



## APPLICATION FOR RECOGNITION OF HEI / PROGRAMMES UNDER OPEN AND DISTANCE LEARNING MODE UGC (ODL) REGULATIONS, 2018

Academic session beginning July, 2018

### Part A

## Higher Educational Institutions Details

Registration ID :	DEB/PON/143/2017/179
Name of the Higher Educational institution :	PONDICHERRY UNIVERSITY
Address :	PONDICHERRY UNIVERSITY, DR. B.R.AMBEDKAR ADMINISTRATIVE BUILDING, R.V.NAGAR, KALAPET, PUDUCHERRY
Tel :	0413-2655179
Email :	REGISTRAR-PU.PY@GOV.IN
State :	PONDICHERRY
Fax :	0413-2655734
Official Website of HEI :	WWW.PONDIUNI.EDU.IN
Name of the Vice Chancellor :	PROF.GURMEETSINGH
Name of the Pro Vice Chancellor/Rector(if any):	NA
Name of the Registrar	DR. K. THARANIKKARASU
Name of the Department/School/Centre of Distance Education :	DIRECTORATE OF DISTANCE EDUCATION
Address of the Department/School/Centre of Distance Education:	DIRECTORATE OF DISTANCE EDUCATION, PONDICHERRY UNIVERSITY KALAPET PUDUCHERRY- 605014
Tel of the Department/School/Centre of Distance Education:	0413-2655256
Email of the Department/School/Centre of Distance Education:	DIRECTOR.DDE@PONDIUNI.EDU.IN
Fax of the Department/School/Centre of Distance Education:	0413-2655258
Official website for distance education, if any :	NA
Name of Director/Head of Department/Head of School/Centre of Distance Education :	PROF SIBNATH DEB
Designation :	DIRECTOR IC
Mobile No. :	08489797876
Type of HEI :	CENTRAL
Year of establishment of HEI :	Year : 1985 Month: 9
Recognition status of the HEI as per UGC Act, 1956:	SECTION 3
Is HEI also recognized under 12 (B):	YES
Whether accredited by NAAC? :	YES
Year of assessment of NAAC :	2011
NAAC CGPA Score :	3.150
NAAC Accreditation valid upto :	2016
Whether valid for the academic year 2018-19 :	NO
Whether HEI is ready or has already applied for NAAC	YES

TABLE 1.1

Academic Year Planner [Programmes under yearly system]:

Sr.No.	Name of the Activity	Tentative months schedule (specify months) during Year	
		From(Month)	To(Month)
1.	Admission	MAY	JUL
2.	Distribution of SLM	MAY	AUG
3.	Contact Programmes(counselling, Practicals,etc.)	APR	MAY
4.	Assignment Submission (if any)	NA	NA
5.	Evaluation of Assignment	NIL	NIL
6.	Examination	JUN	JUN
7.	Declaration of Result	SEP	SEP

TABLE 1.2

Academic Year Planner [Programmes under Semester System]:

Sr.No.	Name of the Activity	July		January	
		From	To	From	To
1.	Admission	MAY	JUL	DEC	FEB
2.	Distribution of SLM	MAY	AUG	DEC	MAR
3.	Contact Programmes(counselling, Practicals,etc.)	OCT	NOV	APR	MAY
4.	Assignment Submission (if any)	NA	NA	NA	NA
5.	Evaluation of Assignment	NIL	NIL	NIL	NIL
6.	Examination	DEC	JAN	JUN	JUN
7.	Declaration of Result	SEP	SEP	MAR	MAR

TABLE 1.3

TOTAL BUILT UP AREA EXCLUSIVELY FOR OPEN AND DISTANCE LEARNING (MINIMUM 15000 SQ):

Built-up Area Type	Minimum Built up area required as per Regulations	Built-Up Area available(Carpet Area Sq. ft)	Difference
Academic	7500	8363.55	-863.549999999999
Administrative	1500	12539.95	-11039.95
Academic support such as Library, Reading Room, Computer Centre, Information and Communication technology labs, Video and Audio Labs etc.	4500	14552.79	-10052.79
Amenities or other support facilities(Excluding toilets)	1500	1883.68	-383.68
<b>Total built-up area for ODL activities</b>	<b>15000</b>	37339.97	-22339.97

TABLE 1.4

DETAILS OF STUDENTS ENROLLED AND PASSED UNDER ODL MODE :

Academic year	Particular	UG Degree	PG Degree
2017-18	No. of students enrolled	0	7513
	No. of students passed	0	0
2016-17	No. of students enrolled	117	5387
	No. of students passed	17	2060
2015-16	No. of students enrolled	220	5911
	No. of students passed	0	3138

TABLE 1.5(Proposed Programme details for Distance Education)

