

  
**Annamalai University**  
**Department of Business Administration**  
**M.B.A. (PART-TIME)**  
**(Three Year) Programme**  
**Programme Code: ABUS31**

**Programme Structure**  
**(For students admitted from the academic year 2019-2020)**

Semester	Course No.	Course Code	Course Title	Course Type	Credit	University Exam Marks	Internal	Total Marks
<b>First year Semester - I</b>								
I	1.	19BPTC101	1. Management Process	Core	4	75	25	100
I	2.	19BPTC102	2. Accounting For Managers	Core	4	75	25	100
I	3.	19BPTC103	3. Managerial Economics	Core	4	75	25	100
I	4.	19BPTC104	4. Organizational Behaviour	Core	4	75	25	100

<b>First Year Semester - II</b>								
II	5.	19BPTC201	1. Marketing Management	Core	4	75	25	100
II	6.	19BPTC202	2. Human Resource Management	Core	4	75	25	100
II	7.	19BPTC203	3. Production & Materials Management	Core	4	75	25	100
II	8.	19BPTC204	4. Financial Management	Core	4	75	25	100

<b>Second Year Semester - III</b>								
III	9.	19BPTC301	1. Operations Research	Core	4	75	25	100
III	10	19BPTC302	2. Data Analysis Management Information System	Core	4	75	25	100
III	11.	19BPTC303	3. Specialization 303 C1/H1/F1	Spl-1	4	75	25	100
III	12.	19BPTC304	4. Specialization 304 C2/H2/F2	Spl-2	4	75	25	100

<b>Second Year Semester - IV</b>								
IV	13.	19BPTC401	1. Corporate Image Building & Sustainability	Core	4	75	25	100
IV	14.	19BPTC402	2. The Electricity Act, 2003 & CERA	Core	4	75	25	100
IV	15..	19BPTC403	3. Specialization 403 C3/H3/F3	Spl-3	4	75	25	100
IV	16.	19BPTC404	4. Specialization 404 C4/H4/F4	Spl-4	4	75	25	100

<b>Third Year Semester - V</b>								
V	17.	19BPTC501	1. Business Policy & Strategic Management	Core	4	75	25	100
V	18.	19BPTC502	2. Research Methodology	Core	4	75	25	100
V	19.	19BPTC503	3. Specialization 503 C5/H5/F5	Spl-5	4	75	25	100
V	20.	19BPTC504	4. Specialization 504 C6/H6/F6	Spl-6	4	75	25	100

<b>Third Year Semester - VI</b>									
VI	21.	19BPTC601	1. Project Work	Project	10	150	50	200	
<b>Total Marks</b>						90	1650	550	2200

(C: Corporate Management, H: Human Resources, F: Finance)

<b>Specialization – Semester III</b>								
<b>Corporate Management</b>								
III	1.	19BPTC303C1	1. New & Renewable Energy Management	Spl-1	4	75	25	100
III	2.	19BPTC304C2	2. Global Leadership Development	Spl-2	4	75	25	100
<b>Human Resource Management</b>								
III	1.	19BPTC303H1	1. Organizational Change and Development	Spl-1	4	75	25	100
III	2.	19BPTC304H2	2. Performance Management	Spl-2	4	75	25	100
<b>Financial Management</b>								
III	1.	19BPTC303F1	1. Management of Financial Services	Spl-1	4	75	25	100
III	2.	19BPTC304F2	2. Capital Markets	Spl-2	4	75	25	100

<b>Specialization - Semester IV</b>								
<b>Corporate Management</b>								
IV	1.	19BPTC403C3	1. Power Project & Contract Management	Spl-3	4	75	25	100
IV	2.	19BPTC404C4	2. Continuous Quality Improvement	Spl-4	4	75	25	100
<b>Human Resource Management</b>								
IV	1.	19BPTC403H3	1. Industrial Relation and Labour welfare management (Revision needed)	Spl-3	4	75	25	100
IV	2.	19BPTC404H4	2. Group Dynamics & Industrial Psychology	Spl-4	4	75	25	100
<b>Financial Management</b>								
IV	1.	19BPTC403F3	1. Accounting Software Practical - Tally	Spl-3	4	75	25	100
IV	2.	19BPTC404F4	2. Management of Funds	Spl-4	4	75	25	100

<b>Specialization - Semester V</b>								
<b>Corporate Management</b>								
V	1.	19BPTC503C5	1. Hazard, Safety & Disaster Management	Spl-5	4	75	25	100
V	2.	19BPTC504C6	2. Power tariff, Energy Trading and Pricing	Spl-6	4	75	25	100
<b>Human Resource Management</b>								
V	1.	19BPTC503H5	1. Management of Training and Development	Spl-5	4	75	25	100
V	2.	19BPTC504H6	2. Compensation Management	Spl-6	4	75	25	100
<b>Financial Management</b>								
V	1.	19BPTC503F5	1. Investment Securities and Portfolio Management	Spl-5	4	75	25	100
V	2.	19BPTC504F6	2. Banking and Insurance Management	Spl-6	4	75	25	100

**Note :** A student can choose any two courses from the electives (Corporate Management, Human Resources, Finance) should continue with the same elective from Semester 3 to Semester 5.

**First Year : First Semester**  
**19BPTC101 : Management Process**

**Learning Objectives**

The objective of this course is

LO1: To impart knowledge in general management practice in an organization.

LO2: To provide managerial skills to students to manage an organization.

LO3: To impart knowledge in management activities like planning, organizing, staffing, directing, motivating and controlling.

**Teaching Methods**

Lecture, Seminar, Role Play and Case Study.

**Unit-1 Introduction (14 hrs)**

Evolution of Management thought, Managerial process, Functions, Skills and Roles in an Organization – Decision making and Problem solving. Understanding and managing group processes – Group decision making.

**Unit-2 Planning (10 hrs)**

Distinction between operational and strategic planning – Types of plans – Grouping of various types of plans – Steps in planning – Importance of policies – Types of policies – Principles of policy making – Policy formulation and Administration – Basic area of policy making.

**Unit-3 Organising (10 hrs)**

Authority Relationships – Line authority – Staff authority – Line organization – Pure line and Departmental line organization – Staff relationships – Line and Staff organization – Functional organization – Committee organization – Definition of Authority – Components of authority – Rational authority – Traditional authority – Charismatic authority – Limits of authority – Delegation of authority – Process of delegation – Principles of Delegation – Centralization and Decentralization.

**Unit-4 Staffing and Directing (12 hrs)**

Staffing Function – Nature and Purpose of staffing – Importance of staffing – Components of Staffing – Selection and Training – The Direction Function – Leadership – Co-ordination – Need for co-ordination – Types of Co-ordination – Pooled, Sequential, Reciprocal and Interdependence – Principles of Co-ordination – Approaches achieving effective Co-ordination – Problems of Co-ordination.

**Unit-5 Supervising Control and MBO (14 hrs)**

Supervision Function – Position of a supervisor – Qualities of a good supervisor – Role of a Supervisor – Key Man – Man in the middle – Middle marginal man – Human relations specialist – Essential requirements of effective supervision – Rensis Likert studies of supervision – Effectiveness – Concept of control – Importance of control – Span of control – An Integrated Control System – Management By Objective – Hierarchy of Objective – Qualitative and Quantitative Objective – Process of MBO – Management by Exception.

**Text books**

1. Ramasamy.T, Principles of Management, Himalaya publishing House, Mumbai 2004.
2. Gupta.C.B., Management Theory and practice, Sultan chand& sons, Newdelhi,2011.

**Supplementary readings**

1. Stoner.J, Management, 6<sup>th</sup> Edition, New Delhi, Prentice hall of India.2003.
2. Heinz Welhrichand Mark.VCannice, Harold koontz, Management (12<sup>th</sup> Edition) Tata Mcgraw hill, Newdelhi,2012
3. Bhushan Y.K, Fundamentals of Business organization and Management, Sultan chand& sons, Newdelhi 2013.
4. Samuel C, certo and S.Treviscerto, Modern Management, PHI learning, Newdelhi ,2008.

**Course outcomes**

Upon completion of the course, students will be able to

CO 1: Analyse the planning activities in an organization.

CO 2: Evaluate the organization structure and quality policy of an organization.

CO 3 Compare the roles and responsibilities of line and staff organization.

### Mapping of Course Outcomes with Programme Outcomes and Programme Specific Outcomes

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1													√							
CO2																	√			
CO3																			√	
CO4								√												
CO5				√																
CO6											√									

### 19BPTC102 : Accounting for Managers

#### Learning Objective

- LO 1: To acquaint the students with the various concepts, techniques of accounts methods
- LO 2: To analyse the process of accounting data analysis and interpretation.
- LO 3: To help the student take decision making in the areas of Management Accounting.

#### Teaching Methods

Lectures and Balance sheet Analysis.

Students are to be examined on 60 percentage theory and 40 percentage on problem aspects.

#### Unit–1 Introduction to Management Accounting and Financial Accounting (14 hrs)

Introduction – Principles – Concept – Accounting conventions – Management accounting – Its origin – Role – Function – Growth – Cost accounting – Financial accounting – Difference between various accounting – Financial Accounting – Journal – Ledger – Trail Balance – Trading – Profit and Loss account – Balance sheet. (Final Accounting Problems with adjustments). Accounting Standards (IND-AS) – Generally Accepted Accounting Principles (GAAP).

#### Unit–2 Financial Statement Analysis, Ratio Analysis, Fund And Cash Flow Analysis (12 hrs)

Analysis and interpretation of financial statements – Analysis of Comparative Balance sheet – Common size statement (simple problems) – Ratio Analysis – Nature – Classification – Limitations – Interpretations of Ratios – Funds flow analysis – Concept – Merits and Demerits – Cash flow analysis – Concept – Merits and Demerits (simple problems).

#### Unit–3 methods And Techniques Of Cost Accounting (10 hrs)

Concept of cost – Elements of cost – Cost Accounting – Objectives – Cost Sheet (Problems) – Classification of cost – Cost Unit and Cost Centre – Methods of Costing \_ Techniques of Costing.

#### Unit–4 Marginal Costing, Budget And Budgetary Control (10 hrs)

Marginal Costing – Concept – Advantages and Disadvantages – Break even analysis – Cost volume profit analysis – Budget and Budgetary control – Objectives – Type of budgets – Preparation of Sales, Cash, flexible and master budgets (simple problems).

#### Unit–5 Standard Costing And Variance Analysis (14 hrs)

Standard Costing – Advantages of Standard Costing – Limitation of Standard Costing – Determination of Standard Costs – Revision of Standards – Standard Cost Card -Variance Analysis-Material Cost Variances – Sales Variances – Labour Variances (Simple Problems in Variances)

#### Text books

- 1) Gunasekaran, E., *Accounting for Management*, Lakshmi Publication, Chennai, 2012.
- 2) Khan. M.Y. and P.K. Jain, *Management Accounting*, Tata McGraw Hill Pub., 2017.

### Supplementary Readings

- 1) Maheswari, S.N., *Cost and Management Accounting*, Sultan Chand & Sons., Publisher New Delhi, 2013.
- 2) Pandikumar, M.P, *Management Accounting*, Excel Bilks, New Delhi, 2010.
- 3) Narayanasamy.R, *Financial Accounting- A Managerial Perspective*, PHI learning Private Limited , Sixth Edition, 2017.
- 4) Gupta.R.L and Radhaswamy M, *Advanced Accounts, Vol I*, Sulthan Chand & Sons, New Delhi 2017.
- 5) Jain .S.P. and K.L.Narang, *Advanced Accounts*, Kalyani Publishers, Ludhiana 2018.

### Course outcomes

CO1: Understanding the basic accounting and rule and regulations of accounting format

CO2: The student will have the ability to analysis the financial statement which is prescribed form.

CO3: Evaluate the different financial items like ratio, capital budgeting, marginal costing .etc.,

CO4: Critically evaluate of knowledge, ability and to manage the overall accounting procedure and it helps for financial decision making.

### Mapping of Course Outcomes with Programme Outcomes and Programme Specific Outcomes

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1																√				
CO2																			√	
CO3																√				
CO4							√													
CO5								√												
CO6											√									

### 19BPTC103 : Managerial Economics

#### Learning Objectives

The Objective of this course is

LO1:To understand and learn the Economic theories and concepts to be adapted in Business Development.

LO2:To impart knowledge in analytical skills enabling the students to face the challenges arising in Business organisation.

LO3:To provide and help the students a vast Knowledge on Managerial Economics to become Business Entrepreneurs.

#### Teaching Methods

Lecture and Case Method.

#### Unit–1 Basic Concepts (14 hrs)

Nature and Scope of Managerial Economics – Economic theory and Managerial Economics – Demand Analysis and Forecasting – Demand determinants – Demand Distinctions – Demand Forecasting – Capital budgeting.

#### Unit–2 Cost Analysis (10 hrs)

Cost concepts and classifications – Cost output relationship in the long run and short run – Economies (Internal and External) and Diseconomies of scale – Cost control and Cost reduction – Production function – Isoquants, Isocost curves and Least cost combination.

**Unit–3 Pricing Decisions (12 hrs)**

Pure competition – Perfect competition – Policies and Practices – Pricing and output decisions under imperfect competition – Pricing Policies – Price discrimination – Methods of Pricing – Monopolistic Competition – Oligopoly.

**Unit–4 Profit Analysis (10 hrs)**

Profit theories – profit policy – Profit budget – Break even analysis – Break even chart – Theory of profit maximization.

**Unit–5 Macro Economics and Business Decision (14 hrs)**

Business Cycle and Business Policies – Current Industrial Policy and Monetary Policy and Fiscal Policy – National Income and Methods of its Estimation - Large Scale Industries and Small Scale Enterprises – Financial Institutions – Inflation: Nature and Causes – Meaning: Effects and cost – Inflation: Anticipated and Unanticipated – Inflation: Measures to control inflation.

