

PROFILE

The College

An accomplished dream of the Vandayar family particularly of late Rao Bahadur Sri. A.Veeriya Vandayar and his illustrious brother late Sri. A.Krishnasamy Vandayar, Sri Pushpam College came to exist as reality in the year 1956 at Poondi, Thanjavur Dt., named after the family deity Sri Pushpavaneshwarar. In fond memory of the Founder, the college was renamed in 1972 as 'A. veeraiya Vandayar Memorial sri Pushpam College'. With a fabulous endowment of 600 acres of fertile land, the college is situated in 82 acres of land amidst serene beauty and sylvan surroundings, a fitting haven for the pursuit of higher education.

The college has to its credit 55 long years of superlative academic Endeavour and excellence, under banner of over 24 years of functional autonomy and re-accreditation with 'A' Status awarded by the NAAC. This golden jubilee Institution reigns supreme in the arena of academic ambience of higher education with global standards.

In memory of the Golden Jubilee year , a Vocational Education Center by name "Sri Pushpam Institute of Vocational Education and Training" was established at Thanjavur 2006 to impart Diploma and Certificate courses for students to acquire employability skills.

A Two year Master of Business Administration (M.B.A) Course

Affiliated to Bharathidasan University

From the 2000, the college started offering Master of Business Administration course affiliated to Bharathidasan University approved by AICTE. Since the inception the various batches have been securing Universities Ranks consistently and for the academic year 2014-2015, our MBA student has achieved Second rank in the MBA – University rank Examination, of Bharathidasan University, Trichrappalli.

The courses are handled by highly experienced, qualified and professional teachers , both full time and visiting faculty. The college has excellent infrastructure for running the course a well – equipped library, a computer center with internet facilities, web enabled classroom etc.

The college also offers placement services for those seeking jobs after the M.B.A.

Future Prospects:

The students of MBA are eligible to get job in corporate, Govt and semi govt institutions. They are also eligible to work in MNCs.

MBA COURSE

1.Objectives

The Primary purpose of the two year programme of Master of Business Management is to provide a high quality professional education in business for young boys highly.

- i) to join senior executive positions in industry, business and non- profit Organizations
- ii) to seek entrepreneurial or self – employment positions especially in small industry
- iii) to serve as business oriented computer professionals.

The specific objectives of the programme consist of the following:

1. To develop the knowledge and perceptive skills among candidates as to business activity;
2. To expose the candidates to the environment –(Social, Economic and legal in which business Functions)
3. To enable the candidates to understand why the individuals, groups and organizations behave as they do;
4. To equip the candidates with the knowledge of using computers, quantitative tools and analytical methods to help them in decision making;
5. To familiarize the candidates with basic business functions of management
6. To facilitate and in-depth study of one of the elective groups they choose.

2. Regulation– Eligibility for Admission to MBA Degree

To get admission into MBA course, the candidates shall be required to have passed the degree examination of this state or an examination recognized as are equivalent thereto. They are required to

- a) Write TANCET Examination to get admission in M.B.A

3. Instructions to Students:

- a) **Timings** – The classes begin from 8.30 a.m and may sometimes stretch upto 4 p.m., if the concerned faculty requires extra time.
- b) **Discipline** – Strict discipline must be maintained during the classes and during the break timings. Students must stand on entry of the faculty and wish them.
- c) **Attendance** – is compulsory for all classes
- d) **Maintenance** – the class representative as well as other students must see that their class is well maintained.
- e) The students are expected to confirm with the dress code specified by the college and the department.

4. Course of Study:

With a view to achieve the objectives stated earlier, the programme of MBA is structured to consists of courses on communication skills, business environment, Behavioral process, Economics, Computer technology, Analytical tools, Methods and Tools, Major functional areas of Business and an in- depth study of one of the elective groups.

**A.VEERIYA VANDAYAR MEMORIAL SRI PUSHPAM COLLEGE
(AUTONOMOUS),
POONDI, THANJAVUR DIST.**

**Question Pattern for UG and PG Programmes for students to
be admitted during 2014 – 2015 and afterwards**

Total Marks: 75

QUESTION PATTERN

**SECTION – A
(Question 1 to 5)**

5 x 4 = 20 Marks

1. Short Answer Questions.
2. "either / or" type choice.

**SECTION – B
(Question 6 to 10)**

5 x 8 = 40 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

1 x 15 = 15 Marks

1. Compulsory – Cash Study
2. Choose One questions from 5 units of the Syllabus.

Semester	Subject Code	Title of the Paper	Hours of Teaching / Week	No of Credits
I	14P1BA1	MANAGERIAL COMMUNICATION	5	4

UNIT – I INTRODUCTION

15 Hours

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

UNIT – II LETTERS

15 Hours

Kinds of Business letter – format- letter to Enquiry, offer quotations, status enquiry, Order and their execution-complaints and their adjustments – collection letter – Interview and application letter.

UNIT – III NON VERBAL

15 Hours

Non-verbal Communication, Personal Appearance- Posture-Video & Audio Communication –Face to Face Communication – Transactional Analysis.

UNIT –IV LISTENING AND COMMUNICATIONS

15 Hours

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

UNIT – V CONDUCTING MEETING

15 Hours

Conducting meetings: procedure-Preparing Agenda, Minutes and Resolutions conducting seminars & conference: procedure of presentation-Group Discussion- Drafting speech-Negotiation skills.

Text book

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

References

1. Rajendrapal, J.S.K.orlahalli-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	14P1BA2	ETHICS IN MANAGEMENT	5	5

UNIT – I MANAGEMENT PHILOSOPHY

15 Hours

Principles of Ethics from Srimad Bhagavathgita – Concepts – Meaning- Definition – Nature – Objectives – Three types – Management ethics – Benefits – Theories of Ethics –Divine managerial qualities from ethics-Management thoughts in Thirrukkural.

UNIT – II MANAGERIAL EFFECTIVENESS

15 Hours

Tips to keep yourself inspired- Emotional intelligence in respect of work place success- Using emotional intelligence on the job- Emotional intelligence and management development- Facing life challenges from Srimad Bhagavad Gita.

UNIT – III VALUES AND CULTURES

14 Hours

Values- Characteristics –Managerial values – Values of Indian Managers – Culture originate- Advantages of Teamwork based culture – Factors that contribute to role efficacy in organizational culture.

UNIT –IV BUSINESS ETHICS

15 Hours

Definition – Nature – Need – Importance – Scope – Objectives – Factors – Relevance of Ethics and values in Business- Ethical decision making in business – Benefits of managing ethics in the work place- Approaches to manage ethical conduct in business.

UNIT – V APPLIED ETHICS

16 Hours

Ethics in Teaching and Learning: Ethics in Finance- Financial Market- Ethics in HRM-human quality development :Ethics in Marketing – Social issues advertising :Ethical issues in Society-Corruption and Bribery-Causes of Corruption In India – effect of Bribery in the common man and society.

References

1. Business Ethics – GSV Murthy, Himalaya publication, New Delhi,2010.
2. Ethics in Management –Swami Anubhavanandha, Aryukumar, Ane books Ltd,2010.
3. Business Ethics and Value-D.Senthil kumar,A.Senthil Rajan.HPH,2010.
4. Ethics and values in Business management – Rinku Sanjeev,Parul Kharna, Ane books Ltd,2011.
5. Values and Ethics- Shandeep Sharma,Nikil Kulshrestha, vayu Education of India Publication.

Semester	Subject Code	Title of the Paper	Hours of Teaching / Week	No of Credits
I	14P1BA3	MANAGEMENT INFORMATION SYSTEM	5	5

UNIT-I INTRODUCTION

15 Hours

Need for IS Business-Fundamental of IS-System Concept-Component of IS – IS Resources -Activities-Overview of IS-Business model & Information System Architecture-Global Business scenario-.Trends in Technology and Applications.