SrNo.	Name of Programme proposed to be offered from July, 2018 onward	Whether as per UGC Degree specification 2014(Y/N)	Minimum Duration of programmes (years)	Type of Programme: Professional or General	Whether SLM prepared for complete programme	Whether offered under Regular mode
1	MASTER OF BUSINESS ADMINISTRATION IN FINANCE	YES	2	PROFESSIONAL	YES	YES
2	MASTER OF BUSINESS ADMINISTRATION IN GENERAL	YES	2	PROFESSIONAL	YES	YES
3	MASTER OF BUSINESS ADMINISTRATION IN HOSPITAL MANAGEMENT	YES	2	PROFESSIONAL	YES	NO
4	MASTER OF BUSINESS ADMINISTRATION IN HUMAN RESOURCE MANAGEMENT	YES	2	PROFESSIONAL	YES	YES
5	MASTER OF BUSINESS ADMINISTRATION IN INTERNATIONAL BUSINESS	YES	2	PROFESSIONAL	YES	YES
6	MASTER OF BUSINESS ADMINISTRATION IN MARKETING	YES	2	PROFESSIONAL	YES	YES
7	MASTER OF BUSINESS ADMINISTRATION IN OPERATION AND SUPPLY CHAIN MANAGEMENT	YES	2	PROFESSIONAL	YES	YES
8	MASTER OF BUSINESS ADMINISTRATION IN TOURISM	YES	2	PROFESSIONAL	YES	YES
9	BACHELOR OF BUSINESS ADMINISTRATION	YES	3	GENERAL	YES	NO
10	BACHELOR OF COMMERCE	YES	3	GENERAL	YES	NO
11	MASTER OF ARTS IN ENGLISH	YES	2	GENERAL	YES	YES
12	MASTER OF ARTS IN HINDI	YES	2	GENERAL	YES	YES
13	MASTER OF ARTS IN SOCIOLOGY	YES	2	GENERAL	YES	YES

TABLE 1.6(Regional Centre details)

SrNo.	Name & Address of Regional Centre	HEI Association with RC (Owned, maintained etc.)	Name and Contact Details of Coordinator/Counsellor	Qualification of Coordinator/Counsellor at RC	No. of Counsellor at RC	No. of LSC covered under RC
1	NA	NA	NA	NA	0	0

TABLE 1.7(Learner Support Centre (LSC) details)

SrNo.	Name & Address of College/institute (where LSC is established):	Name of HEI to which College/institute is affiliated (where LSC is established)	Whether the College/institute is private or Govt.(where LSC is established)	Name and Contact Details of Coordinator/counsellor	Qualification of Coordinator/Counsellor	No. of Counsel
1	NA	NA	NA	NA	NA	0

TABLE 1.8(Staff Details)

ACADEMIC STAFF FOR ODL PROGRAMMES:			
Type of Staff	Number of officials on full time and dedicated basis	No. of official exclusively for ODL	No. of temporary staff
Director	0	1	1
Associate Professor	0	0	0
Assistant Professor	0	3	3
Any other (Please specify) ASSISTANT DIRECTOR	0	1	1

TABLE 1.9(Administrative staff)

ADMINISTRATIVE STAFF FOR ODL PROGRAMMES:			
Type of Staff	Number of officials	No. of official exclusively for ODL	No. of temporary staff
Deputy Registrar	0	0	0
Assistant Registrar	2	2	0
Section Officer	3	3	0
Assistants	10	10	0
Computer Operators	6	6	5
Class-IV/Multi Tasking Staff	4	4	0
Technical / Professional	1	1	0
Any other (Please specify) DAILY WAGE LABOUR	2	2	2

TABLE 1.10(Examination Centre)

A). PROPOSED EXAMINATION CENTRE FOR TERM END EXAMINATION FOR ODL PROGRAMME FOR UPCOMING ACADEMIC YEARS :		
Sr No.	Preparedness Status	YES/NO
(i)	Whether examination centre is within the territorial jurisdiction of the HEI as per Annexure IV of ODL Regulations	YES
(ii)	Whether the examination centre is located as per clause 13 (7) of Part IV of Regulations	YES
(iii)	Provision of CCTV Cameras	NO
(iv)	Provision of Bio-metric attendance	NO
(v)	Provision of Video recording	NO



## Activities for Examination

### B). ACTIVITIES FOR EXAMINATION :

Sr No.	Activity	By the HEI/Outsider Agency/ Both
(i)	Paper setting	BY THE HEI
(ii)	Conduct of examination	BY THE HEI
(iii)	Evaluation of answer sheets	BY THE HEI
(iv)	Declaration of results	BY THE HEI
(v)	If any other , specify NA	NA

## Other Information

TABLE 1.11(COMPUTERIZATION/DIGITIZATION STATUS OF THE FOLLOWING ACTIVITIES):

Sr No.	Activities	Yes or No
(i)	Student registration/Admission	YES
(ii)	Administration	YES
(iii)	Finance	YES
(iv)	Academic activities	YES
(v)	Student Support System	YES
(vi)	Continuous Evaluation	NO
(vii)	Online support	YES