**Text Books**

1. Varshney and Maheswari, *Managerial Economics*, Sultan Chand, New Delhi.2009.
2. Ahuja, H.L., *Managerial Economics*, S. Chand & Company Ltd., New Delhi, 2007.

**Supplementary Readings**

1. Mark Hirschey, EricBentzen – *Managerial Economics* – Cengage Learning.2016.
2. Luke M.Froeb , Brian T.McCann, Michael R. Ward, Shor – *Managerial Economics: A Problem solving Approach* – Cengage Learning, 2015
3. Joel Dean, *Managerial Economics*, PHI Learning Private Ltd., New Delhi, 2012.
4. Moti Paul S. Gupta, *Managerial Economics*, Tata McGraw Hill Pub., New Delhi, 2013.
5. Mithani, D.M., *Managerial Economics*, Himalaya Publishing House, New Delhi, 2014.

**Course Outcomes**

Upon completion of this course the students will be able to

- CO1: Understand the role of Economic theory and concepts in Management Decision making.
- CO2: Analyse the situations challenging the management environment in an organisation.
- CO3: know the cost theories and will be able to be effective manager in cost reduction.
- CO4: Handle the Micro and Macro Environment of Business Ventures.
- CO5: Understand the challenges of Entrepreneur and build the confidence to do his own business.

**Mapping of Course Outcomes with Programme Outcomes and Programme Specific Outcomes  
MBA DUAL**

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1														✓						
CO2		✓											✓							
CO3																	✓			
CO4																			✓	
CO5			✓																	
CO6											✓									✓

**19BPTC104: ORGANIZATIONAL BEHAVIOUR**

**Learning Objective**

The aim of this course is to

- LO1: To learn and understand organizational behaviour concepts and models, moving from individual behaviour to group behaviour

LO2: To explain the concepts of organizational behaviour and develop effective Human Relations Policies for effective performance.

LO3: To provide the concepts of attitude, motivation and job satisfaction and related theories.

### **Teaching Methods**

The experiential learning method is adopted. Student Centric Methods such as lectures, Case Discussion, Brainstorming, Role Play, Management Games, etc. will be teaching Methods.

### **Unit –1 Organizational Behaviour: An Overview (14 hrs)**

Historical Development, Behavioural sciences and Organizational behaviour organizational behaviour (OB) in global context, Managing worker diversity-Developing Assertive Behaviour Skills-Emerging Business Realities.

### **Unit-2 Learning-Attitudes-Values And –Job Satisfaction (10 hrs)**

Learning: Definition and Importance, Theories of learning, Principles of learning, Shaping as managerial tool, Applications in organizations. Attitudes, Values and Job Satisfaction: Sources and types of attitudes, Attitude formation and change, Cognitive Dissonance Theory. Values: meaning, importance, source and types, and applications in organizations. Effects of employee attitude, Job related attitudes.

### **Unit –3 Personality & Personality Attributes -Perception -Creativity (10 hrs)**

Personality: Foundations of individual behaviour, Personality, Meaning and Importance, Development of personality, Determinants of personality, Theories of personality, Relevance of personality to managers. Perception: Nature, Importance and Definition of Perception, Factors involved in perception, The Perceptual Process, Perceptual Selectivity and Organization, Applications in Organizations.-Creativity-process and Blocks.

### **Unit-4 Motivation-Culture-Group Dynamics (14 hrs)**

Motivation: Theories of motivation, Motivation applied in organizations, Principles, applications - dimensions & Types of culture, Creating, Sustaining & Transmitting culture, Keeping cultures alive & How employees learn culture-Emotions & Emotional Intelligence-Handling Fear, Anger and Depression- Group Processes & Teams in Organizations -nature of groups, Stages of group development, Meaning of teams, Types of teams, characteristics of teams, Team development, Team decision making Interpersonal Communications-Increasing Personal and Interpersonal effectiveness through understanding and practicing, Transactional Analysis and Johari Window Model.

### **Unit-5 Leadership-Conflict-Organizational Change (12 hrs)**

Leadership- Characteristics of Leading, Importance of Leading, Functions of Leading Power & Politics at work -nature & bases of power, power relationships, organizational politics, outcomes of power- Conflict, Negotiations sources of conflict, Resolution techniques, and stimulation techniques. Stress: Meaning, factors responsible for stress, coping strategies & Stress Management-types of change, managing organizational change, resistance to change, overcoming resistance to change. Meaning & values of organizational development, Organizational development approaches and techniques.

### **Text Books**

1. Stephen P Robbins; Tim Judge, New York, NY : Pearson, [2019], Organizational behavior.Organization and Administration.18th edition.
2. Robbins, P. Stephen, Timothy, A. Judge, and Neharika Vohra (2017). Organizational Behavior, ; New Delhi: Pearson Education

### **Supplementary Reading**

- 1.Human Behaviour at work - Keith Davis – (2018) Tata Mcgraw Hill book Company.
- 2.McShane & Von Glinow (2015). Organisational Behavior, 6/e; New Delhi: McGraw Hill Education
- 3.Luthans, Fred (2013). Organisational Behavior, 12/e; New Delhi: McGraw Hill Education



4. Jerald Greenberg, Behaviour in Organization, PHI Learning. 10th edition. 2011

5. Udai Pareek, Understanding Organisational Behaviour, 3<sup>rd</sup> Edition, Oxford Higher Education, 2011.

**Course Outcome**

After completing this course, the student will be able to

CO1: Understand individual behavior in organizations, including diversity, attitudes, job satisfaction, emotions, moods, personality, values, perception, decision making, and motivational theories.

CO2: Recognize group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.

CO3: Unleash the organizational system, including organizational structures, culture, human resource and change.

Mapping of Course Outcomes with Programme Outcomes and Programme Specific Outcomes

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1	√												√							
CO2		√					√							√						
CO3							√									√				
CO4																				
CO5							√												√	
CO6							√													√

**First Year : Second Semester**  
**19BPTC201 : Marketing Management**

**Learning Objectives**

This course focuses

- LO1: To familiarize with the various concepts in marketing
- LO2: To acclimatize the students about the marketing environment
- LO3: To understand consumer behaviour
- LO4: To analyse the factors influencing consumer decision
- LO5: To develop the ability to design best marketing strategy

**Teaching Methods**

Case Study, Role Play, Seminar, Group Discussion, Visit the company, Audio Video Visual, Inbasket exercise, Minor project and Meet the consumers.

**Unit-1 Marketing and its Environment (14 hrs)**

Definition – Role of marketing – Marketing Concepts and Tasks – Customer Value and Satisfaction – Production concept – Product concept – Selling concept – Marketing concept – Societal marketing, Relationship Marketing concept; Tasks of Marketing; Marketing Environment – Macro and Micro Environment – Environmental Scanning - Marketing strategies – Market Leader Strategies – Market follower Strategies – Market Challenger Strategies and Market Niche Strategies.

**Unit-2 Market Analysis and Segmentation (12 hrs)**

Market Analysis – Types of Markets – Marketing mix elements – Market Portfolio Planning – Demand forecasting methods – Survey – Buyer's opinion – Composite Sales force opinion – Experts opinion – Market test method.

Market Segmentation – Bases of Segmenting Consumer Market and Industrial Market – Target Marketing – Product differentiation – Market Positioning Strategy – Marketing Planning and Control.

**Unit-3 Product and Pricing Strategies (10 hrs)**

Product – Classification of consumer goods and Industrial goods – Product lines – Product Life Cycle – New Product Development – Launching New Product – Product Innovation; Brand – Types – Packaging – Labeling – Trade Marks – Copyrights – Patents. Pricing Strategy – Methods of Setting Price – Discounts and Allowance – Price off.

**Unit-4 Physical Distribution and Promotion (14 hrs)**

Marketing Channels – Direct Marketing – Industrial Marketing – Network Marketing – e-marketing – B2B – B2C – Distribution Network – Channel Management – Retailing – Wholesaling – Promotions– Advertising – Public Relations – Publicity – Sales Promotion Methods – Sales force Management – Qualities of Sales Manager – Performance Evaluation of Marketing Programmes; Marketing Research – Process – MIS; Ethics in Marketing – Consumerism – Environmentatism – Global Marketing – Services Marketing – Rural Marketing.

**Unit-5 Consumer Behaviour and CRM (10 hrs)**

Consumer Behaviour – Factors influencing Consumer Behaviour – Demographics – Psychographics – Behavioural – Psychological influence – Purchase decision process – Strategies – Family decision making – Stages in buying process – Dissonance behaviour – Customer Relationship Management.

**Text Books**

- 1) Gupta, G.B. and N. Rajan Nair., Marketing Management, Sultan Chand & Sons, New Delhi, 2016.
- 2) Philip Kotler, and Kavin Lane Keller, Framework for Marketing Management, 6<sup>th</sup> Edition, Pearson Education, Newdelhi, 2016.

**Supplementary Readings**

1. Karen Webb, Consumer Behaviour, 2<sup>nd</sup> Edition, Tata McGraw Hill, New Delhi, 2011.
2. Philip Kotler, Kevin keller, Abraham Koshy and Jha, Marketing Management, 14<sup>th</sup> Edition, Pearson Education, New Delhi, 2012.

3. Ramasamy Namakumari, Marketing Management, Asian Perspective, Mcmillan, New Delhi, 2016.
4. Russel S. Winer, Marketing Management, Tata McGraw Hill, New Delhi, 2012.
5. Warren J. Keegan, Global Marketing Management, 8<sup>th</sup> Edition, Pearson Education, Newdelhi, 2014.

### Course Outcome

Upon completion of the course, the student will

- CO 1: Demonstrate a clear understanding of the marketing concept  
 CO 2: Describe the major factors that influence consumer purchasing decisions  
 CO 3: How price affects the value of the organization's products or services  
 CO 4: Evaluate how marketing strategies align with corporate strategies  
 CO 5: Present a marketing plan

### Mapping of Course Outcomes with Programme Outcomes and Programme Specific Outcomes

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1				√									√							
CO2	√													√						
CO3			√												√					√
CO4																√				
CO5																	√			
CO6																		√		

### 19BPTC202 : HUMAN RESOURCE MANAGEMENT

#### Learning Objectives:

The objective of the course is

- LO1: To introduce the basic concepts to understand the importance of Human Resource Management  
 LO2: To provide understanding of the various functions of Human Resource Management  
 LO3: To Acquaint the application of management functions and principles towards acquisition, development, retention and compensation of employees

#### Teaching Methods

Lecture Case Study, Roleplay, Management Games and Group Discussion.

#### Unit-1 Introduction (14 hrs)

Human Resource Management – Importance – Challenges – Line and Staff aspect – HR management activities – Role of Personnel manager – Images and qualities of HR manager – Integration of employee/management interests – Environment of Human resource Management – External Forces, Internal Forces – HR Metrics.

#### Unit-2 Job Analysis, Job Design and Human Resource Planning (10 hrs)

Job Analysis – Content, Steps in job analysis, methods of collecting job data, potential problems with job analysis – Factors affecting job design – Job Design Approaches – Job specification – Human resource planning – Importance – Future Personnel needs, creating talented Personnel, foundations for personnel functions – Factors affecting HRP – HR supply / demand forecast – Recruitment – Factors affecting recruitment – Recruitment policy – Internal / External sources of recruitment – Methods of recruitment – Selection procedure – Orientation Program – Recruitment Metrics.

### Unit-3 Training and Performance Appraisal (12 hrs)

Distinction between training, development and education – Inputs in T&D – Skills, Development, Ethics, Attitudinal Changes, Decision making Skills – Gaps in training – Principles of Learning – Learning Curve – Training process – Training techniques/methods – Evaluation of on the job and off the job training methods – Management Development – Training and Development Metrics – Factors of Appraisal – Traditional methods – Modern methods – MBO process – Appraisal techniques failure – Ethics of appraisal – HRIS – HR Scorecard – Career planning and development – Succession planning – Organizational components and organizational career opportunities.

### Unit-4 Promotion, Job Evaluation and Compensation (10 hrs)

Promotion – Promotion policy – Types of Promotion – Seniority – Merit – Ability – Transfers – Reasons, Principles and types – Separation – Lay off – Resignation – Dismissal – Retrenchment - Voluntary retirement scheme – Retention Metrics, Retention Determinants, Attrition – Job evaluation – Procedure, Advantages & Limitations – Job evaluation methods –Components of Remuneration – Wages and salary, incentives, fringe benefits – Factors affecting employee remuneration – Minimum wage, fair wage and living wage – Executive remuneration.

### Unit-5 Quality of work life and Participative Management (14 hrs)

Scope and ways of Participation – Staff council, Joint council, Collective bargaining, Job enlargement/enrichment, Suggestion schemes and Quality circle – Total quality management – Structure of Participative management – Nature and benefits of participation – Managing diversity – Gender equality in employment – Quality of work life – Role of supervisor in QWL – Safety – Types of accidents – Safety programs – Work place health issues – Work place violence – Outsourcing HR activities – Productivity & Performance Metrics.

#### Text Books

1. Aswathappa, K., Human Resource Management, Text & Cases, McGraw Hill Education, 2017.
2. Durai., Human Resource Management, Pearson Education India, Second edition, 1 March 2016.

#### Supplementary Readings

1. Dessler Gary, Fundamentals of Human Resource Management , Pearson Education, 2017.
2. Subba Rao, P., Essentials of HRM and Industrial Relation, Himalaya Publishing House Pvt. Ltd.; 5/e edition (2013)
3. Biswajeet Pattanayak, Human Resource Management, PHI Learning, 18 April 2018.

#### Course Outcomes

Upon completion of the course students will be able to

CO1: Apply and contribute to the development, implementation and evaluation of Planning of Human Resources, Recruitment, Selection, and Retention.

CO2: Create the design and evaluation of Training and Development Programmes.

CO3: Develop and Facilitate Performance management, Compensation management.

