

I- SEMESTER

Subject Code	Subject	No. of hours per week			Total Credits	Examination Marks		
		Lecture (L)	Tutorial (T)	Practical (P)		CIE	SEE	Total
PBA121C	Management & Organisational Behaviour	4	0	0	4	50	50	100
PBA122C	Business Economics	3	2	0	4	50	50	100
PBA123C	Accounting for Managers	3	2	0	4	50	50	100
PBA124C	IT for Managers	4	0	0	4	50	50	100
PBA125C	Marketing Management	4	0	0	4	50	50	100
PBA126C	Managerial Communication	3	0	2	4	50	50	100
	Total	21	04	02	24	300	300	600

II -SEMESTER

Subject Code	Subject	No. of hours per week			Total Credits	Examination Marks		
		Lecture (L)	Tutorial (T)	Practical (P)		CIE	SEE	Total
PBA221C	Quantitative Techniques for Management	4	0	0	4	50	50	100
PBA222C	Business Environment and Sustainable Development	4	0	0	4	50	50	100
PBA223C	Financial Management	3	2	0	4	50	50	100
PBA224C	Managing Human Resources	4	0	0	4	50	50	100
PBA225C	Business Law & Ethics	4	0	0	4	50	50	100
PBA226C	Research Methodology & Statistics	4	0	0	4	50	50	100
PBA227L	Business Analytics Lab	0	0	2	1	50	50	100
PBA228L	Presentation Lab	0	0	2	1	50	50	100
	Total	23	02	04	26	400	400	800

I-SEMESTER SYLLABUS

**PBA121C: MANAGEMENT AND ORGNISATIONAL
BEHAVIOUR**

4 CREDITS (4-0-0)

Objectives:

1. To understand the principles and functions of management.
2. To make students knowledgeable of historical development, theoretical aspects and practice application of managerial process.
3. To increase students understanding about the foundation of Organizations.
4. To understand the basic concepts and theories underlying individual behavior besides developing better insights into one's own self
5. To develop students skills for influencing and managing groups thus enhancing personal & interpersonal skills.

UNIT-I

Introduction-Meaning and nature of management purpose and functions. Approaches to management- Behavioural, scientific, systems and contingency. Contribution of management thinkers ó Taylor, Fayol, Elton Mayo. Planning- Steps in Planning Process óImportance and Limitations ó types of plans - Management by Objectives (MBO). Decision making- Techniques, process, modern approaches to decision making. Introduction to Green Management.

(12 Hours)

UNIT-II

Organising- Organization Structure and Design: Formal and informal, Line and staff, functional, product, matrix,

geographical, customer, virtual. Centralized and decentralized, Delegation of authority.

Motivation- theories: X&Y, Maslow hierarchy, hygiene theory.

Controlling: Nature, importance, process, techniques.

(12 Hours)

UNIT-III

Fundamentals Organizational behavior: Definition, importance, Models of OB-Autocratic & Custodial, contributing disciplines. Personality- Definition, determinants, traits, types-Big5, Type A&B, trait. Perception- Meaning, nature, process, Common shortcuts in judging people.

Values and attitude- Definition, importance, sources of our value systems Types of attitude ó cognitive dissonance theory, Job satisfaction ódeterminants, effect of job satisfaction on employee performance.

(14 Hours)

UNIT-IV

Group Dynamics and team building: Defining and classifying group, stages of group development, types of groups, types of work teams, Importance of team building. Leadership- Meaning, theories of leadership, Blake and Mouton managerial grid, Likert's four systems of management. Emotions: Affect, mood and emotion and their significance, basic emotions, emotional intelligence, self-awareness, self-management, social awareness.

Organizational culture: Importance, managing culture. Work stress and its management.

(14 Hours)

Practical Activities:

- ❖ Studying organizational structures of any 10 companies and classifying them into different types of organizations which are studied and justifying why such structures are chosen by those organizations.
- ❖ Preparing the leadership profiles of any 5 business leaders and studying their leadership qualities and behaviors with respects to the trait, behavioral and contingency theories studied.
- ❖ Identifying any five job profiles and listing the various types abilities required for those jobs and also the personality traits/attributes required for the jobs identified.

3. Understanding Organizational Behaviour, Udai Pareek ó Oxford, 1/e, 2003.

TEXT BOOKS:

1. Essentials for Management: An International Perspective – Harold Koontz, Heinz Weihrich ó 2009, McGraw Hill.
2. Principles of Management ó V.S.P.Rao ó Excel Books, 2008 ed
3. Organizational Behavior, Fred Luthans, McGraw Hill, 10/e
4. Management and Organisational Behaviour, Aswathappa and Reddy, 2013

REFERENCE BOOKS:

1. Management and Behavioral Processes – K Shridhar Bhat ó Himalaya Publications, 1/e, 2005
2. Organizational Behavior – Stephen Robbins, Sangi, Judge ó Pearson Education, 13/e

PBA 122C: BUSINESS ECONOMICS

4 CREDITS (3-2-0)

Objectives:

1. To understand the principles of economics.
2. To learn the demand analysis and various cost aspects in the business.
3. To know the market structure and the decision making process for various markets.
4. To understand the profit policies, cost volumes relationship.

UNIT- I

Introduction to economics: Managerial Economics- Meaning, Nature, Scope, & significance. Uses of Managerial Economics. Role and Responsibilities of Managerial Economist.

Relationship of Managerial Economics with statistics, accounting and operations Research. The Basic process of decision making.

Fundamental Concepts of Managerial Economics: Opportunity Costs, Incremental Principle, Time perspective, Discounting and Equi-Marginal principles. Theory of the Firm: Firm and Industry, Forms of Ownership, Objectives of the firm, alternate Objectives of firm. Managerial theories: Baumol's Model, Marris's Hypothesis, Williamson's Model. Behavioural theories: Simon's Satisficing Model, Cyert and March Model.

(14 Hours)

UNIT- II

Demand analysis: Law Of Demand, Exceptions to the Law of Demand, Elasticity of demand & Classification of Price, Income & Cross elasticity, Advertising and promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand. Law of supply, Elasticity of supply. Demand forecasting: Meaning & Significance, Methods of demand

forecasting. (**Theory only**) Note: Illustrative numerical examples to be used to explain the concepts.

Costs Analysis: Concept, Types of costs, Cost curves, Cost & Output relationship in the short run and in the long run, LAC curve. **(14 Hours)**

UNIT- III

Production analysis: Concepts, production function with one variable input - Law of Variable Proportions. Production function with 2 variable inputs and Laws of returns to scale.

Indifference Curves, ISO-Quants & ISO-Cost line. Economies of scale, Diseconomies of scale.

Market structure and pricing practices: Perfect competition, Features, Determination of price under perfect competition.

Monopoly: Features, Pricing under monopoly.

Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation.

Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership. **(14 Hours)**

UNIT- IV

Descriptive Pricing Approaches: Full cost Pricing, Product Line Pricing. Product Life Cycle Pricing, Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing. Price Discrimination.

Profits: Determinants of Short-term & Long-term profits. Classification & Measurement of Profit. Break Even Analysis & Meaning, Assumptions, determination of BEA, Limitations & Uses of BEA in Managerial decisions. **(14 Hours)**

Practical Activities:

- ❖ Assessment of Impact of advertisement or sales promotion on the demand of a product (Preferably FMCG goods)
- ❖ Study of demand elasticity for a product when there is a price increase or price decrease.
- ❖ Demand forecasting ó Mini project may be given to students to assess the demand for a product or a service using any method.
- ❖ Preparing a project proposal for a new business venture to understand the BEP using real time data.