UNIT-II INFORMATION SYSTEMS

15 Hours

Functional Areas – Marketing Information System-Manufacturing Information System- Human Information system-Financial information System-Transaction Information System-Managing International Information System.

UNIT-III DECISION SUPPORT SYSTEM

15 Hours

Concept of Decision Support System – Expert System - Examples - Executive Information System - Artificial Intelligence Technologies.

UNIT-IV STRATEGIC ROLES OF IS

15 Hours

Strategic Role of IS-Breaking Business Barriers-Re-engineering Business Process-Improving Business Quality – Creating virtual Company- Building knowledge creating Company –Using internet Strategically –Challenges of Strategic IS.

UNIT-V ENTERPRISE MANAGEMENT

15 Hours

Enterprise Management-Information Resources Management-Strategic Management-Operational management-Resources Management- Technology Management- Distributed Management- Organizing Planning- IS Planning Tools – Security & Ethical challenges: IS Controls-Facility controls- Procedural controls-Computer Crimes-Privacy issues.

References:

1. Gordon B Davis– Management Information System, Tata McGraw Hill 3rd Edition 2000
2. James O Brien- Management Information Systems 7th edition TMH 2007
3. Jane P.Lauden and Kenneth C.Lauden MIS 10TH Edition Pearson Education 2007

Semester	Subject Code	Title of the Paper	Hours of Teaching / Week	No of Credits
I	14P1BA4	MANAGERIAL ECONOMICS	5	5

UNIT – I NATURE AND SCOPE

15 Hours

Nature and Scope of Managerial Economics – Market Efficiency and Problems of Economic Organization – Productive Efficiency Vs Economic Efficiency -- Analysis of Market Mechanism– Law of Demand – Nature of Demand Curve – Elasticity of Demand – Supply and Elasticity of Supply.

UNIT – II DEMAND FORECASTING

15 Hours

Demand Forecasting – Types – Purposes – Criteria of a Good Forecasting Method – Methods of Forecasting – Opinion Survey, Delphi Method - Expert Opinion and Collective Opinion.

UNIT – III PRODUCTION AND COST FUNCTION

15 Hours

Production Function – Law of Variable Proportion –Theories of Firm - Laws of Return - Returns to Scale - Ridge Lines - Economics of Scope - ISO Quant Curve - Properties – Production Possibility Curve - Cost Function - Cost Concepts and Classification – Cost Volume Profit relationship – ISO Cost line - Least Cost combinations.

UNIT – IV PRICING AND OUTPUT DECISION

15 Hours

Pricing under Different Market Structures – Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly – Cartel – Duopoly - Monopsony - Pricing Methods – Cost plus – Rate of return, Managerial Costs Pricing, Going Rate Pricing Customary Prices – Dual Pricing and Administrated Pricing – Transfer Pricing.

UNIT – V CIRCULAR FLOW

15 Hours

Circular flow of Income and Expenditure – National Income – Business Cycles – Inflation and Unemployment – Philip’s Curve and Okun’s Law – Market Failures, Externalities and Government Regulation – New Economic Policy – Liberalization, Privatization and Globalization (LPG).

Text Books

1. E.Narayanan Nadar and S.Vijayan- Managerial Economics, Prentice Hall of India,2009.
2. D.M. Mithani - Managerial Economics, Himalaya Publishing House, 5th Edition, 2013.
3. R.L. Varashney and K.L. Maheshwari- Managerial Economics, Sultan Chand & Sons
4. P.L.Metha- Managerial Economics, Sultan Chand and Sons

References

1. Atmanand Managerial Economics – Excel Books, 2nd Edition, 2009.
2. D.N. Dwivedi - Managerial Economics – Vikas Publishing House, 2008, 7th Edition
3. Peterson & Lewis - Managerial Economics, Prentice Hall of India, 1999.
4. Samuleson Nordhaus – Economics, Tata McGraw Hill
5. A. Koutsoyiannis – Modern Micro Economic, Macmillan Publication.
6. M.A. Beg and Manojkumar Dash – Managerial Economics, Ane Books.

Semester	Subject Code	Title of the Paper	Hours of Teaching / Week	No of Credits
I	14P1BA5	ORGANISATIONAL BEHAVIOUR	5	5

UNIT: I INTRODUCTION

15 Hours

History of Management Thought: Henri Fayol's Principles of Management – Organizational Behaviours: Definition, need and Importance – Nature, Scope, Challenges and Contributing Disciplines – Organizational Goals and Achievements.

UNIT: II INDIVIDUAL BEHAVIOUR

16 Hours

Personality – Types – Factors influencing Personality – Perception - Theories perception - Perceptual Process – Factors influencing perception - improving perception – Attitudes – Characteristics – Components – Formation – Measurement – Learning – The Learning Process – Learning Theories – Organizational Behaviour Modification – Motivation and morale – Importance – Types – Theories – Job Stress and Behaviour.

UNIT: III GROUP BEHAVIOUR

15 Hours

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: IV STRUCTURAL AND CULTURAL DIMENSIONS

14 Hours

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

UNIT: V INTER GROUP

14 Hours

Stress Management-Meaning and Definition- Nature of stress- Personality and stress-sources of stress-Consequences of stress-coping strategies for stress-Individual and organizational approaches.

Text Books

1. Organisational Behaviour– Stephen.P.Robbins, Seema Senghi, Timorthy A.Judge (Pearson Edition) - 2008.
2. OB managing people & organization 7th edition Georgy Moorhood, Ricky W.Griffin.

Reference

1. Koontz, Weihrich & Aryasi (POM) TMH, New Delhi.
2. Luthans, Fred; Organisational Behaviour 11th edition Tata McGrawHill 2009.
3. Aswothappa, Organisational Behaviour, Himalaya 2009.

Semester	Subject Code	Title of the Paper	Hours of Teaching / Week	No of Credits
I	14P1BA6	ACCOUNTING FOR MANAGMENT	5	5

UNIT – I FINANCIAL ACCOUNTING

15 Hours

Financial Accounting – Accounting Standards - Concepts and Conventions – Journal – Ledger – Trail Balance – Preparation – Final Accounts with Simple Adjustments.

UNIT – II MANAGERIAL ACCOUNTING

15 Hours

Managerial Accounting – Relationship between Financial, Cost and Management Accounting – Financial Statement Analysis – Common Size Statement – Comparative Finance Statement - Trend Analysis – Value Added Statement - Ratio Analysis (Simple Problems).

UNIT – III MARGINAL COSTING

15 Hours

Marginal Costing – Cost – Volume – Profit Analysis - Break even Analysis - Managerial Application of Marginal Costing and Differential Costing – Life Cycle Costing – Target Costing – Activity Based Costing.

UNIT – IV BUDGETARY CONTROL

15 Hours

Budgetary Control – Functional Budgets, Cash Budgets, Flexible Budget, Zero Base Budgeting (ZBB).

UNIT – V FUNDS FLOW AND CASH FLOW

15 Hours

Funds Flow Statement and Cash Flow Statement – Objectives and Significance – Limitations (Simple Problems only)

Text books

1. N.P.Srinivasan & Sakthivel Murgan-Accounting for Managers–S.Chand 2nd Edition 2012
2. Jayapandiyan .S - Accounting for Managers, Ane Books, New Delhi. 2nd Edition 2008
3. Jawahar Lal - Accounting for Management, HPH.2002 3rd edition

References

1. Jain & Narang – Advanced cost Accounting, Kalyani Publishers 2005, 6th Edition
2. Shrama & Gupta - Management Accounting – Kalyani publisher 5th Edition 2007.
3. D.K. Mittal - Management Accounting, Gulgotia Publication 1st Edition 2007.
4. Pillai Bagawathi - Management Accounting, S.Chand 4th Edition 2006
5. M.N. Arora – Accounting for Management, HPH. 4th Edition 2008.