CO4: Critically evaluate Health, Welfare and safety aspects of employees and organization.

CO5: Appreciate Human Resource aspects of an organization and will be able to conduct research, prepare report and recommend changes in Human Resource Practices.

#### Mapping of Course Outcomes with Programme Outcomes and Programme Specific Outcomes

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1	√															√			√	√
CO2		√									√	√	√			√				
CO3								√			√					√				√
CO4	√		√								√					√				
CO5	√	√									√					√	√			
CO6		√		√					√	√	√						√	√		

## 19BPTC203: PRODUCTION AND MATERIALS MANAGEMENT

### Learning Objectives

The objective of this course is,

LO1: To know about production functions and the different ergonomics considerations in designing the production system.

LO2: To analyze the factors influencing plant location and principles of plant out existing in the industry.

LO3: To help the students to understand about production planning and control and the role of Gantt charts in production scheduling.

LO4: To explain the essentials of materials management and the role of inventory system in running a business.

### Teaching Methods

Lecture and Case Study.

#### Unit–1 Production Function (14 hrs)

Introduction – Production functions – Design of production system – Types of production – Types of process – Productivity – Ergonomics.

Plant Location – Factors influencing plant location – Multi Plant location – Foreign Location – Relocation – Plant location trends.

#### Unit–2 Plant Layout and Maintenance (10 hrs)

Plant Layout – Types of layouts – Process layout – Product layout – Layout of service facilities – Office layout – Use of service facilities – Use of drawings, templates and models in layout physical facilities.

Maintenance – Objective of maintenance – Elements of maintenance – Types of maintenance – Breakdown time – Distribution time – Preventive maintenance Vs Breakdown maintenance – Optimum crew size – Maintenance records.

#### Unit–3 Production Planning and Control (10 hrs)

Production Planning and Control – Routing – scheduling – Despatching – Expediting – GANTT charts – Work study and Motion study and Method study analysis – Use of Computers in PPC – Design and Implementation of PPC System.

#### Unit–4 Materials Management and Materials Management Information System (12 hrs)

Materials Management – Objective of Materials management – Materials forecasting and planning – Inventory control – Fixed order size, P&Q Inventory System – Deterministic probabilistic models, Static inventory models – Spare parts management – Materials requirement planning – Aggregate inventory management – Implementation aspects of inventory systems – Materials accounting and budgeting evaluation of materials management performance. Information systems and computers in materials management.

#### Unit–5 Store and Purchase Function (14 hrs)

Standardization, simplification, codification, stores layout, storage systems and equipment, stores preservation, stores procedures and Automation of warehouses – Materials handling equipments – Stores Account – Price – Cost analysis and Negotiation forward buying – Speculation and Commodity markets – Capital equipment buying, imports and customs – Clearance – Purchasing research.

Purchasing function – Purchasing policies and procedures, legal aspects of purchasing, tax considerations in purchasing, selections and sources of supply and make or buy decisions – Vendor evaluation and rating – vendor development.

### Text Books

- 1) Sarangi S.K., Production Management and Materials Management: Text & Cases, Asian Books Private Limited Publication, New Delhi, 2011
- 2) Gopalakrishnan Sundaresan, Materials Management, PHI Learning, New Delhi, 2003.

### Supplementary Readings

- 1) Tony Arnold J. R., Stephen N. Chapman, and Lloyd M. Clive, Introduction to Materials Management, sixth edition, Pearson Prentice Hall, 2008.
- 2) Dutta, A.K., Integrated Materials Management, New Delhi, PHI Learning, 2000.
- 3) Nair, N.K., Purchasing and Materials Management, Vikas Publishing House, New Delhi, 2005.
- 4) Paneer Selvam, R., Production and Operations Management, PHI Learning, 2010.
- 5) Shridhara Bhat, K., Production and Materials Management, Himalaya Publishing house, Mumbai, 2009.

### Course Outcomes

Upon completion of this course, the student will have the ability to,

CO1: Demonstrate the boundaries of a production system, and recognise its interfaces with other functional areas within the organisation and with its external environment.

CO2: Appraise the production functions, their types, process and also the competitive advantage of ergonomics.

CO3: Evaluate the factors that may influence the location of a plant, and relocation, foreign location and its recent trends.

CO4: Demonstrate the production planning and control, materials management, purchasing function and the introduction of computer in the production methods.

### Mapping of Course Outcomes with Programme Outcomes and Programme Specific Outcomes

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1																			√	
CO2													√							
CO3									√						√					
CO4																	√			
CO5								√							√					
CO6	√																			√

### 19BPTC204 : FINANCIAL MANAGEMENT

#### Learning Objective

The basic purpose of this course is to

LO1: To educate the concept of finance and its concern with everything that takes place in the conduct of the business.

LO2: to develop and acquaint the students with the various concepts, techniques, methods of planning and forecasting.

LO3: To Explain various sources of finance, dividend policy and capital structure.

#### Teaching Methods

Lectures and Seminar Presentation.

Students are to be examined on theoretical aspects 80% and problem aspects 20%.

#### Unit-1 Introduction to Financial Management (14 hrs)

Finance function: Meaning -- Definition -- Scope of Finance function -- Executive functions and Incidental functions --Goals of Financial Management --Profit maximisation and Wealth maximisation -- Time Value of Money -- Future value and Present Value.

#### Unit-2 Long - Term Financing (10 hrs)

Sources of long term financing - Nature of long term financing - Common stock -- Preferred stock -- shares -- types and benefits -- types of preferences shares -- bonds, yield to maturity(simple problems)

– debentures - ploughing profit. Debt financing: Secured and Unsecured debts - Under writing of shares --Rights issue: Meaning --Procedure --Pricing --Underwriting of rights - -- Dilution of market price rights - --Market price of shares.

### **Unit–3 Working Capital Management (10 hrs)**

Meaning of working capital - Net working capital – Financing mix approaches - Sources of working capital financing - Management of cash and marketable security: Importance of cash and liquidity - Cash balance deciding factors- Determination of cash cycle --Receivable management - Objectives - Formulation of Credit and collection policies - Inventory management - Objectives of Inventory – Determination of optimum level of inventory - Types of Inventory.

### **Unit–4 Capital Structure and Capital Budgeting (12 hrs)**

Capital Structure - --Theories of Capital Structure – Assumptions -Features of an appropriate capital structure - Determinants of the capital structure.

Capital Budgeting – Methods of ranking Investment proposals – Payback method – Average Rate of Return method – Discounted Cash Flow method – IRR method – NPV method – Excess present value method (simple problems).

### **Unit–5 Cost of Capital and Dividend Policy Decision (14 hrs)**

Cost of Capital – Significance - --Determining component of Cost of Capital – -Weighted Average Cost of Capital (Simple Problems) -- Flotation Costs.

Dividend policy decision: Dividend and Retained earnings - M.M. Model - Walters Model - Dividend practices - Factors affecting dividend policy - Dividend payout ratio -- Stock dividend and Stock splits - Issue of bonus shares and its procedure.

### **Text Books**

1. Khan, M.Y. and P.K. Jain, *Financial Management–Text and Problems*, 4<sup>th</sup> ed., Tata McGraw Hill Publishing Co., New Delhi, 2017.
2. Srivastava. R.M., *Financial Management*, Himalaya Publication House, Mumbai, 2016.

### **Supplementary Readings**

1. Eugene F. Brigham & Michael C. Ehrhardt, *Financial Management: Theory and Practice*, Cengage Publication, 2015.
2. James C Van Horne, *Fundamentals of Financial Management*, 13<sup>th</sup> Edition, PHI Learning Publisher, New Delhi, 2015.
3. Kuchhal, S.C., *Financial Management*, Allahabad, Chaitanya Publishing House, 2014.
4. Pandey, I.M., *Financial Management*, (10<sup>th</sup> Edition), Vikas Publishing House, 2014, New Delhi.
5. Prasanna Chandra, *Financial Management: Theory and Practice*, Tata McGraw Hill, 2012.

### **Course Outcome**

After completing this course, student will be in a position to

CO1: Describe the financial environment within which organisations must operate and the financial objectives of various types of organisations and the respective requirements of stakeholders

CO2: Understand the function of capital markets and alternative sources of finance and investment opportunities and their suitability in particular circumstances

CO3: Assess the factors affecting investment decisions and opportunities presented to an organization.

CO4: Well versed in financial resource allocation.

CO5: Familiarised in working cost of capital and dividend computation.

### Mapping of Course Outcomes with Programme Outcomes and Programme Specific Outcomes

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1	~/											~/		~/	~/	~/	~/	~/	~/	~/
CO2	~/					~/						~/		~/	~/		~/			~/
CO3	~/								~/				~/	~/			~/			~/
CO4	~/	~/				~/							~/				~/	~/		
CO5	~/					~/							~/						~/	~/
CO6	~/				~/	~/							~/				~/	~/		~/



**SECOND YEAR : THIRD SEMESTER**  
**19BPTC301 : OPERATIONS RESEARCH**

**Learning Objectives**

The Objective of this course is

LO1: To provide an in-depth understanding of the Concept of OR

LO2: To enable the course participants to understand the various Techniques of OR

LO3: To provide an in-depth understanding of the OR role in managerial Decision making.

**Teaching Methods**

Lecture.

**Unit-1 Introduction (14 hrs)**

Evolution of Operations Research – Models – Formulation of Models – Using models for problem solving – Techniques of Operations Research – Limitations of Operations Research.

**Unit-2 Linear Programming (10 hrs)**

Requirements of L.P. Applications – Graphical methods and Simplex method of solving optimization problems – Duality – Technical issues in Simplex method.

**Special Purpose Algorithms**

Transportation model – Balanced and Unbalanced problems – North-West Corner rule – Least Cost Method – Vogels Approximation method – MODI method – Assignment model – Hungarian model – Travelling Salesman Problem.

**Unit-3 Inventory Models (14 hrs)**

Inventory costs – Cost of average inventory – Optimum Number of orders per year – Optimum days supply per order – Optimum rupee value per order – Assumptions – Applications of EOQ in Production process – Reorder point – Lead Time – Safety Stock.

Waiting Line Models – Definitions of waiting lines – Single channel Queue models (Poisson Distributed arrivals and Exponentially Distributed Service Time) – Multiple channel Queue models (Poisson Distributed Arrivals and exponentially distributed Service Times) – Simulation of Queuing System.

**Unit-4 Game Theory (10 hrs)**

Two person Zero sum Games – Pure Strategy – Mixed Strategy – Dominance – Mix N Games – Graphical solution.

**Network Models**

PERT – CPM – PERT cost – Resource allocation – Float and slack – Other network models.

**Unit-5 Replacement Models (12 hrs)**

Capital equipment replacement – Replacement of terms that fail completely – Individual Vs Group replacement.

**Sequencing**

Problems with 'n' jobs and 2 machines problems with 'n' jobs and 3 machines.

**Text Books**

- 1) S.R. Yadav, A.K. Malik, "Operations Research" Oxford University Press; First edition, 2014
- 2) Srinivasan, G. Operations Research : Principles And Applications, PHI, 2017

**Supplementary Readings**

- 1) Budnik, Frank S. Dennis MgKaney and Richard Mojena, Principles of Operations Research, All India Traveller Bookseller, New Delhi, 1995.
- 2) Gould, F.C. etc., Introduction to Management Science, Englewood Chiffs, Prentice Hall Inc., New Jersey, 1993.
- 3) Kapoor, V.K., Operations Research, Sultan Chand & Sons, New Delhi, 2011.
- 4) Panneerselvam, Operations Research, Prentice Hall of India, New Delhi, 2003.
- 5) Paul Loomba N., Management A Quantitative Perspective, Collier Macmillan Publishing Co., New York, 1990.

- 6) Richard I. Levin and Charles A. Krikpatrick, Quantitative Approaches to Management, 6<sup>th</sup> Edition, McGraw Hill Kogakuha Ltd., Tokyo, 1998.
- 7) Sharma, J.K., Operation Research: Theory & Application, Macmillan India Ltd., New Delhi, 2001.
- 8) Taha, Operations Research – An Introduction, Prentice Hall of India, New Delhi, 2003.

### Course Outcomes

Upon completion of this course the students will be able to

- CO1: Understand the sequence and priorities that are involved in the daily activities of a project.
- CO2: Build the best fit route of transportation for carrying schedule of activities.
- CO3: Graphically locate the optimum peak point in completing the project.
- CO4: Apply research techniques in quantitative and qualitative aspects
- CO5: Maximize the productivity with help of least cost techniques

### Mapping of Course Outcomes with Programme Outcomes and Programme Specific Outcome

PO/CO	Programme Outcomes												Programme Specific Outcomes						
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO1	√																√		
CO2					√								√						
CO3							√											√	
CO4														√					
CO5																√			
CO6							√												√

### 19BPTC302 : DATA ANALYSIS AND MANAGEMENT INFORMATION SYSTEM

#### Learning Objectives

The objectives of this course are

- LO1: To provide business students a real-world understanding of information systems and Decision Support System application in business
- LO2: To impart a firm foundation and background needed in the field of information systems, based on which the students can study current Information System technologies
- LO3: To give students the right balance of conceptual background, technical information and real-world applications

#### Unit-1 Basic MIS and DSS concepts

Management Information System: Definition; Concept; Frame Work. Elements of MIS: MIS Structure; Functional Components; Information Component; Human Component; System Component. Decision Support Systems: Definition; Types of problems-structured-semi-structured and unstructured problems; Sub Systems of DSS: Dialogue Management; Model Management and Data Management Sub systems.

#### Unit-2 Design and development of MIS and DSS

Designing Information System: System Development Life cycle (SDLC) approach: Requirement Analysis; Information gathering; Design and developing the IS; Implementation of IS in organizational settings. Rapid application Development: Application Systems; ERP applications. DSS development process-DSS evolution-GDSS application and design. Mathematical models in DSS.