RECOMMENDED BOOKS:

1. Managerial Economics óD M Mithani, 5/e, Himalaya Publication. 2011.
2. Managerial Economics ó D N Dwivedi, 7/e, Vikas Publication. 2008
3. Managerial Economics - Craig H Petersen, W. Chris Lewis & Sudhir K Jain, 4/e, Pearson Education, 2006.
4. Managerial Economics: Analysis, Problems and Cases ó Truet & Truet, 8/e, Wiley, 2009.

REFERENCE BOOKS:

1. Managerial Economics-Atmanand, 2/e, Excel Books, 2010.
2. Managerial Economics ó Yogeshmaheswari, 2/e, PHI, 2011
3. Managerial Economics ó Samuelson & Marks, 5/e, Wiley,
4. Managerial Economics ó Keating & Wilson, 2/e, Biztantra,.
5. Managerial Economics ó Nadar & Vijayan, 2/e, PHI, 2010.

PBA123C:ACCOUNTING FOR MANAGERS

4 CREDITS (3-2-0)

Objectives:

- 1 To make students understand the principles of double entry book keeping
- 2 To make students understand Depreciation accounting and inventory valuation
- 3 To help students understand the mechanisms involved in preparation of final accounts of sole trading concern and companies.
- 4 To expose students to the tools and techniques of analyzing financial reports of sole trading concern and companies.
- 5 To help students in application of theoretical concepts to practical situations involving several cases.

UNIT-I

Principle of double entry bookkeeping: Importance & scope of accounting, GAAPS & accounting standards, accounting equation (Problems), Users of accounting statements.

Preparation of books of original records: Journal, ledger, and subsidiary books. **(14 Hours)**

UNIT-II

Preparation of final accounts/statement: sole trading concern and companies, Provisions of the companies act 1956 affecting preparation, presentation & analysis of Audit reports & director's reports. **(14 Hours)**

UNIT-III

Fund Flow Statement & Cash Flow Statement. (Problems on Cash flow Statement Only)**Depreciation & Inventory valuation:** Concepts & methods of depreciation, Problems on straight line & WDV methods, Inventory-concepts & methods, Problems on LIFO, FIFO & weighted average **(12 Hours)**

UNIT-IV

Analysis of financial performance of a firm: Different tools, Ratio analysis- Different types of ratios, Inter-relation between Ratios, Du-Pont analysis, comparative and common size statements. Window dressing, Determination of EBDIT, EBIT, EDT, EAT, EPS, DPS, PE Ratio, ROCE, RONW, BV & Entity Value **(12Hours)**

Practical Activities:

- ❖ Collecting Annual reports of the companies and analyzing the financial statements using different techniques and presenting the same in the class.
- ❖ Analyzing the companies' cash flow statements and presenting the same in the class.
- ❖ Exposing the students to usage of accounting software's (Preferably Tally)

TEXT BOOKS:

1. Financial Accounting - A Managerial Perspective - R.Narayanaswamy - Prentice Hall India,
2. Financial Accounting For Management-N. Ramachandran & Ram Kumar Kakani- TMH Publications, 1/e,

3. Introduction to Financial Statement Analysis ó Ashish K Bhatta charya ó Elsevier India (P) Ltd, Recommended books for modules 5&7.
4. Financial Accounting-P. C. Tulsian óPearson Education India,
5. Accounting For Managers ó Jawaralal óHimalaya Publishing House, 4/e, 2004
6. Accounting for Managers ó B.S. Raman
7. Accounting for Managers ó Anthony & Reece.
8. Accounting for Managers ó Hendrikson.

REFERENCE BOOKS:

1. Financial Accounting for Management: An Analytical Perspective ó Ambrish Gupta, Pearson Education, 1/e,
2. Financial Accounting: A Managerial Emphasis ó Ashok Banerjee, Excel Books, 2003
3. Accounting For Managers ó Maheswari & Maheswari ó Vikas Publishing house
4. Financial Statement Analysis ó Wild ó Tomson Cengage Learning Ltd.
5. Advanced Accountancy- R.L. Gupta & M. Radhaswamy ó Sultan Chand Publications, 2002
6. Accounting for Managers-Bhattacharya- Vikas Publications, 3/e, 2004
7. Financial Accounting for Business Managers, Ashish K Bhattacharya, PHI, 2/e, 2005

PBA124C: IT for Managers
4 CREDITS (4-0-0)

Objectives:

1. To understand fundamental concepts of information technology & information systems and its competitive advantages.
2. To familiarize with computer hardware and software applications along with system analysis, design and development.
3. To know how information systems integrate and support enterprise wide business operations.
4. To discuss various ethical challenges and security management strategies in information technology.

UNIT-I

Information systems and organizations: Meaning of information technology, Information technology in business, Concept of MIS, Definition, Functions, Role. Changing business environment and the emerging digital firms, Organizations, management and IT, Data, information and its attributes, types of decisions and information, the levels of people and their information needs.

Kinds of information systems: Transaction Processing System (TPS) - Office Automation System (OAS) - Management Information System (MIS)- Decision Support System (DSS) and Group Decision Support System (GDSS) - Expert System (ES) - Executive Support System (EIS or ESS).

(14 Hours)

UNIT-II

Computer fundamentals, telecommunication and networks: Computer System ó Introduction - Generation of Computers - Classification of Computers - Input and output devices -

Software ó System s/w and Application s/w - O/S ó Functions and Features.

Communication, Media, Modems & Channels - LAN, MAN & WAN - Network Topologies, Internet, Intranet and Extranet. Wireless technologies like Wi-Fi, Bluetooth, Wi-Max, 3G and 4G.

System analysis and development and models: Need for System Analysis - Stages in System Analysis - Structured SAD and tools like DFD, Context Diagram Decision Table and Structured Diagram. System Development Models: Water Flow, Prototype, Spiral, RAD ó Roles and responsibilities of System Analyst, Database Administrator and Database Designer.

(14

Hours)

UNIT-III

Manufacturing and service systems: Information systems for Accounting, Finance, Production and Manufacturing, Marketing and HRM functions ó IS in hospital, hotel, bank industry.

Enterprise system: Enterprise Resources Planning (ERP): Features, selection criteria, merits, issues and challenges in Implementation ó Supply Chain Management (SCM): Features, Modules in SCM ó Customer Relationship Management (CRM): Phases. Introduction to Business Analytics ó Business Intelligence versus Business Analytics. Knowledge Management and e-governance.

(12 Hours)

UNIT-IV

Choice of IT: Nature of IT decision - Strategic decision - Configuration design and evaluation Information technology implementation plan.

Security and ethical challenges: Ethical responsibilities of Business Professionals ó Business, technology. Computer crime ó Hacking, cybertheft, unauthorized use at work. Piracy ó software and intellectual property. Privacy ó Issues and the Internet Privacy, Cyber Act. Challenges ó working condition, individuals. Health and Social Issues, Ergonomics and cyber terrorism.

(12 Hours)

PRACTICAL ACTIVITIES:

- ❖ Students have to pick any organization where IT is used and do a thorough analysis of their usage including-system configurations, data input and output devices, data processing, data usage patterns, user profiles, and its impact on decision making etc. and prepare a report.
- ❖ Students have to pick any organization where IT is not used or it is used on a very minimal basis. Here the students have to do system analysis and design and prepare a report.
- ❖ Students have to collect information about any company or business which is using any new or contemporary Information Technology tool for their business purposes.
- ❖ Students will be given case studies on IT for Managers, which they have to solve and prepare a presentation.