TABLE 1.12(Details of full time dedicated Help Desk for ODL mode Student)

(i)	Help Desk Address	PONDICHERRY UNIVERSITY, DR. B.R.AMBEDKAR ADMINISTRATIVE BUILDING, R.V.NAGAR, KALAPET, PUDUCHERRY
(ii)	Name of Contact Person	MS. NIBEDITA
(iii)	Designation	ACADEMIC COORDINATOR LEVEL-1
(i)	Phone no.	2654441
(i)	Email Id	COORDINATOR.DDE@PONDIUNI.EDU.IN
(i)	Contact hours for Help Desk	10.00 AM TO 5.00 PM

TABLE 1.13(Status of a Court case(s) pertaining to (if any) filed by the HEI or any Institution or body related to the HEI offering Open and Distance Education wherein UGC has been made a party)

W.P.No	Court/Jurisdiction	Status as on date
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NA	NA	NA
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## Part B

Sr No.	Name of Programme
1	BACHELOR OF BUSINESS ADMINISTRATION
2	BACHELOR OF COMMERCE
3	MASTER OF ARTS IN ENGLISH
4	MASTER OF ARTS IN HINDI
5	MASTER OF ARTS IN SOCIOLOGY
6	MASTER OF BUSINESS ADMINISTRATION IN FINANCE
7	MASTER OF BUSINESS ADMINISTRATION IN GENERAL
8	MASTER OF BUSINESS ADMINISTRATION IN HOSPITAL MANAGEMENT
9	MASTER OF BUSINESS ADMINISTRATION IN HUMAN RESOURCE MANAGEMENT
10	MASTER OF BUSINESS ADMINISTRATION IN INTERNATIONAL BUSINESS
11	MASTER OF BUSINESS ADMINISTRATION IN MARKETING
12	MASTER OF BUSINESS ADMINISTRATION IN OPERATION AND SUPPLY CHAIN MANAGEMENT
13	MASTER OF BUSINESS ADMINISTRATION IN TOURISM
14	MASTER OF COMMERCE IN FINANCE
15	POST GRADUATE DIPLOMA IN BUSINESS ADMINISTRATION
16	POST GRADUATE DIPLOMA IN FINANCE
17	POST GRADUATE DIPLOMA IN FINANCIAL MANAGEMENT
18	POST GRADUATE DIPLOMA IN HUMAN RESOURCE MANAGEMENT
19	POST GRADUATE DIPLOMA IN INTELLECTUAL PROPERTY RIGHTS
20	POST GRADUATE DIPLOMA IN MARKETING
21	POST GRADUATE DIPLOMA IN MARKETING MANAGEMENT
22	PROPERTY POST GRADUATE DIPLOMA IN INTELLECTUAL PROPERTY

**NAME OF THE PROGRAMME : BACHELOR OF BUSINESS  
ADMINISTRATION**

## Details of the Programme Proposed to Be Offered Through Open & Distance

### Learning Mode

Name of the Programme :	BACHELOR OF BUSINESS ADMINISTRATION
Whether nomenclature of proposed Programme is as per UGC norms :	YES
Whether duration of the proposed Programme is as per UGC norms :	YES
Whether minimum eligibility criteria for admission in the proposed Programme is as per UGC norms. :	YES
Name of the Department :	DIRECTORATE OF DISTANCE EDUCATION
Whether complete SLM prepared for full Programme :	YES
Whether SLM approved by Statutory bodies of HEI :	YES
Whether Program Project Report (PPR) prepared for the Programme and approved as per clause 11(2)&(3) of Part III of Regulations :	YES
Upload Document :	<a href="#">View Document</a>
Whether approval obtained from concerned Regulatory Authority, such as AICTE, NCTE etc. for offering the proposed Programme through distance mode. If yes, specify authority and give details :	NO
Upload Document :	<a href="#">View Document</a>
No. of permanent faculty available at Headquarters for Regular classes of proposed Programme :	15
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Professor) :	
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Associate Professor) :	0
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Assistant Professor) :	0
Whether the proposed Programme is offered under Regular mode also. If yes, since when :	NO
since when :	
Whether Choice Based Credit System (CBCS) is being	NO

## Details of students under the Proposed Programme

Year	Level	Mode of education	Intake capacity	Students admitted	Students Passed
2017-18	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
2016-17	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
2015-16	Under Graduate	Regular mode	0	0	0
		ODL mode	0	44	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0

## Mode of evaluation for the proposed programme under distance mode

	Yes or No	Weightage in overall assessment
Assignments	NO	0
Practicals	NO	0
Project	NO	0
Term End Exam	YES	100