#### Unit-3 Infrastructure for MIS and DSS

Hardware requirement for MIS and DSS: Communication Processors and Channels; Network Infrastructure for MIS and DSS- Different types of Computer networks- 4GL Technologies - Expert Systems: Artificial Intelligence; GIS applications in Business- Cloud Computing.

#### **Unit-4 MIS in Functional Components and System Security**

Information systems applications on Functional domains of Business: Marketing Information system- HR Information System-Financial Information System-Accounting Information System-Production Information System -Information System applications in retailing- Information System applications in Supply Chain Management. Document Management Systems: Record Keeping systems - Information system Security and Control – Different layers of protection for IS application - Privacy and freedom of information system end users-Information privacy norms-Fair use doctrine.

#### **Unit-5 IT infrastructure Management**

Organising MIS function in the enterprise- structure of MIS team in the organization-Different strategies of IT infrastructure management; In-house development of MIS-Outsourcing MIS function; Hardware and Software updating-End user training and development-End user training need identification.

#### **Text Books**

- 1) Effy Oz., *Management Information Systems*, Centage Learning India Pvt.Ltd., New Delhi, 2009.
- 2) Efreem G. Mallach., *Decision Support Systems and Data Warehouse Systems*, 10<sup>th</sup> Edition, Tata McGraw-Hill Ltd, New Delhi, 2011
- 3) Gelinas, Sutton, and Hunton, *Accounting Information Systems with Acquiring, Developing and Implementing Guide*, Sixth Edition, Thomson Learning International Student Edition, New Delhi, 2007.

#### **Supplementary Readings**

- 1) Goyal, D.P., *Management Information Systems Managerial Perspectives*, Macmillan, New Delhi, 2011.
- 2) James O Brien and George M Marakas., *Management Information Systems*, 10<sup>th</sup> Edition, Tata McGraw-Hill Ltd, New Delhi 2011
- 3) Janakiraman and Sarukeshi, *Decision Support Systems*, 12<sup>th</sup> Edition, Prentice Hall of India., New Delhi, 2011.
- 4) Kennet C. Laudon, and Jane P.Laudon., *Management Information Systems- Managing Digital Firms*, 12<sup>th</sup> Edition, Prentice Hall of India., New Delhi, 2011.
- 5) Rajesh Ray., *Enterprise Resource Planning Text & Cases*, Sultan Chand & Sons, New Delhi, 2011.

#### **Course Outcome**

After completing this course you will be above to

CO1: Analyze Management Information Systems within a context of an integrated collection of subsystems.

CO2: Categorize the components of information systems and differentiate how they interact.

CO3: Classify the conceptual foundations, structure and technology of information systems. Apply planning and development techniques involved in the implementation of an information system, specifically a DSS.

CO4: Create an information-based DSS within an MIS supporting improved decision making and problem solving by means of improved individual insight.

CO5: Explain the role of Information Systems in support of management, users and functional areas.

## Mapping of Course Outcomes with Programme Outcomes and Programme Specific Outcome

PO/CO	Programme Outcomes												Programme Specific Outcomes						
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO1	√																√		
CO2					√								√						
CO3							√											√	
CO4														√					
CO5																√			
CO6								√											√

### 19BPTC303C – NEW & RENEWABLE ENERGY MANAGEMENT

#### Learning Objective

The objectives of this course are

LO1: To know the need for new & renewable energy

LO2: To know the different types of new & renewable energy

LO3: To gain knowledge in “ how to reduce the carbon content – air pollution” etc.,

LO4: To familiarise the latest technologies available in this new energy

LO5: To deal with legal issues and challenges

#### Unit-1

Renewable energy sources and key elements, Wind energy technology, wind energy potential measurement and economics, Systems and regional strategies

#### Unit-2

Solar thermal power, photovoltaic technology, Biomass Power, Dual fuel cycles, CO2 reduction potential of Renewable Energy

#### Unit-3

Ocean power, geothermal energy, Fuel Cell, Mini and Micro Hydro Projects

#### Unit-4

Social Considerations, Economics and Financing of Renewable Energy systems -Economic Growth, characteristics of developing countries, structural changes in the process of development, relationship between agriculture and Industry.

#### Unit-5

Energy planning input output model, financial and economic evaluation of non- conventional energy systems.

#### Text Books

- 1) S.C.Patra, B.C.Kusre and R.C.Kataki, *Renewable energy and Energy Management*, 2007.
- 2) G.D. Rai, *Non Conventional Energy Sources*, Dhanpat Rai and Sons,1997.

#### Supplementary Readings

1. Louis J. Godman, *Biomass Energy Project*, Pergamon Press, 1981.
2. R.H. Taylor, *Alternative Energy Sources*, Adam Hilger Ltd. Bristol, 1994.
3. Mirjana Radovanovic, Stevan Popov, Sinisa Dodic, *Sustainable Energy Management*, Academic Press, 2013

#### Course Outcome

After completing this course you will be able to

CO1: Create an awareness to reduce fossil fuels

CO2: Identify new energy sources

CO3: Make right decision in financing to New energy sources business

CO4: Create a platform to improve energy efficiency

### Mapping of Course Outcomes with Programme Outcomes and Programme Specific Outcome

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1		√											√							
CO2				√																
CO3	√														√					
CO4						√														
CO5			√														√			
CO6								√												

### 19BPTC303H- ORGANIZATIONAL CHANGE AND DEVELOPMENT

#### Course Objectives

This subject deals with people at work in any organization and how they may be motivated to work as a team in harmony. The subject is a combination of social science providing the current concept, theory and research findings.

#### Course Outcome

Upon the completion of the course the student will be able to:

- Describe the steps in the process of managing change
- Secure expertise in organizational development concept
- Capacity to gain a better understanding of present day OD.

Students will understand and enabled with different approaches to managing organizational change and understand and utilize the competencies required for effective change management at organization, group and individual levels. Students are educated with the organizational development interventions which can be used in organizational development in change and transition.

#### Unit-1 Introduction

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

#### Unit-2 Change Methods

Dynamics of resistance to Change – Implementation of Change, Methods and Techniques of Overcoming Resistance to Change – Problems of Implementing Change – Readiness for change – Approaches to Planned Change – Phases of Organization Growth.

#### Unit-3 Organisational Development

Organizational Development – History of organization Development – Values – Assumptions – Beliefs in Organization Development – Theory and management of Organizational Development – Foundations of organizational Development – Managing of Organizational Development Process – Action Research and Organization Development.

#### Unit-4 Organisational Development Interventions

Organization Developmental Interventions – Team Interventions – Inter Group and Third Party Peacemaking Interventions – Comprehensive Interventions – Structural Interventions – Training Experiences.

## Unit-5 Contemporary Organisational Development

Key Considerations and Issues – Issues in Consultant – Client Relationships – Role of Human Resource in Organizational Development – System Ramifications – Power, Politics and Organizational Development – Research in Organizational Development – The Future and Organizational Development – Organizational Development in International Settings.

### References

- 1) Dey B.R., *Business Process Reengineering*, Biztantra and Change Management, New Delhi, 2012.
- 2) Gareth R. Jones, *Organization theory Design and Change*, Pearson Education, 2004.
- 3) Richard L. Draft, *Understanding the Theory & Design of Organization*, Cengage Learning Western, 2007.
- 4) Warker Burke, W., *Organization Change: Theory and Practice*, Sage Publication, 2010.

## Mapping of Course Outcomes with Programme Outcomes and Programme Specific Outcomes

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1														✓						
CO2						✓							✓							
CO3		✓												✓						
CO4	✓																		✓	
CO5																				✓
CO6																✓				

## 19BPTC303 F-MANAGEMENT OF FINANCIAL SERVICES

### Course Objectives

The main objective of this course is to help the students to learn the various financial services and their role in the overall financial system.

### Course Outcome

After completion of this course, the student should be able to

- Highlight the significance of various financial services in India.
- Gain knowledge about the functions of regulatory authorities like RBI, SEBI, IRDI etc.
- Know the financial and nonfinancial intermediaries in financial markets.
- The recent developments in financial markets.

### Teaching Methods

Lectures, Case Study and Seminar Presentation.

### Unit-1 Indian Financial System

Introduction – Structure of the Indian Financial System – Recent Developments – Financial services – Concept – Objectives – Importance – characteristics – Types of Financial Services – Regulatory Framework – Problems in Financial services sector.

### Unit-2 Merchant Banking and Consumer Finance

Definition – Need for Merchant Banks – Functions – Role – Recent Developments and Challenges ahead – Categories of Merchant Bankers – Merchant Bankers' Code of Conduct – SEBI Guidelines.

Consumer Finance: Definition – Types – Credit Cards, Debit cards – Mechanics of Consumer Financing – Sources – Modes.

### Unit-3 Mutual Funds Concept and Regulations

Introduction – Types – Advantages and Disadvantages – Mechanics of Mutual Fund Operations – Asset Management Company (AMC) – Net Asset Value (NAV) – SEBI's New Regulations to Mutual Funds (1999).

### Unit-4 Capital Market, Money Market and Factoring Services

Capital Market: Meaning – Functions – Importance – Players in Capital Market – Primary and secondary Capital Market. Money Market: Definition – Features – Money Market Instruments – Capital Market versus Money Market etc., NSE – OTCEI.

Factoring Services: Introduction – Mechanics of Factoring – Types – Advantages and disadvantages – Players in factoring services – Factoring Vs Bills Discounting – RBI Guidelines for factoring – Constrains of Factoring Services in India – Forfeiting.

### Unit-5 Venture Capital and Credit Rating

Venture Capital: Concept – Features – Forms of Venture Capital – Phases – Functions – Advantages – Venture Capital Institutions.

Credit Rating: Introduction – Rating Process – Credit Rating Agencies – CRISIL, ICRA, CARE – Credit Rating Symbols.

### References

- 1) Avadhani, V.A., *Marketing of Financial Services of Markets*, 3<sup>rd</sup> Edition, Himalaya Publishing House, Mumbai, 2007.
- 2) Bhalla, V.K., *Management of Financial Services*, Anmol, New Delhi 2001.
- 3) Cornett and Saunders, *Financial Markets and Institutions*, 3<sup>rd</sup> Edition, Tata McGraw Hill, New Delhi, 2007.
- 4) Gordan, E. and K. Natarajan, *Emerging Scenario of Financial Services*, Himalaya Publishing House, 1997.
- 5) Khan, M.Y., *Financial Services*, 4<sup>th</sup> Edition, Tata McGraw Hill, New Delhi, 2007.
- 6) Sasidharan and Mathews, *Financial Services and System*, 1st Edition, Tata McGraw Hill, New Delhi, 2008.
- 7) Siddhartha Sankar Saha, *Indian Financial Systems and Markets*, McGraw Hill, New Delhi, 2013.

### Mapping of Course Outcomes with Programme Outcomes and Programme Specific Outcome

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
C01		✓											✓							
C02									✓									✓		
C03																			✓	
C04	✓																			✓
C05																			✓	
C06														✓						

## 19BPTC304 C - GLOBAL LEADERSHIP DEVELOPMENT

### Course objectives

The objectives of this course are

LO1: To familiarize with leadership concepts

LO2: To take right decision with innovative Human Resource practices

LO3: To take the students to meet the global level challenges

LO4: To analyze the role of women in global business

### Unit 1

Leadership: Basics of leadership development – theories of leadership, trait, skill, situational, path-goal – delegating successfully – leadership in a team – managing relationships – social network perspective to leadership development– measuring leadership, tools and techniques – the moral challenges of leadership – ethical leadership – leadership across cultures – leadership and decision making

### Unit 2

Global leadership: Introduction; Global Leaders, Culture - New types of leaders – summary of cultural analysis – lead across a multicultural Terrain – Cultural intelligence –Secret to Success – Leadership without Borders - Leadership development plan – global leadership characteristics – managing global leadership development; Global leaders and intellectual communications: Comparison of Common Cultural Values – Cultural communication Styles.

### Unit 3

Negotiating for Long Term for mutual benefits: negotiating skills - Variables that affects Leadership functions – Meaning and reasons of conflict competent leaders – emotions and leadership: role of emotional intelligence; Global leaders Learning from others and change: Dealing with Change – Leading globally with fundamental shift

### Unit 4

Women Leaders in Global Business - Motivating the global workforce: the case for diversity and inclusion: working with five generations in the workplace – mentoring millennials – leading Generation Y - Global leaders strategies for emerging markets - Global leadership and personal power – Best practices in Leading – social responsibility perspective – best practices in ethical leadership

### Unit 5

Managing global transitions and relocations: Global responsibility; global teams and global leadership – developing collective leadership – virtual teams: improving performance by emulating the best – leading from the grass roots; Managing successful change: introduction to organizational change – strategies to reduce resistance against change – communicating change effectively – using power and influence – changing organizational culture – change management tools – measuring change; Why some leadership program fails? Overlooking context – decoupling reflection from real work – underestimating mind-sets – failing to measure results - cases of successful leaders - future of global leadership

### Text Books

1. Marshall Goldsmith, Cathy Greenberg, Alastair Robertson and Maya Hu-Chan, *Global Leadership: The Next Generation* NJ: Prentice Hall, 2003.
2. Mendenhall, M., Osland, J., Bird, A., Oddou, G., and Maznevski, M., *Global Leadership: Research, Practice and Development*, New York: Routledge, 2nd Edition, 2012.