Marks Allocation: Problems-75 Theory -25

Semester	Subject Code	Title of the Paper	Hours of Teaching / Week	No of Credits
II	14P2BA7	HUMAN RESOURCE MANAGEMENT	5	5

UNIT-I INTRODUCTION

15 Hours

Human Resource Management: meaning-nature-scope-functions-objectives- Environment of HRM: external forces-internal forces- role of HRM- Opportunity and Challenges of HRM.

UNIT-II RECRUITMENT AND PLACEMENT

15 Hours

Basics of Job Analysis-Methods for Collecting Job Analysis Information-Job Descriptions-Job Satisfaction-Job Enlargement, Job Enrichment, job rotation, HRP- Recruitment & selection process- Planning & forecasting – Sources of Recruitment- Recruitment of Diverse work force-Employee Testing & Selection-Basic types of Interviews-Errors in interviews-Translating Strategy into HR-Policies & Practices.

UNIT-III PERFORMANCE APPRAISAL AND TRAINING & DEVELOPMENT OF EMPLOYEES

15 Hours

Concept of Performance-Management Appraisal-Techniques for Performance Appraisal-Career Management-Employer Life Cycle-Career Management & Talent Management, Analyzing Training needs& Designing the program –Implementing different training program-Implementing Management Development Programs-Evaluating the Training Programs.

UNIT-IV COMPENSATION

15 Hours

Basic factors in Determining pay structure-Establishing pay rates- Pricing Managerial and Professional Jobs-Special Topics in Compensation-Benefits-Insurance-Retirement Benefits-Personal Services& family friendly benefits-Salient features of Workmen Compensation Act & Minimum Wages Act.

UNIT-V EMPLOYEE RELATION

5 Hours

Labor Movement-Collective Bargaining Process-Grievances-Managing Dismissals-Employee safety and Health- Occupational safety law – Work Place Health Hazards Problems & Remedies- Salient features of industrial disputes acts 1947- Factories Act, Mines Act.

Text Book

1. C.B.Mamoria & V.S..P.Rao, Personnel Management, HPH, 2012
2. K.Aswathappa, "Human Resource Management , Text and cases ", TMH,2011.
3. Seema sanghi, "Human Resource Management" Macmillan, 2012
4. Dr. Anjali Ghanekar, "Essentials of Human Resource Management", Everest, 2010.

Semester	Subject Code	Title of the Paper	Hours of Teaching / Week	No of Credits
II	14P2BA8	FINANCIAL MANAGEMENT	5	5

UNIT – I INTRODUCTION

15 Hours

Financial Management – Objectives, Scope and Functions of Financial Management - Time Value of Money – Future of a Single Amount Annuity.

UNIT – II INVESTMENT DECISION AND CAPITAL BUDGETING

15 Hours

Capital Budgeting – Payback Period Method – Accounting Rate of Return – Discounting Cash Flows -Net Present Value Method– Internal Rate Return Method- Profitability Index Method – Investment Decision Under Risk and Uncertainty .

UNIT – III WORKING CAPITAL MANAGEMENT

15 Hours

Working Capital Management – Concepts – Types - Estimating of Working Capital – Determinants of Working Capital – Components - Cash, Short term Investments - Receivables and Inventory Management.

UNIT – IV LONG TERM CAPITAL MANAGEMENT

15 Hours

Long Term Financial Management – Cost of capital -- Marginal cost of capital – Cost of Equity, Preference Share, Debt and Retained Earnings - Weighted Average- Cost of Capital – Capital Structure – Optimum Capital Structure – Determinants of Capital Structure.- Leverage Analysis – Operating Leverage – Financial Leverage , Combined Leverage, Indifference Point, EBIT _ EPS Analysis- M.M.Hypothesis.

UNIT – V DIVIDEND AND RESERVES POLICY

15 Hours

Dividend Policy – Determinants of Dividend Policy – Gordon’s Model – Walter’s Model and MM Model – Management Reserves and Surplus – Types of Dividends.

Marks – Theory 60% Problem 40%

Text Book

1. Sharma & Sasi Gupta - Financial Management, Kalyani Publishers.
2. Ramachandran & Srinivasan - Financial Management, Sriram Publication
3. Moorthy - Financial Management, Margham Publication.

Reference

1. Prasanna Chandra - Financial Management - Tata McGraw Hill, New Delhi.
2. Pandey I.M - Financial Management , Vikas House Ltd, New Delhi
3. Khan & Jain - Financial Management - Tata McGraw Hill, 2000.
4. Saranavel. P - Financial Management, Galgotia
5. Van Horn - Financial Management, PHI
6. Hampton - Financial Decision Making, PHI
7. Kothari & Dutta – Contemporary Financial Management, Macmillan
8. Bhalla - Financial Management, Anmol Publications.

Semester	Subject Code	Title of the Paper	Hours of Teaching / Week	No of Credits
II	14P2BA9	MARKETING MANAGEMENT	5	4

UNIT-I INTRODUCTION**15 Hours**

Marketing Management - Definition -Core Concept- Functions - Marketing Environment - Market Oriented Strategic Planning - Market Segmentation and Targeting.

UNIT-II CONSUMER BEHAVIOUR**15 Hours**

Consumer Behavior - Cultural, Personal, Psychological Factors - Geographic, Demographic, Psychographic, Behavioral, Volume and Benefit Buying Process - Buying Decision Process- Buying Models - Buying Motives.

UNIT-III PRODUCT DEVELOPMENT AND PRICING DECISION**15 Hours**

Marketing mix - Product planning and Development - Product Life Cycle - Brand, Packaging, Labeling - Developing New Product - Market research and Market information System- Pricing Decisions. -Market Strategies.

UNIT-IV PROMOTION MIX AND PHYSICAL DISTRIBUTION**15 Hours**

Integrating Marketing Communication - Promotion Methods: Advertising, Personnel Selling, Sales Promotion and Public relations - Distribution Mix- Managing Marketing Channels - Retailing and Whole selling - Physical Distribution Management.

UNIT-V TRENDS IN MARKETING**15 Hours**

Information Technology- Impact on Marketing Decisions: Online Marketing - Web based Marketing Programmes- Emerging New Trends and Challenges to Marketers.

Text Books:

1. V.S. Ramasamy & B.Namakumari - Marketing Management, Macmillan 3rd edition 2004
2. R.L. Varshney & S.L. Gupta- Marketing Management - Sultan Chand and Sons

Reference:

1. Philip Kotler-Marketing Management, Prentice Hall of India.2006
2. Rajan Saxena-Marketing Management, Tata McGraw Hill Publishing Co.2008 3rd edition
3. Dr.C.B. Gupta & N. Rajan Nair-Marketing Management, Sultan Chand & Sobs.
4. Arun Kumar & Meenashi - Marketing Management, Vikas publication.
5. Czinkota & Kotabe - Marketing Management, Thompson 2nd edition 2008
6. Karunakaran.K - Marketing Management , Himalaya Publishing House.

Semester	Subject Code	Title of the Paper	Hours of Teaching / Week	No of Credits
II	14P2BA10	RESEARCH METHODOLOGY	5	5

UNIT – I INTRODUCTION**15 Hours**

Scientific Research Methods - Social Science Research –Nature and Problems – Objectives – Criteria of Good Research - Types of Research - Research Process– Selection of Research Problem– Research Methods vs. Methodology.

UNIT – II RESEARCH DESIGN AND DATA COLLECTION**15 Hours**

Research Design – Meaning – Need – Features of a Good Research Design – Different Research Design - Formulation of Hypothesis – Testing of Hypothesis - Methods of Data collection – Pilot Study and Pre – Testing – Primary and 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**15 Hours**

Description Statistics – Measures of Central Tendency – Measures of Dispersion - Test of Significance – t -chi Square and F tests - Steps involves in Parametric and Non-Parametric Tests – Estimation Point and Interval.