TEXT BOOKS:

1. óManagement Information Systemsö, Kenneth J Laudon, Jane P.Laudon,Pearson/PHI,10/e, 2007
2. óManagement Information Systemsö, W. S. Jawadekar, TataMcGraw Hill Edition, 3/e,2004
3. MIS by Ralph Stair

REFERENCE BOOKS:

1. óIntroduction to Information Systemö, James A. Oø Brien, TataMcGraw Hill, 12th Edtion.
2. óManagement Information Systemsö, S.Sadagopan, PHI, 1/e, 2005
3. óManagement Information Systemsö, Effy Oz, Thomson CourseTechnology, 3/e, 2003
4. Corporate Information Strategy and Managementö, Lynda MAppleGate, Robert D Austin et al, Tata McGraw Hill, 7th Edition.

PBA125C: MARKETING MANAGEMENT
4 CREDITS (4-0-0)

Objectives:

1. To understand the concepts, philosophies, processes and techniques of managing marketing operation and to develop a feel of the market place.
2. To know the segmentation, targeting, positioning, product decisions, packaging & labeling decisions of marketing.
3. To understand pricing decisions, distribution decisions, marketing communications.
4. To know about the new concepts of marketing like neuro marketing, guerilla marketing, green marketing etc.

UNIT –I

Introduction: Nature and scope of Marketing, Evolution, Various Marketing orientations, Marketing Vs Selling concept, Consumer Need, Wants and Demand concepts.

Understanding the market environment: Assess the impact of micro and macro environment.

Service Marketing: Meaning, 7 P's, and Service Marketing Triangle.

Buyer Behaviour: Buying motives- Meaning, Factors influencing buying Behaviour/ Buying motives, Buying habits, Types of buying Behaviour. Stages in buying decision process, Organizational buying Vs House hold buying. Consumerism.

(12 Hours)

UNIT –II

Market segmentation, Targeting & Positioning

Segmentation: Meaning, Factors influencing segmentation, Market Aggregation, Basis for segmentation, Segmentation of Consumer/ Industrial markets.

Targeting: Basis for identifying target customers, Target Market Strategies,

Positioning: Meaning, Product differentiation strategies, Errors in positioning.

Marketing Mix Decisions

Product decisions: Concept, levels of product, product hierarchy, Diffusion of Innovation - diffusion process & adoption process, New product development, Product Life cycle, Product mix strategies. Concept of Branding, Brand perception, Brand equity.

Packaging / Labeling: Packaging as a marketing tool, requirement of good packaging, Role of labeling in packaging.

(14 Hours)

UNIT- III

Pricing decisions: Pricing concepts for establishing value, Impact of Five C's on pricing, Pricing strategies-Value based, Cost based, Market based, Competitor based, New product pricing.

Distribution decisions: Meaning, Purpose, Channel alternatives available to the marketing manager, Factors affecting channel choice, Channel design and Channel Management decision, Channel conflict, Distribution system, Multilevel Marketing (Network Marketing)

Integrated Marketing communication: Concept of communication mix, communication objectives, steps in developing effective communication, stages in designing message.

Advertising: Advertising Objectives, Advertising Budget, AIDA model

Sales Promotion: Promotion mix, kinds of promotion, Tools and Techniques of sales promotion, Push-pull strategies of promotion.
(13 Hours)

UNIT -IV

Personal selling: Concept, Features, Functions, Steps/process involved in Personal Selling

Publicity / public relation: Meaning, Objective, Merits/Demerits.

Direct Marketing: Meaning, Features, Functions, Merits/Demerits, Basic concepts of e-commerce, e-business, e-marketing, m-Commerce, m-marketing.

Marketing Planning: Meaning, Concepts of Marketing plan, Steps involved in planning.

Marketing Organization: Factors influencing the size of the marketing organisation, various types of marketing structures/organisation

New Concepts in Marketing: Guerrilla Marketing, Green Marketing, Neuro Marketing, Blue Ocean Marketing.

Case studies (13 Hours)

Practical Activities:

- ❖ Consider a few products like mobile phone, shoes, clothes etc. and analyze their buying motives.
- ❖ Analyze the various colleges in a city ó how are they segmented? If you were to start a new MBA college, how would you position it? What would your parameters be?
- ❖ Analyze the product life cycle of a few common products like jeans, pagers, desktop computers etc.
- ❖ Go to a supermarket and study the pricing, packaging and advertising strategy of some FMCG companies like

Levers, Godrej, ITC, Britannia, Parle, and others in some products like soaps, biscuits, juices etc.

- ❖ Take any consumer product like soaps, biscuits etc. and study the marketing organization of the company producing it.

TEXT BOOKS:

1. Principles of Marketing- Philip Kotler, Kevin Lane Keller, Pearson, PHI, 12th Edition, 2006
2. Marketing Management, Tapan Panda, 2/e, Excel Publication
3. Marketing Management (Text & Cases in Indian Context), Dr. K. Karunakaran, HPH, 2007.
4. Fundamentals of Marketing Management, M J Etzel, B J Walker, William J Stanton, TMH, 13th Edition, 2005
5. Marketing Management-Rajan Saxena, TMH Publication, 3rd Edition.

REFERENCE BOOKS:

1. Marketing by Lamb, Hair, Mc Dannel ó Thomson, 7/e, 2004
2. Marketing by Evans & Berman, 2/e, Biztantra, 2005
3. Marketing ó Concepts, strategies by William M Pride, O C Fewell, Biztantra, 12/e,2005
4. Marketing Management, Ramaswamy & Namakumari, Macmillan, 2005
5. Marketing Management, Arun Kumar & Meenakshi, Vikas, 2007
6. Principles of Marketing, Philip Kotler, Armstrong, Pearson Education, 12th Edition.

PBA126C: MANAGERIAL COMMUNICATION
4 CREDITS (3-0-2)

Objectives:

1. To familiarize learners with the mechanics of writing.
2. To enable learners to communicate in English language.

UNIT-I

Introduction: Meaning & Definition, Role, Classification ó Purpose of communication - Communication Process ó Characteristics of successful communication ó Importance of Communication in management ó Communication structure in organization ó Communication in conflict resolution - Communication in crisis. Communication and negotiation. Communication in a cross-cultural setting

Oral Communication: Meaning ó Principles of successful oral communication ó Barriers to communication ó Conversation control ó Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication. Listening as a Communication Skill, Nonverbal communication. **(14 Hours)**

UNIT-II

Written Communication: Purpose of writing ó Clarity in writing ó Principles of effective writing ó Approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing ó Writing ó Revising ó Specific writing features ó Coherence ó Electronic writing process.

Business Letters and Reports: Introduction to business letters ó Types of Business Letters - Writing routine and persuasive letters ó Positive and Negative messages Writing Reports: Purpose, Kinds and Objectives of reports ó Organization & Preparing reports, short and long reports. Writing memos.

Media management: The press release ó Press conference ó Media interviews

Group Communication: Meetings ó Planning meetings ó objectives ó participants ó timing ó venue of meetings.

Meeting Documentation: Notice, Agenda, and Resolution & Minutes. **(14 Hours)**

UNIT-III

Presentation skills: What is a presentation ó Elements of presentation ó Designing & Delivering Business Presentations ó Advanced Visual Support for Managers.