### Supplementary Readings

1. Moran, Rober T, Neil Remington Abramson, and Sarah V Moran, *Managing cultural Differences, 9th Edition*, NY: Routledge, 2014.
2. Marshall Goldsmith, Cathy Greenberg, Alastair Robertson and Maya Hu-Chan, *Global Leadership*
3. Joyce Osland, Mark Mendenhall and Ming Li, *Advances in global Leadership*, Emerald Publishing



4. Selena Bezvani, *The Next Generation of Women Leaders*, Praeger, 2009
5. Regina Wentzel Wolfe, and Patricia H. Werhane, *Global women leaders – Breaking Boundaries*, Edward Elgar Publisher, 2017

### Course Outcome

After completing this course you will be able to

CO1: Learn the different styles of Global business with its conflicts

CO2: Increase the negotiating styles of leaders

CO3: Meet global level challenges with proper solutions

CO4: Give an opportunity to develop Women entrepreneurs at global level

### Mapping of Course Outcomes with Programme Outcomes and Programme Specific Outcome

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1								✓												
CO2						✓														
CO3									✓											
CO4															✓					
CO5																✓				
CO6			✓																	

## 19BPTC304 H – PERFORMANCE MANAGEMENT

### Course Objectives

The prime objective of this course is to impart both theoretical and practical knowledge regarding performance Management to the student's community.

### Course Outcome

Course outcomes Upon the completion of the course the student will be able to:

- Acquire knowledge about the organisational dynamics and employee performance.
- Gain knowledge about various techniques in performance management.
- Grasp the basics of Industrial restructuring & reward system.

### Unit–1 Introduction

Quality Performance Management – Concept – Dimensions – Mechanics – Features of Facilitating Organizations for Performance – Organizational Dynamics and Employee Performance – A Multi Dimensional Analysis.

### Unit–2 Management Techniques

Work Place and Its Improvement Through 5S – Competency mapping – meaning, purpose, and benefits. Management of Employee Performance – Team Building – Concept, Culture, Methods, Effectiveness & Empowerment, Problems – Potential and Perspectives.

### Unit–3 Motivation and Performance Appraisal

Organizational Structure and Employee Motivation and Morale – Contemporary Thinking on Employment Practices (Tenure Employment) and Work Schedules (Flexitime) and the Related Performance Appraisal Systems; Quality Circle – Features – Process – Pre-requisites for their Efficiency.

### Unit–4 Problems and Rewards

The Potential Problems in Performance Management – Opposition to Evaluation – System Design and Operating Problems – Rater Problems – Eliminating Rater Errors – Avoiding Problems

with Employees – Evaluating Techniques Failure – Ethics in Performance Evaluation – Feedback Interviews.

Industrial Restructuring – Reward System and Employee Productivity; Quality Standards and Employee Dimensions – Illustrations on HR Dimensions drawn from CMM.

### Unit–5 Quality Performance

Quality Performance Management – Indian and Western Thought in an Market era

- Integrated Studies Dealing with Methods, Techniques, and Processes, potential appraisal, assessment centres, career and succession planning.

### References

- 1) Appa Rao. C, *Performance Management*, Wiley India Pvt, Ltd., New Delhi-2, May 2013.
- 2) Memoria, CB., *Personnel Management*, HPH, Bombay, 2000.
- 3) Chakravarthy S.K., *Managerial Effectiveness and Quality of Work Life – Indian Insights*, Tata McGraw Hill Publishing Co. Ltd., 2000.
- 4) Gomez, L., *Managing Human Resource*, PHI Publication, New Delhi, 2000.
- 5) Peter F. Drucker, *Management*, Allied Publishers, 2000.
- 6) William G. Dyer: *Team Building – Issues and Alternatives*, Addition-Wesley Publishing Company, 2000.

### Mapping of Course Outcomes with Programme Outcomes and Programme Specific Outcome

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
C01							✓						✓							
C02														✓						
C03															✓					
C04		✓														✓				
C05	✓																	✓		
C06														✓						

## 19BPTC304 F – CAPITAL MARKETS

### Course Objectives

The objective of this course is to impose knowledge to students regarding the theory and practice of knowledge with business strategies – equity markets.

### Course Outcome

On successful completion of the course students will be able to:

- Acquainting with the risk return process of investment;
- Familiarizing with the practical applications of capital markets;
- Developing the skills for the portfolio constructions, revision, evaluation and investment advisory.

### Teaching Methods

Lectures, Case Study and Seminar presentation.

### Unit–1 Introduction

Capital Market – Evolution, need for regulatory mechanism, establishment of SEBI, SEBI Act/Rules and Regulations Role of Intermediaries in the Capital Market.

### Unit–2 Functions of Various Markets

Primary/Secondary markets, stock exchanges, National Stock Exchange, Bombay Stock Exchange, OTCE - Merchant Banking – Role and functions.

### Unit-3 Capital Issues

Capital issues – Equity and debt instruments, pricing, insider trading; Management of pre-issue and post –issue activities including issue of prospectus/offer documents; Rights issue, bonus issue, private placements, Loan syndications, Euro Issues, ECBs and GDRs.

### Unit-4 New Issue Market

New Issue Market (NIM): NIM and Secondary Markets, Role of the NIM, Methods of Raising funds, Bought- Out Deals Vs Private Placements, Intermediaries in NIM, Bankers to an Issue, Brokers to an Issue.

### Unit-5 Shares and Fixed Deposits

Capital Market Instruments: Meaning, Preference Shares, Equity Shares, Non- Voting Equity Shares, Convertible cumulative preference shares (CCPS) and Company fixed Deposits.

### References

- 1) Avadhani V.A, *Capital Market Management*, Himalaya Publishing House, 2007.
- 2) Bharat's *Compendium on SEBI*, Capital issues and Listing, 2005.
- 3) Khan M.S, S.M. Faisal, *Capital Market and Investment Management*, Laxmi Publication, Pvt Ltd., New Delhi – 110002, First Edition, 2011.
- 4) *Manual of Merchant Banking*, 2003.
- 5) *Nabhi's Manual for Capital Issues*, SEBI and Mutual Funds, Nabhi Publications, 2004.
- 6) Verma J.C, *Normal Merchant Banking*, 2003.

### Mapping of Course Outcomes with Programme Outcomes and Programme Specific Outcomes

PO/CO	Programme Outcomes												Programme Specific Outcomes						
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO1	~/	~/				~/							~/					~/	~/
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**SECOND YEAR SEMESTER -IV**  
**19BPTC401 – CORPORATE IMAGE BUILDING & SUSTAINABILITY**

**Learning objectives**

The Objectives of this course are

LO1: To describe the various suitable strategies to the executives to ensure the corporate image building and business sustainability

LO2: To enrich the knowledge of the executives on the significance various methods of advertisement and communication to build corporate image

LO3: To highlight the role of CSR in corporate image building

LO4: To familiarize the executives on corporate governance, public relations and business sustainability

**Unit 1 Corporate Image**

Corporate Image in Contemporary Management Studies - Advertising and Corporate Image - Public Relations of an Institution - The Grapevine and Rumours – Stereotype – Propaganda - Case Histories of Corporate Images in Private and Public Sectors; Internal spheres of influence: corporate personality and identity – corporate advertising – brand image – frontline employee behavior; External spheres of influence: Industry image – country-of-origin image – press report – word-of-mouth

**Unit 2 Corporate Social Responsibility**

CSR: Overview of CSR - The Business of CSR - Non- profit Influence on CSR - Government Partnerships and Influencers of Corporations - The Responsibility of CSR - Understanding Corporate Foundation Strategy: Real World Dilemmas and Opportunities - Innovations in Partnerships and Social Impact – Role of CSR in corporate image building

**Unit 3 Corporate Governance**

Introduction to the topic: Concept of corporations - Concept of extended view of corporate citizenship; Owners and stakeholders: Types of owners - Ownership structures and corporate governance; Theoretical background - Board of Directors: Types of Directors - Importance; Human Side of Governance; Financial Oversight and Audit Mechanisms: Role of SEBI; Governance and Risk Management: Committee; Corporate Misconduct & Misgovernance: Reasons - Corporate Governance Rating; Governance of Financial Organizations & PSU's - Organizational patterns of PSU's - Powers of PSU Boards - Corporate Governance in Practice: Governance issues in MNC's & Joint Ventures.

**Unit 4 Public Relations**

Public Relations: Definition of public, public relations – functions – duties of PR people – Public Relations Tools – Internal communication – External communication - Role of Public relations in corporate image building

**Unit 5 Business and Sustainability**

Introduction - Measuring sustainability - Ratings and rankings and their impact on corporate reputation; key steps for integrating sustainability into mainstream business operation; Corporate sustainability reporting: rules for writing corporate sustainability report; Bases of Corporate Sustainability Strategies: Environmental Strategies and Systems - Environmental Metrics, Benchmarking, and Reporting - Green Marketing & Regulation - The Green Marketing Mix - Sustainable Business Opportunities: Alternative Energy- Outlook and Strategies - Sustainability in the Age of Big Data - Eco- Entrepreneurship and Cleantech Business

**Text Books**

1. Bhattacharya, C.B. Leveraging CR, *The Stakeholder Route to Maximizing Business and Social Value*, Cambridge Press, 2011.
2. Jackson, J. and Stephen Crawshaw, *Small Acts of Resistance: How Courage, Tenacity and Ingenuity Can Change the World*, Union Square Publishing, 2010.
3. Andrew J. Hoffman, *Competitive environmental strategy: a guide to the changing business landscape*, Island Press, 2000.

## Supplementary Readings

1. *Increasing Impact, Enhancing Value -- A Practitioner's Guide to Leading Corporate Philanthropy*, Council on Foundations, May 2012.
2. McDonough, William and Braungart, Michael, *Cradle to Cradle: Remaking the Way We Make Things*, North Point Press, 2002.
3. Ottman, Jacquelyn, *The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding*, Berrett-Koehler, 2011.
4. Sanjay K. Agarwal, *Corporate Social Responsibility in India*, Response Books – Business Books from SAGE, New Delhi, 2008.
5. Mick Blowfield, *Business and Sustainability*, UK: Oxford, 2013

## Course outcomes

After completing this course the you will be able to

CO1: Design and implement suitable strategies about corporate image building

CO2: Design an effective advertisement and communication models

CO3: Acquire thorough knowledge on CSR

CO4: Understand corporate governance, public relations and business sustainability

## Mapping of Course Outcomes with Programme Outcomes and Programme Specific Outcomes

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1		√												√						
CO2															√					
CO3				√																
CO4						√														
CO5														√						
CO6									√											

## 19BPTC402 – THE ELECTRICITY ACT, 2003 & CERC

### Learning Objective

LO1: To introduce the Electricity supply and regulatory acts

LO2: To create awareness about electricity distribution and infrastructure in india

LO3: To equip the students about electricity policy, tariff policies, and tariff regulations

LO4: To familiarize the way of thinking and dealing with practical legal issues and challenges in Indian electricity.

### Unit-1 (14 hours)

Introduction to the Power Scenario, Overview of the Indian Electricity Act 1910, Electricity Supply Act. 1948, Electricity Regulatory Commissions Act 1998, Energy Conservation Act 2001,

### Unit-2 (12 hours)

The Electricity Act. 2003 and Amendments in the Pipeline, CERC, Tribunal, Electricity Regulatory and Industry Structure in India

### Unit-3 (12 hours)

National Electricity Policy, National Tariff Policy, Rural Electrification Policy, Captive Power Policy, Renewable Energy Policy, Policy on Small Hydro

**Unit-4 (12 hours)**

Restructuring and Reforms of Power Sector, Privatization and Implication, National and International Experience in Regulation, Multiyear tariff regulations, Availability Based Tariff

**Unit-5 (10 hours)**

Tariff Regulations, Open access Regulations, Trading regulations, and Performance standards for Distribution Utilities, Guidelines for Rural Franchise – Entrepreneurship -Emerging trends.

**Text books**

- 1) Sarkar and Bhatnagar, Law of Electricity in India, 8<sup>th</sup> Edition, Orient Publishing company, 2015.
- 2) Raj Singh Niranjani, Electricity Laws in India, Universal Publishing, 2004.

**Supplementary Readings**

1. Indian Electricity Act, 1910.
2. Indian Electricity (Supply) Act, 1948.
3. Electricity Act, 2003.
4. Central Regulatory Commission Act, 1998.
5. Energy Conservation Act, 2001.
6. S L Rao, Governing power, The Energy and Resources Institute, TERI, 2004.
7. Shiva Gopal's Law relating to Electricity, Revised by Justice V.K. Mehrotra, 6<sup>th</sup> Edition, Eastern Book Company, 2001.
8. Bharucha and Naushir, Guide to Electricity Law, 4<sup>th</sup> Edition, Wadhwa Book Company, 2004.

**Mapping of Course Outcomes with Programme Outcomes and Programme Specific Outcomes**

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1		√											√							
CO2			√														√			
CO3				√											√					
CO4	√																			
CO5						√														
CO6									√					√						

**19BPTC403 C – POWER PROJECT & CONTRACT MANAGEMENT****Learning Objective**

LO1:-To familiarize the concepts of Power project management

LO2: Awareness of legal challenges in Power project and contract management

LO3: To think about practical issues like cost overrun and time overrun of power project

LO4: To take right decision with innovative contract management practices

**Unit–1 Project Planning (12 hours)**

Definition of project – Classifications of projects – Importance – Scope – Project Identification – Idea generation and Screening – Project selection and Planning – Project Formulation – Project life cycle – Project Organisation – Roles and Responsibilities of project manager – Managing power project team.

**Unit–2 Project Feasibility and Project Finance and Evaluation (12 hours)**

Pre-feasibility study – Market and Demand analysis – Feasibility Study: Technical – Commercial – Environmental – Socio economic – Managerial and Financial analysis – Detailed Project Report – Resource Survey – Selection of plant location – Project contracts – Insurance for projects – Project Implementation.

### Unit – 3 Project Evaluation and Monitoring (14 hours)

Estimating project time and cost – cost of capital – source of finance – cost control – project scheduling and monitoring – project information system and documents – project report – social cost benefit analysis – project evaluation and performance review techniques- project conflict management - Cross cultural issues in projects - Managing large complex projects - Strategic thinking in project management - Project Contract and Arbitration

### Unit – 4 Contract (12 hours)

Contract Objectives and Responsibilities - Contract Packaging - Pre-Award Contract Management System - Pre-Award Contract Monitoring System - Qualifying requirements.