UNIT – IV ANALYSIS AND CALCULATIONS**15 Hours**

Correlation – Regression – Rank Correlation – Application of Statistical Package for Social Science (SPSS).

UNIT – V INTERPRETATION AND REPORT WRITING**15 Hours**

Interpretation and Presentation of Research Findings - Report writing – Meaning - Significance of Report Writing – Mechanisms of Report Writing – Use of Foot Notes and Citations - General Format.

Text Books

Umasekaran-Research Methodology in Business ,Prentice Hall of India, New Delhi, 2008.
C.R. Kothari - Research Methodology, New Age Publication,2011

References

Donald R. Cooper & Pamela S.Schindler-Business Research Methods- Tata McGraw Hill.9th Edition 2006.
R.Panneerselvam- Research Methodology PHI 6th Edition April 2008.

Semester	Subject Code	Title of the Paper	Hours of Teaching / Week	No of Credits
II	14P2BA11	APPLIED OPERATION RESEARCH	5	5

UNIT – I INTRODUCTION

15 Hours

Operations Research – Evaluation of the Field, Scope and Limitation – Formulation of LPP – Graphical Method – Simplex Method (Simple problem only)

UNIT – II TRANSPORTATION PROBLEM

15 Hours

Transportation Problem – Initial Basic Feasible Solution – North – West Corner Method – Least Cost Method – Vogel’s Approximation Method – MODI Optimality Test – Assignment Problems.

UNIT – III GAME THEORY

15 Hours

Two Person Zerosum Games – Games with Mixed Strategies – The Graphical Method – Dominant Property.- Replacement Problem : Replacement of Equipment which Deteriorates Gradually - Replacement of Equipment that Fails Suddenly.

UNIT – IV NETWORK ANALYSIS

15 Hours

Network Analysis – Drawing of Arrow Diagram – Critical Path Method – Calculation of Critical Path Duration – Free and Independent float – PERT Problems.

UNIT – V DEMAND FUNCTIONS

15 Hours

Demand Functions – Cost Function – Profit Functions – Simple Application of Business – Matrix – Addition and Subtraction – Multiplication – Application of Determinants and Matrix in Business.

Text Book

- 1.GUPTA and Manmohan - Problems in Operations Research , Sultan Chand 2008.
- 2.Gupta and Hira - Operations Research , S.Chand & Co 2008.

Reference

1. H.A Taha - Operations Research : An introduction -- Prentice Hall Publication 2013
2. S.D Sharma -Operations Research – Kedarnath Ramnath & Co
3. C.R. Kothari – Quantitative Techniques ,Vikas Publications 2012.

Semester	Subject Code	Title of the Paper	Hours of Teaching / Week	No of Credits
II	14P2BA12	OPERATIONS MANAGEMENT	5	5

UNIT-I INTRODUCTION

15 Hours

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

UNIT-II PLANT LOCATION AND MAINTENANCE

15 Hours

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

UNIT-III PRODUCTION SCHEDULING

15 Hours

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

UNIT-IV QUALITY CONTROL

15 Hours

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

UNIT-V MATERIALS MANAGEMENT

15 Hours

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 .

Text Book

1. Aswathappa & Bhatt - Production and Operation Management, HPH 2012.
2. Paneerselvam - Production and Operation Management –Prentice Hall of India 2008.
3. S.N.Chary - Production and Operation Management –Tata McGraw Hill 2004.

References

1. Martin KStar- Production and Operation Management, Bizantha, 2005
2. Chase, Jacobs, Aquilano –Operations Management for Competitive Advanatage -Tata Mc Graw Hill 12th edition 2011.
3. P.Saravana vel and Sumathi - Production and Material Management, Margham Publication
4. Norman Gaither and Greg Frazier – Operation Management, Thomson 2002

Semester	Subject Code	Title of the Paper	Hours of Teaching / Week	No of Credits
II	14P2BAP1	BASIC COMPUTER AND SOFT SKILL	5	2

Computer Programme

1. Create a news paper format for using :
 - a. Using cut ,copy, and paste
 - b. Changing Fonts, Paragraphs
 - c. Creating Bullets and Number
 - d. Headers and Footers
 - e. Inserting Page numbers
 - f. Drop cap
2. Create a Bio-Data form in MS-Word?
3. Create your college timetable in MS-Word using insert table command?
4. Creating financial management seminar presentation using:
 - a. Blank Presentation
 - b. Design Template
 - c. Inserting Objects
 - e. Background Colors and animations.
 - e. Working with Colors and Transitions
5. Show a beautiful presentation with 3 slides discussing about your class room with beautiful design.
6. Set the timings for the two slides. For the first slide 15 seconds and for second slide 22 seconds.
7. Compare any three chart types available in Excel.
8. Create your semester marksheet prepared in 7 student using formula
9. Create a graph showing the Average maximum (1) and the Average minimum (1) for the 12 days of recorded data on the same worksheet.
 - a. Label the X axis with 'Days in April'.
 - b. Label the Y axis with 'Degrees Centigrade'.
 - c. Give the chart the title 'Average Max and Min temperatures in April'.
 - d. Label the series with Max and Min.
10. Give the basic information in 'on-line application' – filling up process.

Soft Skill Programme

Communication Skill Oral and Written - Basics of Effective Communication

Barriers of Communication - Over coming Barriers.-Listening and Presentation skill

Effective listening barriers of listening- Overcoming the Barriers- Planning steps for presentation-Facing the Audience-Body Language and Delivery strategies.

Over coming 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, T.V, 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	14P3BA13	LEGAL ASPECTS OF BUSINESS	5	5

UNIT: I LAW OF CONTRACT

15 Hours

Indian Contract Act 1872 - Agreement and Contract-Essentials of a valid Contract- Contingent Contract, Quasi-Contracts, Performance of Contract-Discharge of Contract - Remedies for Breach of Contract.

UNIT: II LAW OF AGENCY

15 Hours

Definition, Kinds of Agents- Authority, Rights and Liability of Agents –Rights, Duties and Liabilities of Principal-Termination of Agency – Contract of Bailment – Bailor - Bailee - Their Rights and Duties – Pledge and Lien.

UNIT: III SALES OF GOODS ACT, 1930

15 Hours

Sale and Agreement to Sell. Condition and Warrantee, Transfer of Ownership- Performance of Contract of Sale - Remedies for Breach of Contract - Sale by Auction.

UNIT: IV COMPANIES ACT 2013

15 Hours

Definitions-Major principles- Nature & types of Companies – Formation-Memorandum & Articles of Association- Prospectus-Power-Duties & liabilities of directors – Winding up of Companies-Corporate Governance.

UNIT: V VARIOUS ACTS RELATING TO BUSINESS

15 Hours

Intellectual Property Rights – Trade Marks – Patents - Copy Rights - Cyber laws and Information Technology Act 2000- Foreign Exchange Management Act 1999)- Consumer Protection Act 1986 – Environmental Protection Act 1986 – The Competition Act 2002 – Right to Information Act 2005.

Text Books

1. N.D.Kapoor-Business Law, Sultan Chand & Sons Latest Edition,2004.
2. P.Saravanavel, Legal Aspects of Business, Himalaya Publishing House,2007
3. Ahileshwar, Pathak Legal Aspects of Business, Tata McGraw Hill,2nd Edition,2007.

References

1. P.Saravanavel – Legal Environment of Business, Galgotia
2. Ramachandra.K.et.al, - Legal Aspects of Business, Himalaya Publication House
3. Kuchhal , M.C – Business Legislation for Management, Vikas Publishing House 2008,1st Edition.
4. Chandra Bose – Business law, Prentice Hall of India.2008
5. Ramtirthkar R.R – Legal Aspects of Business , Himalaya Publishing House2010,1st Edition.