## Mode of delivery of SLM/SIM (State Yes or No)

Printed material	E-content	Audio/Video	Online Mode
YES	YES	YES	YES

**NAME OF THE PROGRAMME : BACHELOR OF COMMERCE**

## Details of the Programme Proposed to Be Offered Through Open & Distance

### Learning Mode

Name of the Programme :	BACHELOR OF COMMERCE
Whether nomenclature of proposed Programme is as per UGC norms :	YES
Whether duration of the proposed Programme is as per UGC norms :	YES
Whether minimum eligibility criteria for admission in the proposed Programme is as per UGC norms. :	YES
Name of the Department :	DIRECTORATE OF DISTANCE EDUCATION
Whether complete SLM prepared for full Programme :	YES
Whether SLM approved by Statutory bodies of HEI :	YES
Whether Program Project Report (PPR) prepared for the Programme and approved as per clause 11(2)&(3) of Part III of Regulations :	YES
Upload Document :	<a href="#">View Document</a>
Whether approval obtained from concerned Regulatory Authority, such as AICTE, NCTE etc. for offering the proposed Programme through distance mode. If yes, specify authority and give details :	NO
Upload Document :	<a href="#">View Document</a>
No. of permanent faculty available at Headquarters for Regular classes of proposed Programme :	7
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Professor) :	
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Associate Professor) :	0
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Assistant Professor) :	0
Whether the proposed Programme is offered under Regular mode also. If yes, since when :	NO
since when :	
Whether Choice Based Credit System (CBCS) is being	NO



## Details of students under the Proposed Programme

Year	Level	Mode of education	Intake capacity	Students admitted	Students Passed
2017-18	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
2016-17	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
2015-16	Under Graduate	Regular mode	0	0	0
		ODL mode	0	33	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0

## Mode of evaluation for the proposed programme under distance mode

	Yes or No	Weightage in overall assessment
Assignments	NO	0
Practicals	NO	0
Project	NO	0
Term End Exam	YES	100

## Mode of delivery of SLM/SIM (State Yes or No)

Printed material	E-content	Audio/Video	Online Mode
YES	YES	YES	YES

**NAME OF THE PROGRAMME : MASTER OF ARTS IN ENGLISH**

## Details of the Programme Proposed to Be Offered Through Open & Distance

### Learning Mode

Name of the Programme :	MASTER OF ARTS IN ENGLISH
Whether nomenclature of proposed Programme is as per UGC norms :	YES
Whether duration of the proposed Programme is as per UGC norms :	YES
Whether minimum eligibility criteria for admission in the proposed Programme is as per UGC norms. :	YES
Name of the Department :	DIRECTORATE OF DISTANCE EDUCATION
Whether complete SLM prepared for full Programme :	YES
Whether SLM approved by Statutory bodies of HEI :	YES
Whether Program Project Report (PPR) prepared for the Programme and approved as per clause 11(2)&(3) of Part III of Regulations :	YES
Upload Document :	<a href="#">View Document</a>
Whether approval obtained from concerned Regulatory Authority, such as AICTE, NCTE etc. for offering the proposed Programme through distance mode. If yes, specify authority and give details :	NO
Upload Document :	<a href="#">View Document</a>
No. of permanent faculty available at Headquarters for Regular classes of proposed Programme :	11
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Professor) :	
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Associate Professor) :	0
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Assistant Professor) :	0
Whether the proposed Programme is offered under Regular mode also. If yes, since when :	YES
since when :	1986
Whether Choice Based Credit System (CBCS) is being	YES

## Details of students under the Proposed Programme

Year	Level	Mode of education	Intake capacity	Students admitted	Students Passed
2017-18	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	100	95	0
		ODL mode	0	0	0
2016-17	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	100	91	0
		ODL mode	0	53	0
2015-16	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	100	87	87
		ODL mode	0	38	0

## Mode of evaluation for the proposed programme under distance mode

	Yes or No	Weightage in overall assessment
Assignments	NO	0
Practicals	NO	0
Project	NO	0
Term End Exam	YES	100

## Mode of delivery of SLM/SIM (State Yes or No)

Printed material	E-content	Audio/Video	Online Mode
YES	YES	YES	YES

**NAME OF THE PROGRAMME : MASTER OF ARTS IN HINDI**

## Details of the Programme Proposed to Be Offered Through Open & Distance

### Learning Mode

Name of the Programme :	MASTER OF ARTS IN HINDI
Whether nomenclature of proposed Programme is as per UGC norms :	YES
Whether duration of the proposed Programme is as per UGC norms :	YES
Whether minimum eligibility criteria for admission in the proposed Programme is as per UGC norms. :	YES
Name of the Department :	DIRECTORATE OF DISTANCE EDUCATION
Whether complete SLM prepared for full Programme :	YES
Whether SLM approved by Statutory bodies of HEI :	YES
Whether Program Project Report (PPR) prepared for the Programme and approved as per clause 11(2)&(3) of Part III of Regulations :	YES
Upload Document :	<a href="#">View Document</a>
Whether approval obtained from concerned Regulatory Authority, such as AICTE, NCTE etc. for offering the proposed Programme through distance mode. If yes, specify authority and give details :	NO
Upload Document :	<a href="#">View Document</a>
No. of permanent faculty available at Headquarters for Regular classes of proposed Programme :	4
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Professor) :	
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Associate Professor) :	0
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Assistant Professor) :	0
Whether the proposed Programme is offered under Regular mode also. If yes, since when :	YES
since when :	2004
Whether Choice Based Credit System (CBCS) is being	YES