### Unit – 5 Contract Bidding (10 hours)

Contract Bidding – Introduction-needs- benefits - International Competitive Bidding - Tendering and Bidding - Bid Opening, Evaluation and Award - Post Award Follow Up and Expediting - Conditions Of Contract - Discharge Of Contracts.

#### Text books

- 1) Clifford F. Gray and Erik W. Larson, *Project Management*, Tata McGraw Hill, New Delhi, 2007.
- 2) Gobalakrishnan, P. & V.E. Ramamoorthy, *Project Management*, MacMillan India Ltd, New Delhi, 2006.

#### Supplementary Readings

1. Prasanna Chandra, *Projects*, Tata McGraw Hill, New Delhi, 2007.
2. Sonatakki, V.C., *Project Management*, Himalayas Publishing House, New Delhi, 2008.
3. B.S.Ramasamy, *Contract and their Management*, lexis Nexis India limited, New delhi, 2008.
4. Ray Carter, Steve Kirby and Alan oxenbury, *Practical Contract Management*, Kindle edition, 2012.
5. Nagarajan, K., *Project Management*, New Age International Publishers, New Delhi, 2007.

#### Course Outcome

CO1: Understand the frame work for planning for a power project

CO2: Learn the different methods of evaluating the project

CO3: Know the practical issues in contract management and its solution

CO4: Increasing the negotiating styles to reduce the cost overrun / time overrun of projects.

#### Mapping of Course Outcomes with Programme Outcomes and Programme Specific Outcomes

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1		√											√							
CO2			√																	
CO3						√									√					
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CO5					√												√			
CO6			√																	

## 19BPTC403 H – INDUSTRIAL RELATION AND LABOUR WELFARE MANAGEMENT

### Course Objectives

To enable the students to understand the significance and applications of industrial relations and labour welfare management.

This course is an attempt to appreciate the conceptual and practical aspects of industrial relations and welfare at the macro and micro levels.

### Course Outcome

At the end of this course, the students should be able to:

- Facilitate and support effective employee and labour relations in both non-union and union environments.
- Research and support the development and communication of the organization's total compensation plan.
- Collaborate with others, in the development, implementation, and evaluation of organizational and health and safety policies and practices.

### Teaching Methods

Lecture and Case Study.

#### Unit-1 Introduction

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

#### Unit-2 Trade Unions and Discipline

Role, Types, Origin, Structure, Theory – Future of Trade Unions: Trade Union and the Employee: Trade Union and the Management – Code of Discipline and Code of Conduct – Grievance Management – Misconduct – Discipline Forms of indiscipline – Stages in disciplinary proceedings – Punishments.

#### Unit-3 Negotiation and Collective Bargaining

Negotiation, Conciliation, Arbitration, Adjudication and Collective Settlements, Co- ownership: Productive Bargaining and Gain Sharing – Collective bargaining – Objectives – Process – Position in India – Collective Bargaining and Settlements including present status – ILO – Aims and Role in Promoting Industrial Peace.

#### Unit-4 Labour Welfare

Meaning and Scope – Theories – Classifications, Concepts and Growth of Labour Welfare in India – Role, Responsibilities and Duties of Welfare Officer – Industrial Hygiene and safety.

#### Unit-5 NCL and Workers Participation Management

Objective of workers Education – Recommendations of National Commission on Labour – Forms – Levels of Participation – Evolution – Models – Objectives – Joint Management Council – Stages of Participative Management – Evaluation.

### References

- 1) Manoria, Mamoria, Gankar, *Dynamics of Industrial Relations*, Himalaya Publishing, Mumbai, 2012.
- 2) PC. Tripathi, *Personel Management & Industrial Relations*, Sultan Chand, New Delhi, 2009.
- 3) Punekar, S.D and Deodhar. S.B., Sarewathi Sankaran, *Labour Welfare, Trade Unionism and Industrial Relations*, Himalaya Publishing, Mumbai, 2012.
- 4) Ratnasen, *Industrial Relations in India*, New Delhi, Macmillan, 2007.
- 5) Singh, B.D., *Industrial Relations and Labour Laws*, Excel Books, New Delhi, 2008.
- 6) Venkatapathy, R., *Labour Welfare & Industrial Relations*, Mumbai, Himalaya Publication, 2003.



## Mapping of Course Outcomes with Programme Outcomes and Programme Specific Outcomes

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1		√					√						√							
CO2									√					√						
CO3		√																	√	
CO4							√													
CO5		√																	√	
CO6		√																		

### 19BPTC403 F – ACCOUNTING SOFTWARE PRACTICAL – TALLY

#### Course Objectives

The purpose of this course is to acquaint the students with the practical knowledge with the various techniques, methods, process of accounting data analysis with the application software Tally ERP 9.

#### Course Outcome

At the end of the course, student will

- Have an understanding of basic accounting concepts and principles.
- Be able to generate accounting and Inventory master , vouchers and Basic Reports in Tally
- Have an understanding of Advanced accounting and inventory in Tally ERP 9
- Understanding the importance and usefulness of costing and job ordering processing
- Get familiar with Technological Advantage of Tally including multilingual capabilities Remote Access, security feature and Tally .NET
- Have an understanding of basic and practical application of GST and Reports.

#### Accounting Software

Tally ERP 9 is an application software that records and processes accounting transactions within functional modules such as accounts payable, accounts payable, accounts receivable, payroll and trial balance. It functions as an Accounting Information System. Tally is Financial and Inventory Management System. It is one of the acclaimed Accounting Software with larger user base.

#### Unit-1 Basics of Accounting

Types of accounts, Golden Rules of Accounting, Accounting Principles, Concepts and Conventions, Double Entry System of Book Keeping, Mode of Accounting, Financial Statements, Final Accounts – Preparation of Trial balance, Profit and Loss Account, Balance sheet.

#### Unit-2 Fundamentals of Tally.ERP 9

- Getting Functional with tally.ERP 9
- Creation/ setting up of Company
- Features
- Configurations
- Setting up Account Heads.

#### Unit-3: Inventory in Tally.ERP 9

- Order Processing
- Reorder Levels
- Tracking Numbers
- Batch wise Details
- Additional Cost Details

- Bill of Materials
- Price List.

#### Unit-4 Value Added Tax (VAT)

- Configuring VAT –Documents and Records
- Creating masters
- Entering Transactions
- Accounting for Return of Goods
- Rate Difference in Purchase / sales
- Accounting for Interstate transactions
- Exempt transactions under VAT
- VAT Reports

#### Unit-5 Central Sales Tax (CST)

- Basics of Central Sales Tax (CST)
- Enabling CST
- Recording Interstate Transactions
- Payment of CST
- CST Reports

#### References

- 1) Nadhani, *Tally ERP 9, Training Guide*, BPB Publisher, 2009.
- 2) Namrata Agarwal, *Tally 9*, Dreamtech Press, New Delhi.
- 3) *Tally ERP 9, In Simple Steps*, Kogent Learning Inc Solutions, Dreamtech Press, 2010.
- 4) Vikas Gupta, *Comdex Business Accounting with MS Excel 2010 and Tally. ERP 9 Course Kit*, Dreamtech Press.
- 5) Vishmi Priya Singh, *Learning Tally. ERP 9*, New Asian Publisher.

Scheme of Examination		Marks
1.	Students will appear for practical exam in the lab for 3 hours to Solve the questions with the help of tally software and the marks will be awarded based on the output and viva performance	75
2.	Internal (Attendance, Assignment, Lab test)	25
		<b>100</b>

#### Mapping of Course Outcomes with Programme Outcomes and Programme Specific Outcomes

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1		√					√						√							
CO2									√					√						
CO3					√														√	
CO4							√													
CO5		√																	√	
CO6					√															

## 19BPTC404 C- CONTINUOUS QUALITY IMPROVEMENT

### Learning Objective

The Objectives of this course are

LO1: To know the tools and techniques of quality improvement

LO2: Familiarize the way of meeting the quality issues

LO3: To think about value creation

LO4: To take right decision with change in management

### Unit 1 Continuous Improvement

Continuous Improvement – Definition – Continuous Quality Improvement – common approaches to CQI – QI models and frameworks: Identify contributions of the CQI founders and current gurus – Crosby, Juran, Deming, Ishikawa, Taguchi, etc.

### Unit 2 Quality Improvement Tools

Quality Improvement tool box: Scope of improvement projects - common methods and tools used in CQI projects and initiatives - brainstorming, affinity grouping, and multi-voting techniques - SMART goals – Use of flowcharting to map a process and identify opportunities for improvement - tools to encourage creative thinking - information using cause and effect diagrams, force field, radar charts, voice- of-customer, and multi-voting

### Unit 3 Value Creation and Project Management

Value Creation - 8 Types of Waste - 5-Step Process - Review Established System

- Implementation - Basic Tools - New Tools - Kaizen - DMAIC (Define, Measure, Analyze, Improve and control) - Change Management - Project Management - Project Organization – Use of Pareto charts, histograms and scatter plots in a CQI project

### Unit 4 Lean and Six sigma

Lean Management – Definitions - The Lean Idea - Customer Focus - Business Perspective - Objectives of Lean - Lean Principles - Lean Methods

Six Sigma: History of Six Sigma - The Sigma Levels - Six Sigma Principles - Project Sources - Six Sigma Belts

### Unit 5 TQM

Total Quality Management - TQM Pyramid - Good Quality – Servqual - Cost of Poor Quality - TQM System Model - Seven Basic Elements - 5S Terms – Waste - Benefits of 5S - 5S Phases - 5S Implementation - Successful Implementation

### Text Books

1. Aritstide van Aartsengel and Selahattin Kurtoglu, *Handbook on Continuous Improvement Transformation – The Lean, Six sigma framework and Systematic Methodology for Implementation* Springer Science and Business Media, 2013.
2. WayneScott Ross, *Continuous Improvement*, Management Books Limited, 2002.
3. Jeffrey K. Liker and James K. Franz, *The Toyota Way to Continuous Improvement US*: McGraw Hill, 2011.

### Supplementary Readings

1. Brassard, M., Ritter, D. The memory Jogger II: Tools for continuous improvement and effective planning, F. Oddo (Ed.). Salem, NH: GOAL/QPC, 2010.
2. Best M., & Neuhauser, D. Joseph Juran: Overcoming resistance to Organizational Change. *Quality and Safety in Health Care*, 15, 380-382
3. George, M.L., Rowlands, D., Kastle, B. *What is lean six sigma?* Columbus, OH: McGraw-Hill, 2003.

## Course Outcome

After completing this course you will be above to

CO1: Understand Lean management and six sigma

CO2: Know the Total quality management principles

CO3: Acquiring knowledge in improving quality with waste reduction

CO4: Learn the different methods of evaluating the quality of a product

Mapping of Course Outcomes with Programme Outcomes and Programme Specific Outcomes

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1	√													√						
CO2					√															
CO3			√													√				
CO4								√												
CO5					√														√	
CO6				√																

## 19BPTC404 H –GROUP DYNAMICS & INDUSTRIAL PSYCHOLOGY

### Learning Objective

LO1: To examine and critique personal interpersonal communication in interviews, groups and in navigating conflict resolution.

LO2: To describe major topics and subspecialties including critical theory and research finding that have defined the field of industrial psychology

LO3: To describe the complicated systems of individual and group psychological processes involved in the world of work

LO: 4 To connect the basic principles of industrial psychology to personnel and human resources management within the organization

LO: 5 To describe the ways in which individual career choices and work-life success can be improved through the benefits of industrial psychology

### Unit 1 – Introduction to Group Dynamics (12 hours)

Group – Types of Group – Nature of Group Dynamics – Studying Groups – Measurement in Group Dynamics – Theories in Group Dynamics – Inclusion and Identity – Social Identity Theory – Understanding Teams – Teams – Team Success – Team Processes – Building the Team – Team Performance – Virtual Teams

### Unit 2 – Group Formation and Development (10 hours)

Joining Groups – Cohesion – Nature of Cohesion and its consequences – Structure – Norms, Rolls, Group Influence – Power – Sources of Power and Social Influence – Processes – Leadership – Social Facilitation

### Unit 3 – Inter Group Relations (12 hours)

Group Behavior – Conflict – Conflict Resolution – Inter Group Conflict Resolution – Group Settings – Group Approaches to Change – Effectiveness of Groups – Decision Making – Problem Solving – Functional Perspective – Group Polarization – Collective Behavior – Collective Dynamics – Creativity – Diversity

### Unit 4 – Industrial Psychology (14 hours)

Industrial Psychology – Concepts – Growth Of Industrial Psychology – Major Fields – Methods – Importance – Human Relation Theories

### Human Abilities and their Measurement

Job Analysis – Recruitment and Selection – Motivation – Morale – Motivation Theories – Job

Satisfaction – Stress Management – Organizational Culture – Productive and Counter Productive Employee Behaviour - Employee Training and Development – Performance Evaluation

**Unit 5 – Work Environment and Engineering Psychology (12 hours)**

Environment for Work – Engineering Psychology and Ergonomics – Boredom – Fatigue – Monotony – Industrial Accidents – Occupational Health Psychology – Performance Management – Employee Wellbeing – Organizational Development and Theory – Organizational Change – Managing Change – Emerging Trends in Industrial Psychology

**Text Books**

- 1) Donelson R. Forsyth, *Group Dynamics*, 5<sup>th</sup> Edition, Wadsworth Cengage Learning, 2010.
- 2) Timothy M. Franz, *Group Dynamics and Team Interventions*, Willey – Blackwell, 2012.

