

**ACADEMIC REGULATIONS  
COURSE STRUCTURE  
AND  
DETAILED SYLLABI**

**MASTER OF BUSINESS ADMINISTRATION  
(For the batches admitted from the academic year 2015-16)**



**ANNAMACHARYA INSTITUTE OF TECHNOLOGY AND SCIENCES::RAJAMPET  
(AN AUTONOMOUS INSTITUTION)**

## **Academic Regulations for Master of Business Administration**

The Master of Business Administration Degree of JNTUA, Anantapur shall be confirmed on candidate who is admitted to the program and fulfil all the requirements of the award of the degree.

### **1.0 ELIGIBILITY FOR ADMISSION**

Admission to the MBA Degree programme shall be made subject to the eligibility, qualification prescribed by the competent authority from time to time.

Admissions shall be made on the basis of rank obtained by the qualifying candidates at the entrance test, subject to reservations or policies framed by the Government of Andhra Pradesh from time to time.

### **2.0 ADMISSION PROCEDURE**

Admissions as per the existing stipulations of A.P State Council of Higher Education (APSCHE), Government of Andhra Pradesh, admissions are made into the first year as follows:

- (a) A- category seats are to be filled by the Convener, through ICET
- (b) B-category seats will be filled by the Management as per the norms stipulated by Govt. Of Andhra Pradesh.

### **3.0 COURSE WORK**

- 3.1 A candidate after securing admission must pursue the MBA course of study for four semesters duration
- 3.2 Each semester shall be of 90 instruction days.
- 3.3 A candidate admitted to a programme should complete it within a period equal to twice the prescribed duration of the programme from the date of admission.

### **4.0 ATTENDANCE**

- 4.1 A candidate shall be deemed to have eligibility to write end semester examinations if he has put in at least 75% of attendance aggregate in all subjects/courses in the semester.
  - 4.2 Condonation of shortage of attendance up to 10% i.e., between 65% and above and less than 75% may be granted by the Institute Academic committee.
  - 4.3 Shortage of attendance below 65% in aggregate shall in no case be condoned.
  - 4.4 Condonation of shortage of attendance shall be granted only on genuine and valid reasons on representation by the candidate with supporting evidence.
  - 4.5 A stipulated fee shall be payable towards condonation of shortage of attendance to the institute as per following slab system
- 1<sup>st</sup> Slab:** Less than 75% attendance but equal to or greater than 70% a normal condonation fee can be collected from the student.

**2<sup>nd</sup> Slab:** Less than 70% but equal to or greater than 65%, double the condonation fee can be collected from the student.

- 4.6 Students whose shortage of attendance is not condoned in any semester are not eligible to take their end examination of that class and their registration shall stand cancelled for that semester.
- 4.7 A student will not be promoted to the next semester unless he satisfies the attendance requirements of the current semester, as applicable.
- 4.8 A student detained due to shortage of attendance, will have to repeat that semester when offered next.

## 5.0 CREDIT SYSTEM NORMS:

Credit system norms given in the following table:

Subject	Period(s)/Week	Credit(s)
Theory	01	01
Practical	03	02
Seminar	03	02
Executive Development Programme	03	02
Project Work	..	12

## 6.0 EVALUATION

The performance of the candidate in each semester shall be evaluated subject-wise, with maximum of 100 marks for Theory and 100 marks for practical on the basis of internal evaluation and end semester examination.

1. For the theory subjects 60 marks shall be awarded in end semester examination. 40 marks shall be awarded in Mid-term examination, based on the better of the marks secured in the two midterm examinations, held one in the completion of I and II units, another immediately after the completion of instructions III to V units. Both end examination and mid-examination question papers consists of essay questions with either or choice from each unit in each semester.
2. **End Examination:** five essay questions with either or choice from each unit (5X12=60) in the end examinations in each semester.
3. **Mid Examination:** four essay questions with either or choice from each unit (4X10=40) in the mid examinations in each semester.
- 6.1 For practical subjects, 60 marks shall be awarded in the end semester examination, 40 marks shall be awarded for internal evaluation. Out of 40 marks, 10 marks shall be awarded based on best of the two internal lab examinations including viva voce and 30 marks shall be awarded based on day-to-day work including lab record.
- 6.2 For Seminar and Executive Development Programme (EDP), there shall be an internal evaluation for 100 marks, out of which 80 marks for day-to-day evaluation for the student's active participation and 20 marks for record/report submission.
- 6.3 A candidate shall be deemed to have secured minimum academic requirement in the subject/practical, if he secures a minimum of 40% marks in the end examination and a minimum aggregate of 50% of total marks in the end semester

examination and internal evaluation taken together. For the EDP he should secure a minimum of 50% marks.

- 6.4 In case the candidate does not secure the minimum academic requirement in any subject/practical, he has to re-appear for the end examination in that subject/practical.

## **7.0 RE-REGISTRATION FOR IMPROVEMENT OF INTERNAL EVALUATION MARKS FOR THEORY SUBJECTS:**

- 7.1 The candidate should have completed the course work for all four-semester pending project work submission
- 7.2 Out of the subjects the candidate has failed in the examination due to internal evaluation marks secured being less than 50%, the candidate shall be given one chance for each theory subject and for a maximum of three theory subjects for improvement of internal evaluation marks.
- 7.3 The candidate has to re-register for the chosen subjects and fulfil the academic requirements. Registration shall not be permitted after the commencement of class work for that semester.
- 7.4 For each subject, the candidate has to pay a fee equivalent to one third of the semester tuition fee.
- 7.5 In the event of availing the improvement of internal evaluation marks, the internal evaluation marks as well as end examination marks secured in the previous attempt(s) for the re-registered subjects stand cancelled.

## **8.0 EVALUATION OF PROJECT WORK:**

- 8.1 Registration of Project work: A candidate is permitted to register for the project work after satisfying the attendance requirement of all the courses (theory and practical courses of I to III Semester)
- 8.2 The Departmental Committee (DC) consisting of HOD, Project supervisor and two internal senior experts shall monitor the progress of the project work. A Project Review Committee (PRC) shall be constituted with Principal as Chair Person, Head of the department and two other senior faculty members, as members of the PRC. PRC will come into action when the DC is not able to resolve the issues.
- 8.3 The work on the project shall be initiated in the penultimate semester and continued in the final semester. The candidate can submit Project thesis with the approval of D.C. at the end of the IV semester Instruction.
- 8.4 The student must submit status report at least in two different phases during the project work period. These reports must be approved by the D.C before submission of the Project Work.
- 8.5 A candidate shall be allowed to submit the thesis / dissertation only after passing all the prescribed subjects (theory, practical, seminar and project work internal evaluation).
- 8.6 A candidate has to prepare four copies of the thesis/dissertation certified in the prescribed format by the supervisor and HOD. Out of which three copies shall be submitted in the examination section.

The External and Internal Evaluation, grading and Credits are given as below:

Project work	Grade A (95 %)	8 Credits	External Evaluation	End Project Viva-Voce Examination by the committee as detailed under Sec-2.
	Grade B (80%)	4 Credits	Internal Evaluation	Continuous evaluation by the DC, as detailed under Sec-1.

**Sec-1:** The internal Evaluation shall be DC for awarding grade, on the basis of two seminars presented by the student on the topic of his project.

**Sec-2:** Viva-Voce examination shall be conducted by a board consisting of the supervisor, Head of the department and the examiner. The board shall jointly report the candidate's work as

- A** Very Good performance
- B** Moderate Performance
- C** Failure Performance

Head of the Department shall coordinate and make arrangements for the conduct of viva-voce. If the report of the viva-voce is failure performance, the candidate will retake the viva-voce examination after three months. If he fails to get a satisfactory report at the second viva-voce examination, he will not be eligible for the award of the degree.

## 9. CREDIT POINT AVERAGE (CPA) & CUMULATIVE CREDIT POINT AVERAGE (CCPA):

### 9.1 For a semester/year:

$$\text{CREDIT POINT AVERAGE [CPA]} = \frac{1}{10} \frac{\sum_i C_i T_i}{\sum_i C_i}$$

Where  $C_i$  = Credits earned for Course  $i$  in any semester/ year,

$T_i$  = Total marks obtained for course  $i$  in any semester/year,

### 9.2 For the entire programme:

$$\text{CUMULATIVE CREDIT POINT AVERAGE [CCPA]} = \frac{1}{10} \frac{\sum_n \sum_i C_{ni} T_{ni}}{\sum_n \sum_i C_{ni}}$$

$n$  - refers to the semester in which such courses were credited

### 9.3 Overall Performance

CCPA	Classification of final result
7.0 and above	First Class with Distinction
6.0 and above but below 7.0	First class
5.0 and above but below 6.0	Second class

#### **10. TRANSCRIPTS:**

After successful completion of the entire programme of study, a transcript consisting of performance of all academic years will be issued as a final record. Duplicate transcripts will also be issued, if required, after payment of requisite fee. Partial transcript will also be issued up to any point of study to a student on request.

#### **11. ELIGIBILITY:**

A student shall be eligible for the award of M.B.A Degree if he fulfills all the following conditions:

- (i) Registered and successfully completed all the components prescribed in the programme of study to which he is admitted.
- (ii) Successfully acquired all the 118 credits as specified in the curriculum within the stipulated time.
- (iii) No disciplinary action is pending against him.

#### **12. AWARD OF DEGREE:**

The Degree will be conferred and awarded by Jawaharlal Nehru Technological University Anantapur, Anantapuramu on the recommendations of the Principal of Annamacharya Institute of Technology and Sciences (Autonomous).

#### **13. AMENDMENTS TO REGULATIONS:**

The Chairman, Academic Council of Annamacharya Institute of Technology and Sciences, Rajampet (Autonomous) reserves the right to revise, amend, or change the Regulations, Scheme of Examinations, and / or Syllabi or any other policy relevant to the needs of the society or industrial requirements etc., without prior notice.

#### **14. GENERAL:**

Where the words "he", "him", "his", "himself" occur in the regulations, they include "she", "her", "herself".

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**COURSE STRUCTURE**  
**(for the batches from 2015-16)**

Regulation		AITS-R15			
Programme Code & Name		P1, M.B.A			
<b>Semester – I</b>					
Subject Code	Subject	Hours/Week		C	Marks
		T	P		
5P1A11	Principles of Management	4	0	4	100
5P1A12	Organizational Behaviour	4	0	4	100
5P1A13	Managerial Economics	4	0	4	100
5P1A14	Business Environment	4	0	4	100
5P1A15	Financial Accounting for Managers	4	0	4	100
5P1A16	Business Statistics	4	0	4	100
5P1A17	Managerial Communication	4	0	4	100
5P1A18	Executive Development Programme – I	1	3	3	100
5P1A19	Computer Applications Lab	0	3	2	100
<b>Total</b>		<b>29</b>	<b>6</b>	<b>33</b>	<b>900</b>
<b>Semester – II</b>					
5P1A21	Human Resource Management	4	0	4	100
5P1A22	Financial Management	4	0	4	100
5P1A23	Marketing Management	4	0	4	100
5P1A24	Production and Operations Management	4	0	4	100
5P1A25	Management Information System	4	0	4	100
5P1A26	Research Methodology	4	0	4	100
5P1A27	Operations Research	4	0	4	100
5P1A28	Executive Development Programme – II	1	3	3	100
5P1A29	Executive Communication Lab	0	3	2	100
<b>Total</b>		<b>29</b>	<b>6</b>	<b>33</b>	<b>900</b>

<b>Semester – III</b>					
<b>Subject Code</b>	<b>Subject</b>	<b>Hours/Week</b>		<b>C</b>	<b>Marks</b>
		<b>T</b>	<b>P</b>		
5P1A31	International Business	4	0	4	100
5P1A32	Entrepreneurship Development	4	0	4	100
5P1A33	Strategic Management	4	0	4	100
5P1A34A 5P1A34B 5P1A34C 5P1A34D	<b>Elective – I</b> Human Resource Planning Banking and Financial Institutions Retail Marketing e-Business	4	0	4	100
5P1A35A 5P1A35B 5P1A35C 5P1A35D	<b>Elective – II</b> Leadership Financial Markets and Services Services Marketing Enterprise Resource Planning	4	0	4	100
5P1A36A 5P1A36B 5P1A36C 5P1A36D	<b>Elective – III</b> Wage and Compensation Management Security Analysis and Portfolio Management Consumer Behaviour Customer Relationship Management	4	0	4	100
5P1A37A 5P1A37B 5P1A37C 5P1A37D	<b>Elective – IV</b> Employee Performance Management Insurance and Risk Management Sales and Distribution Management Data Warehousing and Mining	4	0	4	100
5P1A38	Seminar (Success Stories of Entrepreneurs)	0	3	2	100
<b>Total</b>		<b>28</b>	<b>3</b>	<b>30</b>	<b>800</b>



Semester – IV					
Subject Code	Subject	Hours/Week		C	Marks
		T	P		
5P1A41A 5P1A41B 5P1A41C 5P1A41D	<b>Elective – V</b> International Human Resource Management International Financial Management International Marketing Corporate Information Management	4	0	4	100
5P1A42A 5P1A42B 5P1A42C 5P1A42D	<b>Elective – VI</b> Organizational Development Financial Derivatives Advertising and Sales Promotion Data Communication and Network Analysis	4	0	4	100
5P1A43	Seminar (Innovative Practices in Business)	0	3	2	100
5P1A44	Comprehensive Project Work		0	12	100
<b>Total</b>		<b>08</b>	<b>3</b>	<b>22</b>	<b>400</b>

*Note:* **T**- Theory; **P**-Practical; **C** – Credits.

## Semester – I

Course Code: Course Name:	5P1A11 Principles of management
Course Pre-requisites:	
Course Objectives:	To enlighten the students about management concepts and theories and their application in managerial practises.
Expected Outcomes:	1. Students should be able to understand the relevance of environmental scanning, planning and how to take decisions. 2. They can learn how to delegate authority and use power to influence people to get the work done through proper communication and control.
Unit 1:	MANAGEMENT: Significance –The evolution of management thought– Functions of Management –Manager role and skills-Social Responsibility of Management.
Unit 2:	PLANNING: Nature, Purpose and Importance of Planning-Types of Plans-Steps in Planning- Planning Premises and Forecasting – process of Decision Making-Decision Tree Analysis.
Unit 3:	ORGANIZATION: Principles of Organization – Formal and informal Organization – types of Organization Structure – Line and Staff Relations – Delegation – Decentralization –Span of Control.
Unit 4:	DIRECTING: Concept-Importance-Principles of Direction-Techniques of Direction – Models of Directing.
Unit 5:	CONTROL: Importance, Steps, Processes, Techniques-Total Quality Management.
Text Books:	1. James A.F. Stoner and R Edward Freeman, Management, 5 <sup>th</sup> Ed, Prentice hall of India, Pvtl Ltd, New Delhi, 1992. 2. Harnold Koontz Cyril 'O' Donnell, Essentials of Management, Tata MC Graw Hill, New Delhi, 1979. 3. P.SubbaRao, Management Theory and Practice, Himalaya Publishing House, 2007. 4. L.M.Prasad, Principles and Practice of Management, Sultan chand&sons, New Delhi, 2000
Reference Books:	1. P.C.Tripathy&P.V.Reddy, Principles of Management, 4 <sup>th</sup> Ed, Tata Mc Graw Hill, New Delhi. 2. Stoner, Freeman and Gilbert, Management , 6 <sup>th</sup> Ed, Pearson Education. 3. Koontz, Weihrich, Aryasri, Principles of Management 8 <sup>th</sup> Ed Tata Mc Graw Hill, New Delhi.
Assessment Mode:	I Mid Examination – 40 Marks (Unit 1 & 2) II Mid Examination – 40 Marks (Unit 3, 4 & 5) 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks. Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

CO1	PO1, PO2, PO6, PEO1, PEO4
CO2	PEO2, PO1, PSO2

Course Code:	5P1A12
Course Name:	Organizational Behaviour
Course Pre-requisites:	
Course Objectives:	The objective of this course is to teach the student about the organizational theories, dynamics, conflict, change, culture etc.
Expected Outcomes:	1. Students should be able to correct their individual behaviour and group behaviour. They will also be able to motivate and lead employees towards achievement of organizational mission and objectives.
Unit 1:	INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR: Definition, Importance, Scope, Fundamental Concepts of OB, Different models of OB - autocratic, custodial, supportive, collegial and SOBC.
Unit 2:	PERSONALITY AND ATTITUDES: Meaning of personality, attitude - Development of personality – Attributes of personality- Transactional Analysis – Ego states – Johari window - Nature and dimensions of attitude – Developing the right attitude
Unit 3:	MOTIVATION: Definition, Importance, Motives – Characteristics, Classification of motives - Primary & Secondary motives. Theories of Motivation - Maslow's Theory of need hierarchy - Herzberg's theory. Morale - Definition and relationship with productivity - Morale Indicators.
Unit 4:	GROUP DYNAMICS AND TEAM BUILDING: Concept of Group & Team. Theories of Group Formation - Formal and Informal Groups. Importance of Team building.
Unit 5:	CONFLICT MANAGEMENT: Definition. Traditional vis-à-vis Modern view of conflict – Types of conflict – Intrapersonal, Interpersonal, and Organizational. Constructive and Destructive conflict. Conflict management.
Text Books:	<ol style="list-style-type: none"> <li>1. UdaiPareek, Organizational Behaviour, Oxford University Press.</li> <li>2. Karam Pal, Management Process and Organisational Behaviour, IK Int Pub House, ND.</li> <li>3. Moorhead &amp; Griffin, Introduction to Organizational Behaviour, Cengage, New Delhi.</li> <li>4. Arun Kumar and Meenakshi, Organizational Behaviour, Vikas, ND.</li> </ol>
Reference Books:	<ol style="list-style-type: none"> <li>1. Fred Luthans, Organisational Behaviour, McGraw Hill, New De</li> <li>2. RK.Suri, Organizational Behaviour, Wisdom Publication</li> <li>3. Aswathappa K, Organisational Behaviour, Himalaya, Mumbai</li> <li>4. Neeraj Kumar, Organisational Behaviour, Prentice Hall</li> </ol>

Assessment Mode:	I Mid Examination – 40 Marks (Unit 1 & 2) II Mid Examination – 40 Marks (Unit 3, 4 & 5) 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks. Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.
CO1	PO8, PEO1, PEO2, PSO2, PSO3

Course Code:	5P1A13
Course Name:	Managerial Economics
Course Pre-requisites:	
Course Objectives:	1. To enable the students to understand economic concepts and theories, role government in market economy and their application in management decision-making.
Expected Outcomes:	1. Students should be able to understand the basic economic principles, forecast demand and supply and should be able to estimate cost and understand market structure and pricing practices.
Unit 1:	INTRODUCTION: Nature and Scope of Managerial Economics, Objectives of the Firm-Traditional Theory, Sales and Revenue Maximizing Theories, Managerial Theories and Behavioural Theories; Profit Maximization Vs Wealth Maximization.
Unit 2:	DEMAND ANALYSIS: Demand-Meaning, Determinations of Demand, Demand Function; Law of Demand; Elasticity of Demand –Price, Income, Cross and Promotional or Advertising Elasticity of demand, Managerial Uses of Elasticity of Demand; Demand Forecasting. Demand Forecasting Methods for Existing and New Products.
Unit 3:	PRODUCTION ANALYSIS: Production Function –Law of Variable Proportions, Iso-quant and Iso-costs Curves, Least Cost Combination and Returns to Scale; Economies of Large Scale; Cobb- Douglas Production Function and Constant Elasticity of Substitution.
Unit 4:	MARKET ANALYSIS: Price and Output Determination under Perfect and imperfect Competition; Profit- Meaning and Profit Theories-Profit Planning-Measurement.
Unit 5:	ECONOMIC OPTIMISATION: Economic Problems and Optimization Techniques – Unconstrained and Constrained Optimization – Unbounded Maxim – Optimization Functions of One Variable and Optimization with Multivariable Function.
Text Books:	1. Economics for Managers, Hirschey, Thomson, 2007. 2. Gupta: Managerial Economics TMH 2009. 3. Managerial Economics: Economic Tools for Today’s Decision Makers, Keats, Pearson Education, 2007. 4. Managerial Economics, Concepts and applications, Thomas Maurice: TMH 2006.