Negotiation skills: What is negotiation ó Nature and need for negotiation ó Factors affecting negotiation ó Stages of negotiation process ó Negotiation strategies **(12 Hours)**

UNIT-IV

Employment communication: Introduction ó Composing Application Messages - Writing CVs Group discussions ó Interview skills

Impact of Technological Advancement on Business Communication ó Technology-enabled Communication - **Communication networks** ó Intranet ó Internet ó e mails ó SMS ó Teleconferencing ó videoconferencing **(12 Hours)**

Practical Activities:

- ❖ Conduct Pick and speech and different exercises to develop the ability of spoken English.
- ❖ Make students enact and analyze the non-verbal cues Give exercises for clarity and conciseness in written communication.
- ❖ A suitable case is to be selected and administered in the class sticking to all the guidelines of case administering and analysis.
- ❖ Demonstrating using Communication Equipment like Fax, Telex, Intercoms, etc.
- ❖ Conduct Group discussions.
- ❖ Conduct a mock meeting of students in the class identifying an issue of their concern.

- ❖ The students should prepare notice, agenda and minutes of the meeting.
- ❖ Each student to give presentation of 5 minutes

4. Basic Business Communication ó Raj Kumar, Excel BOOKS, 2010.

RECOMMENDED BOOKS:

1. Business Communication: Concepts, Cases And Applications ó Chaturvedi P. D, & Mukesh Chaturvedi ,2/e, Pearson Education,2011
2. Business Communication: Process and Product ó Mary Ellen Guffey, 3/e, Cengage Learning, 2002.
3. Communication ó Rayudu C. S, HPH.
4. Business Communication ó Lesikar, Flatley, Rentz & Pande, 11/e, TMH, 2010
5. Advanced Business Communication ó Penrose, Rasberry, Myers, 5/e, Cengage Learning, 2004.
6. BCOM ó Lehman, DuFrene, Sinha, Cengage Learning, 2/e, 2012
7. Business Communication ó Madhukar R. K, 2/e, Vikas Publishing House.

REFERENCE BOOKS:

1. Effective Technical Communication - Ashraf Rizvi M, TMH, 2005.
2. Business Communication - Sehgal M. K & Khetrpal V, Excel BOOKS.
3. Business Communication ó Krizan, Merrier, Jones, 8/e, Cengage Learning, 2012.

II-SEMESTER SYLLABUS

**PBA 221C: QUANTITATIVE TECHNIQUES FOR
MANAGEMENT
4 CREDITS (3-2-0)**

Objectives:

1. To study the development of Operation research and describe its functional areas.
2. To find optimal solutions through linear programming, transportation models and assignment.
3. To find optimal solutions for competitive strategies using theory of games and economics of replacement
4. To discuss project management through network analysis.
5. To discuss the applications of Queuing models and Simulation of management systems.

UNIT -I

Introduction to operations research: Introduction to OR; Scope, Techniques, Characteristics and Limitations of Operation Research; Methodology and Models in OR (*Theory only*)

Linear programming problem (LPP): Application of LPP in Management, Advantages of LPP (only theory) Formulation of LPP, Solution of LPP by Graphical method: Infeasible and Unbounded Solution, Formulation of Dual of a LP (*Theory only*)
(12 Hours)

UNIT -II

Transportation models: General Structure; Various methods for finding initial solution: Maximization and Minimization problems North West Corner Method, Least Cost Method, Vogel's Approximation Method; Finding Optimal Solution: Stepping Stone method and Modified Distribution method-Problems.

Assignment problems: General Structure; Finding Optimal solution; Maximization problem, Restrictions on Assignments, Alternate Optimal solutions

(13Hours)

UNIT -III

Theory of games: Terminology; Two person zero sum game; Solution to games: Saddle point, dominance rule, Value of the Game, mixed strategy, Graphical method of solving a game ϕ (2x n) and (m x 2) games.

Replacement analysis: Introduction, reasons for Replacement, Individual Replacement of machinery or Equipment with/without value of money, Group Replacement Policies, Problems.
(14 Hours)

UNIT -IV

Network analysis: Terminology; Networking Concepts; Rules for drawing network diagram; CPM Computations: CPM Terminology, Finding critical path - Different Floats; PERT Computations: Computation of earliest and latest allowable times, Probability of meeting the scheduled dates; difference between PERT and CPM

Queuing models and Simulation of management systems: Introduction; Characteristics of Queuing models, Models for Arrival and Service Times; Single Poisson arrival with Exponential Service Rate; Applications of Queuing models.

Simulation of management systems Terminology, Process of Simulation, Monte Carlo Method, Waiting Line Simulation Method, Inventory Management Simulation, Marketing Management Simulation, Financial Management Simulation
(13 Hours)

TEXT BOOKS:

1. Operations Research, J. K. Sharma, McMillan India.
2. Quantitative Techniques in Management, N. D. Vohra, Tata McGraw Hill Publications, 3/e, 4th reprint 2007.

REFERENCE BOOKS:

1. Quantitative Methods for Business, Anderson Williams et-al. 10th edition Thompson
2. Tulsian, Quantitative Techniques theory and problems, Pearson, PHI.
3. S. D. Sharma, Operations Research, Kedar Nath and Ram Nath & Co. Ltd.
4. C. R. Kothari, Quantitative Techniques, Vikas Publishing House, 3/e, 2004.

Practical Activities:

**PBA222C: BUSINESS ENVIRONMENT AND
SUSTAINABLE DEVELOPMENT
3 CREDITS (4-0-0)**

Objectives:

1. The objective of this course is to sensitize towards the overall business environment within which organization has to function
2. To provide insight to students of its implication for decision making in business organizations.
3. To educate the students on the role of business in modern society with emphasis on significant relationship which exists between the business and different sectors of Indian economy
4. To expose the students to basic concepts of implications of social legal ,political economic fiscal and financial environment in India

UNIT- I

Indian Economy and Business environment: Nature and Scope, Structure of the Business Environment ó Internal and External environment economic and non-economic environment, overview of political, socio- cultural, legal, technological and global environment. Features of Indian Economy, Changes in recent times. Socio Cultural factors affecting the Business.

Globalization and Indian Business Environment: Meaning and Implications, Phases, Globalization Impact on Indian Economy across Sectors. Different components of globalization. Drivers of Globalization .Technological Environment: Technology and Development, Integrating technology with Business.

(12Hours)

UNIT -II

Macroeconomic policies in India: Industrial policies of the post 1991. Monetary policy: Objectives, credit control tools Business cycle- features, phases Business environment in Developed and Developing Countries. Introductio to Niti Ayoga.

National income accounting: National income estimates in India- trends in national incomeó methods of measurement ó income method , product method and expenditure method, ó difficulties in measuring national income . Measuring GDP and GDP Growth rate. Components of GDP.

(14Hours)

UNIT - III

Structure of Industries: Major industries ó Electronics, Automobile, Textiles and Development of Private Sector MNC in India, GATT and WTO: Agreements and Implications .SWOT Analysis of Indian Economy.

Structure of Indian Industry: Public and Private Sector Enterprises, Objectives of PSUs, Performance and shortcomings. Private Sectoró growth, problems and prospects. SSI ó Role in Indian Economy. Disinvestments in Indian public Sector Units since1991.

(12Hours)

UNIT –IV

RBI ó Role and functions- Banking Structure Reforms- Narasimhan Committee Recommendations- Financial sector reforms - E- Banking in India ó Objectives, trends and practical uses- Recent Technological Developments in Indian banking (ATM, Debit and Credit Cards, EMT, EFT, Etc.)