Semester	Subject Code	Title of the Paper	Hours of Teaching / Week	No of Credits
III	14P3BA14	ENTREPRENEURIAL DEVELOPMENT	5	5

UNIT-I INTRODUCTION 15 Hours

Definition and meaning of entrepreneur and entrepreneurship – its concept importance – qualities of an entrepreneur – factors affecting entrepreneurship– Internal, external, socio, political and economic factors. Theories of entrepreneurship – Schumpeter, Walker and Drucker.

UNIT-II ENTREPRENEURSHIP DEVELOPMENT PROGRAMME 15 Hours

Entrepreneurship development programmes (EDPs) – need for EDP's – Objectives of EDP's – Course contents of EDPs – Phases of EDPs – Evaluation of EDPs – Problems of entrepreneurs – EDP Motivation – Finance and Non Finance.

UNIT-III PROJECT IDENTIFICATION 15 Hours

Project Identification – Meaning of project – Classification of projects – sources 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 15 Hours

Institutional finance to entrepreneurs – Commercial banks – Role of NSIC, TIIC, SIPCOT, DIC, ICICI, IDBI, TIDCO.

UNIT-V PROBLEMS AND PROSPECTIVES 15 Hours

Rural and women entrepreneurs - Problems and prospective of entrepreneurs in India – Reservations for small industry – Industrial estates – Backward area, sickness of small scale industries – Cause and prevention of Industrial sickness – Challenges facing women entrepreneurs

Reference

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, IK Int Pub House, New Delhi
4. S Anil Kumar, Small Business and Entrepreneurship, IK Int Pub House, New Delhi
5. Balraj Singh, Entrepreneurship Development, Wisdom, Delhi
6. Timmons and Spinelli, New Venture Creation:Entrepreneurship for 21st Century, TMH, ND
7. Tabarrok – Entrepreneurial Economics, Oxford University Press.
8. C.V. Bakshi, Entrepreneurship Development, Excel Publications.
9. Jain, Hand Book of Entrepreneurs, Oxford University Press.

Semester	Subject Code	Title of the Paper	Hours of Teaching / Week	No of Credits
III	14P3BA15	INTERNATIONAL MARKETING	5	4

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 & Labeling - 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.

Text Book

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

References

1. Vein Terstra and Ravisarthi - 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.
4. Ashwathappa - International Busienss, TMH.
5. Saravanavel P. International Marketing, HPH.

Semester	Subject Code	Title of the Paper	Hours of Teaching / Week	No of Credits
III	14P3BA16A	Optional-A SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	5	4

UNIT-I INVESTMENT AVENUE 15 Hours

Investment-Concepts-Objective-Source of investment information – Investment Vs speculation and gambling-Investment in securities-Security market indications-SEBI Act for investors protection.

UNIT-II RISK AND RETURN ANALYSIS 15 Hours

Risk and Return Concept – objectives- Sources-Types of risks- Systematic and unsystematic risk-minimizing risk exposures Interest rate Risk-Purchasing power Risk, Business Risk and Financial Risk-Return Analysis-Components of Return.

UNIT-III FUNDAMENTAL ANALYSIS 15 Hours

Economic analysis-Basic Assumption -Economic Forecasting and stock investment decision-Forecasting techniques-Economic indicators-Industry Analysis-Industry classification – Company Analysis- Measuring earnings-Forecasting earnings

UNIT-IV TECHNICAL ANALYSIS 15 Hours

Fundamental Analysis Vs Technical Analysis- Dow theory-Technical Indicators-Bar charts, Market Hypothesis-Efficient Market Hypothesis(EMH)-Forms-Strong-Semi Strong form Weak Form.

UNIT-V PORTFOLIO MANAGEMENT 15 Hours

Portfolio Management- Nature-Scope-Objectives-Traditional Modern approach- Capital Assets pricing Model (CAPM)- Markowitz Portfolio Theory- Portfolio Evaluation and Revision.

Text Book

1. Punithavathy Pandiyan Security Analysis and Portfolio Management-Vikas Publishing House 2007 2nd edition
2. Dr.S.Gurusamy-Financial Services and Markets, Vijay Nicole 2nd edition 2009.
3. Prasanna Chandra Investment Analysis and portfolio management TMH, 2008

REFERENCE:

1. Fisher D.E. and Jordan – Security Analysis and Portfolio Management Prentice Hall
2. V.K.BHALLA Investment Analysis and Portfolio Management, S.Chand & Co New Delhi, 2008
3. Maheswari- Investment Management, PHI Learning.
4. J.Kevin -Security Analysis and Portfolio Management, PHI Learning 2008.

Semester	Subject Code	Title of Paper	Hours of Teaching/ Week	No of Credits
III	14P3BA16B	Optional - B CREATIVITY MANAGEMENT	5	4

UNIT-1 INTRODUCTION 15 Hours

Realm of creativity- Meaning, creative cerebration-Creative personality-Creative Environment and Creativity Technology-Creative Training-Intelligence and Creativity-Functions-Left side Brain and Right side Brain.

UNIT-II INNOVATION AND CREATIVITY 15 Hours

Problems in Creativity –Age- Poor-Races- Men and Women-Biological Roots of Creativity-Mental Roots of Creativity-Creative Problem Solving.

UNIT-III ROOTS OF CREATIVITY 15 Hours

Spiritual Roots of Creativity- Social roots-Essence, Elaborative, Expressive creativities, Existential, Entrepreneurial and Empowerment Creativity.

UNIT-IV LIFE LONG CREATIVITY 15 Hours

Life long Creativity-Freud and Jung-Traits of Life long Creators-Model of life Long Creativity-Creative Intelligence Abilities-Traits Congenial to Creativity-Motivation and Creativity.

UNIT-V BLOCKS TO CREATIVITY 15 Hours

Blocks to Creativity-Fear and Disabilities-Strategies for unblocking –Environment Stimulants of Creativity Principles and Techniques of Creative Problem solving.

TEXTBOOKS

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

References

1. Peter Drucker-Innovation and Entrepreneurship, S.Chand & Co Elsevier. 2000.
2. Cougher.C-Creativity and Innovation, IPP 1998 1ST Edition.
3. Jones and Ceserani – Innovation and Creativity,Crest,7th Edition 1999
4. Rousing Creativity: Think New Now Floyd Hurr, ISBN 1560525479,Crisp Publications Inc 1999.
5. Geoffrey Petty, "how to be better at Creativity ", The Industrial Society 1999
6. Clayton M.Christensen Michael E.Raynor, "The Innovator's Solution" Harvard Business School Press Boston, USA, 2003
7. 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	14P3BA17A	Optional – A FINANCIAL MARKET AND SERVICES	5	4

UNIT -I INTRODUCTION**15 Hours**

Financial Market-Definitions-Structure-Functions –Recent Developments in Indian Financial Market-SEBI Guidelines, Financial Services-Meaning –Scope-Traditional Activities & Modern Activities-Challenges facing the Financial Sector Present Scenario.

UNIT -II MERCHANT BANKING AND LEASING**15 Hours**

Merchant Banking – Definition- Services-Scope-SEBI Guidelines-Leasing-overview-Tax Aspects-Lease Accounting-Types-Evaluation of Leasing Proposals –Leasing Industry in India – Hire Purchasing

UNIT -III MUTUAL FUND**15 Hours**

Mutual Funds – Mechanisms – Types – Schemes - Organization of the Fund - SEBI guidelines – Depositories – Characteristics – Benefits – Depository Mode – Process of dematerialization and re materialization – National Depository system – SEBI rights to inspect.

UNIT –IV VENTURE CAPITAL AND FACTORING**15 Hours**

Venture Capital- Bill Discounting –Factoring – Forfeiting –Credit card-Credit Rating –Consumer Finance-Asset Securitization.