Reference Books:	<ol style="list-style-type: none"> <li>1. Managerial Economics, 4th Edition, Craig Peterson.</li> <li>2. Managerial Economics—A Problem Solving Approach, Froeb: Thomson, 2007.</li> <li>3. Managerial Economics Analysis, Problems, Cases, Mehta P.L., Sultan Chand and Sons, New Delhi, 2001.</li> <li>4. Managerial Economics, Pearson Education, James Pappas and Engene Brigham: New Delhi, 2006.</li> <li>5. Managerial Economics, Suma Damodaran, Oxford, 2007.</li> <li>6. Management accounting, M.E. Thukaram Rao, New Age International publishers, New Delhi.</li> <li>7. Cost Accounting Principles and Practices, S P Jain &amp; K L Narang 17th Revised Edition, Kalyani Publishers.</li> </ol>
Assessment Mode:	<p>I Mid Examination – 40 Marks (Unit 1 &amp; 2)  II Mid Examination – 40 Marks (Unit 3, 4 &amp; 5)  80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.</p>

CO1	PO2, PO3, PO7, PSO2, PSO3
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Course Code:	5P1A14
Course Name:	Business Environment
Course Pre-requisites:	
Course Objectives:	The objective of the course is to provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere.
Expected Outcomes:	1. The students will able to understand the issues related to the industrial policy and regulation and their amendments from time to time. The knowledge gained by the students on industrial, fiscal, monetary, foreign trade policies. These shall be useful for them to take decisions to ensure growth and sustainability of the organizations.
Unit 1:	INTRODUCTION TO BUSINESS ENVIRONMENT: Meaning of business, nature of modern business, Environment of business, introduction to economic environment – perspectives on the economic problem – The technological environment – The social and cultural environment – Industrial policy of 1991 and recent development – policy on foreign direct investment in Indian Industry.
Unit 2:	FISCAL AND MONETARY POLICIES: Public revenues, public expenditure public debt – development activities financed by public expenditure – an evaluation of recent fiscal policy of government of India-highlights of budget. Monetary Policy: Demand for and supply of money, objectives of monetary and credit policy, weapons of credit control in India.
Unit 3:	BALANCE OF PAYMENTS AND INDIA'S FOREIGN TRADE: Structure, major components, causes of disequilibrium in Balance of

	Payments, correction measures of disequilibrium in Balance of Payments, impact of New Economic Policy on Balance of Payments, Recent trends. India's Trade Policy: Magnitude and direction of Indian International Trade, Bilateral and multilateral agreements, EXIM policy, Role of EXIM Bank.
Unit 4:	LEGAL ENVIRONMENT: Consumer Protection Act, 1986: Introduction to consumer protection law in India - consumer councils - Redressal machinery - Rights of consumers – Consumer awareness. Major provisions of the Competition Act, 2002. Information Technology Act, 2000 - scope and application of IT Act, 2000. Digital signature - e-governance penalties and adjudication – Cyber regulations appellate tribunals, Duties of subscribers.
Unit 5:	GLOBAL ENVIRONMENT: World Trade Organization - Nature and scope - Organisation and structure – trading blocks – role and functions of WTO in promoting world trade – Principles followed- Agreements reached in the Uruguay round including TRIPS, TRIMS and GATS, Disputes settlement mechanism- Dumping and Antidumping measures – Critical review of WTO functioning.
Text Books:	<ol style="list-style-type: none"> <li>1. Business Environment– Text and Cases, Justin paul, TMLT – 2009.</li> <li>2. Business Environment, Saleem, Pearson-2008</li> <li>3. A Manual of Business Laws, S.N. Maheshwari and Maheshwari, Himalaya.</li> <li>4. Indian Economy, Dutt and Sundaram, S. Chand, New Delhi.</li> </ol>
Reference Books:	<ol style="list-style-type: none"> <li>1. Essentials of business environment, K. Aswathappa, Himalaya.</li> <li>2. Business Environment, Suresh Bedi, Excel.</li> <li>3. Business Environment for Sustainable Development, Francis Cherunilam, HPH</li> <li>4. Economic Environment of Business, H.L. Ahuja, S. Chand</li> <li>5. Business Environment in a Global Context, Andrew Harison, Oxford</li> <li>6. Business and Society, Lawrence and Weber, TMH</li> <li>7. Recent Economic survey report of Government of India</li> </ol>
Assessment Mode:	<p>I Mid Examination – 40 Marks (Unit 1 &amp; 2)</p> <p>II Mid Examination – 40 Marks (Unit 3, 4 &amp; 5)</p> <p>80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.</p> <p>Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.</p>

CO1	PO2, PO3, PO5, PSO3
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Course Code:	5P1A15
Course Name:	Financial Accounting for Managers
Course Pre-requisites:	
Course Objectives:	The aim of this paper is to develop an insight of postulates, principles and techniques of accounting and utilization of financial accounting information for planning, and decision- making.

Expected Outcomes:	1.To prepare, understand, interpret and analyze financial statements with confidence. To use the analytical techniques and arriving at conclusions from financial information for the purpose of decision making.
Unit 1:	INTRODUCTION TO ACCOUNTING: Meaning and Definition of Accounting, Parties or Users interested in Accounting, Branches of Accounting, Distinction between Management Accounting, Cost Accounting and Financial Accounting. Meaning and Definition of Financial Accounting, Accounting Concepts and Conventions.
Unit 2:	THE ACCOUNTING PROCESS: Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance.
Unit 3:	FINAL ACCOUNTS: Final Accounts – Trading, Profit and Loss account and Balance sheet with simple adjustments.
Unit 4:	VALUATION OF FIXED ASSETS AND INVENTORY: Tangible Vs Intangible assets, Depreciation of fixed assets and methods of depreciation. Methods of inventory valuation.
Unit 5:	RATIO ANALYSIS: Analysis and interpretation of financial statements from investor and company point of view, Horizontal Analysis and Vertical Analysis of Company Financial Statements. Liquidity, Leverage, Solvency and Profitability ratios – Du Pont Chart.
Text Books:	<ol style="list-style-type: none"> <li>1. Accounting for Managers, M E ThukaramRao, New Age International Publishers.</li> <li>2. Accounting for Managers, Made Gowda, Himalaya, 2009.</li> <li>3. Financial Accountancy, Reporting and Analysis, Barry Elliott, Jimmie Elliott, John wiley and sons 2007.</li> <li>4. Financial accounting theory and analysis: Text and cases, Richard G. Schroeder, Myrtlew. Clark, Jack M. Cathey, John Wiley and Sons, 2010.</li> </ol>
Reference Books:	<ol style="list-style-type: none"> <li>1. Financial Accounting for Business Managers, Asish K. Bhattacharyya, PHI,2009.</li> <li>2. Financial Accounting Management: An Analytical Perspective, Ambrish Gupta, Pearson Education-2009.</li> <li>3. Accounting for Management, Vijaya Kumar, TMH, 2009.</li> <li>4. Financial Accounting, Dr.S.N. Maheshwari and Dr.S.K. Maheshwari, Vikas Publishing House Pvt. Ltd., 2007.</li> <li>5. Financial Accounting, Weygandt, Kieso, Kimmel, 4/e, Wiley India Edition, 2006.</li> <li>6. Accounting and Financial Management, T.S. Reddy &amp; Y.Hari Prasad Reddy, Margham Publications.</li> </ol>
Assessment Mode:	<p>I Mid Examination – 40 Marks (Unit 1 &amp; 2)</p> <p>II Mid Examination – 40 Marks (Unit 3, 4 &amp; 5)</p> <p>80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.</p> <p>Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.</p>

CO1	PO4, PO7, PSO1
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Course Code: Course Name:	5P1A16 Business Statistics
Course Pre-requisites:	
Course Objectives:	The aim of this paper is to get hands on experience on statistical methods in data analysis by the students.
Expected Outcomes:	1. The learning outcome is that the students should be able to analyse the data to draw inference for decision making.
Unit 1:	INTRODUCTION TO STATISTICS: Definition, origin and growth, functions, limitations and Managerial Applications of Statistics.
Unit 2:	FREQUENCY DISTRIBUTION: Classification and Tabulation of Data, Types of classification, formation of a Discrete and Continuous frequency distribution; Role and general rules of Tabulation, types of tables, Diagrammatic and Graphical Representation of Data.
Unit 3:	MEASURES OF CENTRAL TENDENCY AND DISPERSION: characteristics of a good Measure of Central Tendency; Types of Averages-Mean, Median, Mode and its Applications. Range, Quartile Deviation, Mean Deviation, Variance, Standard Deviation, coefficient of variation and its Applications.
Unit 4:	CORRELATION AND REGRESSION ANALYSIS: Definition ,types, methods, Scatter diagram, Positive and Negative correlation, limits for coefficient of correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of multiple and partial Correlation. Least square fit of a linear regression, two lines of regression, properties of regression coefficients.
Unit 5:	TIME SERIES ANALYSIS: Components, Models of Time Series-Additive, Multiplicative and Mixed models; Trend analysis-Free hand curve, Semi averages, moving averages, Least Square methods.
Text Books:	<ol style="list-style-type: none"> <li>1. Statistical Methods, Gupta S.P., S.Chand. 2008</li> <li>2. Statistics for Management, Richard I Levin, David S.Rubin, Pearson, 2008</li> <li>3. Complete Business Statistics, Aczel&amp;Sounderpandian, 6/e, Tata McGrawhill</li> <li>4. Statistics for Business and Economics, Anderson, Sweeney, William, 9/e, Thomson Publishers, 2007.</li> </ol>
Reference Books:	<ol style="list-style-type: none"> <li>1. Business Statistics, Gupta S.C &amp; Indra Gupta, Himalaya Publishing House, Mumbai.</li> <li>2. Complete Business Statistics, Amir D. Aezel, Jayavel, TMH, 2008</li> <li>3. Statistics for Management, Lerin, Pearson Company, New Delhi.</li> <li>4. Business Statistics for Contemporary decision making, Black Ken, New age publishers, New Delhi.</li> </ol>
Assessment Mode:	<p>I Mid Examination – 40 Marks (Unit 1 &amp; 2)  II Mid Examination – 40 Marks (Unit 3, 4 &amp; 5)  80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.</p>



CO1	PO2, PO7, PSO1
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Course Code: Course Name:	5P1A17 Managerial Communications
Course Pre-requisites:	
Course Objectives:	To equip the students with the necessary techniques and skills of communication to inform others, inspire them enlist their activity and willing cooperation in the performance of their jobs.
Expected Outcomes:	1. At the end of the course, students will be enabled with the managerial communication skills that are required for the achievement of their career goals.
Unit 1:	INTRODUCTION TO MANAGERIAL COMMUNICATION: Meaning, Importance & objectives - Principles of Communication, Communication Process, Barriers of effective communication, Techniques of effective communication.
Unit 2:	MANAGING ORGANIZATION COMMUNICATION - formal and informal communication- intra and personal communication – models for inter personal communication – exchange theory, Johari window and transactional analysis.
Unit 3:	NON-VERBAL COMMUNICATION: Body Language, Gestures, Postures, Facial Expressions, Dress codes. The Cross Cultural Dimensions of Business Communication. Listening & Speaking, techniques of electing response, probing questions, Observation. Business and social etiquettes.
Unit 4:	MANAGERIAL SPEECHES: Principles of Effective Speech & Presentations. Technical & Non-technical presentations. Speech of introduction - speech of thanks - occasional speech - theme speech. Use of audio visual aids.
Unit 5:	INTRODUCTION TO MANAGERIAL WRITING: Business letters: Inquiries, Circulars, Quotations, Orders, Acknowledgments Executions, Complaints, Claims & adjustments, Collection letter, Banking correspondence, Agency correspondence, Bad news and persuading letters, Sales letters, Job application letters - Bio-data, Covering Letter, Interview Letters, Letter of Reference. Memos, minutes, Circulars & notices.
Text Books:	1. Lesikar, R.V. & Flatley, M.E. (2005). Basic Business Communication Skills for Empowering the Internet Generation. Tata McGraw Hill Publishing Company Ltd. New Delhi. 2. K Bhardwaj, Professional Communication, IK Int Pub House, New Delhi 3. Ludlow, R. & Panton, F. (1998). The Essence of Effective Communications. Prentice Hall of India Pvt. Ltd.
Reference Books:	1. Adair, J. (2003). Effective Communication. Pan McMillan. 2. Thill, J. V. & Bovee, G. L. (1993). Excellence in Business Communication. McGraw Hill, New York. 3. Bowman, J.P. & Branchaw, P.P. (1987). Business Communications: From Process to Product. Dryden Press, Chicago.
Assessment Mode:	I Mid Examination – 40 Marks (Unit 1 & 2) II Mid Examination – 40 Marks (Unit 3, 4 & 5)

	80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks. Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.
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CO1	PO5, PO6, PSO2
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Course Code:	5P1A18
Course Name:	Executive Development Programme – I
Course Pre-requisites:	
Course Objectives:	<p>The aim of conducting executive development programmes is to explore the inner potentials of the students and make them aware of their strengths and weaknesses. The broad objectives of the programme are:</p> <ul style="list-style-type: none"> <li>✓ creating self-awareness and potential development of the students,</li> <li>✓ developing communication skills,</li> <li>✓ developing problem solving and creative abilities,</li> <li>✓ developing ethical, cultural and responsive personality,</li> <li>✓ developing employability skills for the industry and also fostering entrepreneurial skills.</li> </ul>
Expected Outcomes:	
Unit 1:	<p>Following activity areas for the current semester are proposed below. The in-charge of the programme is instructed to keep in view the broad framework provided in previous pages while conducting following activities.</p> <ul style="list-style-type: none"> <li>❖ Goal setting</li> <li>❖ Listening</li> <li>❖ Reading</li> <li>❖ Presentation skills</li> <li>❖ Etiquettes &amp; manners</li> <li>❖ Successful presentations</li> <li>❖ Group discussions</li> <li>❖ Written skills</li> <li>❖ Memory development Programme</li> <li>❖ Time management</li> </ul>
Unit 2:	
Unit 3:	
Unit 4:	
Unit 5:	
Text Books:	

Reference Books:	<ol style="list-style-type: none"> <li>1. Developing Management Skills – David A. Whetten &amp; Kim S. Cameron, 7/e, PHI, 2007</li> <li>2. More Games Trainers play – ScannelNewstrom, TMH</li> <li>3. Developing Communication Skill – Krishna Mohan &amp; Meera Banerji, MacMillan</li> <li>4. Basic Managerial Skills for All – EH McGrath, 6/e, PHI</li> <li>5. Creativity, Innovation and Quality – Paul E. Plsek, PHI</li> <li>6. Human Skills – Creating the Future – Frenandez, Pattanayak, UpinderDhar &amp; Ravishanker, HPH</li> <li>7. Effective Training – Blanchard Thacker, 3/e, PHI</li> <li>8. Sales Games and Activities for Trainers – Gary B. Connar &amp; John A. Woods, TMH</li> <li>9. Team Games for Trainers – Nileos, TMH</li> <li>10. Public Speaking – Michael Osborn &amp; Suganne Osborn, 6/e, Biztantra</li> <li>11. Body Language – Hedwig Lewis, Response Books.</li> </ol>
Assessment Mode:	There shall be an internal evaluation for 100 marks, out of which 80 marks for day-to-day evaluation for the student's active participation and 20 marks for record/report submission. He/she should secure a minimum of 50% marks.