## Details of students under the Proposed Programme

Year	Level	Mode of education	Intake capacity	Students admitted	Students Passed
2017-18	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	26	10	0
		ODL mode	0	0	0
2016-17	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	26	8	0
		ODL mode	0	26	0
2015-16	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	26	8	1
		ODL mode	0	24	0

## Mode of evaluation for the proposed programme under distance mode

	Yes or No	Weightage in overall assessment
Assignments	NO	0
Practicals	NO	0
Project	YES	5
Term End Exam	YES	95

## Mode of delivery of SLM/SIM (State Yes or No)

Printed material	E-content	Audio/Video	Online Mode
YES	YES	YES	YES

**NAME OF THE PROGRAMME : MASTER OF ARTS IN SOCIOLOGY**



## Details of the Programme Proposed to Be Offered Through Open & Distance

### Learning Mode

Name of the Programme :	MASTER OF ARTS IN SOCIOLOGY
Whether nomenclature of proposed Programme is as per UGC norms :	YES
Whether duration of the proposed Programme is as per UGC norms :	YES
Whether minimum eligibility criteria for admission in the proposed Programme is as per UGC norms. :	YES
Name of the Department :	DIRECTORATE OF DISTANCE EDUCATION
Whether complete SLM prepared for full Programme :	YES
Whether SLM approved by Statutory bodies of HEI :	YES
Whether Program Project Report (PPR) prepared for the Programme and approved as per clause 11(2)&(3) of Part III of Regulations :	YES
Upload Document :	<a href="#">View Document</a>
Whether approval obtained from concerned Regulatory Authority, such as AICTE, NCTE etc. for offering the proposed Programme through distance mode. If yes, specify authority and give details :	NO
Upload Document :	<a href="#">View Document</a>
No. of permanent faculty available at Headquarters for Regular classes of proposed Programme :	8
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Professor) :	
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Associate Professor) :	0
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Assistant Professor) :	0
Whether the proposed Programme is offered under Regular mode also. If yes, since when :	YES
since when :	1993
Whether Choice Based Credit System (CBCS) is being	YES

## Details of students under the Proposed Programme

Year	Level	Mode of education	Intake capacity	Students admitted	Students Passed
2017-18	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	40	37	0
		ODL mode	0	0	0
2016-17	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	52	23	0
		ODL mode	0	18	0
2015-16	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	52	36	32
		ODL mode	0	12	0

## Mode of evaluation for the proposed programme under distance mode

	Yes or No	Weightage in overall assessment
Assignments	NO	0
Practicals	NO	0
Project	NO	0
Term End Exam	YES	100

## Mode of delivery of SLM/SIM (State Yes or No)

Printed material	E-content	Audio/Video	Online Mode
YES	YES	YES	YES

**NAME OF THE PROGRAMME : MASTER OF BUSINESS  
ADMINISTRATION IN FINANCE**

## Details of the Programme Proposed to Be Offered Through Open & Distance

### Learning Mode

Name of the Programme :	MASTER OF BUSINESS ADMINISTRATION IN FINANCE
Whether nomenclature of proposed Programme is as per UGC norms :	YES
Whether duration of the proposed Programme is as per UGC norms :	YES
Whether minimum eligibility criteria for admission in the proposed Programme is as per UGC norms. :	YES
Name of the Department :	DIRECTORATE OF DISTANCE EDUCATION
Whether complete SLM prepared for full Programme :	YES
Whether SLM approved by Statutory bodies of HEI :	YES
Whether Program Project Report (PPR) prepared for the Programme and approved as per clause 11(2)&(3) of Part III of Regulations :	YES
Upload Document :	<a href="#">View Document</a>
Whether approval obtained from concerned Regulatory Authority, such as AICTE, NCTE etc. for offering the proposed Programme through distance mode. If yes, specify authority and give details :	NO
Upload Document :	<a href="#">View Document</a>
No. of permanent faculty available at Headquarters for Regular classes of proposed Programme :	3
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Professor) :	
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Associate Professor) :	0
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Assistant Professor) :	1
Whether the proposed Programme is offered under Regular mode also. If yes, since when :	YES
since when :	1986

## Details of students under the Proposed Programme

Year	Level	Mode of education	Intake capacity	Students admitted	Students Passed
2017-18	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
2016-17	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	1941	0
2015-16	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	1719	0

