Difference Between Strategic Control and Operational Control, Concept of Synergy and its Meaning, Key Stakeholder's Expectations

Learning outcomes:

After completion of this course, the students will be able to,

- Understand the strategic decisions that organizations make and have an ability to engage in strategic planning.
- Analyse the basic concepts, principles and practices associated with strategy formulation and implementation.
- Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.
- Analyze and evaluate critically real life company situations and develop creative solutions, using a strategic management perspective.

Text book

1. Namakumariand Ramaswami – Strategic Management – Macmillan
2. N.S. Guptha – Business Policy & Strategic Management, Himalaya Publishing House
3. P. Subbarao – Business Policy & Strategic Management ,Himalaya Publishing House
4. L.M. Prasad – Strategic Management, Sultan Chand & Sons.

Reference

1. Balasubramanian K. Strategic Management, Gigo Publications
2. P.K. Gosh – Strategic Planning and Management – Sultan Chand & Sons.

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
IV	20P4BA21	Services Marketing	5	4

Learning objectives:

Course Objectives: The course brings out the emerging service environment in India and the world. It emphasizes the distinctive aspects of Services Marketing. It aims at equipping students with concepts and techniques that help in taking decisions relating to various services marketing situations.

UNIT I

Services - Definition –Types- Need - Characteristics -Components - Classification - Difference between Goods and Services. - Growth of Service Sector.

UNIT II

Marketing Mix in Service Marketing: 7P's– Product Diffusion- Pricing Strategies and Tactics – Promotion of Services and Placing or Distribution Method for Services – Additional Dimensions in Services Marketing – People, Physical Evidence and Process– Internet As A Service Channel.

UNIT III

Marketing Management in Services – Matching Demand and Supply Through Capacity Planning and Segmentation - Types of Marketing Service Firms- External Marketing , Internal Marketing- Role,Components- Program and Steps in Implementing Internal Marketing - Interactive Marketing.

UNIT IV

Globalization of Services - Challenges to Global Service Marketers, Successful Global Service Marketing - Typical International Services - Launching of Services in The International Market - Strategic Implications of Internal Services Marketing - Global Brand Dominance in The Service Industries - Globalization and The Corporate Culture.

UNIT V

Marketing of Services - Bank Services,TransportServices,Educational Services - Hospital Services- Hotel Services - Consultancy Services and Personnel Care Services.

Learning outcomes:

After completion of this course, the students will be able to,

- Understand the nature of service, and distinguish between products and services.
- Identify the major elements needed to improve the marketing services.
- Develop an understanding of the roles of relationship marketing and customer service in adding value to the customer's perception of a service.
- Analyse the nature and development of a service marketing strategy.
- Recognize how services marketing principles can be used as conceptual framework to help managers identify and solve marketing problems.

Text Book

1. VasanthiVenugopal&Raghu V.N- Services Marketing, Himalaya Publishing House 2008
2. JhaS. M. – Services – Consultancy Services and Personnel Care Services

References

1. S. Shajahan – Services Marketing- Himalaya Publishing House 2008
2. K. Balaji – Services Marketing and Management, S. Chand & Co 2nd Edition 2008.
3. Ravishankar Service Marketing The Indian Perspective, Excel Books Newdelhi.
4. RajendraNargundekar Service Marketing Text and Cases Tata Mcgraw Hill Publishing Company Newdelhi.

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
IV	20P4BA22	Advertising and Sales Promotion	5	4

Learning objectives:

This course aims to explain the need and importance of advertising that influencing consumer buying decisions and develop market and business environment in competitive forces.

UNIT I Introduction

Advertising – definition and concepts, objectives and functions of advertising – classifications of advertising- economic & social implications of advertising – advertising budget – selection of Ad agencies – Ad campaign - case studies.

UNIT II Advertising Media

Advertising Media – Types – Print, Radio, TV, Cinema – Cinema – Internet, Email – Outdoor And Other Forms, Media Plan – Reach & Frequency Of Frequency Of Ads – Media Scheduling.