UNIT –V NBFC'S**15 Hours**

Non banking financial companies (NBFCs)-Types-Statutory Provision of RBI Act– RBI's supervision over NBFC's–Factors contributing to the growth of NBFC's– Commercial banks Vs NBFCs– Norms for NBFCs to become banks – Financial services of NBFCs

Text books

1. D.Joseph Anbarasu and other Financial Services– Sultan Chand and Sons
2. Punithavathy Pandian - Financial Services and Markets –Vikas Publication.
3. Santhanam – Financial services, Margham Publications.
4. Dr.S.Gurusamy - Financial Services and Markets, Vijay Nicole Ltd

Reference

1. Gordon Natrajan - Indian Financial Market & Services Himalaya Publishing House.
2. Vijay Nichole - Financial Market and Services.
3. Khan M Y - Indian Financial System,Tata McGraw Hill New Delhi,2001.
4. Machiraju- .Indian Financial System, Vikas Publishing house, 2002
5. Indian Financial System – P.N.Varshney, D.K. Mittal – sultan Chand & Sons.

Semester	Subject Code	Title of the Paper	Hours of Teaching /Week	No of Credits
III	14P3BA17B	Optional – B ORGANIZATIONAL CHANGE AND DEVELOPMENT	5	4

UNIT – I INTRODUCTION

15 Hours

Organizational Change – Evolution, Concept and Importance – Process of Managing Organizational Change – Types of Changes – Individual Group and Organizational Change.

UNIT – II IMPLEMENTATION OF CHANGE

15 Hours

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

15 Hours

Organizational Development – History of Organization Development – Values – Assumptions – Beliefs in Organizational Development – Phases of organizational Growth.

UNIT – IV ORGANIZATIONAL DEVELOPMENT PROCESS

15 Hours

Theory and Management of Organizational Development – Foundations of Organizational Development – Managing of Organizational Development Process – Action Research and Organizational Development

UNIT – V ORGANIZATIONAL DEVELOPMENT INVENTIONS

15 Hours

Organizational Development Inventions – Team Interventions – Inter-group and Third Party Peacemaking Inventions – Comprehensive Interventions – Structural Interventions – Training Experience.

Text Books

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

References

1. "Wendell. L.French, Cecil, H.Bell, Jr and Robert A.Zawackic". Organisation Development and Transformation, TMH, 2006
2. ".Wendell. L.French, Cecil, H.Bell, Jr". Organisation Development Prentice Hall of India, 2005
3. "Dr.Bhupen and Srivastava", Organisation Design and Development, Biztantra, 2007
4. "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	14P3BA18A	Optional – A TAX MANAGEMENT	5	4

Unit I (Theory Only)

Nature, Objectives of Tax Management Tax planning - Tax Avoidance and Tax Evasion- Direct and Indirect Taxes – VAT-Merits and Demerits - Income Tax Act – Basic Concepts: Income Agricultural income. Assessee, Person, Assessment year, Previous year – Residential status – Exempted incomes. (Theory only)

Unit II

Salaries – Chargeability – Items included in salaries – Perquisites, Profits in lieu of salary and Allowances – Deductions.

Unit III

Income from house Properties – Chargeability, Determining Annual value of let out and Self Occupied House Properties – Deductions.

Unit IV

Income from Business or Profession- Chargeability – Computation of Income from Business or Profession. Capital gains – Kinds Determination of Cost of Acquisition and Improvement, exempted Capital gains.

Unit V

Income from other sources – Chargeability – Deductions. Types of Assessment, Assessment procedure – Return of Income, PAN- Collection and Recovery of Tax – Tax Refunds.

Text Books

- 1.Reddy & Reddy – Income Tax, Margham Publications.
- 2.Gaur & Narang – Income Tax, Kalyani Publishers.

References

- 1.Singania – Income Tax, Taxman Publication.
- 2.Bhagawathi Prasad – Income Tax, Newage International, Delhi.
- 3.Dinakar Pagare – Income Tax law & Practice Sultan Chand & Sons.

Marks- Theory 60% Problem 40%

Semester	Subject Code	Title of the Paper	Hours of Teaching / Week	No of Credits
III	14P3BA18B	Optional - B PERFORMANCE AND COMPENSATION MANAGEMENT	5	4

UNIT – I INTRODUCTION

15 Hours

Introduction of Performance Management – Definition – PM contribution – Disadvantages of Poor Implementation of PM – Definition of Reward Systems – Aims and Role of PM Systems – Characteristics of an Ideal PM Systems – Integration with other Activates.

UNIT - II PERFORMANCE MANAGEMENT PROCESS

15 Hours

Prerequisites – Performance Planning – Performance Execution – Performance Assessment – Performance Review – Performance Renewal and Recontracting – Performance Management and Strategic Planning – Definition and Purpose of Strategic Planning – Process of Linking PM to the Strategic Plan – Building Support – Defining Performance – Determinants of Performance – Performance Dimensions – Approaches to Measure Performance – Measuring Results – Measuring Behaviors.

UNIT –III PERFORMANCE INFORMATION

15 Hours

Performance Information - Appraisal Forms and its Characteristics – Determining Overall Rating – Appraisal Period and Number of Meetings – Need for Providing Performance Information – Model of Rated Motivation – Preventing Rating Distribution – Implementation of PM – Preparation – Communication Plan _ Appeals Process – Training Programs – Pilot Testing – Ongoing Monitoring and Evaluation- Performance Audit - Case Studies.

UNIT – IV JOB EVALUATION SYSTEM

15 Hours

Choosing a Job Evaluation System – Problems in Implementing Job Evaluation Programme at Company Level – Conditions for Successful Implementation of Job Evaluation Programme – Drawing up a Wage Payment Plan for a Proposed Plant- Job Evaluation for Plant Personnel.

UNIT – V JOB EVALUATION FOR OFFICE PERSONNEL

15 Hours

Job Evaluation for Office Personnel – Job Evaluation and Pay Plans for Sales Personnel – Wage Fixation through Adjudication- Wage Boards and Collective Bargaining.

Text Books

1. Herman Aguims - Performance Management , Pearson 2008
2. A.M.Sarama - Performance Management – Himalaya Publishing House

References

1. Dewajar Goel-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
IV	14P4BA20	STRATEGIC MANAGEMENT	5	4

UNIT -1 INTRODUCTION

15 Hours

Strategic Management-Meaning-Corporate Strategic Planning-Mission-Vision and Goals-Role of Leadership-Hierarchical level of Planning-Strategic Planning Process: Merits and Demerits of Corporate Strategic Planning-Corporate Governance & Social Responsibility.

UNIT-2 ENVIRONMENTAL ANALYSIS

15 Hours

General Environmental Scanning – Competitive Environmental Analysis - External Environment. Porters Five Forces Model – Assessing Internal Environment-SWOT Analysis-SWOT Matrix-Core Competencies-Portfolio Analysis-Stakeholders Expectations - Scenario Planning – Competitive Advantage

UNIT -3 STRATEGIES

15 Hours

Generic Strategies-Grand Strategies-Strategies of Leading Indian Companies Diversification – Strategic Management at Corporate level, Business level and Functional Level

UNIT -4 MODELS OF STRATEGIES

15 Hours

Competitive Cost Dynamic- Learning Curve- BCG Approach and their Implications of Cash flow-GE Matrix-AD Little Life Cycle Approach to Strategic Planning-M/8 Model-PIMS Model-Profitability Matrix- Diversification Decision-Cash flows and Selection of Proper Discount Rates

UNIT -5 APPROACHES TO STRATEGIES

15 Hours

Approach to Implementation Strategy : Traditional Approach, Commander Approach, Organizational Change Approach, Cultural Approach, Crevice Approach Matching Organizational Structure with Mc Kinsey's 7s Frame work –Strategic Control Process-DuPont's Control Model and Other Quantitative and Qualitative Criteria – M porters Model - Approach for Globalization- Strategic issues for own profit organization.