## Mode of evaluation for the proposed programme under distance mode

	Yes or No	Weightage in overall assessment
Assignments	NO	0
Practicals	NO	0
Project	YES	5
Term End Exam	YES	95

## Mode of delivery of SLM/SIM (State Yes or No)

Printed material	E-content	Audio/Video	Online Mode
YES	YES	YES	YES

**NAME OF THE PROGRAMME : MASTER OF BUSINESS  
ADMINISTRATION IN GENERAL**

## Details of the Programme Proposed to Be Offered Through Open & Distance

### Learning Mode

Name of the Programme :	MASTER OF BUSINESS ADMINISTRATION IN GENERAL
Whether nomenclature of proposed Programme is as per UGC norms :	YES
Whether duration of the proposed Programme is as per UGC norms :	YES
Whether minimum eligibility criteria for admission in the proposed Programme is as per UGC norms. :	YES
Name of the Department :	DIRECTORATE OF DISTANCE EDUCATION
Whether complete SLM prepared for full Programme :	YES
Whether SLM approved by Statutory bodies of HEI :	YES
Whether Program Project Report (PPR) prepared for the Programme and approved as per clause 11(2)&(3) of Part III of Regulations :	NO
Upload Document :	<a href="#">View Document</a>
Whether approval obtained from concerned Regulatory Authority, such as AICTE, NCTE etc. for offering the proposed Programme through distance mode. If yes, specify authority and give details :	NO
Upload Document :	<a href="#">View Document</a>
No. of permanent faculty available at Headquarters for Regular classes of proposed Programme :	15
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Professor) :	
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Associate Professor) :	0
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Assistant Professor) :	0
Whether the proposed Programme is offered under Regular mode also. If yes, since when :	YES
since when :	1986

## Details of students under the Proposed Programme

Year	Level	Mode of education	Intake capacity	Students admitted	Students Passed
2017-18	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	120	120	0
		ODL mode	0	0	0
2016-17	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	120	120	0
		ODL mode	0	867	0
2015-16	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	120	120	93
		ODL mode	0	399	0

## Mode of evaluation for the proposed programme under distance mode

	Yes or No	Weightage in overall assessment
Assignments	NO	0
Practicals	NO	0
Project	YES	5
Term End Exam	YES	95

## Mode of delivery of SLM/SIM (State Yes or No)

Printed material	E-content	Audio/Video	Online Mode
YES	YES	YES	YES



**NAME OF THE PROGRAMME : MASTER OF BUSINESS  
ADMINISTRATION IN HOSPITAL MANAGEMENT**

## Details of the Programme Proposed to Be Offered Through Open & Distance

### Learning Mode

Name of the Programme :	MASTER OF BUSINESS ADMINISTRATION IN HOSPITAL MANAGEMENT
Whether nomenclature of proposed Programme is as per UGC norms :	YES
Whether duration of the proposed Programme is as per UGC norms :	YES
Whether minimum eligibility criteria for admission in the proposed Programme is as per UGC norms. :	YES
Name of the Department :	DIRECTORATE OF DISTANCE EDUCATION
Whether complete SLM prepared for full Programme :	YES
Whether SLM approved by Statutory bodies of HEI :	YES
Whether Program Project Report (PPR) prepared for the Programme and approved as per clause 11(2)&(3) of Part III of Regulations :	YES
Upload Document :	<a href="#">View Document</a>
Whether approval obtained from concerned Regulatory Authority, such as AICTE, NCTE etc. for offering the proposed Programme through distance mode. If yes, specify authority and give details :	NO
Upload Document :	<a href="#">View Document</a>
No. of permanent faculty available at Headquarters for Regular classes of proposed Programme :	0
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Professor) :	
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Associate Professor) :	0
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Assistant Professor) :	0
Whether the proposed Programme is offered under Regular mode also. If yes, since when :	NO
since when :	

## Details of students under the Proposed Programme

Year	Level	Mode of education	Intake capacity	Students admitted	Students Passed
2017-18	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
2016-17	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
2015-16	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	170	0

## Mode of evaluation for the proposed programme under distance mode

	Yes or No	Weightage in overall assessment
Assignments	NO	0
Practicals	NO	0
Project	YES	5
Term End Exam	YES	95