CO1	PO4, PO8
CO2	PO3, PO4, PO8, PSO2
CO3	PO2, PO4, PO8
CO4	PO4, PSO3
CO5	PO5, PSO2

Course Code: Course Name:	5P1A19 Computer Applications Lab
Course Pre-requisites:	
Course Objectives:	<ol style="list-style-type: none"> <li>1. To understand the need of PC Hardware, internet &amp; world wide web and office suites</li> <li>2. To be able to use different software.</li> <li>3. Will show understanding about the need of PC hardware, internet &amp; world wide web and office suites</li> </ol>
Expected Outcomes:	<ol style="list-style-type: none"> <li>1. Present and describe how PCs and larger computer systems are used in the business community and the positive/negative impacts of that technology in business and society.</li> <li>2. Explain the difference between hardware, software; operating systems, programs and files.</li> <li>3. Identify the purpose of different software applications.</li> <li>4. Describe how business information systems are likely to change.</li> </ol>
Unit 1:	INTRODUCTION TO COMPUTERS: Introduction of computers, Generations – Computer Networks – Application of Computers in Management, E – Commerce, E – Business

Unit 2:	MS WORD: Creation of Document – Format Document – Text editing and Saving – Organizing information with tables and outlines – Mail merge – publishing documents on Web MS Excel: Creating and editing worksheets – cell formatting – creating and using formulas and functions – Use Macros – Sorting and querying data – Working with graphs and charts.
Unit 3:	MS POWER POINT: Creation of Slides – Use templates and slide designs for creating power point slides – drawings and graphics; MS ACCESS - Create databases, tables, relationships – Create forms to enter data – Filter data – Use of queries in data manipulation – Generating reports.
Unit 4:	OVERVIEW OF SPSS AND TALLY: Uses, data analysis – Making students learn and familiar with SPSS and Tally packages.
Unit 5:	DATA ANALYSIS WITH STATISTICAL TOOLS (SPSS): Graphical and Diagrammatic Representation of Data – Measures of Central Tendency – Measures of Dispersion – Skewness, Kurtosis – Index numbers – Correlation, Simple Regression, etc. using
Text Books:	
Reference Books:	<ol style="list-style-type: none"> <li>1. Introduction to Computers and Communications-Sixth Edition-Tata McGraw Hill.</li> <li>2. Introduction to Information Technology, V.Rajaraman, Prentice Hall India,</li> <li>3. Doing Data Analysis with SPSS 16.0, Carver,3/e, Cengage, 2009</li> <li>4. SPSS for Windows Step by Step, George,6/e, Pearson Education, 2009</li> <li>5. 2007 Microsoft Office System Step-by- Step, Coxetall, First Edition, PHI, 2007.</li> <li>6. Microsoft Office Excel 2007 Data Analysis and Business Modeling, Winston, First Edition, Prentice Hall India, 2007.</li> <li>7. Microsoft Office Access 2007 Step-by-Step, Lambet, Lambert III &amp; PreperneauFirst Edition, Prentice Hall India, 2007.</li> <li>8. Business Data Analysis Using Excel, David Whigam, First Edition, Oxford University Press, 2007.</li> <li>9. Nandhni, Nadhani Implementing Tally9: Comprehensive guide for Tally 9&amp;8.1 BPB publications 2010.</li> <li>10. Ndhani, Tally,ERP, BPB Publications 2010.</li> <li>11. Data Base Management Systems, ISRD, Tata – McGraw Hill 2009.</li> </ol>
Assessment Mode:	For practical subjects, 60 marks shall be awarded in the end semester examination, 40 marks shall be awarded for internal evaluation. Out of 40 marks, 10 marks shall be awarded based on best of the two internal lab examinations including viva voce and 30 marks shall be awarded based on day-to-day work including lab record. He/she should secure a minimum of 50% marks.

CO1	PO2, PO4, PSO1
CO2	PSO1
CO3	PO7
CO4	PO3, PO5

## Semester – II

Course Code: Course Name:	5P1A21 Human Resource Management
Course Pre-requisites:	
Course Objectives:	1. The major objective of this subject is to understand current issues, trends, practices, and processes in HRM.
Expected Outcomes:	1. Students should be able to understand the basic HR concepts. They will be able to understand the process of recruitment, selection, performance appraisal, training & development, compensation and employee retention approaches and strategies.
Unit 1:	HUMAN RESOURCE MANAGEMENT: Introduction- definitions- Nature & Scope of HRM- Functions of HRM- changing roles & responsibilities of HR department - meeting competitive challenges through HRM.
Unit 2:	HUMAN RESOURCE PROCESS: HR planning process factors affecting HR planning process-job analysis & job design-recruitment, selection & placement process- orientation concept-out sourcing.
Unit 3:	HR TRAINING PROCESS: Training process-employ development-T&D effectiveness-performance management-Performance Appraisal methods – performance measures criteria & Approaches-participative management.
Unit 4:	CAREER STAGES: Career stages- Holland vocational preferences model-the Schein Anchor's- Myres Brigg's typologies-compensation management, Industrial relations-collective bargaining.
Unit 5:	HRM ROLE: The role HR in providing sustainable competitive advantage - knowledge management –employee retention –work-life balance-talent management-learning organizations-role of leader in learning organizations
Text Books:	<ol style="list-style-type: none"> <li>1. Human Resource Management, Dessler Gary, 10<sup>th</sup> Edition, Pearson/Prentice Hall of India 2006.</li> <li>2. Human Resource Management, R.WayneMondy, Robert M.Noel, Pearson</li> <li>3. Human Resource Management, Aswathappa, 4<sup>th</sup> Edition, TMH 2006.</li> <li>4. Personnel and Human Resource Management – Text and cases, Subbarao, Himalaya, 2009.</li> </ol>
Reference Books:	<ol style="list-style-type: none"> <li>1. Human Resource Management, Bohlander, 10th Edition, Thomson 2006.</li> <li>2. Human Resource Management, NoeA. Raymond, John Hollenbeck, Barry Gerhart and Patrick Wright, Tata McGraw Hill.</li> <li>3. Human Resource Management a case study approach, Muller Jaico Publishers,2008</li> <li>4. Human Resource Management, Text and Cases, VSP Rao, Excel Books 2006.</li> </ol>
Assessment Mode:	<p>I Mid Examination – 40 Marks (Unit 1 &amp; 2)</p> <p>II Mid Examination – 40 Marks (Unit 3, 4 &amp; 5)</p> <p>80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.</p> <p>Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.</p>

CO1	PO1, PO2, PSO1, PSO2
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Course Code:	5P1A22
Course Name:	Financial Management
Course Pre-requisites:	
Course Objectives:	To give an overview of the problems facing a financial manager in the commercial world. It will introduce you to the concepts and theories of corporate finance that underlie the techniques that are offered as aids for the understanding, evaluation and resolution of financial manager's problems.
Expected Outcomes:	1. It enables manager to monitor their decisions for any potential financial implications and for lessons to be learned from experience and to adopt or react as needed.
Unit 1:	FINANCIAL MANAGEMENT OVERVIEW: Nature, Scope, Functions, Role and Goals, Organization of Finance function. Time Value Of Money - Future value- Present value.
Unit 2:	CAPITAL BUDGETING: Meaning, Importance, Techniques: Traditional Methods (Payback period and Accounting Rate of Return) and Discounted Cash Flow Methods (NPV, IRR, and PI).
Unit 3:	COST OF CAPITAL: Concept, Measurement of Cost of Capital, Different types of costs, Weighted Average Cost of Capital and its components.
Unit 4:	CAPITAL STRUCTURE DECISIONS: Source of Finance, Leverage Analysis – Operating leverage, Financial and Combined leverage, EBIT – EPS analysis.
Unit 5:	DIVIDEND DECISIONS: Major forms of dividends – Determinants of dividend policy, Modigliani and Miller approach, Gordon, Walter models.
Text Books:	<ol style="list-style-type: none"> <li>1. Financial Management - Text and Problems, MY Khan and PK Jain, Tata McGraw- Hill, New Delhi. 2007.</li> <li>2. Financial Management, I.M. Pandey, Vikas Publishers.</li> <li>3. Financial Management – Theory and Practice, Prasanna Chandra, Tata MC Graw Hill, 2001.</li> <li>4. Corporate Finance A Focused approach, Enhardt and Brigham, South eastern, 2003.</li> </ol>
Reference Books:	<ol style="list-style-type: none"> <li>1. Managerial Finance, Gitman L.J., 11<sup>th</sup> Edition, Pearson Education 2006.</li> <li>2. Principles of Corporate Finance, Richard A Brealey et al., Tata McGraw Hill 2007.</li> <li>3. Fundamentals of Financial Management, Chandra Bose D, PHI-2006</li> <li>4. Corporate Finance: Theory and Practice, Vishwanath.S.R. 2007, 2<sup>nd</sup> Edition, Response books, Sage Publications.</li> <li>5. Financial Management – Text and cases, Bringham &amp; Ehrhardt, Cengage, 2005</li> <li>6. Case Studies in Finance, Bruner.R.F. 2007, 5<sup>th</sup> Edition, Tata McGraw Hill, New Delhi.</li> <li>7. Financial management (Principles and Practice), G. Sudharsana Reddy, 2009 edition HPH publications.</li> </ol>
Assessment Mode:	<p>I Mid Examination – 40 Marks (Unit 1 &amp; 2)</p> <p>II Mid Examination – 40 Marks (Unit 3, 4 &amp; 5)</p>

	80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks. Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.
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CO1	PO4, PSO1, PSO2
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Course Code:	5P1A23
Course Name:	Marketing Management
Course Pre-requisites:	
Course Objectives:	To grasp the concept of business disciplines and focuses on the practical application of marketing techniques as well as the management's marketing resources and activities.
Expected Outcomes:	1. Be familiar with the nature and role of marketing as an important area of activity in Marketing resources, public utilities, and non-profit service.
Unit 1:	INTRODUCTION TO MARKETING: Definition & Functions of Marketing, Core concepts of marketing: Need, Want, Desire, Benefits, Demand, Value, Exchange, Goods: Services Continuum, Product, Market, Customer Satisfaction, Customer Delight. Approaches to Marketing: Product, Production, Sales, Marketing, Societal, Relational. Concept of Marketing Myopia, Selling versus marketing. Holistic Marketing Orientation & Customer Value.
Unit 2:	MARKETING ENVIRONMENT ANALYSIS: Analysing needs and trends Macro Environment: Political, Economic, Socio-cultural and Technical Environment – PEST analysis. Micro Environment: Industry & Competition. Concept of Market Potential & Market Share
Unit 3:	MARKET SEGMENTATION: Definition, Need & Benefits. Bases for market segmentation of consumer goods, industrial goods and services. Segment, Niche & Local Marketing, Effective segmentation criteria, Evaluating & Selecting Target Markets, Concept of Target Market and Concept of positioning, Value Proposition & USP.
Unit 4:	MARKETING MIX: Definition of each of the Four P's. Components of each P. Extended 7Ps for services. Significance in the competitive environment.
Unit 5:	PRICING STRATEGY: Meaning and Objectives of Pricing, Practical Pricing Policies, Adopting the Price, Price Discounts and Allowances, Promotional Pricing, Initiating Price Increases and Responding to Price Changes.
Text Books:	1. Marketing Management, Phillip Kotler, Kevin Lane Keller, 12/e, Pearson, 2007 2. Marketing Management, Czinkota & Kotabe, 2/e, South Western Cengage Learning, 2008

	3. Marketing Management, V.S. Ramaswamy and S. Namakumari, 4/e McMillan, 2010. 4. Marketing Management, Rajan Saxena, TMH, 2008.
Reference Books:	1. Marketing—The Core, Kerin, Hartley and Rudelius, McGraw Hill, Irwin, 2007. 2. Case Studies in Marketing, The Indian Context, Srinivasan, PHI, 2009 3. Marketing, Lamb, Hair and McDaniel, 7/e, Thomson Publishers, 2006. 4. Marketing—concepts and Cases, Etzel, Walker, Stanton, Pandit, TMH, 2010 5. Introduction to Marketing theory and practice, Adrian Palmer, Oxford University Press 2007
Assessment Mode:	I Mid Examination – 40 Marks (Unit 1 & 2) II Mid Examination – 40 Marks (Unit 3, 4 & 5) 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks. Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

CO1	PO2, PO4, PO6, PSO1, PSO2
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Course Code:	5P1A24
Course Name:	Production and Operations Management
Course Pre-requisites:	
Course Objectives:	1. The course aims to introduce concepts of production and operations management in an organization and expose to analytical methods.
Expected Outcomes:	1. The students will be able to understand operations management, product & process design, analysis, plant location, layout, Scheduling and Material Management.
Unit 1:	INTRODUCTION: Nature and Scope of Production and Operation Management- Historical Evolution – Types of Manufacturing Systems – Differences Between Manufacturing and Service Operations Role of Production and Operation Manager.
Unit 2:	PRODUCTION PLANNING AND CONTROL: Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing-Aggregate Planning – Maintenance Management – Industrial Safety.
Unit 3:	PLANT LOCATION: Facility Location and Layout Planning –Types of Layouts – Material Handling Equipment – Material Handling Principles – Models Used in Lay Out Designs.
Unit 4:	PRODUCTIVITY: Factors, Affecting Productivity – Job Design – Process Flow Charts – Methods Study – Work Measurement – Engineering and Behavioural Approaches.
Unit 5:	MATERIAL MANAGEMENT: Cost Associated with Inventory – Economic Order Quantity – ABC Analysis - Materials Requirement Planning – Just In – Time Production Total Quality Management – Acceptance Sampling – Control Charts – Quality Circle – Zero Defects



	Programmes – ISO 9000 – Application of Computer in Production and Operations.
Text Books:	<ol style="list-style-type: none"> <li>1. Gaither &amp; Frazier, Operations Management, Cengage, New Delhi</li> <li>2. Panner Selvem, Production and Operation Management, Prentice Hall of India.</li> <li>3. Chunnawals, Production &amp; Operation Management Himalaya, Mumbai.</li> <li>4. Kanishka Bedi, Production &amp; Operation Management, University Press.</li> </ol>
Reference Books:	<ol style="list-style-type: none"> <li>1. Upendra Kachru: Operation Management, Excel Publications.</li> <li>2. Adam, E.E&amp; Ebert; R.J. Production and Operation Management, 6th Ed., Prentice Hall.</li> <li>3. Chary S.N., Production and Operation Management, New Delhi, Tata McGraw Hill.</li> <li>4. K Aswathappa &amp; Sridhar Bhatt, Production &amp; Operations Management, Himalaya, Mumbai.</li> </ol>
Assessment Mode:	<p>I Mid Examination – 40 Marks (Unit 1 &amp; 2)  II Mid Examination – 40 Marks (Unit 3, 4 &amp; 5)  80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.</p>

CO1	PO1, PO2, PO7, PSO1, PSO2
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Course Code:	5P1A25
Course Name:	Management Information System
Course Pre-requisites:	
Course Objectives:	<ol style="list-style-type: none"> <li>1. Identify the major management challenges to building and using information systems and learn how to find appropriate solutions to those challenges; Learn the core activities in the systems development process; Cultivate skills and experience in the development and implementation of information systems projects.</li> </ol>
Expected Outcomes:	<ol style="list-style-type: none"> <li>1. Understand the basic concepts and technologies used in the field of MIS; Have the knowledge of the different types of management information systems; Understand the processes of developing and implementing information systems.</li> </ol>
Unit 1:	INTRODUCTION: Management information system-Definition-Importance of Information System-Functions of Management Information Systems-Objectives of MIS-Components of Information System, MIS FOR OPERATIONS: Marketing IS, Manufacturing IS, Human Resource IS and Financial IS.
Unit 2:	INFORMATION SYSTEMS: Computers in Management-MIS Office Automation-Decision Support System-Expert System-Knowledge Work System-Artificial Intelligence-Group Decision Support System (GDSS).
Unit 3:	SYSTEM DEVELOPMENT: System Concepts-Types of Systems-Modern Information Systems-System Development Life Cycle-Structured

	Methodologies: Pitfalls in MIS development-System modeling of MIS-System engineering methodologies for MIS problem solving.
Unit 4:	STRATEGIC INFORMATION SYSTEMS (SIS): An understanding of strategic information system-Benefits of SIS (Strategic Grid) – Components of Strategic Information planning-Strategic Information System-Business Intelligence System-Computing System for Strategic Planning-The value chain model
Unit 5:	INFORMATION SYSTEM SECURITY AND CONTROL: Vulnerability – Firewalls – Systems Audit – System Security – Security Risks – Computer Virus – Security Threads.
Text Books:	<ol style="list-style-type: none"> <li>1. Management Information System C. Laudon and Jane P Laudon, et at, 9/e, PHI and Pearson Education.</li> <li>2. Management Information System, O’Brien, Tata McGraw Hill 2009.</li> <li>3. Management Information System, Jawedekar, Tata McGraw Hill, 2007.</li> <li>4. Management Information Systems, C.S.V. Murthy, Himalaya Publishing House, 2009.</li> </ol>
Reference Books:	<ol style="list-style-type: none"> <li>1. Management Information System, Robert Schuthesis and Mary Sumner, Tata McGraw Hill.</li> <li>2. Management Information Systems, Balasubramanian, Excel books, 2009.</li> <li>3. Management Information Systems, Gordon B. Davis &amp; Margrethe H. Olson, Tata McGraw Hill, 2006.</li> <li>4. Management Information Systems, McCleod, Schell, Pearson 2009.</li> <li>5. Information Technology for Management, Tuban, Liedner, Mclean, Wetherbe, Wiley India, 2008.</li> <li>6. Principles of Information Systems, Stair, George, Cengage Learning, 2008.</li> </ol>
Assessment Mode:	<p>I Mid Examination – 40 Marks (Unit 1 &amp; 2)</p> <p>II Mid Examination – 40 Marks (Unit 3, 4 &amp; 5)</p> <p>80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.</p> <p>Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.</p>

CO1	PO3, PO6, PO7, PSO2
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Course Code:	5P1A26
Course Name:	Research Methodology
Course Pre-requisites:	
Course Objectives:	1. To understand the basics of research methodology and to provide insight into the application of modern analytical concepts and techniques for the purpose of management decision making.
Expected Outcomes:	1. Students will be able to apply the principles of research methodology for the research design that will be useful for the various mini and major projects of the Social Sciences.