Text Book

1. Namakumari and Ramaswami - Strategic Management - Macmillan .
2. N.S. Gupta – 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 Ghosh - Strategic Planning and Management -Sultan Chand &sons
3. Azar Kazmi - Business Policy- -Tata McGraw Hill
4. M.Joyratnam - Business Policy & Strategic Management, Himalaya Publishing House
5. Francis Cherusillam - Strategic Management, Himalaya Publishing House
6. L.M. Prasad - Strategic Management - Sultan Chand & Sons.

Semester	Subject Code	Title of the Paper	Hours of Teaching/ Week	No of Credits
IV	14P4BA21	SERVICES MARKETING	5	4

UNIT-I INTRODUCTION**15 Hours**

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

UNIT-II PROCESSES FOR SERVICES**15 Hours**

Marketing Management process for Services-Services Marketing Mix- Market Planning for Services-Strategies Relating to Demand and Supply – Positioning the Service – Positioning the Map.

UNIT- III MARKETING STRATEGY IN SERVICES**15 Hours**

Marketing Strategy in Services: Introduction–Types of Marketing in Service Firms– External Marketing, Internal Marketing: Role of Internal Marketing, Components of Internal Marketing Programme, and Steps in Implementing Internal Marketing– Interactive Marketing: Moments of Truth.

UNIT-IV GLOBALIZATION OF SERVICES**15 Hours**

Globalization of Services: Introduction–Challenges to Global Service Marketers– Successful Global Service Marketing–Typical International Services–Launching of Services in the International Market–Strategic Implications of International Services Marketing–Global Brand Dominance in the Service Industries–Globalization and Corporate Culture.

UNIT-V SERVICE INDUSTRY**15 Hours**

Marketing of Services: Bank Services–Transport Services– Educational Services – Hospital Services–Hotel Services–Consultancy Services and Personnel Care Services.

Text Book

1. Vasanti Venugopal & Raghu V.N–Services Marketing, Himalaya Publishing House.2008
2. Jha S.M. - Services Marketing,– Himalaya Publishing House 6th Edition 2009.

References

1. S. Shajahan- Services Marketing, Himalaya Publishing House 2008.
2. K.Balaji - Services Marketing and Management, S.Chand & Co 2nd edition 2008.
3. Kenneth E.Clow and david L. Kurtz – Services Marketing, Biztantra.
4. Nivit Chawodhary and Monika Chawodhary–Marketing of Services, Macmillan 2nd edition 2009.
5. Ravi Shankar – Services Marketing, Excel Books.

Semester	Subject Code	Title of the Paper	Hours of Teaching / Week	No of Credits
IV	14P4BA22	ADVERTISING AND SALES PROMOTION	5	4

UNIT-I INTRODUCTION 15 Hours

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 15 Hours

Advertising Media –Types- Print, Radio, TV, Cinema- Internet, email-outdoor and other forms. Media plan– Reach & Frequency of Ads-Media scheduling.

UNIT-III CREATIVITY IN ADVERTISING 15 Hours

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 15 Hours

Promotion mix-Sales promotional objectives and factors influencing sales promotion- Push & Pull Strategies-Promotion of sales force.

UNIT-V SALES PROMOTION DESIGN 15 Hours

Sales promotion choice–Sales promotion planning process-sales promotion tools and techniques-sales promotion evaluation – case studies.

Text Book

1. Advertising & Sales promotion by S.H.H. KAZMI SATHISH K BATRA, 3rd edition, 2007.
2. George E Belch and Michael Belch, Advertising & 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 Promotions- George E.Belch A.Belch Tata McGraw Hill.

Semester	Subject Code	Title of the Paper	Hours of Teaching / Week	No of Credits
IV	11P4BA23A	Optional - A INTERNATIONAL FINANCIAL MANAGEMENT	5	4

UNIT – I INTRODUCTION**15 Hours**

International Financial Management: An overview, Importance, nature and scope
- Recent changes and challenges in IFM - International finance Vs Domestic finance –
Scope – Foreign Exchange Markets – Spot, Forward Exchange Rate – Factors Influencing
Exchange Rates.

UNIT - II INTERNATIONAL FINANCIAL ORGANIZATION**15 Hours**

Institutions-IMF,-objectives function – Role - World Bank – IBRD – IFC- IDA- ADB

UNIT – III RISK MANAGEMENT**15 Hours**

Risk Management in Foreign Exchange -Interest Rate risk – Income Risk – Capital
Risk – Managing Interest Rate Risk Forecasting Exchange risk – Economic Exposure -
Transaction exposure - Translation exposure.

UNIT – IV SOURCES OF EXTERNAL FINANCE**15 Hours**

Benefits of Foreign Aid – Problems – External Commercial Borrowing Euro
Currency Market – Features- Foreign Portfolio Investment - NRI Investments – FII's –
FDI – Role – Importance – Merits and Demerits – Recent trends in FDI.

UNIT – V INTERNATIONAL RECEIPTS AND PAYMENTS**15 Hours**

Balance of Payments (BOP) and Internal Economy – components of BOP --
Methods of BOP Adjustments: factors influencing BOP India's BOP and Debt – Inflation
and deflation. Exim Bank role- Importance.

Text Books

1. Varashney R.L & Bhashyam-International Financial Management, Sultan Chand & Sons
2. Joseph Anbarasu - Global Financial Management, Ane Books Pvt. Ltd

Reference

1. Sharon V. - International Financial Management, Prentice Hall of India New Delhi
2. Jeevanandam - Foreign Exchange and Risk Management, S.Sultan Chand New Delhi.

Semester	Subject Code	Title of the Paper	Hours of Teaching / Week	No of Credits
IV	14P4BA23B	Optional - B KNOWLEDGE MANAGEMENT	5	4

UNIT-I INTRODUCTION

15 hours

Knowledge Economy-Technology and Knowledge Management – Knowledge Management Matrix-Knowledge Management Strategy– Prioritizing Knowledge Strategies – Knowledge as a Strategic Asset.

UNIT-II KNOWLEDGE ATTRIBUTES

15 hours

Knowledge attributes- Fundamentals of Knowledge formation-Tacit and Explicit knowledge-Knowledge Sourcing, Abstraction, Conversion and Diffusion.

UNIT-III KNOWLEDGE MANAGEMENT AND ORGANIZATION

15 hours

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 KNOWLEDGE CULTURE

15 hours

Developing and sustaining knowledge Culture- Knowledge Culture Enablers- Knowledge Management tools and techniques-Knowledge Management and Measurement.

UNIT-V IMPLEMENTATION OF KNOWLEDGE

15 hours

Knowledge Audit-Knowledge careers-Practical implementation of Knowledge Management System- Case studies-Role of Knowledge in Organization.

Text Book

1. Sudhir warier-Knowledge Management- Vikas Publishing House. 2003
2. Ratan Reddy.B – Knowledge Management, HPH, 2nd edition 2011.

Reference Books

1. Joseph M.Firestones and mark W.Mc Elroy Key Issues in the New Knowledge Management-Hinemann (www.elsevier.com)
2. Dauyl Morey & others – Knowledge Management, Classic and Contemporary. MIT Press 2000
3. Shelda Debowsk-Knowledge management- John Wiley
4. Elias M.Awad, Hassan and M.Ghaziri-Knowledge Management, PHI 2nd edition. 2010.

Semester	Subject Code	Title of the Paper	Hours of Teaching / Week	No of Credits
IV	14P4BA24A	FINANCIAL DERIVATIVES	5	4

UNIT – I INTRODUCTION**15 Hours**

Evolution of Derivatives Market in India-Regulation-Framework-Types-Exchange trading derivatives-trading processes-Forward Contract-Future contract-settlement – Uses and advantages of derivatives – Types of Traders – OTC and exchange.- Derivatives marketing in India.

UNIT – II HEDGING**15 Hours**

Hedging-short and long hedges-Risk in Hedging-factors-hedging ratio-static and dynamic hedging-stock index future-privacy of index future contracts.