**Supplementary Books**

1. Daniel Levi, *Group Dynamics for Teams*, Sage Publications, 2011.
2. Michael G. Aamodt, *Industrial Psychology*, 7<sup>th</sup> Edition, Wadsworth Cengage Learning, 2013.
3. Dhameja, *Industrial Psychology*, S. K. Kataria & Sons, New Delhi, 2012.
4. Narendar Singh, *Industrial Psychology*, Tata McGraw Hill, New Delhi, 2011.
5. Shweta Garg, Satya Dev Garg, Sharda Agarwal, *Industrial Psychology*, S. Chand & Company, 2011.
6. Luthans Fred, *Organizational Behavior*, McGraw Hill, 2008.

**Course Outcome**

CO 1: Upon completion of this course, the student will have the ability to groups and in navigating conflict resolution.

CO 2: Demonstrate problem-solving skills and higher level thinking strategies that occur in group setting in order to understand the occupational therapy process used with clients.

CO3: Demonstrate professional behaviors of preparedness for class, punctuality, class attendance, dress code, participation in class discussion and activities and unconditional positive regard for others and self

CO4: Design negotiation strategies when analyzing a conflict that may arise in the profession of occupational therapy, during group interactions, when navigating collaboration, or when working with families.

Mapping of Course Outcomes with Programme Outcomes and Programme Specific Outcomes

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1		√					√						√							
CO2									√					√						
CO3					√														√	
CO4							√													
CO5		√																	√	
CO6					√															

## 19BPTC404 F – MANAGEMENT OF FUNDS

### Course Objective

To impart knowledge and skills on overall funds management techniques.

To educate the capital structure strategies to the executives.

To elucidate the funds allocation techniques and profitability analysis techniques.

To highlight the significance of human resource accounting and the source of long-term financing.

### Course Outcome

After completing this course the executives will be:

Well versed and fine tuned in fund management strategies.

Able to construct optimum capital structure for their respective businesses.

Strong enough and fit for effective funds allocation and made suitable profitability analysis.

Possible to adopt effective human resource allocation.

### Teaching Methods

Lectures, Case Study and Seminar Presentation.

#### Unit-1 Introduction

Meaning and importance of funds – Benefits of effective allocation of funds – Dangers of misallocation – Organization of Funds Management and its relationship with other functional areas of the enterprise – Role of financial systems as a barometer of business conditions.

#### Unit-2 Capital Structure

Capitalisation – Under capitalization and over capitalization – Assessment of funds required for investment in fixed assets. Current assets for new enterprises and existing enterprises – Optimum capital structure changes in pattern of capital structures – Implicit costs of free reserves and retained earnings – Implicit rates and yield – Debt. Service coverage – Acquisition of funds for specific allocation.

#### Unit-3 Types of Analysis for Investment

Financial Analysis, Planning and Control – Allocation of funds to most profitable opportunity – Development of profitable opportunities and evaluating them with the help of basic tools for measuring rate of return on investment as a criterion for allocating funds – Methods of incorporating risk – Risk adjusted rate of return (ROI) and certainty equivalent approach – Sensitivity analysis, profitability analysis and decision making – Capital rationing.

#### Unit-4 Human Resource Accounting

Human Resources Accounting for effective use of manpower – Rewarding the managerial staff on the basis of rate of return in the division – Due point system to evaluate various divisions.

#### Unit-5 Institutions and Sources of Finance

Term Financing and Evaluation: Source of long-term financing – Equity, Preference shares, Debentures and Bonds, Mutual funds, Funds through adaptation of non-banking private companies Finance concepts in the large scale organizations – Term loan and financial institutions – Market for long term securities in India with specific reference to stock exchange.

### References

- 1) James C. Van Horne, *Fundamentals of Financial Management*, Eleventh Edition, Prentice Hall of India (P) Ltd., New Delhi, (2010).
- 2) Khan & Jain, *Financial Management*, Tata McGraw Hill Publication, New Delhi, 2005.
- 3) Kuchhal, S.C., *Financial Management*, Chaitanya Publishing House, Allahabad, 2006.
- 4) Kulkarani. P.V., *Financial Management*, Himalaya Publishing House, Mumbai, 2007.
- 5) Pandey, I.M., *Capital Structure and the Cost of Capital*, Vikas Publishing House

- Pvt., Ltd., New Delhi, 2006.
- 6) Prasana Chandra, *Fundamentals of Financial Management*, Tata McGraw Hill Publication, New Delhi, 2005.
  - 7) Preeti Singh, *Fundamentals of Financial Management*, Published by Ane Books India, New Delhi, 2008.
  - 8) Thomas, Susan (Ed.) *Fund Management in India*, Tata McGraw Hill, 2009.

#### Mapping of Course Outcomes with Programme Outcomes and Programme Specific Outcomes

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1	√												√							
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CO3							√									√				
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CO5							√												√	
CO6							√													

### THIRD YEAR: SEMESTER - V 19BPTC501 – BUSINESS POLICY & STRATEGIC MANAGEMENT

#### Course Objectives

This course aims to develop the ability of the student in business environment and formulation of business strategies in the real life situation. A successful policy and strategy leads to sustainable development of organization in the competitive world.

#### Course Outcome

Upon completion of the course students will have the ability to

Understand and assess the internal and external environment of the organization.

Assess and Frame Mission, Vision, Goals, Objectives, Policies and Strategies

Evaluate and Develop strategic management tools and recommend strategic responses to business problems.

Develop strategic management plan for sustainable development of the organization

Analyse and Implement their responsibility to the society and stakeholders

#### Unit-1 Basic concepts of Business Policy

Business Policy: Meaning and definition – Importance – Scope – Need Essentials of An Effective Business Policy, Types and Classification of Policies – Organizational Direction: Vision – Mission – Objectives – Goals of business, Business Planning: Process – Benefits – Limitation.

#### Unit-2 Business Analysis

Business Portfolio Analysis: BCG matrix – GE matrix, Industry Analysis: Michael Porter's Five force model – Strategic Competitive Advantage Analysis – Values Chain in Analysis – 7' Frame work – SWOT analysis.

#### Unit-3 Basic concept of strategy

Evolution of Strategy – Strategic Management – Benefits – Strategy Vs Policy – Strategy Formulation – Strategic Planning – Strategic Management Process – Strategic Decision Making – Strategic Risks – Corporate Level Generic Strategies – Strategy Implementation: Functional Issues, Challenges of Strategy Implementation – Strategic Evaluation and Control Process – Monitoring Performance and Evaluating Deviations

#### Unit-4 Business Development Strategies

Business Growth Strategies: Intensive – Integrative – Diversification Strategies, Functional Strategies: Marketing Strategies – Production Strategies – HR Strategies – Financial Strategies – Product Strategies, Business Process Re-engineering.

#### Unit-5 Business Vs Social

Social Audit: Benefits – Procedures, Ethical and Social Considerations in Strategy Development – Business Organization in Society – Social issues in Business - Strategic Management in Non-Profit Organization.

#### References

- 1) Arthur A Thompson, *Crafting and Executing Strategy*, 13<sup>th</sup> edition TMH, 2006.
- 2) Azhar Kazmi, *Business Policy and Strategic Management*, Tata McGraw Hill, New Delhi, 2008.
- 3) C.B. Matoria, Cathis Matoria and P. Subba Rao, *Business Policy and Strategic Management*, Himalaya Publishing House, Mumbai, 2011.
- 4) Charles W.I. Hill. Jareth R. Jones, *An Integrated Approach to Strategic Management*, Cengage Learning, New Delhi, 2009.
- 5) Francis Cherunilam, *Strategic Management*, Himalaya Publishing House, Mumbai, 2008.
- 6) Fred R. David, *Strategic Management*, PHI Learning, New Delhi, 2009.
- 7) Ghosh, P.K., *Strategic Management Text & Cases*, Sultan Chand & Sons, New Delhi, 2012.
- 8) John A. Pearce, Richard Robinson and Amita Mital, *Strategic Management*, Tata McGraw Hill, New Delhi, 2012.

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## 19BPTC502 – RESEARCH METHODOLOGY

### Course Objectives

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

### Course Outcome

At the end of this course, the students should be able to:

Describe and discuss the basic concepts of research and its methodologies

Identify the appropriate research problem and parameters and conduct a analysis more appropriate manner

Conduct research, produce reports, and recommend changes in business practices.

### Teaching Methods

Group Discussions, Role play, Lectures, Seminar Presentations, Computer Aided Teaching.

#### Unit–1 Introduction to Research and Research Methodology

Research – Meaning – Types – Nature and scope of research – Problem formulation – Statement of research Objective – Value and cost of information – Importance of research in Management – Research process – Research design.

#### Unit–2 Data Collection

Methods of data collection – Observational and Survey methods – Field work plan – Administration of surveys – Training for field investigators – Sampling methods – Sample size.

#### Unit–3 Research Tools

Source of Data – Primary – Secondary data – Questionnaire Design; Attitude measurement techniques – Scaling Techniques.

#### Unit–4 Application of Statistics in Research

Introduction to Statistics – Estimation of Population parameters – Point of Internal estimates of means and proportions – Correlation – Regression – Hypothesis testing – Chi-square test – T test – F test – Tabulation of data – Analysis of data – Advanced techniques – ANOVA – Discriminate Analysis – Factor analysis – Multidimensional Scaling – Cluster Analysis.

#### Unit–5 Report Preparation

Research Applications – Types of Report – Report preparations – Format – Languages – Tables – Pictures & Graphs – Bibliography Comments.

### References

- 1) Kothari, C.R., *Research Methodology*, New Age International (P) Ltd, New Delhi, 2004.
- 2) Arora, P.N. & S. Arora, *Statistics for Management*, S. Chand & Company Ltd., New Delhi, 2007.
- 3) Bhandarkar Wilkinson Laldas, *Methodology and Techniques of Social Research*, Himalaya Publishing House, Mumbai, 2004.
- 4) Donald R. Cooper and Pamela S. Schindler, Tata McGraw Hill, 9<sup>th</sup> Edition, New Delhi.
- 5) Dwiedi, R., *Research Methods in Behaviour Science*, Macmillan India Ltd., New Delhi, 2001.
- 6) Krisnasamy, O.R. and M. Ranganathan, *Methodology of Research in Social Science*, Himalaya Publishing House, Mumbai, 2005.
- 7) Panneerselvam, R., *Research Methodology*, Prentice Hall of India, New Delhi, 2008.

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CO6								√							√					

### 19BPTC503 C – HAZARD, SAFETY AND DISASTER MANAGEMENT

#### Course Objective

To assess the predictable risk and natural disaster

To introduce the skill set to mitigate the risk

To think about safety and disaster management plan

To take right decision with latest tools and techniques to reduce hazard and improve safety

#### Course Outcome

Understand hazard identification

Know the safety management

Acquiring knowledge in Health and Risk assessment

Learn to reduce the environmental risks with proper methodology

#### Unit 1

Hazard identification-Process study, Process flow diagram, layout plan, Hazard and operability study (HAZOP).

#### Unit II

Safety management, Consequence analysis, Health and risk assessment.

#### Unit III

Introduction to risk, rules and regulations associated with risk, categorization of risk-Individual risk, Gender aspects of Risk, weighted risk, social risk, anticipated risk.

#### Unit IV

Failure modes, Effects and critical analysis, fault tree analysis, event tree analysis.

#### Unit V

Environmental Risks - Objectives of Disaster Management Plan - Disaster management-Methodology of Risk Assessment.

#### References

1. Less F.P. *Loss prevention in the process industries*, Butterworths, 1996.
2. Walls, G.L. *Safety in Power Plant Design*, John, Wiley and sons, 1995.
3. *Handbook of Reliability Engineering*, Mc Graw Hill, 1999.
4. Withers John, *Major Industrial Hazards*, Gown Technical press, 1998.

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	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
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### 19BPTC503H – MANAGEMENT OF TRAINING AND DEVELOPMENT

#### Course Objectives

The Purpose of this paper is to provide an in–depth understanding of the role of Training in the HRD, and to enable the course participants to manage the Training systems and processes.

#### Course Outcome

To educate the students to become aware of the importance of training in industries. To help the students to acquire the training skill and knowledge.

To make them understand the importance of training, know the different types of training and analyse the advantages and disadvantages of them for a range of employees

#### Teaching Methods

Lectures and Case Study.

#### Unit–1 Introduction

Concepts of Training and Development – Learning principles – Learning curve – Identifying training needs – Structure and functions of training department – Evaluation of Training programme – Roles, Responsibilities and Challenges to Training Managers.

#### Unit–2 Training Techniques

Techniques of on-the-job training – Coaching – Apprenticeship – Job rotation – Job instruction Training – Training by supervisors – Techniques of off-the-job training; Lectures, Conferences, Group, discussion – Case studies, Role playing, Programmed instruction, T–Group Training – Simulation, Brain Storming, Audio visual lessons – In basket games, Transcendental meditation and Psychodrama.

#### Unit–3 Career – Planning

Concept of Career – Career Stages – Career planning and Development – Need – Steps in Career planning – Methods of career planning and Development – Career problems and solution – Guidelines for Career Management.

#### Unit–4 MDP and Training Institutions

Concept of Management Development – Need and importance of management Development – Management development process – Components of MD programme – Need for Training in India – Government – Policy on Training – Training institutes in India.

#### Unit–5 MDP Institutions

Management Development Institute: – Management development programmes in public sector and private sector organizations – Productivity councils – Management Associations – Educational Institute – Consultant – Critical appraisal of training and development programme in India.

#### References

- 1) Rao, PL., *HRD through In-House Training*, Vikas Publishing House (P) Ltd., New Delhi, 1998.

- 2) Raymond A Noe, and Amitabh Deo Kodwani., *Employee Training and Development*, 5<sup>th</sup> Edition, Mc Graw Hill, New Delhi, 2012.
- 3) Raymond A. Noe, Amitabh Deokodwani, *Employee Training & Development*, Tata McGraw Hill, New Delhi, 2012.
- 4) Reid, M.A., *Training Interventions: Managing Employee Development*, IPM, 3<sup>rd</sup> ed., London, 1992.
- 5) Rolf Lynton and Udai Pareek, *Training for Development*, Sage Publications India (P) Ltd., New Delhi, 1990.