Unit 1:	INTRODUCTION: Meaning and significance of research - Types of research - Research Process: Problem identification and definition - Reviewing the literature - Hypothesis: Null Hypothesis Vs Alternative Hypothesis, Hypothesis formulation - Choosing variables to study.
Unit 2:	RESEARCH DESIGN AND SAMPLING METHODOLOGY: Meaning of and need for research design - Exploratory, Descriptive and Causal studies - Experimental research designs - Nature of sampling. Probability and Non-Probability sampling methods - Steps in sample design - Sample size determination and approaches.
Unit 3:	DATA COLLECTION METHODS: Sources of data: Primary and secondary sources of data - Data collection methods - Observation, interview, questionnaires, Schedules & other methods - Constructing, Drafting and Refining the questionnaires.
Unit 4:	MEASUREMENT AND SCALING TECHNIQUES: Nature of measurement and scaling - Measurement scales - Scaling Techniques: Rating scales (Including Likert scale and Semantic differential scale) - Ranking scales – Paired comparison and Rank order - Characteristics of good measurement.
Unit 5:	DATA PRESENTATION AND REPORT WRITING: Diagrammatic and graphical presentation: Techniques - Merits and Demerits - Report writing - Types and layout of research reports. Role of Technology and Internet in Research work.
Text Books:	<ol style="list-style-type: none"> <li>1. Business Research Methods, Donald R Cooper and Pamela S Schindler, 9/e, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2009</li> <li>2. Business Research Methods, William G. Zikmund, 7/e, Cengage, 2008.</li> <li>3. Marketing Research Contemporary Approach, Dr. P. Naryana Reddy, Dr. GVRK Acharyulu, 2/e, Excel Books.</li> <li>4. Research Methodology – Methods &amp; Techniques, C.R. Kothari, 2/e New Age International, New Delhi. 2008.</li> </ol>
Reference Books:	<ol style="list-style-type: none"> <li>1. Research methods for managers' 3/e, John Gill &amp; Phil Johnson, Sage Publications.</li> <li>2. Research Methods for Business—A Skill Building Approach, Uma Sekaran, John Wiley &amp; Sons (Asia) Pvt.Ltd, Singapore, 2003.</li> <li>3. Methodology and Techniques of Social Science Research, Wilkinson &amp; Bhandarkar, Himalaya Publishing House.</li> <li>4. An Introduction to Management for Business Analysis, Speegal, M.R., McGraw Hill.</li> <li>5. Research Methodology in Management, Michael, V.P., Himalaya Publishing House.</li> <li>6. Research Methodology, Dipak Kumar. Bhattacharya, Excel Books, 2006</li> </ol>
Assessment Mode:	<p>I Mid Examination – 40 Marks (Unit 1 &amp; 2)  II Mid Examination – 40 Marks (Unit 3, 4 &amp; 5)  80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.</p>

CO1	PO1, PO2, PO4, PSO2
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Course Code:	5P1A27
Course Name:	Operations Research
Course Pre-requisites:	
Course Objectives:	The objective of the course is to provide the basic tools of Operations research in solving the management problems using mathematical approach for decision making.
Expected Outcomes:	1. The Course covers origin and application of Operations Research. These concepts help the student in taking optimum decisions for business.
Unit 1:	INTRODUCTION TO OPERATIONS RESEARCH: Origin, Nature, Definitions, Characteristics, scope and Managerial applications of Operations Research - Phases and models of Operations Research
Unit 2:	LINEAR PROGRAMMING: Introduction to Linear Programming - Formulation of Linear Programming model – Graphical Solution – Simplex solution – Big M Solution.
Unit 3:	TRANSPORTATION AND ASSIGNMENT MODELS: Definition and Application of the Transportation Model, Solution of the Transportation Problem. Definition and application of Assignment model - Traveling Salesman Problem.
Unit 4:	GAME THEORY: Introduction – Two Person Zero-Sum Games, Pure Strategies, Mixed strategies, Algebraic Method, Graphical method and Dominance rules to solve mixed strategy games.
Unit 5:	P.E.R.T. & C.P.M.: Network Drawing – Identifying Critical Path – Probability of completing the project within given time - Project Crashing – Optimum cost and optimum duration.
Text Books:	<ol style="list-style-type: none"> <li>1. Introduction to Operations Research, Frederick S. Hiller Gerald J Lieberman, 8/e, Tata MC Graw Hill.</li> <li>2. Operations Research: An Introduction, Hamdy, A.Taha, 8/e, Prentice-Hall of India; New Delhi 2007.</li> <li>3. Operations Research: Theory and Applications, J. K. Sharma, Macmillan India, 2007.</li> <li>4. Quantitative Techniques in Management, N.D.Vohra, TMH, New Delhi, 2007</li> </ol>
Reference Books:	<ol style="list-style-type: none"> <li>1. Operations Research , Prem Kumar Gupta and Hira , S.Chand, 2008</li> <li>2. Operations Research, Winston, Cengage, 2008</li> <li>3. Quantitative Analysis for Management, Pearson, Barry Render; Ralph M.Stair,Jr, Michael E.Hanna, Delhi, 2007.</li> <li>4. Quantitative Analysis for Management, Barry Render, Ralph M.Stair,Jr. Michael E.Hanna, 9e PHI Pvt. Ltd New Delhi 2007</li> <li>5. Introduction to Operations Research: A Computer-Oriented Algorithmic Approach, Bill E Gillett: Tata Mc-Graw Hill, New Delhi, 2006.</li> </ol>
Assessment Mode:	<p>I Mid Examination – 40 Marks (Unit 1 &amp; 2)  II Mid Examination – 40 Marks (Unit 3, 4 &amp; 5)  80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.</p>

CO1	PO1, PO2, PO5, PO6, PO7, PSO2
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Course Code:	5P1A28
Course Name:	Executive Development Programme– II
Course Pre-requisites:	
Course Objectives:	The aim of conducting executive development programmes is to explore the inner potentials of the students and make them aware of their strengths and weaknesses.
Expected Outcomes:	<ol style="list-style-type: none"> <li>1. creating self awareness and potential development of the students,</li> <li>2. developing communication skills,</li> <li>3. developing problem solving and creative abilities,</li> <li>4. developing ethical, cultural and responsive personality,</li> <li>5. developing employability skills for the industry and also fostering entrepreneurial skills.</li> </ol>
Unit 1:	<p>Following activity areas for the current semester are proposed below. The in-charge of the programme is instructed to keep in view the broad framework provided in previous pages while conducting following activities.</p> <ul style="list-style-type: none"> <li>❖ Conference skills</li> <li>❖ Elocution</li> <li>❖ Business quiz</li> <li>❖ Creative thinking</li> <li>❖ Team work</li> <li>❖ Debate</li> <li>❖ Non-verbal skills</li> <li>❖ Negotiation skills</li> <li>❖ Human rights awareness</li> <li>❖ Problem solving</li> </ul>
Unit 2:	
Unit 3:	
Unit 4:	
Unit 5:	
Text Books:	
Reference Books:	<p>The in-charge of the EDP is suggested to use the following resources for conducting activities. However, the in-charge is open for other resources of high impact.</p> <ol style="list-style-type: none"> <li>1. Developing Management Skills – David A. Whetten &amp; Kim S. Cameron, 7/e, PHI, 2007</li> <li>2. More Games Trainers play – ScannelNewstrom, TMH</li> <li>3. Developing Communication Skill – Krishna Mohan &amp; Meera Banerji, MacMillan</li> <li>4. Basic Managerial Skills for All – EH McGrath, 6/e, PHI</li> <li>5. Creativity, Innovation and Quality – Paul E. Plsek, PHI</li> </ol>

	6. Human Skills – Creating the Future – Frenandez, Pattanayak, UpinderDhar&Ravishanker, HPH 7. Effective Training – Blanchard Thacker, 3/e, PHI 8. Sales Games and Activities for Trainers – Gary B. Connar& John A. Woods, TMH 9. Team Games for Trainers – Nileos, TMH 10. Public Speaking – Michael Osborn & Suganne Osborn, 6/e, Biztantra 11. Body Language – Hedwig Lewis, Response Books.
Assessment Mode:	There shall be an internal evaluation for 100 marks, out of which 80 marks for day-to-day evaluation for the student’s active participation and 20 marks for record/report submission. He/she should secure a minimum of 50% marks.

CO1	PO4, PO8
CO2	PO3, PO4, PO8, PSO2
CO3	PO2, PO4, PO8
CO4	PO4, PSO3
CO5	PO5, PSO2

Course Code: Course Name:	5P1A29 Executive Communication Lab
Course Pre-requisites:	
Course Objectives:	1. To train students to use language effectively in business letters, emails and reports 2. To sensitize the learners to language skills in conducting meetings 3. To help the students face interviews confidently and present their ideas effectively 4. To enhance the listening comprehension of the students syllabus
Expected Outcomes:	1. The student will be able to express himself fluently in social and professional contexts. 2. The student will enhance his skills to make a presentation assertively. 3. The student will learn how to face Interviews, to participate in meetings confidently. 4. The student will be able to write business reports/letters, emails correctly.
Unit 1:	The following course content is prescribed for the Advanced Communication Skills Lab: 1. Listening Comprehension 2. Oral presentations (prepared and extempore) 3. Face to face communication 4. Business Letters and e-mails (Analysis of Correspondence from Industry) 5. Business Reports 6. Meetings and Group Discussions 7. Resume Writing (electronic version) 8. Interviews

Unit 2:	
Unit 3:	
Unit 4:	
Unit 5:	
Text Books:	
Reference Books:	<ol style="list-style-type: none"> <li>1. Business Communication for Managers, Penrose, Rasberry and Myers, Cengage, 2009</li> <li>2. Basic Business Communication Skills for empowering the internet generation, LesikarFlately, Tata Mc Graw Hill, 2009</li> <li>3. Business Communication, Ramachandran KK et al. MacMillan India Ltd., 2009</li> <li>4. Business Communication, Bovee, Pearson, 2011</li> <li>5. Business Communication, Locker, Kaczmarek, Tata Mc Graw Hill, 2008</li> <li>6. Speaking and Writing for Effective Business Communication, Francis, MacMillan India Ltd, 2007</li> <li>7. Business Communication, Asha Kaul, PHI, 2009</li> <li>8. Speaking about Science, A manual for creating clear presentations, Scott Morgan and Barret Whitner, CUP, 2006</li> <li>9. The Ace of Soft Skills, Gopal Ramesh and Mahadevan Ramesh, Pearson Education, 2006</li> <li>10. From Campus to Corporate, Ramachandran KK and Karthcik KK, MacMillan India Ltd, 2010</li> <li>11. Body Language – Your success mantra, Dr. Shalini Varma, S Chand</li> </ol>
Assessment Mode:	For practical subjects, 60 marks shall be awarded in the end semester examination, 40 marks shall be awarded for internal evaluation. Out of 40 marks, 10 marks shall be awarded based on best of the two internal lab examinations including viva voce and 30 marks shall be awarded based on day-to-day work including lab record. He/she should secure a minimum of 50% marks.

CO1	PO4, PO8
CO2	PO3, PO4, PO8
CO3	PO8, PSO3
CO4	PO3, PO4, PSO3

### Semester – III

Course Code:	5P1A31
Course Name:	International business
Course Pre-requisites:	
Course Objectives:	<ol style="list-style-type: none"> <li>1. Cultivate knowledge and skills to compete effectively in the ever-changing global business environment.</li> <li>2. Develop tools to work in the specialized international business markets.</li> <li>3. Expand analytical capability to capitalize on global business opportunities in the 21st century.</li> <li>4. Develop skills in strategic planning, decision-making, problem-solving, and technology management.</li> <li>5. Analyze various international business practices and determine appropriate strategies for working across borders.</li> </ol>
Expected Outcomes:	<p>Upon completion of this course the student will be able to:</p> <ol style="list-style-type: none"> <li>1. Develop an understanding that international organizations operate in more than one country.</li> <li>2. Identify three environments—domestic, foreign, and international—in which the international company operates.</li> <li>3. Identify current trends in international trade and foreign investment.</li> <li>4. Identify organizations and banks that support international trading.</li> <li>5. Understand the cultural differences and ethics of international trading.</li> </ol>
Unit 1:	GLOBALISATION: Meaning, Process, Drivers of economic Globalisation, Globalisation of markets, Production, Investment, Technology impact of globalization in India. International Business Environment: An overview, International Economic, Political, Technological, Social and Cultural – frame work.
Unit 2:	: MODES OF ENTRY INTO INTERNATIONAL BUSINESS: Introduction, Exporting, Licensing, Franchising, Special modes, FDI with and without alliances.
Unit 3:	W.T.O: Genesis, organizational structure, Uruguay round packages– its impact on International business.
Unit 4:	EXPORT FINANCING: International liquidity, role of IMF, IBRD in international business, Foreign exchange markets. International Marketing: Developing global competitiveness, International marketing strategies in different stages of product life cycle.
Unit 5:	ECONOMIC ZONES: Objectives, Foreign trade zone, Economic processing zone, Free zone, Special economic zone, Net foreign exchange earnings.
Text Books:	<ol style="list-style-type: none"> <li>1. International Business- text and cases, P. SubbaRao, 3/e HPH.</li> <li>2. International Business, Cherunilam, 4/e PHI</li> <li>3. International Business, Joshi, Oxford, 2009</li> <li>4. International Business, Czinkota, Morfett, 7/e, Cengage.</li> </ol>
Reference Books:	<ol style="list-style-type: none"> <li>1. International Business; Environmental operations, Jhon D. DaniellleuH.Rodebaugh, Addison Wesley, 2007</li> <li>2. International Business, Justin Paul 4/e, PHI.</li> <li>3. International Business, Environments and operations, Daniells, Radebangh, Sallivan, Salwan, Pearson, 2009</li> <li>4. International Business, Odedshenkaryodongluo – John wiley&amp; co 2006</li> </ol>



	5. International Business, Hill, Jain, 6/e TMH 6. International Business, Shyamshakla, Excel 2008
Assessment Mode:	I Mid Examination – 40 Marks (Unit 1 & 2) II Mid Examination – 40 Marks (Unit 3, 4 & 5) 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks. Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

CO1	PO2, PO3
CO2	PO3, PO5, PO7
CO3	PO5, PO6
CO4	PO6, PSO2
CO5	PO3, PO5, PSO1

Course Code:	5P1A32
Course Name:	Entrepreneurship Development
Course Pre-requisites:	
Course Objectives:	1. The main objective of the programme is to facilitate successful and profitable operation of an enterprise.
Expected Outcomes:	1. Upon completion of the subject, students will be able to apply the entrepreneurship knowledge to a new or existing company, use analytical and critical thinking skills to evaluate the feasibility of a business concept and develop the communication and critical thinking skills to present and respond to critical questions related to the business plan.
Unit 1:	ENTREPRENEURSHIP: Definition of Entrepreneur, Functions, and Qualities of Entrepreneur, Features, and Competencies of Entrepreneur.
Unit 2:	FORMS OF ENTREPRENEURSHIP: Types of Ownership, Sole trading, Partnership, Corporate entrepreneurship, Small Business, Role of Government in the promotion of Entrepreneur.
Unit 3:	FINANCIAL ASPECTS OF THE ENTREPRENEURSHIP: Sources of Capital, Debt Capital, Seed Capital, Venture Capital, Informal Agencies, Government Grants & Subsidies, Types of Investors & Private Offerings.
Unit 4:	PROJECT PLANNING & ENTREPRENEURIAL TRATEGY: Project Life cycle, Project Proposal & Report Preparation, First-mover advantages & disadvantages, Decisions under uncertainty.
Unit 5:	INTERNATIONAL ENTREPRENEURSHIP OPPORTUNITIES: International Entrepreneurship, International Vs. Domestic Entrepreneurship, Foreign Direct Investment & its types, Export, Stages of Economic Development, Barriers of International Trade
Text Books:	1. The Dynamics of Entrepreneurial Development & Management, Vasanth Desai, Himalaya. 2. Nina Jacob – Creativity in Organisations, Wheeler, 1998. 3. Innovation & Creativity, Jonne&Ceserani, Crest (2010).