UNIT – III SWAPS**15 Hours**

Definition of swaps-types-terminologies-interest rate swap-currency swaps-structure-use of currency swaps –commodity swaps.

UNIT – IV OPTIONS**15 Hours**

Fundamental-Option Contract-Call and Put Option- Importance of Financial swap and option-time value of options-option payoff- difference between future and option contract

UNIT – V CREDIT DERIVATIVES**15 Hours**

Credit derivatives-Structure- credit default swaps-credit option-credit derivatives Vs Financial Guarantee Products.

Text Book

1. Financial Derivatives - S.L.Gupta, PHI, 11th Edition,2011.
2. Derivatives & Risk Management-Rajiv Srivastava, Oxford, 2010.
3. Option, Futures & other Derivatives-John G.Hull, 6th Edition, 2007.

Reference

1. Prasana Chandra - Financial Management - Tata McGraw Hill, New Delhi, 2011
2. Pandey I.M - Financial Management, Vikas House Ltd, New Delhi, 2013
3. Khan & Jain - Financial Management - Tata McGraw Hill, 2000.

Semester	Subject Code	Title of the Paper	Hours of Teaching / Week	No of Credits
IV	14P4BA24B	Optional – B LABOUR LEGISLATION	5	4

UNIT – I INTRODUCTION 15 Hours

Scope, Principles, Emergence and Objectives of Labour Legislation and their Socio Economic Environment- Interpretation of Labour Laws – Apprenticeship act, Contract Labour Act.

UNIT – II VARIOUS LABOUR Acts 15 Hours

Industrial Disputes Act -1947, Trade Union Act 1926, Industrial Employees standing orders Act 1946 relating to Discharge, Misconduct and Disciplinary Action.

UNIT – III WORKMAN COMPENSATION 15 Hours

Law Relating to workman compensation Employee state Insurance(ESI) – Provident fund(PF)-Gratuity-Maternity Relief – Law relating to Minimum Wages – Payment of Wages – Payment of Bonus.

UNIT –IV ESTABLISHMENT ACT 15 Hours

Law relating to Factories-Shops and Establishments – Mines Act – Plantation act

UNIT – V WAGE DETERMINATION 15 Hours

Issues in wage Determination– Removing wage disparities– Managerial Renumeration in India, Boothalingam and Sachar Committee Recommendations- Second Labour Commission (Ramanujam) and its Recommendations.

Text Books

1. Singh, B.D (2009), Labour Laws for Managers, Delhi, Excel Books
2. Srivastava S.C (2008), Industrial Relations and Labour Laws, Delhi, Vikas
3. Kapoor N.D (2010) Labour Laws, Sultan Chan & Sons, Delhi Reprint.

Reference

1. P.Saravanavel – Labor Legislation, Eshwar Publications, Chennai, 2010
2. Memoria & Memoria – Dynamics of Industrial Relations, HPH, New Delhi, 2010

Semester	Subject Code	Title of the Paper	Hours of Teaching / Week	No of Credits
IV	14P4BA25A	Optional - A CASH MANAGEMENT	5	4

UNIT-I INTRODUCTION 15 Hours

Origin of Cash – Profit and Cash–Motive for holding Cash – Factors influencing Cash availability. Management of Cash–Feature of short-term Cash-Flow Cycle – Surplus and deficit in the Cash flow Minimum Operating Cash Balance – Long-term Cash Flow Cycle.

UNIT-II CASH FORECASTING 15 Hours

Cash Budget – Planning and Forecasting – Cash Forecasting – Under uncertainty – Simulation Approach to Forecasting – Important of Cash Forecasting – Short-term – Long-term Forecasting – Methods of Cash Forecasting – Construction of Cash Budget.

UNIT-III CASH MANAGEMENT TECHNIQUES 15 Hours

Cash Management Techniques – Scope of Cash Management Techniques – Parties to Cash Management Techniques – Float – Accelerating Collection – Decelerating Disbursements – Construction of Forecasted Cash Flow Statement.

UNIT-IV MANAGEMENT OF NEAR CASH ITEMS 15 Hours

Management of Near Cash items –Optimization Models for Short Term Investments– Cash Movement Statement – Construction of Cash Movement Statement- Models for Determining Optimal Cash – Baumol Model (EOQ) – Miler and Orr Model – Stone Model.

UNIT-V LIQUIDITY AND EFFICIENT USE OF CASH 15 Hours

Liquidity and Efficient use of Cash – Symptoms of a Liquidity Problem – Liquidity in Various Segments of Business Measurement of Liquidity – Efficient Usage of Case – Measuring Efficiency of Cash Usage Ratio of Operating Cash Flow – Factoring of Receivables- Electronic Banking – Electronic Cash Transfer - Receivable and Inventory Management – Cash Management in Practice.

Text Book

1. Josh R.N. Cash management –New Age International ,New Delhi,1999
2. Agarwal – W.C. Management – Sterling Publications,1995.

Reference

4. Orgler Y.E - Cash Management- Methods and models.,California, 1970.
5. Orr. Daniel-Cash Management and Demand for Money, Praeger publishers New Delhi.
6. Bari R.R -Cash Planning and Management, Triveni Publication, 6th Edition 1980.
7. Bari R.R - Selected Readings in Cash Management, Triveni Publications Delhi 1981.
8. Hrishikes Bhattacharya – Working Capital Management. Prentice Hall of India.

Semester	Subject Code	Title of the Paper	Hours of Teaching / Week	No of Credits
IV	14P4BA25B	Optional - B INDUSTRIAL RELATIONS AND LABOUR WELFARE	5	4

UNIT – I INTRODUCTION 15 Hours

Industrial Relations Perspective: Approaches – Scope Concept and Significance – Industrial Relations Systems – Structure of Industrial Relations Dept – Role of Industrial Relations Officer – Industrial Relations and the Emerging Socio Economic Scenario – Causes for poor Industrial Relations.

UNIT – II TRADE UNIONS AND DISCIPLINE 15 Hours

Role, Types, Origin, Theory–Future of Trade Unions – The Employee Trade Unions and the Management–Code of Discipline and Code of Conduct – Grievance Management – Misconduct – Forms of indiscipline – Stages in Disciplinary Proceedings – Punishment.

UNIT – III NEGOTIATION AND COLLECTIVE BARGAINING 15 Hours

Negotiation, Conciliation, Arbitration, Adjudication and Collective Settlements, Participative Management and Co –Ownership; Productivity Bargaining and Gain Sharing – Collective Bargaining–Objectives – Process – Position in India.

UNIT – IV EMPLOYEE EMPOWERMENT AND QUALITY MANAGEMENT 15 Hours

Collective Bargaining and Settlements– Industrial Relations and Technological change – International Labour Organization(ILO) – Aims and Role in Promoting Industrial Peace – Quality Circle – Quality way of Life .

UNIT – V LABOUR WELFARE 15 Hours

Meaning and Scope–Theories–Classification, Concept and Growth of Labour Welfare in India–Role, Responsibilities, Duties of Welfare Officer – Industrial Hygiene and Safety – OHSAS 18001.

Text Books:-

1. Venkatapathy. R-Labour Welfare & Industrial Relations, Mumbai, Himalaya Publication 2003.
2. Ratnasen - Industrial Relations in India, MacMillan 2007.
3. Singh B.D, - Industrial Relations and Labour Laws, Excel Books, New Delhi, 2008.
4. S.C.Srivatsava-Industrial Relations and Labour Laws, Vikas Publication, 2nd Edition 2009.
5. M.S. Srinivasan-Industrial Relations and Labour Legislation, Margham publication.

Reference Books

1. Nilland J.R.et.al.-The Future of Industrial Relations, Sage Publications New Delhi, 1994
2. Saxena R.C.,- Labour Problems & Social Welfare, Kearnath and Ramnath, 1963
3. Mishra .L- Case Laws in Industrial Relations, Excel Books, New Delhi 2008.