UNIT III Creativity in Advertising

Advertising copyright for print & broadcast media – principles, styles, advertising visualization & design – production of print, broadcast & other advertisements – measuring impact of advertising.

UNIT IV Promotion Mix

Promotion mix – sales promotional objectives and factors influencing sales promotion – push & pull strategies – promotion of sales force.

UNIT V Sales Promotion

Sales Promotion Choice – Sales Promotion Planning Process – Sales Promotion Tools and Techniques – Sales Promotion Evaluation – Case Studies.

Learning outcomes:

After completion of this course, the students will be able to

- Understand the different types of advertisement.
- Identify key players in advertising industry.
- Apply the ethics in advertisement.
- Identify the different types of sale personal.
- Identify the steps involve in sales force management.

Text book

1. Advertising & Sales Promotion By S.H.H. Kazmi Sathish K Batra, 3rd Edition, 2007.
2. George E Belch And Micael Blch, Advrertising& Promotion, 6th Edition Tata mcgraw Hill 2008.

Reference

1. S.A. Chunawala Advertising & Sales Promotion Management, Himalaya Publishing.
2. Pran Chowdry et. al., - Successful Sales Promotion – Macmillan
3. Advertising And Promotion – George E. Belch A. Belch Tata McGraw Hill.

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
IV	20P4BA23A	Foreign Exchange Market	5	4

Learning objectives:

Describe the functions of the foreign exchange market. Understand the different theories explaining how currency exchange rates are determined and their relative merits. Understand what managers do to manage exchange rate risks.

UNIT I: Elements for Foreign Exchange:

Meaning - Importance, evolution of exchange rates system - International monetary systems - Gold standard - Fixed exchange rates - Flexible exchange rates - Managed float system -Fluctuations in foreign exchange rate - its causes and effects - Need for stability in foreign exchange rate.

UNIT II: Foreign Exchange Market :

Cash and spot exchange markets Eurocurrency Markets, The Role of Commercial Banks, Mechanics of Making foreign payment, SWIFT, Costs Associated with International payments.

UNIT III: Determination of Exchange Rates :

Factors affecting exchange rates - International trade -Theories of determination of foreign exchange rates - The law of one price, purchasing power parity, Interest parity. Balance of payment theory - Forecasting Forex rates, the forward rate as a short - term forecast, technical forecasts, economic models, forecasting of fixed exchange rates from convertible currencies.

UNIT IV: Forex Trading:

Forex trading infrastructure and networks, control's on order placing, direct and indirect quotas, cross rates, speculation, exchange arithmetic psychology of the forex trader, computerized trading programme, information analysis of trading.

UNIT V: Indian ForexMarket :

Foreign exchange administration in India Setting up and operating a forex dealership - Convertibility of Rupees on current account.Convertibility of rupee on capital account, Pros and Cons, Foreign Exchange control objectives. Methods - Exchange control in India - Role of FEDAI - FERA 1973 to FEMA 1997 Bill - The Hawala market - Foreign exchange problems in India - Steps for settlement role of reserve Bank of India.

Learning outcomes

After completion of this course, the students will be able to,

- Analyzing the nature and functioning of foreign exchange markets.
- Understand the exchange rates and their forecasting
- Understand the foreign exchange risks and to identify risk management strategies
- Identify the international sources of long term finance.
- Understand foreign exchange markets, international financial markets and their functions & needs

REFERENCE :

1. A.V. Rajawade : Foreign exchange, International.
2. C. Jeevanandam Foreign exchange,
3. A.K. Chatterjee : Principles of foreign exchange,
4. C. Jeevanadam : Foreign exchange arithmetics.

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
IV	20P4BA23B	Knowledge Management	5	4

Learning objectives:

The objective of this course is to prepare students to understand the current theories, practices, tools and techniques in knowledge management (KM) to deal with the challenges with the organization and management of knowledge.

UNIT I

Knowledge Management – Importance – Need – Challenges – Process – Approaches – Strategies – Matrix – Knowledge Resources – Technology and Knowledge Management.