## Mode of delivery of SLM/SIM (State Yes or No)

Printed material	E-content	Audio/Video	Online Mode
YES	YES	YES	YES

**NAME OF THE PROGRAMME : MASTER OF BUSINESS  
ADMINISTRATION IN HUMAN RESOURCE MANAGEMENT**

## Details of the Programme Proposed to Be Offered Through Open & Distance

### Learning Mode

Name of the Programme :	MASTER OF BUSINESS ADMINISTRATION IN HUMAN RESOURCE MANAGEMENT
Whether nomenclature of proposed Programme is as per UGC norms :	YES
Whether duration of the proposed Programme is as per UGC norms :	YES
Whether minimum eligibility criteria for admission in the proposed Programme is as per UGC norms. :	YES
Name of the Department :	DIRECTORATE OF DISTANCE EDUCATION
Whether complete SLM prepared for full Programme :	YES
Whether SLM approved by Statutory bodies of HEI :	YES
Whether Program Project Report (PPR) prepared for the Programme and approved as per clause 11(2)&(3) of Part III of Regulations :	YES
Upload Document :	<a href="#">View Document</a>
Whether approval obtained from concerned Regulatory Authority, such as AICTE, NCTE etc. for offering the proposed Programme through distance mode. If yes, specify authority and give details :	NO
Upload Document :	<a href="#">View Document</a>
No. of permanent faculty available at Headquarters for Regular classes of proposed Programme :	3
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Professor) :	
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Associate Professor) :	0
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Assistant Professor) :	0
Whether the proposed Programme is offered under Regular mode also. If yes, since when :	YES
since when :	1986

## Details of students under the Proposed Programme

Year	Level	Mode of education	Intake capacity	Students admitted	Students Passed
2017-18	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
2016-17	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	1676	0
2015-16	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	1413	0

## Mode of evaluation for the proposed programme under distance mode

	Yes or No	Weightage in overall assessment
Assignments	NO	0
Practicals	NO	0
Project	YES	5
Term End Exam	YES	95

## Mode of delivery of SLM/SIM (State Yes or No)

Printed material	E-content	Audio/Video	Online Mode
YES	YES	YES	YES

**NAME OF THE PROGRAMME : MASTER OF BUSINESS  
ADMINISTRATION IN INTERNATIONAL BUSINESS**

## Details of the Programme Proposed to Be Offered Through Open & Distance

### Learning Mode

Name of the Programme :	MASTER OF BUSINESS ADMINISTRATION IN INTERNATIONAL BUSINESS
Whether nomenclature of proposed Programme is as per UGC norms :	YES
Whether duration of the proposed Programme is as per UGC norms :	YES
Whether minimum eligibility criteria for admission in the proposed Programme is as per UGC norms. :	YES
Name of the Department :	DIRECTORATE OF DISTANCE EDUCATION
Whether complete SLM prepared for full Programme :	YES
Whether SLM approved by Statutory bodies of HEI :	YES
Whether Program Project Report (PPR) prepared for the Programme and approved as per clause 11(2)&(3) of Part III of Regulations :	YES
Upload Document :	<a href="#">View Document</a>
Whether approval obtained from concerned Regulatory Authority, such as AICTE, NCTE etc. for offering the proposed Programme through distance mode. If yes, specify authority and give details :	NO
Upload Document :	<a href="#">View Document</a>
No. of permanent faculty available at Headquarters for Regular classes of proposed Programme :	7
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Professor) :	
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Associate Professor) :	0
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Assistant Professor) :	0
Whether the proposed Programme is offered under Regular mode also. If yes, since when :	YES
since when :	2005



## Details of students under the Proposed Programme

Year	Level	Mode of education	Intake capacity	Students admitted	Students Passed
2017-18	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	72	71	0
		ODL mode	0	0	0
2016-17	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	72	71	0
		ODL mode	0	669	0
2015-16	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	72	69	62
		ODL mode	0	398	0

## Mode of evaluation for the proposed programme under distance mode

	Yes or No	Weightage in overall assessment
Assignments	NO	0
Practicals	NO	0
Project	YES	5
Term End Exam	YES	95

## Mode of delivery of SLM/SIM (State Yes or No)

Printed material	E-content	Audio/Video	Online Mode
YES	YES	YES	YES

**NAME OF THE PROGRAMME : MASTER OF BUSINESS  
ADMINISTRATION IN MARKETING**

## Details of the Programme Proposed to Be Offered Through Open & Distance

### Learning Mode

Name of the Programme :	MASTER OF BUSINESS ADMINISTRATION IN MARKETING
Whether nomenclature of proposed Programme is as per UGC norms :	YES
Whether duration of the proposed Programme is as per UGC norms :	YES
Whether minimum eligibility criteria for admission in the proposed Programme is as per UGC norms. :	YES
Name of the Department :	DIRECTORATE OF DISTANCE EDUCATION
Whether complete SLM prepared for full Programme :	YES
Whether SLM approved by Statutory bodies of HEI :	YES
Whether Program Project Report (PPR) prepared for the Programme and approved as per clause 11(2)&(3) of Part III of Regulations :	YES
Upload Document :	<a href="#">View Document</a>
Whether approval obtained from concerned Regulatory Authority, such as AICTE, NCTE etc. for offering the proposed Programme through distance mode. If yes, specify authority and give details :	NO
Upload Document :	<a href="#">View Document</a>
No. of permanent faculty available at Headquarters for Regular classes of proposed Programme :	5
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Professor) :	
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Associate Professor) :	0
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Assistant Professor) :	1
Whether the proposed Programme is offered under Regular mode also. If yes, since when :	YES
since when :	1986