	4. Entrepreneurship Management – Text & Cases, Bholanath Dutta Excel Books 2009.
Reference Books:	1. Entrepreneurial Development, S.S. Khanka, S. Chand & Company Limited, New Delhi. 2. Entrepreneurship, Robert D. Hisrich, Michael P. Peters, Dean A Shepherd, TMH, 2009. 3. Fundamentals of Entrepreneurship, H. Nandan, PHI, New Delhi.
Assessment Mode:	I Mid Examination – 40 Marks (Unit 1 & 2) II Mid Examination – 40 Marks (Unit 3, 4 & 5) 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks. Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

CO1	PO1, PO2, PO4, PO5, PO8, PSO2, PSO3
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Course Code:	5P1A33
Course Name:	Strategic Management
Course Pre-requisites:	
Course Objectives:	The aim of this subject is to enable the students develop a holistic perspective about strategic management of an organization.
Expected Outcomes:	Students should be able to understand how to scan internal and external environment of an organization, understand different types of strategies and structures, with that knowledge they will also be able to evaluate strategies and take corrective steps.
Unit 1:	CONCEPT OF STRATEGIC MANAGEMENT: Definition of Strategy – Strategic Management as a Process – Developing Strategic Vision, Mission, Objectives, Goals and Policies – Factors that Shape a Company’s Strategy – Concepts of Core Competence – Crafting Strategy for Competitive Advantage.
Unit 2:	ENVIRONMENTAL SCANNING AND APPRAISAL: Concept of Environment, Components of Environment (Economic, Legal, Political and Technological) – Industry and Competitive Analysis Method. Evaluating Company Resources and Competitive Capabilities – Environmental Scanning Techniques –ETOP, QUEST, and SWOT (TOWS).
Unit 3:	STRATEGIC ANALYSIS AND CHOICE: Tools and Techniques – Porter’s Five Force Model – BCG Matrix, GE Model, Market Life Cycle Model – Organisational Learning and the Experience Curve.
Unit 4:	STRATEGY FORMULATION: Formulation of Strategy at Corporate, Business and Functional Levels. Types of Strategies – Offensive Strategy, Defensive Strategy, Vertical Integration, Horizontal Integration –Tailoring Strategy to Fit Specific Industry and Company Situations.
Unit 5:	STRATEGY IMPLEMENTATION: Project Implementation, Procedural Implementation, Resource Allocation. Organisation Structure and Systems in

	Strategy Implementation.Strategy and Leadership, Corporate Culture, Values, Ethics and Social Responsibility.
Text Books:	<ol style="list-style-type: none"> <li>1. Business Policy and Strategic Management, Kazmi, 2/e, TMH</li> <li>2. Crafting and Executing Strategy: Concepts and Cases, Thomson, Gamble, Jain, 14/e, TMH.</li> <li>3. Concepts in Strategic Management and Business Policy, Wheelmen and Hunger, Pearson Education.</li> </ol>
Reference Books:	<ol style="list-style-type: none"> <li>1. Strategic Management Concepts and Cases, Fred R. David, 12/e, PHI.</li> <li>2. Strategic Management, SubbaRao.P, Himalaya.</li> <li>3. Strategic Management, Ireland, Hoskinson, Hitt, Cengege.</li> <li>4. Strategic Management – Theory and Application, Habergerg and Rieple, Oxford.</li> <li>5. Strategic Management – Text and Cases, VSP Rao, Excel.</li> <li>6. Business Policy and Strategic Management, SukulLomash and PK Mishra,Vikas.</li> </ol>
Assessment Mode:	<p>I Mid Examination – 40 Marks (Unit 1 &amp; 2)</p> <p>II Mid Examination – 40 Marks (Unit 3, 4 &amp; 5)</p> <p>80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.</p> <p>Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.</p>

CO1	PO1,PO4,PO7,PSO1,PSO3
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Course Code:	5P1A34A
Course Name:	Human resource planning
Course Pre-requisites:	
Course Objectives:	<ol style="list-style-type: none"> <li>1. To understand the requirement of human resource for smooth functioning of an organization.</li> <li>2. To understand how to attract and retain the employees.</li> </ol>
Expected Outcomes:	<p>After completion of the course the student will be able to</p> <ul style="list-style-type: none"> <li>• Use of existing human resource optimally.</li> <li>• Provide data of surplus and shortage of HR for decision making</li> </ul>
Unit 1:	<b>INTRODUCTION:</b> Macro and Micro Level Manpower Planning – Significance – Process. Manpower Inventory – Methods – Manpower Forecasting – Models and Techniques.
Unit 2:	<b>RECRUITMENT:</b> Sources – Evaluation and Selection – Procedures – Techniques – Factors Influencing Recruitment and Selection.
Unit 3:	<b>MANPOWER UTILIZATION:</b> Indices and Techniques – Factors Affecting Performance.
Unit 4:	<b>EMPLOYEE RETENTION:</b> Human resource recruitment – Transfer – Promotion – Job redesign techniques – Job rotation – Job enrichment – Job enlargement.

Unit 5:	<b>Human Resource Information System:</b> Human Resource Accounting – Human Resource Auditing – Human Resource Audit Report for Business Improvement.
Text Books:	1. Human Resource Planning, DK Bhattaacharya, Excel, 2008 2. Human Resource System, UdaiPareekh and T.V. Rao, Oxford, 2009 3. Human Resource Planning Srivarsava MP, Institute of Royal Resource 4. Strategic Human Resource Management, MonicalBelcont-Kenneth J.Mcbey, Cengage, 2009.
Reference Books:	1. Manpower Planning and Development of Human Resources, Thomes H. Patters: John Wiley, 2009 2. Organization and Manpower Planning, Garden, McBeath, Business Books
Assessment Mode:	I Mid Examination – 40 Marks (Unit 1 & 2) II Mid Examination – 40 Marks (Unit 3, 4 & 5) 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks. Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

CO1	PO2, PO6, PSO2
CO2	PO2, PO5, PSO2,PSO3

Course Code: Course Name:	5P1A34B Banking and financial institutions
Course Pre-requisites:	
Course Objectives:	To enlighten the students with the Concepts and Practical dynamics of banking practices.
Expected Outcomes:	The objective of the course is to provide to students an understanding of banking practices and different types of banks and various interest rates.
Unit 1:	<b>THE BANKING INSTITUTIONS:</b> The public and the private sectors – structure and comparative performance. The problems of competition; interest rates, spreads, and NPAs. Bank capital – adequacy norms and capital market support .Co-operative banks- role, Govt. initiatives to strengthen the co-operative banks.
Unit 2:	<b>STUDY OF VARIOUS INTEREST RATES:</b> Short Term - Emergence of Repo rate as the benchmarks rate in the short term - Floating and fixed rates of interest - LIBOR, MIBOR and MIBID.
Unit 3:	<b>COMMERCIAL BANKING:</b> Management of assets and liabilities- Effect of RBI policies on the operations of commercial banks-Recent reforms in Banking sector-Recovery of debts- Calculation of EMIs- Emerging trends in banking like e- banking, mobile banking, credit banking.
Unit 4:	<b>INVESTMENT BANKING:</b> Introduction, Functions and activities, underwriting, bankers to an issue, debenture trustees, portfolio managers. Challenges faced by investment bankers.

Unit 5:	<b>THE NON-BANKING FINANCIAL INSTITUTIONS:</b> Structure and functioning of Mutual Funds. Growth of Indian Mutual funds and its Regulation. The Role of AMFI. Insurance Companies – Structure and Investment Pattern of LIC, GIC and other insurance companies, Competition, innovation, Role of IRDA, Challenges of Insurance Sector.
Text Books:	1. Financial Services and System, Sasidharan, Mathews, Tata McGraw Hill, 2007. 2. Financial Services, Gorden & Natarajan, Himalaya Publishers, 2009. 3. Investment Institutions and Markets, Jeff Madura, Cengage, 1 <sup>st</sup> Edition, 2009. 4. Financial Markets & Services, Vasanthdesai, Himalaya, 2009 5. Financial Institutions and Markets, L.M. Bhole, 4/e Tata McGraw Hill, 2007.
Reference Books:	1. Financial Institutions and Markets, Meir Kohn, Oxford University Press, 2007 2. Financial markets and institutions, Mishkin, Pearson Education, 6 <sup>th</sup> edition, 2008
Assessment Mode:	I Mid Examination – 40 Marks (Unit 1 & 2) II Mid Examination – 40 Marks (Unit 3, 4 & 5) 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks. Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

CO1	PO1, PO5, PSO1, PSO2
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Course Code: Course Name:	5P1A34C Retail Marketing
Course Pre-requisites:	
Course Objectives:	1. To understand the concept, management of retail business, the retail strategy and understanding of CRM process.
Expected Outcomes:	1. Be familiar with appreciate role in formulating, implementing, and monitoring specific retail strategies and tactics for serving high potential target markets.
Unit 1:	<b>RETAILING STRATEGY:</b> Definition, Importance to Economy of retailing, Functions of Retailing, Types of Retailers, The Wheel of Retailing, Target Market and Retail Format, Growth Strategies, Strategic Retail Planning Process, Building a Sustainable Competitive Advantage.
Unit 2:	<b>HUMAN RESOURCES AND MERCHANDISING MANAGEMENT:</b> Gaining Competitive Advantage through HRM, Trends in Retail HRM, What is merchandising, Factors Affecting the Merchandising Function, Process of Merchandise Planning, Method of Procuring Merchandise, Category Management, Evaluating Merchandise Performance.

Unit 3:	PRICING AND STORE MANAGEMENT: Retail Pricing Strategies, Approaches for Setting Prices, Price Adjustments, Using Price to Stimulate Retail Sales, Components of Store Operations, Objectives of a Good Store Design, Store Layout, Space Planning, Merchandise Presentation Techniques, Atmospherics.
Unit 4:	LOCATION STRATEGY: Types of Retail Locations; Shopping Centres, Central Business Districts and Free Standing Sites, Location and Retail Strategy, Factors Affecting the Demand for a Region or Trade area, Factors Affecting the Attractiveness of a Site, Methods of Evaluating a Trade Area.
Unit 5:	CRM AND SPECIAL ISSUES IN RETAILING: CRM Process, CRM in Retailing, Retail Franchising, Private Labels, Retail Store Branding, Technology in Retailing, E-retailing, Retailing in India.
Text Books:	<ol style="list-style-type: none"> <li>1. Levy, Weitz and Pandit – Retailing Management, 6/e, Tata McGraw-Hill</li> <li>2. SwapnaPradhan – Retailing Management, 3/e, Tata McGraw-Hill</li> <li>3. Berman Barry, Evans Joel R, (2002) Retail Management- A Strategic Approach 8<sup>th</sup>Edition (Prentice Hall of India).</li> <li>4. The Art of Retailing by A.J.Lamba (Tata McGraw-Hill Publishing).</li> <li>5. Dunne Patrick M, Lusch Robert F, Griffith David A, (2002) Retailing 4<sup>th</sup>Edition, (Thomson SouthWestern).</li> </ol>
Reference Books:	<ol style="list-style-type: none"> <li>1. SinhaPiyush Kumar and UniyalDwarika, Retail Management - An Asian Perspective, ThomsonLearning, Singapore, 2005.</li> <li>2. Retail Management by Chetan Bajaj, RajnishTuli and Nidhi V Srivastava. (OxfordUniversity Press).</li> <li>3. Retailing by Dale M. Lewison (sixth edition-Prentice Hall)</li> </ol>
Assessment Mode:	<p>I Mid Examination – 40 Marks (Unit 1 &amp; 2)  II Mid Examination – 40 Marks (Unit 3, 4 &amp; 5)  80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.</p>

CO1	PO4, PO5, PO7, PO8, PSO1
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Course Code:	5P1A34D
Course Name:	E-Business
Course Pre-requisites:	
Course Objectives:	<ol style="list-style-type: none"> <li>1. Explain the growth of e-business to date, both business-to-consumer and business-to-business, using relevant theories from business, management and the social sciences.</li> <li>2. Use the Internet to expand my business.</li> <li>3. Provide instant information to prospects and customers by making it possible to view product descriptions, FAQ's, price information and applications information directly from Internet.</li> </ol>
Expected Outcomes:	<ol style="list-style-type: none"> <li>1. Critically discuss successful and failed e-business ventures.</li> <li>2. Assess the role of innovation in e-business.</li> </ol>

	3. Apply economic theories, such as transaction cost analysis, to explain the economics of e-business.
Unit 1:	E-BUSINESS STRATEGY AND MODELS: E-Business-elements-Business requirements, Inhibitors of e-business, e-Business Strategy.
Unit 2:	SECURITY AND RELIABILITY FOR E-BUSINESS: Reliability and Quality considerations, Quality requirements, Risk Management, Trust, e-business security, Realizing a secure e-Business infrastructure.
Unit 3:	APPROACHES TO MIDDLEWARE: Middleware, messaging, Remote Procedure Calls (RPC), Remote Method Invocation (RMI), Message – Oriented Middleware (MOM), Data access middleware, Transaction-oriented middleware, Distributed-object middleware.
Unit 4:	LEVERAGING LEGACY APPLICATIONS: Enterprise information systems and legacy enterprise assets, Strategies for modernizing legacy systems, Non-invasive approaches, Legacy modernization techniques.
Unit 5:	ENTERPRISE APPLICATION AND E-BUSINESS INTEGRATION: Overview of enterprise application and e-business integration, Integration challenges.
Text Books:	1. e-business Roadmap for Success, Ravi Kalakota&Maina Robinson, Pearson, 2008 2. E-Commerce, PargDiwan, Excel, 2008 3. e-Business, Michael P. Papazoglou& Pieter M.A. Ribbers, 1/e, WILEY 4. e-Commerce and e-Business, Chaffey, Pearson, 2009
Reference Books:	1. e-Commerce, the Cutting Edge of Business, Kamalesh K Bajaj &Debjani Nag, TMH,2008 2. Creating a winning e-business, Napier, 2/e Thomson, 2009
Assessment Mode:	I Mid Examination – 40 Marks (Unit 1 & 2) II Mid Examination – 40 Marks (Unit 3, 4 & 5) 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks. Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

CO1	PO1, PO3, PO5, PSO1
CO2	PO5, PSO2
CO3	PO3, PO7, PSO1

Course Code:	5P1A35A
Course Name:	Leadership
Course Pre-requisites:	
Course Objectives:	To empower the students with the concepts, theories and approaches to add value to the organizations.
Expected Outcomes:	The students will be able to understand the approaches and theories of leadership, leadership styles, and leadership types in the organisation.

Unit 1:	INTRODUCTION: Leadership definition and components, ways of conceptualizing leadership, Trait versus process leadership, leadership and management. Trait Approach: Description, Five- factor personality model and leadership.
Unit 2:	SKILLS APPROACH: Description, three- skill approach, skills models, how does the skills approach work? Strengths, criticisms, applications. Style Approach: Description, The Ohio State Studies, The University of Michigan Studies, Blake and Mouton’s Managerial (leadership) Grid, paternalism/Materialism Opportunism. Situational Approach: Description Leadership Styles, Development Levels.
Unit 3:	CONTINGENCY THEORY: Description, leadership Styles, Situational Variables, How does Contingency Theory Work? Strengths, Criticisms, applications. Path-Goal Theory: Description, leader Behaviours, Subordinate characteristics, how does Path-Goal Theory Work? Strengths, criticisms, applications.
Unit 4:	TRANSFORMATIONAL LEADERSHIP: Description, Transformational leadership definition, Transformational leadership and charisma, A model of transformational leadership, How does the Transformational Leadership Work? Strengths, criticisms, applications, Servant Leadership: Description, Servant Leadership Defined, Historical basis of servant leadership, Ten characteristics of a servant leader, Building a theory of servant leadership.
Unit 5:	TEAM LEADERSHIP: Description-Team Leadership model-How does team leader work- Women and Leadership-Gender, Leadership Styles-Culture and Leadership- Dimension of Culture-Leadership Behaviour-Leadership Ethics-Ethical Theories-Heifetz’s Perspective on Ethical Leadership.
Text Books:	<ol style="list-style-type: none"> <li>1. Peter G. Northouse “Leadership: Theory &amp; Practices” Sage Publications, 2012.</li> <li>2. W.Glenn Rowe, Laura Guerrero, “Cases in Leadership”, 3rd edition, Sage, 2013.</li> <li>3. Kain Dalton, “Leadership &amp; Management Development”, Pearson, 2013.</li> <li>4. Dr.P.C.Reddy, Mr. C S Sai Prasad Reddy, Case Studies in Business Management, Paramount Publishers, 2012.</li> <li>5. UdaykumarHaldar, “Leadership &amp; Team Building”, Oxford, 2011.</li> </ol>
Reference Books:	<ol style="list-style-type: none"> <li>1. Hughes, Ginnett, Curphy “Leadership” 7e Indian edition, TMH, 2013. • Gary Yukl “Leadership in Organizations” Pearson, 2012.</li> <li>2. Kavin Dalton, Leadership and Management Development, Pearson, 2013</li> <li>3. Roger Gill, “ Theory and Practice of Leadership” Sage, 2011</li> </ol>
Assessment Mode:	<p>I Mid Examination – 40 Marks (Unit 1 &amp; 2)  II Mid Examination – 40 Marks (Unit 3, 4 &amp; 5)  80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.</p>

CO1	PO4,PO5,PO8,PSO3
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Course Code: Course Name:	5P1A35B Financial Markets and Services
Course Pre-requisites:	
Course Objectives:	1. To enlighten the students with the Concepts and Practical dynamics of Financial Markets and Financial Services.
Expected Outcomes:	1. The objective of the course is to provide to students an understanding of financial markets and the services offered within this framework.
Unit 1:	FINANCIAL AND SECURITIES MARKETS AND SERVICES: Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India. Financial Markets- Characteristics- Structure and functions of Call Money Market, Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits.
Unit 2:	CAPITAL MARKETS: New Issue Market -Stock Exchange - Functions of Stock Exchange – Organization and structure- Trading in Stock Exchange- SEBI and Regulation of Primary and Secondary Markets.
Unit 3:	ASSET BASED FINANCIAL SERVICES – I: Leasing –Definition- types- Advantages – Process- Evaluation. Hire Purchase – Evolution –process – Parties-Legal Frame work.
Unit 4:	ASSET BASED FINANCIAL SERVICES – II: Venture Capital: Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal aspects and Guidelines for Venture Capital. Factoring –definition- functions- advantages, evaluation and forfeiting.
Unit 5:	FEE BASED FINANCIAL SERVICES: Stock broking – Registration– Clearing and settlement Procedure at NSE –margin trading. Credit Rating- Definition-Process- Credit Rating agencies in India.
Text Books:	1. Financial Institutions and Markets, L.M. Bhole, 4/e Tata McGraw Hill, 2007 2. Financial Services and System, Sasidharan, Mathews, Tata McGraw Hill, 2007. 3. Financial Services, Gorden &Natarajan, Himalaya Publishers, 2009. 4. Investment Institutions and Markets, Jeff Madura, Cengage, 1st Edition, 2009. 5. Financial Markets & Services, Vasanthdesai, Himalaya, 2009
Reference Books:	1. Financial services, Thripati, PHI, 2009 2. Financial Institutions and Markets, Meir Kohn, Oxford University Press, 2007 3. Financial markets and institutions, Mishkin, Pearson Education, 6th edition, 2008 4. Financial Institutions and Markets, Gupta Agarwal, Kalyani Publishers, 2008.
Assessment Mode:	I Mid Examination – 40 Marks (Unit 1 & 2) II Mid Examination – 40 Marks (Unit 3, 4 & 5) 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks. Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