UNIT II

Knowledge Society – Drivers of Knowledge Management- Intellectual Capital - Knowledge Attributes - Fundamentals of Knowledge Formation - Tacit and Implicit Knowledge - Knowledge Sourcing, Abstraction, Conversion and Diffusion.

UNIT III

Knowledge Management and Organizational Learning Architecture - Important Consideration - Collection and Codification of Knowledge - Repositories, Structure and Life Cycle - Knowledge Management Infrastructure- Knowledge Management Applications - Collaborative Platform.

UNIT IV

Developing and Sustaining Knowledge Culture - Knowledge Culture Enablers - Knowledge Management Tools and Techniques - Knowledge Management and Measurement – Designing Knowledge Management Team – Creating Knowledge Management System – Blueprint – Implementation.

UNIT V

Knowledge Audit - Knowledge Careers - Practical Implementation of Knowledge Management System - Case Studies- Role of Knowledge management in Organization.

Learning outcomes:

After completion of this course, the students will be able to,

- Apply complex theories and practice of knowledge and intellectual capital management;
- Apply theories to a wide range of scenarios;
- Formulate action plans for knowledge intensive organizations;
- Distinguish aspects of industrial era management that may be inappropriate for knowledge intensive organizations and provide alternatives;
- Formulate a framework for thinking about knowledge intensive organizations;
- Identify different tools and techniques that enhance knowledge management.

Text Book

1. Sudir Warier – Knowledge Management - Vikas Publishing House. 2003
2. RatanReddy.B–Knowledge Management, HPH, 2nd Edition 2011.
3. Dr. P. Dhanalakshmi- Knowledge Management – Archers and Elevators Publishing 2018
4. Human Resource Management Text and Cases – ShashiK Gupta, Rosy Joshy – Kalyani Publishers.

Reference Books

1. Joseph M. Firestones and Mark W.Mc Elroy Key Issues in The New Knowledge Management –Hineman(Www.Elsevier.Com)
2. Dauyl Morey &Others -Knowledge Management, Classic and Contemporary, MIT Press 2000
3. SheldaDevbowsk– Knowledge Management – John Wiley Elias M. Awad, Hassan and M. Ghaziri– Knowledge Management ,PHI2nd Edition.

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
IV	20P4BA24A	Financial Derivatives	5	4

Learning objectives:

The objective of this course is to introduce the participants to derivative instruments, namely, forwards, futures, options and swaps, and their valuation. The participants are expected to carefully go through the pre class readings before each session to facilitate an interactive discussion in the class. They are also requested to bring their calculators, preferably scientific calculators to the sessions.

UNIT– I

Development and Growth of Derivative Markets, Types of Derivatives Uses of Derivatives, Fundamental Linkages Between Spot & Derivative Markets, The Role of Derivatives Market, Uses and Misuses of Derivatives.

UNIT– II

Structure of Forward and Future Markets – Mechanics of Future Markets Hedging Strategies - Using Futures – Determination of Forward and Future Prices – Interest Rate Futures Currency Futures and Forwards.

UNIT– III

Options, Distinguish Between Options and Futures, Structure of Options Market, Principles of Option Pricing, Option Pricing Models: The Binomial Model, The Black-Scholes Merton Model. Basic Option Strategies - Advanced Option Strategies - Trading With Options - Hedging With Options-Currency Options.

UNIT– IV

Introduction, Types, Commodity Futures and Options, Swaps Commodity Exchanges Multi Commodity Exchange, National Commodity Derivative Exchange. Role, Functions and Trading.

UNIT– V

Concept and Nature, Evolution of Swap Market, Features of Swaps, Major Types of Swaps, Interest Rate Swaps, Currency Swaps, Commodity Swaps, Equity Index Swaps, Credit Risk in Swaps, Credit Swaps, Using Swaps to Manage Risk, Pricing and Valuing Swaps.