Environmental management as a competitive advantage, The greening of management, Role of Govt. in environmental regulations, Industrialization, urban development and environment, Global environmental issues, Sustainable development-Concepts, relevance in modern Business, World

Business Council for Sustainable Development(WBCSD)
Report.(14 Hours)

Practical Activities:

1. International Cultural environment- The problems faced by MNCs ó A Case study.
2. Disinvestment in PSU since 1991ó A case study receivables and payables.
3. Tracking of business cycle for India using GDP data.
4. Corporate India initiatives for rural developments

TEXT BOOKS:

1. Economic Environment of Business by S K Misra, V. K. Puri ó Himalaya publishing house.
2. Business Environment Text and Cases by Justin paul ,2nd edition, McGraw ó Hill Companies

REFERENCE BOOKS:

1. Business Environment by Suresh Bedi óExcel Books
2. Indian Economy by I.C. Dingra
3. Business Environment-Shaikh & Saleem, Pearson, PHI, 2006
4. Indian Economy by K P M Sundharam and Rudder Datt.
5. International Business by Justin Paul, Prentice Hall of India, 2007
6. International Business by P.Subba Rao, Himalaya Publications
5. Business Environment for Sustainable Development, Francis Cherunilam, HPH
6. Economic Environment of Business, H.L. Ahuja, S. Chand
7. Business Environment, Vivek Mittal, Excel

PBA223C: FINANCIAL MANAGEMENT
4 CREDITS (3-2-0)

Objectives:

1. To provide a strong conceptual foundation for corporate finance and financial mathematics.
2. To provide an understanding of the concepts of cost of capital and to get an overview of Indian financial system and its organization.
3. It also aims at familiarizing the students with the valuation of firm and estimation working capital requirement of the firm.
4. To developing skills for interpretation of business information and application of financial theory in corporate investment and dividend decision.

UNIT-I

Financial management: ó Introduction to financial management, objectives of financial Management ó profit maximization and wealth maximization. Changing role of finance Managers. **Indian financial system:** functions of financial system, financial assets, financial markets, financial intermediaries, Regulatory infrastructure. (Theory Only)

Time value of money: óFuture value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest, Capital recovery & loan amortization.

(13 Hours)

UNIT- II

Sources of long term Financing: - Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture capital investing, Warrants. Angel investing, private equity, Warrants and convertibles (*Theory Only*)

Cost of Capital: Cost of capital ó basic concepts. Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM

model). Cost of retained earnings. Determination of Weighted average cost of capital (WACC) and Marginal cost of capital.

(13 Hours)

UNIT- III

Working capital management: ó factors influencing working capital requirements. Current asset policy and current asset finance policy. Determination of operating cycle and cash cycle. Estimation of working capital requirements of a firm. (Does not include Cash, Inventory & Receivables Management)

Capital structure and dividend decisions: ó Planning the capital structure. (No capital structure theories to be covered) Leverages ó Determination of operating leverage, financial leverage and total leverage. **Dividend policy:** ó Factors affecting the dividend policy ó dividend policies- stable dividend, stable payout. (No dividend theories to be covered).

(13 Hours)

UNIT-IV

Investment decisions: – Investment evaluation techniques ó Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, discounted payback period, accounting rate of return. Estimation of cash flow for new project & replacement projects.

Financial planning ó Basis of financial planning, sales forecast method, pro-forma P & L account method, pro-forma balance sheet method, determination of External Financing Requirement (EFR).

(13 Hours)

Practical Activities:

1. Identifying the small or medium sized companies and understanding the Investment evaluation techniques used by them.

2. Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.

3. Choose the companies that have gone for stock split and Bonus issue in the last few years and study the impact of the same on the stock price.

RECOMMENDED BOOKS:

1. Financial Management - Prasanna Chandra, 8/e, TMH, 2011.
2. Financial Management - Pandey I. M, 10/e, Vikas.
3. Financial Management - Khan M. Y.& Jain P. K, 6/e, TMH,

REFERENCE BOOKS:

1. Fundamentals of Financial Management ó Vanhorns & Bhandari, Pearson Education.
2. Fundamentals of Corporate Finance - Stephen A. Ross, Wester Field, Jordan, 8/e, McGraw Hill, 2010.
3. Financial Management óShah, Wiley India (P) Ltd.
4. Principles of Corporate Finance: Theory & Practice ó Brealy and Myers, 10/e, TMH, 2012.
5. Fundamentals of Financial Management ó Sharan, 2/e, Pearson, 2005.
6. Financial Management ó Paresh P. Shah, 2/e, Biztantra.
7. Financial Management: Comprehensive Text Book with case Studies ó Ravi M. Kishore, 7/e, Taxmann

PBA224C: MANAGING HUMAN RESOURCE

(Credits 4-0-0)

Objectives:

1. To enable students understand basic concepts and functions of HRM, concept of HR planning, process, functions of HRP and recruitment policy, techniques and process.
2. To make students aware about various steps involved in Selection, Placement and Induction and providing methods, procedure and evaluation in Training and Development
3. To make them understand the Performance appraisal and Payroll and Benefits in corporates
4. To make students aware about the Career planning, bases of Internal mobility, Industrial relations

UNIT –I

Nature and scope of HRM and HRP: Introduction ó definition ó human resource management ó personal v/s HR ó meaning of HRM ó features of HRM ó role of HRM ó managerial functions and operative functions ó objectives of HRM policies ó procedures and programmes ó organization of HRM ó line and staff and personnel management ó role of personnel manager and HR manager ó qualities of HR / personnel manager.

HR planning (HRP) ó Introduction ó objectives of HRP ó definition and need for HRP ó benefits of HRP ó factors affecting HRP ó process, -recent trends in HRP -problems and limitations of HRP ó job analysis ó job evaluation ó job description.

Recruitment ó definition ó objectives ó subsystems ó factors affecting recruitment policy ó centralized and decentralized recruitment ó recruitment techniques ó recruitment process, e-recruitment, employee referrals. **(12 Hours)**

UNIT- II

Recruitment and Selection: Recruitment Meaning, importance, sources of recruitment ó definition of selection ó essentials of selection procedure ó significance of selection process and selection as a source of competitive advantage ó selection procedure ó recruitment application form ó written exams ó preliminary interview ó various types of tests (aptitude, achievement, situational, interest, personality) ó different types of interviews and interview process ó means to make interview effective ó medical exams ó reference checks ó final decision ó employment ó placement and induction
Human Resource Training and Development ó Meaning of T & D ó importance of training ó benefits of training ó need and objectives ó on-the-job and off-the-job training methods ó training procedure ó final evaluation,- how to make training effective. **(14 Hours)**

UNIT-III

Performance appraisal (PAS) : Introduction ó meaning ó need ó purpose ó objectives ó contents of PAS ó appraisers and different methods of appraisal ó uses of performance appraisal ó limitations and problems of performance appraisal ó 360° Appraisal.

Payroll and Benefits ó Introduction ó definition ó need for sound salary administration ó objectives ó factors affecting wages / salary levels ó merits and types of incentive plans ó profit sharing ó bonus concepts ó ESOPs ó pay for performance, employee benefits-continuing education

opportunities, flexi time, insurance schemes, work life balance ó organizational initiatives for employee benefits. (14Hours)

UNIT-IV

Career planning and Internal mobility: Career planning ó meaning ó need, career development actions ó promotion ó meaning ó purpose ó bases of merit ó seniority ó merit cum seniority ó benefits ó problems ó promotion policy ó transfer ó meaning ó purpose ó types ó reasons ó benefits ó demotion ó meaning ó need for demotion policy.

Industrial Relations: Overview of industrial relations. Employee Grievance procedure, Grievances Management in Indian Industry. Industrial conflict. **Industrial disputes:** preventive and settlement machinery, collective bargaining, industrial relations scenario: current issues and future challenges. **Sexual Harassment:** Meaning, significance, employer's responsibility. (12 Hours)

Practical Activities:

- ❖ Expose students to simulated recruitment exercises- Job profile, personal profile, advertisements etc.
- ❖ Expose students to standard selection tests followed in various sectors.
- ❖ Exploring performance appraisal practices in various sectors.
- ❖ Exploring training and development practices.
- ❖ Exploring employee separation practices.
- ❖ Give a job analysis case and ask the students to prepare job description and job specification.
- ❖ Conduct a debate on company employees versus contract employees.