CO1	PO5, PO6, PSO1
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Course Code:	5P1A35C
Course Name:	Services Marketing
Course Pre-requisites:	
Course Objectives:	To familiarize with the special characteristics of services relevant for marketing.
Expected Outcomes:	Be able to recognize the major changes occurring in the service sector and how they impact competition.
Unit 1:	UNDERSTANDING SERVICES MARKETING: Introduction to Services Marketing - Importance and characteristics of Services - Growth of Services Sector - Services in the Indian Economy - Services Strategy.
Unit 2:	SERVICES MARKET SEGMENTATION: The process of market segmentation - Selecting the appropriate customer portfolio - Creating and maintaining valued relations - Customer loyalty.
Unit 3:	CREATING VALUE IN A COMPETITIVE MARKET: positioning a service in the market - Value addition to the service product - Planning and branding service products -New service development.
Unit 4:	SERVICE QUALITY MANAGEMENT: Service Quality Audit - GAP Model of Service Quality - Total quality Services Marketing - Service Excellence - Pricing of Services - Pricing Strategies Linked to Value Perceptions.
Unit 5:	EXTERNAL MARKETING: Word of Mouth Communication - Interactive Marketing - Management of Moments of Truth - Service Deficiencies - Consumer Grievance Recovery Strategies.
Text Books:	<ol style="list-style-type: none"> <li>1. Services Marketing People, Technology, Strategy, Christopher Lovelock, Wirtz, Chatterjee, 6/e, Pearson, 2009.</li> <li>2. Services Marketing – Integrating Customer Focus Across the Firm, Valarie A.Zeithaml and Mary Jo-Bitner: 4/e, TMH, 2009</li> <li>3. Services Marketing – Concepts Planning and Implementation, Bhattacharjee, Excel, 2009.</li> </ol>
Reference Books:	<ol style="list-style-type: none"> <li>1. Marketing of Services, Hoffman, Bateson, Cengage, 2006.</li> <li>2. Services Marketing, Srinivasan, 2/e, PHI, 2009.</li> <li>3. Services – Marketing, Operations and Management, Jauhari, Dutta, Oxford, 2009.</li> <li>4. Services Marketing – Text and Cases, RajendraNargundkar, TMH, 2009.</li> <li>5. Service Sector Management, C.Bhattacharjee, Jaico, 2008.</li> </ol>
Assessment Mode:	<p>I Mid Examination – 40 Marks (Unit 1 &amp; 2)  II Mid Examination – 40 Marks (Unit 3, 4 &amp; 5)  80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.</p>

CO1	PO7, PO8, PSO1, PSO2
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Course Code: Course Name:	5P1A35D Enterprise Resource Planning
Course Pre-requisites:	
Course Objectives:	<ol style="list-style-type: none"> <li>1. Learn concepts of reengineering and how they relate to ERP system implementations</li> <li>2. Be able to map business processes using process mapping techniques</li> <li>3. Understand the steps and activities in the ERP life cycle</li> <li>4. Be able to identify and describe typical functionality in an ERP system</li> </ol>
Expected Outcomes:	<ol style="list-style-type: none"> <li>1. To know the strategic importance of Enterprise Resource Planning.</li> <li>2. Integrate operations management theory with its practice specifically as the nature of operations is changing from mystification of goods and services to mass customization of goods and services</li> <li>3. Become fluent with the terminology, concepts and tools needed to understand the issues confronting the operations management function.</li> </ol>
Unit 1:	ERP AND TECHNOLOGY :Introduction – Related Technologies – Business Intelligence – E-Commerce and E-Business– Business Process Reengineering – Data Warehousing – Data Mining –OLAP – Product life Cycle management – SCM – CRM
Unit 2:	ERP IMPLEMENTATION: Implementation Challenges – Strategies – Life Cycle – Pre-implementation Tasks –Requirements Definition – Methodologies – Package selection – Project Teams –Process Definitions – Vendors and Consultants – Data Migration – Project management– Post Implementation Activities.
Unit 3:	ERP IN ACTION & BUSINESS MODULES: Operation and Maintenance – Performance – Maximizing the ERP System – Business Modules – Finance – Manufacturing – Human Resources – Plant maintenance –Materials Management – Quality management – Marketing – Sales, Distribution and service.
Unit 4:	ERP MARKET :Marketplace – Dynamics – SAP AG – Oracle – PeopleSoft – JD Edwards – QAD Inc. –SSA Global – Lawson Software – Epicor – Intuitive.
Unit 5:	ENTERPRISE APPLICATION INTEGRATION – ERP and E-Business – ERP II – Total quality management – Future Directions – Trends in ERP.
Text Books:	<ol style="list-style-type: none"> <li>1. Enterprise Resource Systems, Motiwala, Pearson, 2009.</li> <li>2. Enterprise Resource Planning, Alexis Lenon, TMH, 2008.</li> <li>3. Concepts in ERP, Monk, 2/e Thomson, 2009.</li> <li>4. Managerial Issues of ERP, David L. Olson, TMH, 2009.</li> </ol>
Reference Books:	<ol style="list-style-type: none"> <li>1. Enterprise Resource Planning and MIS, Venugopal Rao, Excel 2009.</li> <li>2. ERP concepts &amp; practice, Vinod Kumar Kard arid NK VenkataKristan, PHI, 2008.</li> <li>3. ERP in Practice, Vaman, TMH, 2008.</li> </ol>

	4. Enterprise Resource Planning, MahadeoJaiswal& Ganesh V Anapalli, Macmillan, 2008.
Assessment Mode:	I Mid Examination – 40 Marks (Unit 1 & 2) II Mid Examination – 40 Marks (Unit 3, 4 & 5) 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks. Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

CO1	PO1, PO3, PSO1
CO2	PO5, PO6
CO3	PO4, PO7, PSO1

Course Code: Course Name:	5P1A36A Wage and Compensation Management
Course Pre-requisites:	
Course Objectives:	1. The course is designed broadly to promote understanding of the nature of industrial employee’s compensation package; principles regulating different components and their role in the compensation package; problem areas; and scope for rationalizing compensation policy; impart skills in formulating a compensation policy and planning a suitable package on principles of equity and efficiency.
Expected Outcomes:	1. After completion of the course the student will be able to analyse different pay structures and employee benefits and manage compensation system.
Unit 1:	INTRODUCTION: Concept of wage - Principles and techniques of wage fixation - Basic, dearness and other allowances - Job evaluation - Methods of wage payment. Wage Management - Nominal and real wages, factors affecting them - Wages, incentives, D.A. and other allowances, consumer prices index – Wage differentials.
Unit 2:	THEORIES OF WAGE: Economic Theories - Subsistence Theory, Surplus Value Theory, Wages-Fund Theory, Marginal Productivity Theory, Bargaining Theory, Demand and Supply Theory, Purchasing Power Theory. The Behavioural Theories of Motivation - Equity Theory, Expectancy Theory. Wage & Salary Administration - Wage Boards and Pay Commission - Wage Incentive.
Unit 3:	WAGE POLICY AND REGULATIONS: Statutory wage fixation, Minimum Wages Act, 1948 (All provision), Payment of Wages Act, 1936 (All Provisions), The Payment of Bonus Act, 1965(All provisions), Equal Remuneration Act, 1976(All provisions).
Unit 4:	COMPENSATION MANAGEMENT: Conceptual and theoretical understanding of economic theory related to Compensation Management - Employees satisfaction and Motivation issues in compensation design.

	Determination of Inter and Intra industry compensation differentials. Individual and Group Incentives.
Unit 5:	ISSUES RELATED TO COMPENSATION: Concept of Dearness Allowance - The role of fringe benefits in reward systems, Retirement Plans including VRS/Golden Handshake Schemes. The Executive Compensation - Workmen's Compensation Act, 1923.
Text Books:	1. Compensation and Reward Management, Sigh BD, Excel Books. 2. Compensation, Ninth Edition, Milkovich, Newman, and Venkata Ratnam, TMH, New Delhi. 3. Compensation Management: Text and Cases, Tapomoy Deb, Excel Books. 4. Industrial Relations, Venkataratnam CS, Oxford University Press, 2006. 5. Industrial Relations, Arun Monappa, TMH, New Delhi, 2009.
Reference Books:	1. Negotiated Change – Collective Bargaining, Liberalization and Restructuring in India, Venkata Ratnam CS, Response Books, New Delhi, 2003. 2. Industrial Relations, Trade Unions and Labour Legislation, Sinha, Pearson, 2007. 3. Labour and Industrial Laws, P.K. Padhi, PHI, 2007. 4. Law of Industrial Disputes, Bagri, Kamal Law House, 2010. 5. Law of Trade Unions, Eastern Book Company, Srivastava, 4th Edition, 2002. 6. Labour and Industrial Law, Dr. V.G. Goswami, Central Law Agency, Allahabad. 7. S.N.M.Mishra: Labour and Industrial Law, Central Law Agency, Allahabad. 8. Labour Law, Khan& Khan, Asia Law House, Hyderabad.
Assessment Mode:	I Mid Examination – 40 Marks (Unit 1 & 2) II Mid Examination – 40 Marks (Unit 3, 4 & 5) 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks. Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

CO1	PO3, PO4, PO8, PSO1, PSO2
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Course Code:	5P1A36B
Course Name:	Security Analysis and Portfolio Management
Course Pre-requisites:	
Course Objectives:	1. To enlighten the students with the Concepts and Practical applications of Investment Analysis and Portfolio Management.
Expected Outcomes:	1. The objective of this course is to provide the conceptual and Practical understanding of Stock markets Equity & Bond Valuation, Cash market and also Mutual funds.
Unit 1:	INTRODUCTION TO INVESTMENT AND PORTFOLIO MANAGEMENT

	Definition, Investment Attributes, Investment Vs Speculation. Portfolio Management- Definition and portfolio management Process.
Unit 2:	FUNDAMENTAL ANALYSIS Key variables of Macro Economic Analysis. Industry Life Cycle Analysis – Study of the structure and Characteristics of an Industry – Porter’s Model. Company Analysis- A study of Financials – A study of other factors.
Unit 3:	TECHNICAL ANALYSIS Fundamental Analysis Vs Technical Analysis, Dow Theory, Technical Indicators, Moving Averages and Relative Strength Index (RSI).
Unit 4:	MEASUREMENT OF RETURN AND RISK Return – Components of Return – Measuring Historical Return. Risk- Definition- Classification – Systematic risk – Unsystematic risk – Standard Deviation – Variance- Measuring expected return and risk.
Unit 5:	PORTFOLIO MANAGEMENT Portfolio models – Markowitz model – Sharpe single index model - Capital Asset Pricing Model. Performance Measures - Sharpe measure – Jensen measure – Treynor measure.
Text Books:	1. Investment Analysis and Portfolio Management, Chandra McGraw Hill 2009. 2. Security Analysis and Portfolio Management, SudhindraBhat, 2008 Excel. 3. Investment Management, V.K. Balla, S.K. Tuteja, Sultan & Chand Company Ltd,2009. 4. Investment Management, Preethi Singh, Himalaya Publishing House, Mumbai, 2009.
Reference Books:	1. Security Analysis and Portfolio Management, Avadani, Himalaya Publishers, 2009. 2. Investment analysis Portfolio Management, Relly& Brown, Cengage, 8/e,2009. 3. Investment, Bodie, McGraw Hill Book Company, 2009. 4. Security Analysis and Portfolio Management, Ranganatham&Madhumathi, Pearson Education, 2004.
Assessment Mode:	I Mid Examination – 40 Marks (Unit 1 & 2) II Mid Examination – 40 Marks (Unit 3, 4 & 5) 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks. Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

CO1	PO2, PO3, PO4, PO8, PSO1, PSO2
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Course Code:	5P1A36C
Course Name:	Consumer Behaviour
Course Pre-requisites:	

Course Objectives:	To understand the conceptual foundations of consumer buying behaviour.
Expected Outcomes:	Students would learn environmental influences on consumer behaviour and they can understand different models of consumer behaviour and aware basic legislation on consumer protection.
Unit 1:	<b>INTRODUCTION:</b> Introduction and overview to study of Consumer Behaviour, Significance, Understanding Consumers and Market Segments, Consumer Behaviour and Marketing Strategy.
Unit 2:	<b>ENVIRONMENTAL INFLUENCES ON CONSUMER BEHAVIOUR:</b> Culture, Subculture, Social class and Social Groups, Family, Personnel Influences and Diffusion of Innovations.
Unit 3:	<b>INDIVIDUAL DETERMINANTS OF CONSUMER BEHAVIOUR AND CONSUMER DECISION PROCESS:</b> Personality, Consumer Motivation, Information Processing, Consumer Perception, Consumer Learning, Attitudes, Consumer Decision Process.
Unit 4:	<b>MODELS OF CONSUMER BEHAVIOUR:</b> Howard Model, Howard, Sheth Model, EKB Model, Webster and Wind Model, Sheth Industrial Buyer Behaviour Model.
Unit 5:	<b>CONSUMERISM AND THE CONSUMER PROTECTION ACT (1986):</b> Roots of Consumerism, Consumer Safety and Information, Environmental Concerns, Consumer Privacy, Consumer Protection Act 1986, Central and State Consumer protection Councils, Consumer Disputes Redressal Agencies and Forum, National Consumer Disputes Redressal Commission.
Text Books:	<ol style="list-style-type: none"> <li>1. David L Loudon and ALBERT J Della Bitta: Consumer Behaviour, 4/e Tata McGraw Hill.</li> <li>2. Hawkins, Best, Coney, Consumer Behaviour, 8/e, Tata McGraw Hill.</li> <li>3. Schiffman, L.G and Kanuk L. L Consumer Behaviour, 8/e, Pearson Education, New Delhi, 2003.</li> <li>4. Henry Assael: Consumer Behaviour And Marketing Action, Kent Publishing Co.</li> </ol>
Reference Books:	<ol style="list-style-type: none"> <li>1. Blackwell, Miniard&amp; Engel: Consumer Behaviour (Thomson)</li> <li>2. Ramesh Kumar: Consumer Behaviour (Pearson).</li> <li>3. SujaR.Nair: Consumer Behaviour in Indian Perspective (Himalaya).</li> <li>4. Subhash Mehta: Consumer Behaviour (Tata McGraw Hill)</li> <li>5. Satish K BatarShhkazmi: Consumer Behaviour (Excel)</li> <li>6. Bennet and Kassarjian: Consumer BehaViour, (Prentice Hall Of India)</li> </ol>
Assessment Mode:	<p>I Mid Examination – 40 Marks (Unit 1 &amp; 2)</p> <p>II Mid Examination – 40 Marks (Unit 3, 4 &amp; 5)</p> <p>80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.</p> <p>Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.</p>

CO1	PO1, PO5, PO7,PSO1,PSO2
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Course Code:	5P1A36D
Course Name:	Customer Relationship Management
Course Pre-requisites:	
Course Objectives:	<ol style="list-style-type: none"> <li>1. The ideas behind customer equity and its components – brand equity, value equity and relationship equity</li> <li>2. Identification and Selection of customers (for both consumer and business markets).</li> <li>3. Economics of CRM: Customer Life Time Value, Customer Life Cycle Analysis</li> </ol>
Expected Outcomes:	<ol style="list-style-type: none"> <li>1. To create insight and new learning in the area of customer relationship management.</li> <li>2. To equip students with both a conceptual understanding and the knowledge pertaining to practical application of critical skills necessary for building and managing partnering relationships with customers and suppliers.</li> <li>3. To discuss the conceptual foundations of relationship marketing and its implications for further knowledge development in the field of business.</li> </ol>
Unit 1:	CONCEPTUAL FOUNDATIONS OF CRM: Evolution of CRM-Building Customer Relationship – Economics of CRM- The Relationship selling concept.
Unit 2:	CRM IN CONSUMER MARKETS: Customer Service and Contact Centres for CRM – Customer Satisfaction and Loyalty.
Unit 3:	TECHNOLOGICAL TOOLS FOR CRM: Components of CRM Solutions – Product Offerings in the CRM Market Space – Comparison of Siebel, Oracle, My SAP, People soft – e CRM.
Unit 4:	TECHNOLOGICAL AND OPERATIONAL ISSUES IN IMPLEMENTING CRM: Benefits and barriers to CRM. CRM Road blocks: Privacy and Ethics – Future of CRM.
Unit 5:	CUSTOMER RELATIONSHIP QUALITY MANAGEMENT: Designing Effective Relationship Management System.
Text Books:	<ol style="list-style-type: none"> <li>1. Customer Relationship Management, Jagadish Seth, TMH, 2008</li> <li>2. Customer Relationship Management, ChaturvediMukesh, Excel, 2008.</li> <li>3. Customer Relationship Management, Roger J. Baran : Cengage, 2009.</li> <li>4. Customer Relationship Management Essentials John W Gosney and Thomas P Boehm, PHI, 2008</li> </ol>
Reference Books:	<ol style="list-style-type: none"> <li>1. Customer Relationship Management A Strategic Perspective, G. Shainesh&amp;Jagadish N Sheth, McMillan.</li> <li>2. Customer Relationship Management, Das Subhasish, Excel, 2008.</li> <li>3. Customer Relationship Management, Peelan, Pearson, 2008.</li> </ol>
Assessment Mode:	<p>I Mid Examination – 40 Marks (Unit 1 &amp; 2)</p> <p>II Mid Examination – 40 Marks (Unit 3, 4 &amp; 5)</p> <p>80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.</p> <p>Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.</p>



CO1	PO1, PO3, PSO1
CO2	PO4, PO5
CO3	PO6, PSO2

Course Code: Course Name:	5P1A37A Employee Performance Management
Course Pre-requisites:	
Course Objectives:	1. To give an understanding about performance management and reward system linked with performance.
Expected Outcomes:	1. The students can understand the importance of performance Management, Performance Appraisals, Reward System, and other performance related concepts.
Unit 1:	<b>PERFORMANCE MANAGEMENT</b> Concept – Performance Management Vs Performance appraisal – Performance Management Vs Human Resource Management – Purpose – Significance: Benefits to organization, Benefits to managers, Benefits to employees – Characteristics of Performance Management – Process. Introducing PMS in an organization.
Unit 2:	<b>MONITORING PERFORMANCE</b> Monitoring performance – Performance reviews: Objectives, Frequency of review, Conducting review meetings, Problems in conducting meetings, Guidelines for conducting meetings.
Unit 3:	<b>COACHING AND COUNSELLING</b> Coaching for Performance Improvement – Concept – Tips for effective coaching Counseling – Functions of Counseling – Steps in Counselling Process.
Unit 4:	<b>ANNUAL STOCK TAKING</b> Stock taking of Performance – Uses – Appraisal system design: Process and approaches – Appraisal methods – MBO and Assessment centre – 360 degree appraisal – Balanced scorecard.
Unit 5:	<b>REWARD AND COMPENSATION MANAGEMENT:</b> Concept and types of compensation, Objectives – Competitive compensation design – Internal factors – External factors – Equity in compensation systems – Fringe benefits – Objectives – Factors influencing fringe benefits – Types of fringe benefits – Retirement benefits, Statutory and tax aspects.
Text Books:	1. Performance Management, Herman, Aguinis, Pearson Education, 2009. 2. Performance Management and Appraisal Systems, T.V.Rao, Response, 2008. 3. Performance Management, Kandula, PHI, 2009. 4. Performance Management, Michael Armstrong, Kogan Page, 2007.
Reference Books:	1. Performance Management, A.S. Kohil, T.Deb, Oxford, 2008. 2. Performance Management, Dinesh K. Srivatsava, Excel, 2008 3. 360 Degree Feedback and Assessment and Development Centres, T.V. Rao, Excel, 2008.