Learning outcomes:

After completion of this course, the students will be able to

- Understand the fundamental features of financial derivative instruments.
- Identify the security that used for hedging and /or speculative purposes.
- Analyse and estimate value at risk for various energy derivatives.
- Integrate the various energy derivative products and their performance in Indian and global markets.
- Understand the different securities of financial derivatives that develop financial performance of company.

Text Books:

1. John C Hull, Options, Futures and Other Derivatives”, Pearson, 2012.
2. Robert A Strong,” Derivatives An Introduction”, Thomson, 2012
3. Dubofsky, Miller,” Derivatives Valuations and Risk Management”, Oxford, 201

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
IV	20P4BA24B	Labour Legislation	5	4

Learning objectives:

- To know the development and the judicial setup of Labour Laws.
- To learn the salient features of welfare and wage Legislations.
- To learn the laws relating to Industrial Relations, Social Security and Working conditions.
- To understand the laws related to working conditions in different settings

UNIT I

Labour Legislation - Objectives - Need - Classification - Principles - The Trade Union Act 1926 - Objects - Registration of Trade Unions - Rights and Liabilities - Regulations - Penalties and Procedure.

UNIT II

The Factories Act 1948 - Preliminary - The Inspecting Staff - Health - Safety- Welfare - Working Hours of Adults- Employment of Young Person - Annual Leave With Wages - Penalties and Procedure.

UNIT III

The Workmen's Compensation Act 1923 - Workmen Compensation - Commissioner-Rules - The Employee State Insurance Act 1948 - Corporation, Standing Committee and Medical Benefit Council - Finance and Audit - Contributions - Benefits - Disputes and Claims - Penalties.

UNIT IV

The Bonded Labour System (Abolition) Act 1976 - Abolition of Bonded Labour System Extinguishment of Authority to Repay Bonded Dept- Implementing Authorities - Vigilance Committees- Employees Family Pension Scheme 1971- NEW PENSION SCHEME - Benefits - Applicability.

UNIT V

The Child Labour(Prohibition and Regulation) Act 1986 - Prohibition of Employment of Children - Regulations of Conditions of Work of Children - Penalties and Offences - The Contract Labour Act 1970 - Registration - Licensing of Contractors -Welfare and Healthy of Contract Labour.

Learning outcomes:

After completion of this course, the students will be able to,

- Understand the advanced rules and regulations that regulate by the institutions.
- Apply the legal principles to protect both labour and industry.
- Understand the way in which the labour and industry to maintain the relationship.
- Understand the salient features of welfare and wage Legislations also to integrate the knowledge of Labour Law in General HRD Practice.
- Analyse the laws relating to Industrial Relations, Social Security and Working conditions and also learn the enquiry procedural and industrial discipline.

Textbook

1. Labour Laws: B. NandhaKumar VIJAY NICOLE Imprints Private Limited, Chennai.
2. P. Saravanavel – Labour Legislation – Eshwary of Publication Chennai 2010

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
IV	20P4BA25A	Corporate Finance And Restructuring	5	4

Learning objectives:

The course aims to facilitate understanding of corporate merger and acquisition activity, restructurings and corporate governance. The focus will be on fundamental concepts of valuation and analytical tools of corporate finance related to restructuring. The aim of the course is for the students to understand the motivations, decision processes, transaction execution, and valuation consequences of financial, business, and organizational restructuring by corporate units. It combines applied theoretical approach with the case study method through detailed analysis of domestic and global restructuring cases.

UNIT I Overview of Corporate Finance and Restructuring

corporate restructuring - concepts - objectives - forms - significance - application - process - motives - problems of restructuring - dividend and retention and policies of corporate.

UNIT II Dimensions Of Mergers and Acquisition

Mergers and Acquisition concepts - types - process - accounting for Mergers and De-mergers - Regulatory frame work of mergers and Acquisition due diligence for M&A regulatory issues in M&A SEBI guidelines.

UNIT III Valuation Aspects of Corporate Restructuring

Methods of payment for A&M fundamentals of corporate valuation.principles of valuation - valuation of business and assets for corporate restructuring valuing synergy.