- ❖ Give a case and ask the students to prepare the recruitment advertisement for a newspaper.
- ❖ Ask the students to prepare an appointment letter for the post of office manager of a company known to you.
- ❖ Give a performance goal setting case and ask the students to perform dyadic role playing.

TEXT BOOKS:

1. Personal and Human Resource Management – P Subba Rao ó Himalaya Publication, 4/e, 2013.
2. Human Resource Management ó Biswajeet Patnayak ó PHI .
3. Managing Human Resources ó Bohlander, Snell, Sherman ó Thomson Learning, 2012.
4. Human Resource Management ó Cynthia Fisher, Shaw ó Wiley Dreamtech / Biztantra, 5/e, 2008.

REFERENCE BOOKS:

1. Human Resource Management – Gary Desler ó 12/e Pearson, 2011
2. Human Resource Management – John M Ivancevich ó TMH 9/E, 2004
3. A Hand Book of Human Resource Management – Michael
4. Armstrong ó Kogan Page India Ltd. 2012
5. Human Resource and Personnel Management ó Text and Cases – K Ashwatappa ó TMH 2013.
6. Human Resource Management ó Robbins, Dø Cenzo ó John
7. Wiley & Co 2012
8. Managing Human Resources – Gomes Mejia, Bakin Candy ó Pearson Education / PHI, 2012

PBA225C: BUSINESS LAW & ETHICS
4 CREDITS (4-0-0)

Objectives:

1. Understand fundamental legal issues pertaining to business world to enhance their ability to lead and delegate.
2. To enable students to appreciate business law so that they make better business decisions.
3. To help students develop the skills needed to work through ethical dilemmas.

UNIT-I

Law of Contract:

Contract Act: Offer and Acceptance, Consideration, Free consent, Legality of object and consideration, Performance and Discharge of contract, quasi contract, Contract of Guarantee, Bailment, Bailment (rights and duties of bailor and bailee), Agency (various modes of creating agency, rights and duties of agents and principal). **(14Hours)**

UNIT-II

Law of Sales: Sale of Goods Act: Sale and Agreement to sell, Conditions and Warranties, Transfer of property, Finder of goods, Performance of contract of sale, Rights of an unpaid seller.

Law of partnership 1932: Definition, Essentials of Partnership, Formation of Partnerships, Kinds of Partners, Authorities, Rights and Liabilities of Partners, Registration of Partnership, Dissolution of Partnership Firm.

(12 Hours)

UNIT – III

Company Law: Salient Features of Companies, Classification and Formation of Companies, Memorandum and Articles of Association, Doctrine of Indoor Management, Appointment of Directors. Meetings of Directors. Shareholders of Companies, Overview of different modes of Winding up of Companies.

Competition Act 2002: Definition, Prohibition and Regulation of Combinations, Duties, Powers and Functions of Competition Commission, Penalties, Unfair Trade Practices.

Consumer Protection Act 1986, An Overview of Laws relating to **Intellectual Property Rights (IPR). Right to Information Act.** **(14 Hours)**

UNIT-IV

Business Ethics: meaning of ethics, business ethics, relation between ethics and business ethics, evolution of business ethics, nature of business ethics, scope, need and purpose, importance, approaches to business ethics, sources of ethical knowledge for business roots of unethical behavior, ethical decision making, some unethical issues, benefits from managing ethics at workplace, ethical organizations.

Corporate Social responsibility: types and nature of social responsibilities, CSR principles and strategies, models of CSR, Best practices of CSR, Need of CSR, Arguments for and against CSR, CSR Indian perspective, Indian examples

(12Hours)

Practical Activities:

- ❖ Students are expected to study any five CSR initiatives by Indian organizations and submit a report for the same.
- ❖ A group assignment on "The relationship between Business, Government and Society in Indian."

- ❖ Case studies/Role plays related ethical issues in business with respect to Indian context.

RECOMMENDED BOOKS:

- 1) Business Law- S.S. Gulshan
- 2) Business Law-Kuchal
- 3) Business Ethics - Bajaj P. S & Raj Agarwal, Biztantra, 2012.
- 4) Corporate Governance, Ethics and Social responsibility-Balchandran V.& Chandrashekharan V, 2/e,PHI,2011

REFERENCE BOOKS

- 1) Business Law for Managers, Goel P. K,biztantra, 2012.
- 2) Business Ethics and Corporate Governance- Prabakaran S, Excel Books.
- 3) Business Ethics and Corporate Governance - Ghosh B.N, Tata McGraw-Hill, 2012
- 4) Corporate Social Responsibility: A Study of CSR Practices in Indian Industry, Baxi C.V & Rupamanjari Sinha Ray, Vikas Publishing House, 2012.

**PBA 226C: RESEARCH METHODOLOGY AND
STATISTICS
4 CREDITS (4-0-0)**

Objectives:

1. To understand the importance of research in creating and extending the knowledge-base of their subject area.
2. To gain ability to distinguish between the strengths and limitations of different research approaches regarding their Subject/research area.
3. To know the range of qualitative and quantitative research methods potentially available to the researchers.
4. To know the importance and use of statistics in research.
5. To acquire the skills to work independently, to plan and to carry out a small-scale research project and report writing.

UNIT-I

Business Research: An overview of Meaning, types, criteria of good research, research process, defining the research problem, selecting the problem, techniques used in defining a problem, preparing the research proposal & Synopsis framing, importance of literature review, ethical issues in research.

Business Research Design: Exploratory, Descriptive, & Causal research

Exploratory research: Meaning, suitability, collection, hypothesis formulation

Descriptive research: Meaning, types of descriptive studies, data collection methods

Causal research: Meaning, various types of experimental designs, types of errors affecting research design.

(14 Hours)

UNIT -II

Sampling: Meaning, Steps in Sampling process, Types of Sampling - Probability and non-probability Sampling Techniques, Errors in sampling.

Data collection: Primary and Secondary data or Sources or advantages/disadvantages, Data collection Methods or Observations, Survey, Interview and Questionnaire design, Qualitative Techniques of data collection.

Measurement & Scaling Techniques: Nominal Scale, Ordinal Scale, Interval Scale, Rating Scale, Criteria for good measurement, attitude measurement or Likert's Scale, Semantic Differential Scale, Thurstone-equal appearing interval scale, MDS or Multi Dimensional Scaling.

(14 Hours)

UNIT-III

Statistics in Research: Measures of central tendency, measures of dispersion, skewness and kurtosis, correlation and regression. **(Theory only)**. Variables in research, types of variables, need for theoretical framework in research.

Hypothesis: Meaning, types, formulation of Hypothesis, Steps in Hypothesis Testing, Errors in hypothesis testing, Parametric and Nonparametric test: T-test, Z-test, F-test, Rank-Sum tests- M-W (U-test), K-W (H-test). **(Theory only)**.

(12 Hours)

UNIT -IV

Data Analysis: Editing, Coding, Classification, Tabulation, Analysis & Interpretation.

Statistical Analysis of Business Research: Bivariate Analysis (Chi-square only), Multivariate Analysis - Factor Analysis,

Discriminant Analysis, Cluster Analysis, Conjoint Analysis, ANOVA ó One-way & Two-way classification (**Theory only**).