### Mapping of Course Outcomes with Programme Outcomes and Programme Specific Outcome

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1													√							
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CO4																√				
CO5											√						√			
CO6								√												√

### 19BPTC503F – INVESTMENT SECURITIES AND PORTFOLIO MANAGEMENT

#### Course Objectives

The Objective of this course is to impose knowledge to students regarding the theory and practice of security analysis and making investment decisions.

#### Course Outcome

This course will enhance the knowledge of students on the investment pattern and investment decisions

The students can understand the methods of Security analysis and Stock analysis

#### Teaching Methods

Lecture, Case Study and Seminar Presentation.

#### Unit-1 Nature, Scope of Investment Management and Listing of Securities

Investments – Concept and objectives – Nature of Investment – Scope for Investment – Types of Investors – The Investment process – Stages of Investment – Speculation – Types of Speculators – Distinction between Investment and Speculation – Gambling – Features of Gambling - Listing of Securities: Introduction – Advantages of Listing – Legal Requirements – Key provisions in listing agreement.

Brokerage Business: Introduction – Functions of a brokerage firm – Functional specialisation of members – Selecting a broker – Execution of orders – Types of transactions in a Stock Exchange – Mechanics of Share Trading – Carry forward Facility – Badla Transactions – Revised Carry Forward System ( RCFS ) – Brokerage Charges.

#### Unit-2 Common Stock Analysis

Fundamental Analysis: Economic Analysis – Stock market and the economy – Business cycle and the stock market.

Industry Analysis: Classification of industries – Industry life cycle – Methods of analysis – Key characteristics of an industry analysis.

Company Analysis: Introduction – Internal information – External information – General aspects.

Financial Analysis: Introduction – Structure of a Balance sheet – Financial Ratios and their significance – Valuation of shares. (Simple Problems).

**Unit-3 Technical Analysis and the Efficient Market Theory**

Technical Analysis: Introduction – Tools for technical analysis – The Dow Theory – Advantages and limitations of technical analysis.

Charting Techniques: Introduction – Meaning of Charts – Methods of preparing charts – Uses and limitations “P” and “F” (charts points and figure) – Pattern of charts and their uses.

Dollar cost averaging: Introduction – Meaning of DCA – Guidelines for using DCA – Modified DCA plans.

**Unit-4 Portfolio Management**

Introduction – Meanings – Objectives of portfolio – Traditional portfolio analysis – Diversification of portfolio – Portfolio selection – Portfolio revision Techniques – Advantages and Limitations.

Capital Asset Pricing Model – Security Market Line – Capital Market Line – SML Versus CML. (Simple problems)

**Unit-5 Financial Derivatives Markets**

Warrants: Definition – Considerations for shares issued through warrants – Gearing effect – Valuing warrants – Lapse of warrants – Futures markets – Hedging using index futures – futures versus options – synthetic futures – futures versus forward markets – strategies for futures markets.

Swaps – Basic Swap structures – Interest Rate Swap – Fixed Rate Currency Swaps

Currency Coupon Swap – Basis Rate Swaps.

**References**

- 1) Bhalla, V.K., *Financial Derivatives*, 1<sup>st</sup> ed., S. Chand & Company Ltd., New Delhi, 2001.
- 2) Bhalla, V.K., *Investment Management; Security analysis and Portfolio Management*, 14<sup>th</sup> Ed., S. Chand and Company, New Delhi, 2008.
- 3) Nofsinger and R. John, *The Psychology of Investing*, Prentice Hall, 2005.
- 4) Perman and H. Stephen, *Financial Statement Analysis and Security Valuation*, McGraw Hill Irwin, 2001.
- 5) Prasana Chandra, *Investment Analysis and Portfolio Management*, 2<sup>nd</sup> Ed., Tata McGraw Hill Publishing Company Ltd, New Delhi, 2005.
- 6) Preetisingh, *Investment Management*, 13<sup>th</sup> Ed., Mumbai, Himalaya Publishing House, 2008.
- 7) Ranganathan, M. and R. Madhumathi, *Investment Analysis and Portfolio Management*, 1<sup>st</sup> Ed., Pearson Education (Singapore) Pvt. Ltd., New Delhi, 2005.
- 8) Trivoli and W. George, *Personal Portfolio Management*, Prentice Hall, 2000.

Mapping of Course Outcomes with Programme Outcomes and Programme Specific Outcomes

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1		✓																	✓	
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CO3		✓											✓							
CO4							✓													✓
CO5								✓							✓					
CO6															✓					

## 19BPTC504C- POWER TARIFF, ENERGY TRADING AND PRICING

### Course Objective

To appraise about what is electricity power tariff

To impart knowledge on Energy trading and Pricing

To assess the legal challenges in energy trading and pricing

To take right decision with latest tools and techniques to reduce energy waste to improve energy efficiency and reduce the tariff

### Course Outcome

Understand the Energy tariff structure with legal issues

Know the ways to improve energy conservation measures

Acquiring knowledge about electricity regulatory commission and different tariff plans Learn the negotiating skill in Power Purchase Agreement with anticipated risks

### Unit-1

Tariff structure – fixed tariff, availability based tariff, time of the day tariff, Multi Year Tariff, Taxation and Investment Framework, Financial Modeling of a Power Utility, Filing of ARR for a Distribution Utility, Comparison of year wise tariff/ state wise

### Unit-2

Requirements of PPA, Risks and responsibilities in a power purchase agreement, Desirable Principles of power purchase agreements, Assessment of Tariff levels, Scope of the PPA, Articles and schedules of a model PPA, Definition and interpretation of terms of a model PPA,

### Unit-3

Negotiating Power purchase agreements, PPA - Financial and legal issues, Drafting of a model PPA, Study and Analysis of a sample PPA between a Generation and Distribution Utility.

### Unit-4

Present Energy pricing Scenario in India and World, Coal Pricing, Gas Pricing, Oil Pricing, History of Energy pricing mechanism – India and World.

### Unit-5

Basic theory of energy pricing –Models, Pricing under various environments, cost and supply analysis, price and out-put determination.

**Case Study :** Financial Statement Analysis of a Power Sector Organization, Power Project Appraisal, Returns of a large Power Project etc.

### References

- 1) Terms and Conditions of Tariff – CERC Regulations.
- 2) Gupta G.S., Managerial Economics, 2<sup>nd</sup> Edition, Tata McGraw Hill, NewDelhi, 2011.
- 3) Hiren Sarkar and Gopal K. Kadekodi, Energy Pricing in India: Perspective, issues, and options, United Nations Development Programme and Economic Commission for Asia and the Pacific, 1988.
- 4) Mohan Munasinghe and Gunter Schramm, Energy Economics - Demand Management and Conservation Policy, Van Nostrand Reinhold Company, 1983.

## Mapping of Course Outcomes with Programme Outcomes and Programme Specific Outcome

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
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C06				√													√			

### 19BPTC504H – COMPENSATION MANAGEMENT

#### Course Objectives

Understanding of the compensation is important for the efficient decision making relating to management and wage administration. The course aims to provide an understanding application and interpretation for the wages and their implications for employee compensation.

#### Course Outcome

This paper helps to understand the various dimensions of Compensation Management. The student may familiarise the role of various bodies involved in Compensation Management.

#### Unit–1 Wage Determination

Issues in Wage Determination – Components of Wage Payment – Relevant Legislations Regarding Wages – Wage Determination at the enterprise Level.

#### Unit–2 Job Evaluation for Personnel

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

#### Unit–3

Removing Wage Disparities – Reorganising the Wage Structure in a Company – Administration and Control – Preparation of Pay Roll and Wage Calculations – Wage Fixation through Adjudication, Wage Boards and Collective Bargaining – Implementing a Job Evaluation Scheme – Job Evaluation for Plant Personnel – Job evaluation for Engineering – Technical and Professional Personnel – Job Evaluation for Office Personnel – Job evaluation and Pay Plans for Sales Personnel

#### Unit–4

Fundamentals and Relational for Wage Incentives – Incentive Plans – Individual and Group. Group Incentives: Case Studies: (i) Bank Wiring Observation Room, (ii) British Coal Mine – Productivity Bargaining – Indian Situation. Incentive for Supervisory and Managerial Personnel – Profit Sharing and Stock Ownership – Fringe Benefits.

#### Unit–5 Managerial Remuneration

Managerial Remuneration: Fundamentals – Managerial Remuneration: Situation in India. Managerial Remuneration: Boothalingam and Sachar Committee – Managerial Remuneration in the Future.

#### References

- 1) David W. Belcher, *Wages and Salary Administration*, Prentice Hall, New Delhi, 1962.
- 2) Elizabeth Lanham, *Administration of Wage and Salaries*, Harper & Row 2011.
- 3) Famulare, *Handbook of Modern Personnel Administration*, McGraw Hill, 1972.

- 4) Pramod Verma, *Wage Determination Concepts and Cases*, Wiley Eastern, 1980.
- 5) Richar I, Henderson, *Compensation Management: Rewarding Performance in the Modern Organisation*, Reston Publication Company, 1985.
- 6) Suri, G.K. Wage, *Incentives: Theory and Practice. Shri Ram Centre of Industrial Relations and Human Resources*, 1973.

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### 19BPTC504 F – BANKING AND INSURANCE MANAGEMENT

#### Course Objectives

The main objective of this course is to help students to learn the various insurance and banking practices and their role in the over all financial sectors.

#### Course Outcome

Upon completion of this course, the student will have the ability to

- Understand the features of banking and classification of banking
- Identify the importance of Private bank, functions of commercial bank and
- Recent Trends in Indian Banking
- Comprehend the role and importance of Insurance, classification of policies and calculation of premium.

#### Teaching Methods

Lectures, Case Study and Seminar presentation.

#### Unit–1 Introduction

Evolution – Development of Banking in India – Meaning – Features of Banking – Classification of Banks – Banking System – Banks and Economic Development – Nationalisation of Banks – Achievements after Nationalisation.

#### Unit–2 Private Sector Banks

Private sector Banks in India – Importance of Private Sector Banks in India – Indigenous Bankers and Moneylenders – Function of Commercial Banks – Reserve Bank of India – Junction – Role – Monetary Packing.

#### Unit–3 Recent Trends in Indian Banking

Recent Trends in Indian Banking: Types of Financing – Repayment Method – Venture Capital – Factoring services – Banknet – Automated Teller Machines (ATM) – Phone Banking – Net Banking – Gold Deposit Scheme – Multi- Dimensional Developments.

#### Unit–4 Insurance Concepts

Introduction to Insurance: Definition and nature of Insurance – Evolution – Role and Importance of Insurance – Insurance contract – Insurance Device- Professional Approach – The basic principles of Insurance.



### Unit-5 Classifications and Legal Aspects of Insurance Business

Life Insurance – Nature – Classification of policies – selection of Risk – Calculation of premium – Surrender Value – Investment of funds – Marine Insurance: Nature- Marine Insurance Policies – Premium calculation – Marine losses – Payment of claims.

Fire Insurance: Nature – uses – Kinds of policies – Rate Fixation – Payment of claim – Re-insurance.

Legal and Financial Aspects of Insurance: Sources of Law – Tax Laws – Financial aspects of Insurance Business – IRDA Acts.

#### References

- 1) Anand Ganguly, *Insurance Management*, New Age International (P) Ltd., 2009.
- 2) Balachandran, *Principles of Life Insurance*, Published by Insurance Institute of India, Mumbai.
- 3) Kiran, *Commercial Bank and Financial Management in the Financial Services Industry*, Fourth Edition, Macmillan Press, New Delhi 2001.
- 4) Majmudar, *Principles of Insurance*, Published by Insurance Institute of India, Mumbai, 2000.
- 5) Mishra, *Insurance Principles and Practice*, Published by S.Chand & Company Ltd., New Delhi, 2000.
- 6) Nirmala Prasad, *Banking and Financial System*, Published by Himalaya Publishing House, Mumbai, 2007.
- 7) Paremewan, *Indian Banking*, Published by S.Chand & Company Ltd., New Delhi, 2005.

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## **THIRD YEAR SEMESTER - VI BUS31-601 : PROJECT VIVA-VOCE**

### **Project Training**

Summer project is an on-the-job training that inculcates practical knowledge and improves performance by giving an insight into business realities. As a part of the curriculum, the project is intended to input practical and conceptual knowledge to the students which is to be carried out for 90 days.

A committee is constituted for the overall Co-ordination of the students. The students undertake projects in various organizations all over the country. Faculty members also render their help in finding project placements. Students will be allotted faculty guides and they are advised to undertake projects based on their individual area of specialization. The topics are selected by consulting with their project guides and company guides.

MBA project will have 150 marks and viva will have 50 marks. It is resolved to abolish internal assessment mark for project work. The project dissertation will be evaluated for 150 marks (double valuation) and 75 marks is fixed as the minimum requirement for passing the project. If less than 75marks scored by the candidate, he or she has to redo the project. The viva is for 50 marks and the minimum requirement is 25 marks. If a candidate has secured more than 25 and failed in the project, he has to once again carry over the project and reappear for the viva.

### **Project Related Activities**

Project discussions for students with their guides have to be made once in a week.

Students can make use of the computer lab facilities for execution of their project work and for preparation of their report.

Frequent workshops and review meetings will be conducted with trainers and experts of various disciplines.

A formal interim – project presentation will be held before their juniors. This presentation acts as a good ground of experience on the part of the presenters while a good beginning of insight for the juniors.

A mock viva-voce will be held before appearing for their main project viva-voce examination to gain an experience.

Best Project Contest will be conducted every year to provide a platform to exhibit the skills they have acquired during the summer project training.

Students are encouraged to participate in the National Level Project contest held at various institutions.

Students are also encouraged to work towards publishing a paper along with the help of their faculty guide to add a real value to their project work.