Assessment Mode:	I Mid Examination – 40 Marks (Unit 1 & 2) II Mid Examination – 40 Marks (Unit 3, 4 & 5) 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks. Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.
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CO1	PO1, PO3, PO8, PSO1, PSO3
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Course Code:	5P1A37B
Course Name:	Insurance and risk management
Course Pre-requisites:	
Course Objectives:	To give an understanding about risk management and insurance sector.
Expected Outcomes:	After this course the students can able to understand risk and insurance management related knowledge.
Unit 1:	INTRODUCTION TO RISK: Types of Risks facing Business and Individuals, Risk Management Process, Risk Management Methods, Risk Identification and Measurement, Risk Management Techniques: Non Insurance Methods.
Unit 2:	INSURANCE AS A RISK MANAGEMENT: Techniques, Principles: Principle of Indemnity Principle of Insurable Interest, Principle of Subrogation, Principle of utmost good Faith, Requisites of Insurable Risks.
Unit 3:	RISK AVERSION AND RISK MANAGEMENT: By Individuals & Corporations, Loss Control, Type of Loss Control, Optional Loss Control when Costs and Benefits are known.
Unit 4:	INDIAN INSURANCE INDUSTRY: Life Insurance, General Insurance – Growth, Development, Role of Insurance in the Economy, Regulation of Indian Insurance Business.
Unit 5:	RISK MANAGEMENT AND SHAREHOLDERS WEALTH:-Risk Retention / Reduction Decision, Alternative risk Management, Hedging with Derivative Contracts.
Text Books:	1. Principle of Risk Management & Insurance, George E. Rejda:9 <sup>th</sup> Edition, Pearson Education, 2009. 2. Risk Management, (Edited), Prof. K. Ramakrishna Reddy and Prof. P. Murali Krishna, Discovery Publishing House, New Delhi, 2007. 3. Risk Management Insurance and Derivatives, G. Koteswar: Himalaya, 2008. 4. Introduction to Risk Management and Insurance, Dorfman:8/e, Pearson, 2009.
Reference Books:	4. Principles of Insurance Management, Gulati: Excel, 2009. 5. Risk Management and Insurance, Scott E. Harringam Gregory R. Nichaus: TMH, 2009.

	6. Insurance and Risk Management, P.K. Gupta: Himalaya, 2009. 7. Risk Management and Insurance, Trieschmann, Cengage, 2009.
Assessment Mode:	I Mid Examination – 40 Marks (Unit 1 & 2) II Mid Examination – 40 Marks (Unit 3, 4 & 5) 80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks. Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.

CO1	PO1, PO3, PO8, PSO1
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Course Code: Course Name:	5P1A37C Sales and distributions Management
Course Pre-requisites:	
Course Objectives:	To provide information to the students on management of sales, distribution and channel system.
Expected Outcomes:	Possess skills in management of sales and defining and implementing distribution channel system.
Unit 1:	INTRODUCTION: Evolution of Sales Management, Nature and Importance of Sales Management, Roles, Types and Skills of Sales Managers, Sales Objectives, Strategies and Tactics, Emerging Trends in Sales Management, Linking Sales and Distribution Management, Buying Decision Process, Theories of selling.
Unit 2:	MANAGEMENT OF SALES: Selling process, Stages in the Selling Process, Organizing the Sales Effort, Sales Forecasting and Budgeting, Sales Territories, Routing and Setting Sales Quotas, Sales Contests Developing Sales and Distribution Approaches, Specialization within Sales Force, Compensating and Leading Sales Force, Sales Force Expenses.
Unit 3:	DISTRIBUTION MANAGEMENT: Definition, Need for Distribution Management, Need for Distribution Channels, Value Addition of Distribution Management Marketing Channels, Channel Formats, Relationship of Flows to Service Levels, Channel Levels, Service Channels, Prominent Channel System.
Unit 4:	MODERN TRENDS IN SALES MANAGEMENT: Inter Departmental Relations, Organization of Sales Department, and Different Types of Sales Organizations.
Unit 5:	DESIGNING CHANNEL SYSTEM: Marketing Channels, Structure and Functions, Channel Design, Selecting Channel Members, Motivating Channel Members. Channel Conflicts, Reasons, Managing Channel Conflicts Evaluating Channel Member Performance, Supply Chain Management, Managing Logistics
Text Books:	1. Sales Management, John F Tranner Jr., Earl D Honeycutt Jr. & Robert C Erffmeyer: Pearson Education, 2009.

	<p>2. Sales and Distribution Management, Krishna K Havaladar &amp; Vasant M Cavale TMH, 2007</p> <p>3. Sales and Distribution Management, Tapan K. Panda, Sunil Sahadev, Oxford, 2009.</p> <p>4. Selling and Sales Management, Jobber, 7/e Pearson Education, 2009.</p>
Reference Books:	<p>1. Sales and Distribution Management, S L Gupta, Excel, 2009.</p> <p>2. Strategic Marketing and Channel Management, Donald J. Bowers &amp; M. Bixby Cooper, TMH, 2008.</p> <p>3. Successful Sales Promotion, Pran Choudhury, Ricky Elliott &amp; Alan Toop, Orient Longman Limited, 1998.</p> <p>4. Advertising, Sales and Promotion Management, Chunawala Himalaya, 2009.</p>
Assessment Mode:	<p>I Mid Examination – 40 Marks (Unit 1 &amp; 2)</p> <p>II Mid Examination – 40 Marks (Unit 3, 4 &amp; 5)</p> <p>80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.</p> <p>Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.</p>

CO1	PO1,PO2,PO5,PO7, PSO1,PSO3
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Course Code: Course Name:	5P1A37D Data Warehousing and Mining
Course Pre-requisites:	
Course Objectives:	<p>1. Learning how to gather and analyze large sets of data to gain useful business understanding.</p> <p>2. Learning how to produce a quantitative analysis report/memo with the necessary information to make decisions.</p> <p>3. Describing and demonstrating basic data mining algorithms, methods, and tools</p>
Expected Outcomes:	<p>1. Students would learn data mining techniques and methods in integrating and interpreting the bioinformatics data sets and improving effectiveness, efficiency and quality for bioinformatics data analysis.</p> <p>2. Analyse a database problem and determine whether a deductive system will be superior to a purely relational system by comparing the relational approach to a deductive solution.</p>
Unit 1:	MANAGING DATA: Individual Data Management, Organisational Data Warehousing and Data Management, Components of Organisational Memory, Evaluation of Database Technology,
Unit 2:	DATA WAREHOUSING INTRODUCTION: What is a Data Warehouse, Who uses Data Warehouse, Need for Data Warehouse, Applications of Data Warehouse: Concepts, Context of Data Warehouse Data Base, and Data Base

	Structures – Organizing Relational Data Warehouse – Multi – Dimensional Data structures.
Unit 3:	META DATA: Human Meta Data, Computer based Meta Data for People to use; Computer based Meta Data for the Computer to use
Unit 4:	ANALYZING THE CONTEXTS OF THE DATA WAREHOUSE: Active Analysis, User Queries – OLAP; Constructing a Data Warehouse System: Stages of the Project – Developing a Project Plan, Data Warehousing Design Approaches
Unit 5:	GETTING DATA INTO THE DATA WAREHOUSE: Extraction, Transformation, Cleaning, Loading and Summarization, Data Mining Creating a Decision Tree, Correlation and Other Statistical Analysis, Neural Networks, Nearest Neighbour Approaches, Putting the Results to Use.
Text Books:	<ol style="list-style-type: none"> <li>1. Decision Support Systems and Data Warehouse Systems, Efram G. Mallach: TMH, 2009.</li> <li>2. Modern Data Warehousing, Mining and Visualization Core Concepts, Marakas, Pearson, 2008.</li> <li>3. Data Management, Data Bases and Organizations, Richard T Watson: 5/e, Wiley.</li> </ol>
Reference Books:	<ol style="list-style-type: none"> <li>1. Data Warehousing, Data Mining OLAP, Berson Smith, TMH, 2008.</li> <li>2. Data Mining Techniques and Tasks, THMS Ivanandam, TMH, 2008.</li> </ol>
Assessment Mode:	<p>I Mid Examination – 40 Marks (Unit 1 &amp; 2)  II Mid Examination – 40 Marks (Unit 3, 4 &amp; 5)  80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.</p>

CO1	PO7, PSO1
CO2	PO2, PO4

Course Code:	5P1A38
Course Name:	Seminar (Success Stories of Entrepreneurs)
Course Pre-requisites:	
Course Objectives:	1. Aim of this seminar is to understand how entrepreneurs are becoming successful. This is to inspire students to become job providers rather than job seekers.
Expected Outcomes:	<p>The students should be able to understand:</p> <ol style="list-style-type: none"> <li>1. How to start a company?</li> <li>2. How to choose the product and estimate demand for the product.</li> <li>3. The problems of procurement of raw materials.</li> <li>4. The marketing, HR and finance problems of the entrepreneur.</li> <li>5. Growth alternatives available to the entrepreneur.</li> </ol>
Unit 1:	A brief report of the understanding and observation should be submitted and presented in the class.

Unit 2:	
Unit 3:	
Unit 4:	
Unit 5:	
Text Books:	
Reference Books:	<ol style="list-style-type: none"> <li>1. Raj Shankar, Entrepreneurship Theory and Practice, TMH First edition, 2012.</li> <li>2. A G Krishnamurthy, Dhirubhaism, TMH, 2011.</li> </ol> <p>Journals:</p> <ol style="list-style-type: none"> <li>3. The Journal of Entrepreneurship, Entrepreneurship Development Institute of India, Ahmedabad.</li> <li>4. Journal of Human Values: IIM Calcutta.</li> </ol>
Assessment Mode:	For practical subjects, 60 marks shall be awarded in the end semester examination, 40 marks shall be awarded for internal evaluation. Out of 40 marks, 10 marks shall be awarded based on best of the two internal lab examinations including viva voce and 30 marks shall be awarded based on day-to-day work including lab record. He/she should secure a minimum of 50% marks.

CO1	PO3, PSO3
CO2	PO2, PO8
CO3	PO8
CO4	PO1, PSO1
CO5	PO4, PO5, PO6, PSO2

### Semester – IV

Course Code:	7P1A41A
Course Name:	International human resources Management
Course Pre-requisites:	
Course Objectives:	To create awareness on human resource practices of international organisations.
Expected Outcomes:	After completion of this course the students can understand the cultural and global conditions of human resource practices.
Unit 1:	HUMAN AND CULTURAL VARIABLES IN GLOBAL ORGANIZATIONS: Cross Cultural Differences – Cross – Cultural Research Methodologies – Hofstede’s Hermes Study, Managerial Implications.
Unit 2:	INTERNATIONAL STAFFING: Nature, Sources, Policies – Human Resource Planning – Recruitment and Selection for International Assignment – Training Expatriation – Repatriation.
Unit 3:	COMPENSATION PRACTICES: Designing Compensation Programme, Approaches to International Compensation, Differentiating PCN’S and TCN’S.
Unit 4:	TRAINING AND DEVELOPMENT: Need, Cross Cultural Training, Learning – Performance Management and HR Process – Competency Appraisal – Cultural Issues.
Unit 5:	INTERNATIONAL INDUSTRIAL RELATIONS: Trade Unions, Collective Negotiations, Disputes/Conflicts, Quality Circles and Participative Management.
Text Books:	<ol style="list-style-type: none"> <li>1. International Human Resource Management, Aswathappa, TMH, 2009.</li> <li>2. International Human Resource Management, SubbaRao P, Himalaya, 2008</li> <li>3. International Dimensions of Organizational behaviour, Adler N.J., Kent</li> <li>4. International Dimension of Human Resource Management, Dowling P.J, Thomson/Cengage, 2009.</li> </ol>
Reference Books:	<ol style="list-style-type: none"> <li>1. International Human Resource Management, Tony Edwards &amp; Chris Rees, Pearson, 2008</li> <li>2. International Human Resource Management, Rao P.L, Excel. 2008</li> </ol>
Assessment Mode:	<p>I Mid Examination – 40 Marks (Unit 1 &amp; 2)            II Mid Examination – 40 Marks (Unit 3, 4 &amp; 5)            80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.            Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.</p>

CO1	PO2, PO3, PO5, PO6, PO7, PO8, PSO2, PSO3
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Course Code:	5P1A41B
Course Name:	International financial Management
Course Pre-requisites:	
Course Objectives:	To enlighten the students with the Concepts and Practical applications of International Financial Management.
Expected Outcomes:	The objective of the course is to provide students with a broad view of International Monetary Systems and its understanding to enable a global manager to do business in a global setting.
Unit 1:	International Monetary System: Introduction, Gold Standard, Bretton Woods System, Exchange Rate Regimes, Fixed and Floating Exchange Rates, Currency Convertibility, International Liquidity and International Reserves.
Unit 2:	Foreign Exchange Market: Function and Structure of the Forex Markets, Major Participants, Types of Transactions and Settlements, Foreign Exchange Quotations.
Unit 3:	Cross-Border Investment Decisions: Corporate Strategy and Foreign Direct Investment; Multinational Capital Budgeting; International Acquisition and Valuation, Adjusting for Risk in Foreign Investment.
Unit 4:	Financing Decisions of MNC's: Introduction, Cost of Capital, Capital Structure, and Methods of Raising Capital.
Unit 5:	Multinational Financing Institutions: International Bank for Reconstruction and Development, International Development Association, the International Finance Corporation, International Monetary Fund.
Text Books:	<ol style="list-style-type: none"> <li>1. International Financial Management, S. EunChoel and Risnick Bruce: TMH, 2009.</li> <li>2. International Financial Management, MachiRaju, HPH, 2008.</li> <li>3. International Financial Management, Jeff Madura, Cengage, 1<sup>st</sup> Edition, 2009.</li> <li>4. International Financial Management, V.A Avadhani, Himalaya, 2008.</li> </ol>
Reference Books:	<ol style="list-style-type: none"> <li>1. International Financial Management, Sharan, 5<sup>th</sup> Edition, PHI, 2009.</li> <li>2. International Financial Management, MadhuVij, Excel, 2009.</li> <li>3. International Financial Management, T. Siddaiah, Pearson, 2009.</li> <li>4. International Financial Management, Srivastava R.M: Excel, 2009.</li> </ol>
Assessment Mode:	<p>I Mid Examination – 40 Marks (Unit 1 &amp; 2)  II Mid Examination – 40 Marks (Unit 3, 4 &amp; 5)  80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.</p>

CO1	PO1,PO3, PO5,PO6,PSO1,PSO2
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Course Code: Course Name:	5P1A41C International Marketing
Course Pre-requisites:	
Course Objectives:	To provide knowledge of marketing management in the international scenario, and to develop marketing strategies for the dynamic international markets.
Expected Outcomes:	1. Know the key theoretical and empirical aspects of international marketing places within international environments, and be able to different market entry strategies, channels, pricing and export marketing.
Unit 1:	INTERNATIONAL MARKETING AND MARKET ENVIRONMENT: Scope and Significance of International Marketing, Strategic Importance of International Marketing, Difference between International and Domestic Marketing - Need for International Trade- Economic, Cultural, Political and Legal Environment From GATT to World Trade Organization. Need for International Trade.
Unit 2:	INTERNATIONAL MARKET ENTRY STRATEGIES: Indirect Exporting, Domestic Purchasing, Direct Exporting, Foreign Manufacturing Strategies without Direct Investment, Foreign Manufacturing Strategies with Direct investment - Entry Strategies of Indian Firms.
Unit 3:	INTERNATIONAL PRODUCT MANAGEMENT AND MARKETING CHANNEL: International Product Positioning, Product Saturation Levels in Global Market, International Product Life Cycle, Geographic Expansion, Strategic Alternatives, Product and Culture, Channels, Distribution Structures, Distribution Patterns, Factors Effecting Choice of Channels, Challenges in Managing an International Distribution Strategy, Selecting Foreign Country Market Intermediaries.
Unit 4:	PRICING AND PROMOTION FOR INTERNATIONAL MARKETS: Environmental Influences on Pricing Decisions, Grey Market Goods, Transfer Pricing, Global Pricing, Policy Alternatives, Global Advertising and Branding, Selecting an Advertising Agency, Personal Selling, Sales Promotion, Public Relations and Publicity, Sponsorship Promotion.
Unit 5:	EXPORT MARKETING: Introduction to Export Marketing, Export Policy Decisions of a Firm, EXIM Policy of India. Export Costing and Pricing, Export Procedures and Export Documentation, Export Assistance and Incentives in India, Institutional Infrastructure for Export Promotion.
Text Books:	1. International Marketing Analysis and Strategy, SakOnkvisit, John J.Shaw, PHI,2009. 2. Global Marketing Management, Keegan, Green, 4/e, Pearson, 2008 3. International Marketing, Philip R.Cateora, John L.Graham, PrasanthSalwan TMH, 2009. 4. International Marketing, Vasudeva PK, excel, 2008.
Reference Books:	1. Global Marketing, Management, Lee, Carter, Oxford, 2008. 2. International Marketing and Export Management, Albaum, 5/e Pearson Education, 2009. 3. Global Marketing, Johansson, TMH, 2008. 4. Integrated Marking Management – Text and Cases, Mathur, Sage, 2008.
Assessment Mode:	I Mid Examination – 40 Marks (Unit 1 & 2) II Mid Examination – 40 Marks (Unit 3, 4 & 5)