UNIT IV Financing Mergers

Financing merger - methods- cash offer - share exchange ratio - operating and financial synergy - accounting for amalgamation. Pooling of interest method, purchase method - procedure lock down under companies Act 1956.

UNIT V Resolution Strategies

Restructuring of equity - debt compromise and arrangement - sale of assets valuation. Convening and conduct of meeting - preparation and approval of resolution plan - contents of resolution plan - submission of resolution plan - approval of resolution plan.

Learning outcomes:

After completion of this course, the students will be able to,

- Understand the takeover process, specifically the legal, tax and financial issues, in Australia and overseas markets.
- Understanding of governance issues and how M&A can help resolve agency issues that arise from poor governance structures.
- Understand the restructuring choices faced by managers and how these choices help resolve agency problems within firms.
- Understand alternative control strategies, including leverage buyouts, joint ventures and going private transactions.
- Understand merger arbitrage investment strategies, and takeover defences and the controversy surrounding such practice.

Textbook

Strategic Management Text and Cases C. N SontakkiNeetiGuptha, AnujGuptha, Kalyani Publications.

Semester	Subject Code	Title Of The Paper	Hours Of Teaching/Week	No Of Credits
IV	20P4BA25B	Managing Interpersonal Behaviour	5	4

Learning objectives:

Demonstrate their skill to communicate around different work cultures. Employ methods for empathy and active listening. Constructively manage criticism and appropriately respond to it. Handle different behavioural cycles and personality types among individuals Build a positive connection by building a better rapport. Use the tools of influence and persuasion while communicating and trading with others .Analyze and build upon self-interpersonal skills and style

UNIT I

Self – Definition, self perception, Self Schemes, Gaining Self Knowledge, Self Knowledge, Self Awareness, Self Effectiveness, Self Presentation Motives And Strategies, Self Monitoring, Impression Management.

UNIT II

Communication: Models, types, Oral, written, verbal, non-verbal. Qualities of a Good Speaker, Barriers - Ways of Over Coming - Nonverbal Communication - Paralanguage, Eye Contact, Facial Expression, Kinesics, Body Language, Deception, and Detecting Deception.

UNIT III

Assertive Training- Nature, Importance & Relevance To Organizational Life - Assertion and Aggression, Assertive Writing, Preparing For Assertive Business Writing - Tools, Tips, Pitfalls, Persuasion. When to Say Yes/No. Being Assertive With Oneself - Cutting, Rewriting, Editing. How To Enhance Individual Assertiveness?

UNIT IV

Transactional Analysis - Ego States, Exclusion Contamination, Strokes, Life Positions, Types Of Transactions, Time Structures - Withdrawal, Rituals, Pastimes, Activities, Games - Types, Stamps, Rackets And Sweat Shirts, Scripts. Advantages And Disadvantages Of TA, TA Tips For Performance Interviews, Development Planning With Subordinates, TA Tips For Selection.

UNIT V

Counselling - Other Interventions - Steps Elements ofCounselling - Counsellingasa Helping Strategy and Significance Predicting People's Problems Journey into Life Space.Anxietyand Stress.Counseling To Develop Organisations, Check List forCounsellors, Training forCounselling.

Learning outcomes

After completion of this course, the students will be able to,

- Critically analyze the components of effective interpersonal communication skills.
- Understand the uses of self-analysis and reflection to examine personal communication styles and the attitudes, beliefs and values that underlie them.
- Understand the interpersonal communication skills to establish and enhance personal and work-based relationships characterized by open and honest communication and effective conflict resolution.
- Utilize effective communication skills appropriate to the purpose, audience, and situation.

References :

1. Venkatapathy.RAndJackson.P.T. Managing Interpersonal Effectiveness, Adhithya Publishers, 2003.
2. Thomas Harris I'm Okay, You're Okay.
3. FishertUray Getting To Say Yes: Negotiating An Agreement Without Giving In AMA, 1993. 4. Wwww. Ta Tutor.
4. Robert L.GibsonAnd Marianne H.Mitchell, Introduction To Counseling And Guidance, VI Edition, PHI, 2005.