Research report: Steps in report writing, Oral report, Written reports, Types & Advantages/Disadvantages of oral and written reports, Components of written research report.

Case studies (12 Hours)

PRACTICAL ACTIVITIES:

- ❖ Students have to pick any product or company, identify a research problem and conduct a research study on the same, write a report, and prepare a presentation.
- ❖ Students have to pick a research topic and do literature reviews on the same.
- ❖ Students have to collect some data on real time research problems, solve, analyze, and interpret them by statistical techniques using SPSS.
- ❖ Students have to collect information about different research agencies in India, their functions, and services and prepare a presentation.
- ❖ Students will be given case studies on RMS, which they have to solve and prepare a presentation.

TEXT BOOKS:

1. Marketing Research ó Naresh K Malhotra ó Pearson Education /PHI/5e/2007.
2. Business Research Methods- S.N.Murthy/U.Bhojanna-Excel Books/2e/2007.
3. Business Research Methods ó Donald R. Cooper & Pamela S Schindler, TMH, /9e/2007
4. Marketing research: Text and cases- Rajendra Nargundkar ó TMH 2/e, 2004.
5. Business Research Methods ó Alan Bryman & Emma Bell, 2e/Oxford/2007.

REFERENCE BOOKS:

1. Research Methodology- C R Kothari- Vishwa Prakashan, 2002
2. Research Methods for Business ó Uma Sekaran and Roger Bougie ó Wiley India/5e/2010.
3. Business Research Methods ó William G Zikmund-Thomson, 7/e,2003
4. Research Methods ó William M C Trochim-Biztantra,2/e, 2007
5. Marketing Research ó A Parasuraman, Dhruv Grewal ó Biztantra, 2004
6. Business Research Projects ó Jimme Keizer, Piet Kempen, 2006
7. Methodology of Research in Social Sciences ó O R Krishnaswami, M Ranganatham, HPH, 2007

PBA227L: BUSINESS ANALYTICS LAB

1 CREDIT (0-0-1)

Objective: To learn and apply the various analytical tools used in business such as Excel & SPSS.

A). Excel for Managers:

1. **Introduction to Excel**-Getting started, Excel Environment, Menus, and Dialog boxes.
2. **Basic functions**- Totaling, percentages, averages, maximums and minimums, numeric cells, discounts, if statements, nested if statements, sum if statements, count if statements etc.

B). SPSS (Business Statistical Analysis)

1. **Introduction to SPSS:** Getting started, SPSS Environment, Menus, Dialog boxes for Statistical procedures, saving files.
2. **Descriptive Statistics:** Frequency Distributions, Measures of Central Tendency, and Measures of Dispersion.
3. **Testing of Hypothesis:** t-test- one sample, independent sample, paired sample, ANOVA- one way and two-way.

Software packages used:

1. Microsoft Excel
2. SPSS (Statistical Package for Social Sciences).

PBA228L: PRESENTATION LAB

1 CREDITS (0-0-2)

Objectives:

1. To improve presentation skills, learn to collect the data/information, preparing, analyzing, and to make Presentations on it.
2. Project based learning.
 - 1) Exercise on: Quantitative Techniques for Management
 - 2) Exercise on: Business Environment & Sustainable Development
 - 3) Exercise on: Financial Management
 - 4) Exercise on: Managing Human Resources
 - 5) Exercise on: Business Law & Ethics
 - 6) Exercise on: Research Methodology & Statistics

III -SEMESTER

Subject Code	Subject	No. of hours per week			Total Credits	Examination Marks		
		Lecture (L)	Tutorial (T)	Practical (P)		CI E	SEE	Total
PBA321C	Operations Management	4	0	0	4	50	50	100
PBA322C	Strategic Management	3	0	0	3	50	50	100
	ELECTIVE-1 MKT/FIN/HR/O	3	0	0	3	50	50	100
	ELECTIVE-2 MKT/FIN/HR/O	3	0	0	3	50	50	100
	ELECTIVE-3 MKT/FIN/HR/O	3	0	0	3	50	50	100
	ELECTIVE-4MKT/FIN/HR/O	3	0	0	3	50	50	100
PBA327P	Project Phase- I	0	0	10	5	50	50	100
PBA328I	*In-plant Training	0	0	04	2	50	50	100
	Total	18	0	14	26	400	400	800

*** Students have to carry on In-plant training during the vacation (Eight weeks) after the end of II-semester.**

III -SEMESTER ELECTIVES

Marketing		Finance		Human Resource		Operations	
Subject Code	Subject	Subject Code	Subject	Subject Code	Subject	Subject Code	Subject
PBA355E	Sales & Retail Management	PBA365E	Investment Management	PBA375E	Organization Design & Development	PBA385E	Business process Reengineering & Benchmarking
PBA356E	Consumer Behavior	PBA366E	Advanced Financial Management	PBA376E	Labour Law & Industrial Relations	PBA386E	Advanced Production planning & Control
PBA357E	Service Marketing	PBA367E	Investment Banking & Financial Services	PBA377E	Talent Management & Competency Mapping	PBA387E	Total Quality Management
PBA358E	International Marketing Management	PBA368E	Cost Management	PBA378E	Learning & Development	PBA388E	Enterprise Resource Planning
		PBA369E	Treasury & Risk Management				

IV-SEMESTER

Subject Code	Subject	No. of hours per week			Total Credits	Examination Marks		
		Lecture (L)	Tutorial (T)	Practical (P)		CIE	SEE	Total
PBA421C	Entrepreneurship Management	4	0	0	4	50	50	100
PBA422C	Supply chain & Logistics Management	3	0	0	3	50	50	100
	ELECTIVE 61 MKT/ FIN/ HR/O	3	0	0	3	50	50	100
	ELECTIVE 62 MKT/ FIN/ HR/O	3	0	0	3	50	50	100
	ELECTIVE -3 MKT/ FIN/ HR/O	3	0	0	3	50	50	100
	ELECTIVE -4 MKT/ FIN/ HR/O	3	0	0	3	50	50	100
PBA427P	Project Phase - II	0	0	10	5	50	50	100
	Total	20	0	10	24	350	350	700

IV-SEMESTER ELECTIVES

Marketing		Finance		Human Resource		Operations	
Subject Code	Subject	Subject Code	Subject	Subject Code	Subject	Subject Code	Subject
PBA455E	Business Marketing	PBA465E	International Financial Management	PBA475E	International HRM	PBA485E	Materials Management
PBA456E	Integrated Marketing Communication	PBA466E	Financial Derivatives	PBA476E	Recruitment Selection, & Compensation Management	PBA486E	Service Operations Management
PBA457E	Strategic Brand Management	PBA467E	Tax Management	PBA477E	Personal Growth & Interpersonal Effectiveness	PBA487E	Project Management
PBA458E	Rural Marketing	PBA468E	Strategic Credit Management	PBA478E	Organizational Leadership	PBA488E	Productivity Techniques



BASAVESHWARENGINEERINGCOLLEGE (AUTONOMOUS)

BAGALKOT-587102

Department of management Studies

MBA Programme

In- plant Training (PBA328I)

Guidelines

INTRODUCTION:

In plant training is an integral part of the academic curriculum of MBA. It is an initiative to bridge the gap between knowledge and its application through a series of interventions that will enable students of MBA program to gain insights and exposure to the industry. The 6 weeks In-plant training has been positioned after the completion of 2nd semester of the MBA program as it serves the twin purposes of providing critical business insights to students as well providing industry with graduates of a high caliber who are ready to get ahead in the world from day one.