	80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks. Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.
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CO1	PO1, PO2, PO3, PO5, PO6, PSO1, PSO2,
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Course Code: Course Name:	5P1A41D Corporate Information Management
Course Pre-requisites:	
Course Objectives:	<ol style="list-style-type: none"> <li>1. Provide students with quantitative and qualitative tools to identify, analyze and develop business opportunities as well as solve business problems;</li> <li>2. Develop students' ability to think strategically, and to lead, motivate and manage teams across borders;</li> <li>3. Instill students with skills of curiosity, initiative, independence, reflection and knowledge transfer which will allow them to be in a position to manage new knowledge in their professional careers. Develop students' written and oral communication competencies to enhance managerial effectiveness.</li> </ol>
Expected Outcomes:	<ol style="list-style-type: none"> <li>1. Prepare consolidated financial statements.</li> <li>2. Prepare complete sets of statutory financial statements with complete disclosures.</li> <li>3. Interpret financial statements and assess their usefulness to various stakeholders.</li> </ol>
Unit 1:	<b>IT PLANNING AND STRATEGY TOOLS</b> Strategy Analysis – Environment Analysis – Conducting Strategy Audit – Assessing Opportunities and Risks – Company – Technology Analysis – Industry – Technology Analysis Trajectories of Technology Analysis Trajectories of Technology – Need for New Capabilities.
Unit 2:	<b>EXTENDING THE ENTERPRISE</b> Organizing for Innovation – Collaboration – Understanding Business Networks: Differentiation Interdependence and Ownership – Designing Hybrid Governance Models – Building Collaborative Community – Emerging Network Business Models.
Unit 3:	<b>IT ALIGNMENTS</b> Building the Case for IT – Leveraging Infrastructure and Creating Options – Components of Internetworking Infrastructures – Rise of Internetworking – Business Implications.
Unit 4:	<b>MANAGING IT SERVICES</b> Availability Facilities – Uninterruptible Power – Delivery – Climate Control – Security – New Service Models.
Unit 5:	<b>IT OUTSOURCING</b> Managing Risk through Incremental Outsourcing – Outsourcing Advantages and Disadvantages – Outsourcing Opportunities – Managing Relationships with Outsourcing Agencies.

Text Books:	<ol style="list-style-type: none"> <li>1. Lynda M. Applegate, Robert D. Austin and F.WarrenMcFarlan, Corporate Information Strategy and Management, TMH.</li> <li>2. C.S.G. Krishnamacharyulu and LalithaR., Management of Technology, Himalaya</li> <li>3. V.K.Narayan, Managing Technology and Innovation for Competitive Advantage, Pearson, 2009.</li> <li>4. C.K.Prahlad, TheNew Age of Innovation, TMH, 2009.</li> </ol>
Reference Books:	<ol style="list-style-type: none"> <li>1. SanjivaShankarDubey, IT strategy and Management, PHI, 2009.</li> <li>2. ParagKulkarni IT Strategy for Business, Oxford, 2009.</li> </ol>
Assessment Mode:	<p>I Mid Examination – 40 Marks (Unit 1 &amp; 2)  II Mid Examination – 40 Marks (Unit 3, 4 &amp; 5)  80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.</p>

CO1	PO1, PO4, PSO1
CO2	PO2
CO3	PO6

Course Code:	5P1A42A
Course Name:	Organization Development
Course Pre-requisites:	
Course Objectives:	<ol style="list-style-type: none"> <li>1. To understand the conceptual, frame work and the theories underlying Organizational Development.</li> <li>2. To understand behavioural interventions in the organization.</li> </ol>
Expected Outcomes:	<ol style="list-style-type: none"> <li>1. Apply interventions for building individual, team and process related to Organizational activities.</li> <li>2. Understand organization development theories and strategies within a global context.</li> </ol>
Unit 1:	ORGANIZATION DEVELOPMENT Definition – Contributory Stems, Values, Assumptions.
Unit 2:	CHARACTERISTICS AND FOUNDATIONS OF OD Systems Outlook – Third Wave Management and Organization Transformation.
Unit 3:	DIAGNOSTIC PROCESS AND AREAS OF DIAGNOSIS Action Research – As a Process and Approach – Organization Development.
Unit 4:	INTERVENTIONS CLASSIFICATION Team Interventions – Intergroup Interventions – Third party Peacemaking Intervention.
Unit 5:	STRUCTURAL INTERVENTIONS Comprehensive Interventions and Training Experience. Other Interventions-T-Groups, BehaviourModelling, Life and Career Planning.
Text Books:	<ol style="list-style-type: none"> <li>1. Organisation Development and Transformation, French, Bell &amp;Zawacki, 6/e TMH, 2008.</li> </ol>

	<ol style="list-style-type: none"> <li>2. Organization Change and Development, Kavita Singh: Excel, 2008.</li> <li>3. Organisation Development, Daniel Robey&amp; Steven Actman, Macmillan.</li> <li>4. Organisation Development Interventions &amp;Strategies, S. Ramnarayan, T.V.Rao&amp;Kuldeep Singh, Response. 2009.</li> <li>5. Organisation Development, Daniel Robey&amp; Steven Actman, Macmillan.</li> <li>6. Organisation Development, French &amp; Bell, Pearson. 2008.</li> <li>7. Organisation Development Change, Cummins &amp; Worley, Thomson/Cengage, 2009.</li> </ol>
Reference Books:	
Assessment Mode:	<p>I Mid Examination – 40 Marks (Unit 1 &amp; 2)  II Mid Examination – 40 Marks (Unit 3, 4 &amp; 5)  80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.</p>

CO1	PO1, PO2, PO7, PO8, PSO1, PSO2
CO2	PO5, PO6

Course Code:	5P1A42B
Course Name:	Financial Derivatives
Course Pre-requisites:	
Course Objectives:	<ol style="list-style-type: none"> <li>1. To understand the importance of financial Derivatives markets.</li> <li>2. To understand the pricing of derivative instruments, risk management and market strategies towards trading.</li> </ol>
Expected Outcomes:	<ol style="list-style-type: none"> <li>1. Apply the right pricing techniques in derivatives trading.</li> <li>2. Apply good hedging strategies</li> </ol>
Unit 1:	<b>INTRODUCTION TO DERIVATIVES</b> Development and Growth of Derivative Markets, Types of Derivatives, Uses of Derivatives.
Unit 2:	<b>FINANCIAL AND DERIVATIVES MARKETS</b> Fundamental linkages between Spot & Derivative Markets,the Role of Derivatives Market, Uses & Misuses of Derivatives.
Unit 3:	<b>FUTURE AND FORWARD MARKETS:</b> Structure of Forward and Future Markets, Mechanics of Future Markets, Hedging strategies, UsingFutures.
Unit 4:	<b>OPTIONS</b> Distinguish between Options and Futures, Structure of Options Market, Principles of Option Pricing, Option Pricing Models: The Binomial Model, The Black – Scholes Merton Model.
Unit 5:	<b>SWAPS</b> Concept and Nature, Evolution of Swap Market, Features of Swaps.Types of Swaps- Interest Rate Swaps, Currency Swaps, Commodity Swaps, Equity

	Index Swaps, Credit Risk in Swaps, Using Swaps to Manage Risk, Pricing and Valuing Swaps.
Text Books:	<ol style="list-style-type: none"> <li>1. Financial Derivatives, Mishra: Excel, 2009.</li> <li>2. Options, Futures and Other Derivatives, John C Hull: 7th Edition, Pearson Education, 2009</li> <li>3. Derivatives Valuation and Risk Management, David A. Dubofsky, Thomas W Muller, TR: Oxford, 2008</li> <li>4. Risk Management Insurance and Derivatives, G.Koteshwar: Himalaya, 2008.</li> </ol>
Reference Books:	<ol style="list-style-type: none"> <li>1. Risk Management &amp; Derivatives, Stulz, Cengage, 2009</li> <li>2. Derivatives and Risk Management, Jayanth Rama Varma: TMH, 2008.</li> <li>3. Financial Derivatives, Gupta, 1st Edition, PHI, 2008</li> <li>4. Fundamentals of Futures and Options Market, John C Hull: Pearson Education, 2008.</li> </ol>
Assessment Mode:	<p>I Mid Examination – 40 Marks (Unit 1 &amp; 2)  II Mid Examination – 40 Marks (Unit 3, 4 &amp; 5)  80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.</p>

CO1	PO2, PO3
CO2	PO1, PSO2

Course Code:	5P1A42C
Course Name:	Advertising and Sales Promotions
Course Pre-requisites:	
Course Objectives:	1. To understand the process of marketing communications and to acquaint students with approaches and methods to develop, execute and evaluate advertising campaigns.
Expected Outcomes:	1. Have a solid, culturally- sensitive and specialized knowledge in advertising that will enables students to pursue careers in this field and build public relations.
Unit 1:	ADVERTISING Changing concept, Role of advertising in a developing economy, A critical appraisal, Types of advertisement, Advertisement in marketing mix, Advertising Process.
Unit 2:	ORGANISING FOR ADVERTISING AND BUDGETS Advertising department and Advertisement manager: Objectives and Functions, Role and Functioning of advertisement agencies. Advertising agency skills and service, Client-Agency relationship, Types, Decision models, Sales response and Decay, Communication, State, Competitive share.
Unit 3:	AD MEDIA

	Characteristics, Media selection, Optimizing and Non-optimizing approaches, Media scheduling, Media research – Sources of themes: Adapting presentation to medium campaign, USP, Brand image, Positioning, Purchase proposition and Creative interpretation, Insertions, Contract.
Unit 4:	ADVERTISEMENT AND EFFECTIVENESS Visual layout, Art work, Production traffic copy, Effective use of words, Pre – testing, Post testing, Experimental designs, Advertising and Principles of Integrated Marketing Communication and Image Building.
Unit 5:	SALES PROMOTION AND PUBLIC RELATIONS Definition, Role, Types, Consumer sales promotion, Dealer display contests, Discounts, Bonus offers, Retail merchandising techniques. Publicity: Public relations campaign, Use of press, radio and TV, Opinion building, Customer service and Community service, Publicity and Corporate advertising, Process of PR, Publicity, Power of publicity, Control and Dissemination of publicity.
Text Books:	<ol style="list-style-type: none"> <li>1. Integrated Advertising, Promotion and Marketing Communications, Clow, Baack, 3/e, Pearson, 2008.</li> <li>2. Integrated Advertising, Promotion and Marketing Communications, Kruti Shah, Alon D’Souza, TMH, 2009</li> <li>3. Advertising and Promotion – An Integrated Marketing Communication Approach, Shimp, Cengage, 2007.</li> <li>4. Advertising, Sales and Promotion Management, S.A. Chunawalla, Himalaya, 2009.</li> </ol>
Reference Books:	<ol style="list-style-type: none"> <li>1. Advertising &amp; Sales Promotion, SHH Kazmi, SatishBatra, 3/e, Excel2009.</li> <li>2. Advertising Management with Integrated Brand Promotion, O’Guinn. Allen, Semenik, Cengage,2009.</li> <li>3. Advertising Management, Jethwaney, Jain, Oxford, 2009.</li> <li>4. Contemporary Advertising, Arens, 10/e, TMH, 2009.</li> </ol>
Assessment Mode:	<p>I Mid Examination – 40 Marks (Unit 1 &amp; 2)  II Mid Examination – 40 Marks (Unit 3, 4 &amp; 5)  80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.  Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.</p>

CO1	PO1, PO2, PO3, PO4, PO5, PSO1, PSO2, PSO3
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Course Code:	5P1A42D
Course Name:	Data Communication and Network Analysis
Course Pre-requisites:	
Course Objectives:	<ol style="list-style-type: none"> <li>1. Build an understanding of the fundamental concepts of computer networking.</li> <li>2. Familiarize the student with the basic taxonomy and terminology of the computer networking area.</li> <li>3. Introduce the student to advanced networking concepts, preparing the student for entry Advanced courses in computer networking.</li> </ol>

Expected Outcomes:	<ol style="list-style-type: none"> <li>1. Independently understand basic computer network technology.</li> <li>2. Understand and explain Data Communications System and its components.</li> <li>3. Identify the different types of network topologies and protocols.</li> </ol>
Unit 1:	<p>INTRODUCTION</p> <p>General Structure of Networks – ISO, OSI Reference Model, Hierarchical Network, Connectivity Analysis – Delay Analysis – Local Access Network Design, Transmission and Multiplexing – Digital Transmission – Circuit Switching Packet Switching – Terminal Handling – Error Correction and Error Correcting Codes.</p>
Unit 2:	<p>DATA LINK LAYER</p> <p>Data Link layer design issues, framing, error control, flow control, Error Detection and Correction, Elementary data link protocols, Sliding Window protocols</p>
Unit 3:	<p>NETWORK LAYER : Network layer design issues , Routing Algorithms-the Optimality Principle, Shortest path Routing, Flooding, Distance Vector Routing, Link State Routing, Hierarchical Routing, Broadcasting routing and Congestion control algorithms.</p>
Unit 4:	<p>TRANSPORTATION LAYER AND SESSION LAYER: Transport Service – Addressing and Connection Establishment – Flow Control and Buffering – Synchronization – Crash Recovery Gate Way – Internet Work Fragmentation – Session Layer.</p>
Unit 5:	<p>PRESENTATION LAYER: Network Security and Privacy – Data Encryption – Key Distribution Authentication and Digital Signatures – Virtual Terminal Protocols – File Transfer Protocols.</p>
Text Books:	<ol style="list-style-type: none"> <li>1. Data Communication and Computer Networks, Duck &amp; Read, 2/e, Person, 2009.</li> <li>2. Understanding Data Communications and Networks, William A. Shay, Vikas.</li> <li>3. Data Communication and Net Working, BehrouzA. Forouzan, TMH, 2009.</li> </ol>
Reference Books:	<ol style="list-style-type: none"> <li>1. Data Networks, Bertsekas&amp;Gallages, PHI</li> <li>2. Computer Communications and Networking Technologies, Michael A. Gallo, Cengage, 2009.</li> </ol>
Assessment Mode:	<p>I Mid Examination – 40 Marks (Unit 1 &amp; 2)</p> <p>II Mid Examination – 40 Marks (Unit 3, 4 &amp; 5)</p> <p>80% weightage for better performance and 20% for other shall be considered from the above two mid examinations and consolidated to 40 Marks.</p> <p>Semester End Examination – 60 Marks. He/she should secure a minimum of 50% marks.</p>

CO1	PO5, PO6
CO2	PO3, PO6
CO3	PO4, PO7

Course Code: Course Name:	5P1A43 Seminar (innovative practices in business)
Course Pre-requisites:	
Course Objectives:	To create awareness on part of the students to understand the latest practices followed by the organizations.
Expected Outcomes:	After analysing the latest practices followed by the organizations, students should be able to understand many of the best practices and also will be able to suggest the next practices.
Unit 1:	The students may choose any of the following corporate practices or any other practices and study with reference to any company: 1. Balanced Score Card. 2. Benchmarking. 3. Career Planning 4. Competency Mapping 5. Capability Maturity Model 6. People Capability Maturity Model (Level 5) 7. Performance Management System 8. Six Sigma 9. Talent Management 10. Any other functional systems, policies, practices may also be considered for studying. A brief report of the understanding and observation should be submitted and presented in the class.
Unit 2:	
Unit 3:	
Unit 4:	
Unit 5:	
Text Books:	
Reference Books:	Vikalpa, IIMA, IIMB Review, Decision, IIMC, Vision, MDI.
Assessment Mode:	For practical subjects, 60 marks shall be awarded in the end semester examination, 40 marks shall be awarded for internal evaluation. Out of 40 marks, 10 marks shall be awarded based on best of the two internal lab examinations including viva voce and 30 marks shall be awarded based on day-to-day work including lab record. He/she should secure a minimum of 50% marks.

CO1	PO1,PO3, PSO1,PSO3
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Course Code: Course Name:	5P1A44 COMPREHENSIVE PROJECT WORK
Course Pre-requisites:	
Course Objectives:	1. To make the students familiar to apply the knowledge gained from the theoretical subjects in the entire course
Expected Outcomes:	1. Will be able to apply the various concepts in real time scenarios
	Students are required to take up a project work, in which the student can choose any specific problem of Industry or Industry based project work. Alternatively it can be secondary source based or field based project work. Before the commencement of the project work, each student is required to submit a synopsis indicating the Objectives, Methodology, and Framework for analysis. The project should have an internal faculty as guide. The student can initiate the project work in the penultimate semester of the course.

CO1	PO1, PO2, PO4, PO6, PO9, PSO2, PSO3
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