OBJECTIVES:

The objectives of conducting In-plant training of MBA program are:

- ❖ To provide an opportunity for students to apply theoretical concepts in real life situations at the work place;
- ❖ To sensitize students to the nuances of corporate culture and familiarize them with the corporate code of behavior;
- ❖ To enable students to manage resources, work under deadlines, identify and carry out specific goal oriented tasks;
- ❖ To enable students discover their professional strengths and weaknesses and align them with the changing business environment;
- ❖ To sharpen domain knowledge and provide cross functional skills.

General Guidelines:

A. Nature of In-plant training: The student will have to identify an In plant training in a business enterprise that matches the student's area of specialization. Students are expected to study the functioning of an organization. No two students of the same specialization of an institute shall work in the same organization.

B. Duration of In-plant training: The In plant training shall be for a period of 6 weeks immediately after completion of 2nd semester. Students are expected to take up the preliminary work such as identifying the organization.

C. Guide:

Internal guide of the In-plant training is a faculty member working in department.

External guide is from the business organization where the student is carrying out his/her In-plant training.

Students can work under an external guide. Internal guide is expected to be in continuous interaction with external guide during the course of the In-plant training.

D. Evaluation:

Internal Evaluation: Internal evaluation will be done by the internal faculty panel consists of HOD/nominee & Domain expert from the department/Internal Guide.

Students have to write and submit the report based on In-plant training undertaken during the summer vacation (Six weeks) after the end of 2nd semester. It is Mandatory subject carrying no credits.

External examination:-Evaluation by panel consisting of HOD/Nominee & Internal Examiner-I



BASAVESHWAREENGINEERINGCOLLEGE (AUTONOMOUS)

BAGALKOT-587102

Department of Management Studies

MBA Programme

Scheme of Evaluation of In-Plant Training

Final Marks = CIE Marks out of 50 + SEE Marks out of 50

Internal examination	50 Marks
External Examination(SEE)	50 Marks
Total Marks	100 Marks

Marks allocation for In-plant Training (PBA328I):-

Internal Examination: - Evaluation by Internal faculty panel consisting of HOD/Nominee, Domain expert from the department/Internal Guide.

Sl No	Aspects	Marks
1	Write-up Exam	15
2	In-Plant Report	15
3	Viva-Voce	20
	Total	50

External examination:-Evaluation by panel consisting of HOD/Nominee &Internal Examiner-I

Sl No	Description	Maximum Marks
1	Write-up (About the Project)	15
2	Organisation Study	10
3	Department Study(on the basis of Specialisation)	10
4	Work Experience/ Learning experience	10
5	Presentation & Interaction/Viva-Voce	05
	Total Marks	50

- ❖ Consolidated CIE Marks Sheets hard copy will be signed by Project Co-coordinator & HOD and same is submitted to COE.



B.V.V.Sangha's

BASAVESHWARENGINEERINGCOLLEGE (AUTONOMOUS)

BAGALKOT-587102

Department of Management Studies

MBA Programme

Project Phase-I (PBA327P)

Guidelines

MBA III Semester Project Phase-I contents:-

Subject with code: - Project Phase-I (PBA327P)

Objectives: To expose the students to understand the organizations and take up an in-depth study of an issue/ problem in the area of specialization.

Structure:

The project work will have two phases:

Phase- I- during 3rd semester

Phase- II- during 4th semester

Schedule to be followed during Project Phase-I

Activity	Internal evaluation
<ol style="list-style-type: none">1) Organization study/ information about organization2) Problem identification3) Title of the study4) Objectives of the study	Student has to do first presentation covering these aspects.
<ol style="list-style-type: none">1) Literature review2) Scope of the study3) Research design/ methodology<ol style="list-style-type: none">i. Sampling designii. Data collection methodsiii. Data analysis tools4) Limitations of the study	Student has present on these aspects during second presentation.
<ol style="list-style-type: none">1) Questionnaire framing.	Student has to get approval of questionnaire during third presentation.



MBA III Semester
Project Phase-I Scheme of Evaluation

CIE: 50 Marks

SI No	Aspects	Marks
1	Project Progress Presentation I	10
2	Project Progress Presentation II	10
3	Project Progress Presentation III	10
4	Write-up	10
5	Viva-Voce	10
	Total	50

SEE out of 50 Marks:

50 Marks for External examination

Final Marks = CIE Marks out of 50 + SEE Marks out of 50.

Marks allocation for Project Phase-I (PBA327P):-

Internal Evaluation: - Evaluation by Internal faculty panel consisting of Domain expert from the department & Internal Guide.

SI No	Aspects	Marks
1	Project Progress Presentation I	10
2	Project Progress Presentation II	10
3	Project Progress Presentation III	10
3	Write-up	10
5	Viva-Voce	10
	Total	50

External examination:-Evaluation by panel consisting of HOD/Nominee, external examiner & Internal examiner.

SI No	Description	Maximum Marks
1	Write-up (About the Project)	15
2	Problem identification & Objectives of the study	05
3	Literature review/Scope of the study	05
4	Research design/ methodology	10
5	Limitations of the study/ Questionnaire framing	05
6	Presentation & Interaction	10
	Total Marks	50

- ❖ Consolidated CIE Marks entry report will be done & Signed by Project Coordinator & Head of the Department



BASAVESHWAREENGINEERINGCOLLEGE (AUTONOMOUS)

BAGALKOT-587102

Department of management Studies

MBA Programme

Project Phase-II (PBA427P)

Guidelines:-

Activity	Contents
Data collection	Data collected to be edited, coded, tabulated and presented to the guide for suggestions for analysis. (First presentation)
Analysis and interpretation of results & Findings and observations	Students must use appropriate and latest statistical tools and techniques for analyzing the data (It is must to use latest statistical packages whose results should be shown in the report) (Second presentation)
Suggestions and recommendations Conclusion & Finalization of report	Student has to get approval of finale report during third presentation.
Submission of report	Final report should be submitted to the department before one week of the commencement of theory examination.

Evaluation:

Internal Evaluation: Evaluation will be done by the internal guide & by a faculty member of Domain expert from the department.

External examination:-Evaluation by panel consisting of HOD/Nominee, External examiner & Internal examiner. **Viva-voce / Presentation:** The viva-voce examination will be conducted by the respective HOD /nominee, faculty member of Domain expert from the department and an expert drawn from other institutions.



B.V.V.Sangha's

BBASAVESHWAR ENGINEERING COLLEGE (AUTONOMOUS)
BAGALKOT-587102

MBA IV Semester
Scheme of Evaluation for Project Phase-II

CIE: 50 Marks

SI No	Aspects	Marks
1	Project Progress Presentation-I	10
2	Project Progress Presentation-II	10
3	Project Progress Presentation-III (viva- voce)	10
4	Report writing	20
	Total	50

SEE out of 50 Marks:

50 Marks for Viva Voce examination

Final Marks = CIE Marks out of 50 + SEE Marks out of 50

Marks allocation Project Phase-II (PBA427P):-

Internal Evaluation: -Evaluation by Internal faculty panel consisting of Domain expert from the department & Internal Guide.

SI No	Aspects	Marks
1	Project Progress Presentation-I	10
2	Project Progress Presentation-II	10
3	Project Progress Presentation-III (Viva-Voce)	10
4	Report writing	20
	Total	50

External examination:-Evaluation by panel consisting of HOD/Nominee, External examiner & Internal examiner.

Distribution of Marks

SI No	Description	Maximum Marks
1	Write-up (About the Project)	15
2	Data Analysis and interpretation of results	05
3	Findings and observations	05
4	Suggestions and recommendations	10
5	Conclusion	05
6	Presentation & Interaction	10
	Total Marks	50