## Details of students under the Proposed Programme

Year	Level	Mode of education	Intake capacity	Students admitted	Students Passed
2017-18	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
2016-17	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	537	0
2015-16	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	469	0

## Mode of evaluation for the proposed programme under distance mode

	Yes or No	Weightage in overall assessment
Assignments	NO	0
Practicals	NO	0
Project	YES	5
Term End Exam	YES	95

## Mode of delivery of SLM/SIM (State Yes or No)

Printed material	E-content	Audio/Video	Online Mode
YES	YES	YES	YES

**NAME OF THE PROGRAMME : MASTER OF BUSINESS  
ADMINISTRATION IN OPERATION AND SUPPLY CHAIN  
MANAGEMENT**

## Details of the Programme Proposed to Be Offered Through Open & Distance

### Learning Mode

Name of the Programme :	MASTER OF BUSINESS ADMINISTRATION IN OPERATION AND SUPPLY CHAIN MANAGEMENT
Whether nomenclature of proposed Programme is as per UGC norms :	YES
Whether duration of the proposed Programme is as per UGC norms :	YES
Whether minimum eligibility criteria for admission in the proposed Programme is as per UGC norms. :	YES
Name of the Department :	DIRECTORATE OF DISTANCE EDUCATION
Whether complete SLM prepared for full Programme :	YES
Whether SLM approved by Statutory bodies of HEI :	YES
Whether Program Project Report (PPR) prepared for the Programme and approved as per clause 11(2)&(3) of Part III of Regulations :	YES
Upload Document :	<a href="#">View Document</a>
Whether approval obtained from concerned Regulatory Authority, such as AICTE, NCTE etc. for offering the proposed Programme through distance mode. If yes, specify authority and give details :	NO
Upload Document :	<a href="#">View Document</a>
No. of permanent faculty available at Headquarters for Regular classes of proposed Programme :	2
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Professor) :	
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Associate Professor) :	0
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Assistant Professor) :	0
Whether the proposed Programme is offered under Regular mode also. If yes, since when :	YES
since when :	1986

## Details of students under the Proposed Programme

Year	Level	Mode of education	Intake capacity	Students admitted	Students Passed
2017-18	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
2016-17	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
2015-16	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	780	0

## Mode of evaluation for the proposed programme under distance mode

	Yes or No	Weightage in overall assessment
Assignments	NO	
Practicals	NO	
Project	YES	5
Term End Exam	YES	95

## Mode of delivery of SLM/SIM (State Yes or No)

Printed material	E-content	Audio/Video	Online Mode
YES	YES	YES	YES

**NAME OF THE PROGRAMME : MASTER OF BUSINESS  
ADMINISTRATION IN TOURISM**



## Details of the Programme Proposed to Be Offered Through Open & Distance

### Learning Mode

Name of the Programme :	MASTER OF BUSINESS ADMINISTRATION IN TOURISM
Whether nomenclature of proposed Programme is as per UGC norms :	YES
Whether duration of the proposed Programme is as per UGC norms :	YES
Whether minimum eligibility criteria for admission in the proposed Programme is as per UGC norms. :	YES
Name of the Department :	DIRECTORATE OF DISTANCE EDUCATION
Whether complete SLM prepared for full Programme :	YES
Whether SLM approved by Statutory bodies of HEI :	YES
Whether Program Project Report (PPR) prepared for the Programme and approved as per clause 11(2)&(3) of Part III of Regulations :	YES
Upload Document :	<a href="#">View Document</a>
Whether approval obtained from concerned Regulatory Authority, such as AICTE, NCTE etc. for offering the proposed Programme through distance mode. If yes, specify authority and give details :	NO
Upload Document :	<a href="#">View Document</a>
No. of permanent faculty available at Headquarters for Regular classes of proposed Programme :	6
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Professor) :	
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Associate Professor) :	0
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Assistant Professor) :	0
Whether the proposed Programme is offered under Regular mode also. If yes, since when :	YES
since when :	2005

## Details of students under the Proposed Programme

Year	Level	Mode of education	Intake capacity	Students admitted	Students Passed
2017-18	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	72	72	0
		ODL mode	0	0	0
2016-17	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	72	72	0
		ODL mode	0	0	0
2015-16	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	72	72	65
		ODL mode	0	0	0

## Mode of evaluation for the proposed programme under distance mode

	Yes or No	Weightage in overall assessment
Assignments	NO	0
Practicals	NO	0
Project	YES	5
Term End Exam	YES	95

## Mode of delivery of SLM/SIM (State Yes or No)

Printed material	E-content	Audio/Video	Online Mode
YES	YES	YES	YES

NAME OF THE PROGRAMME : MASTER OF COMMERCE IN  
FINANCE

## Details of the Programme Proposed to Be Offered Through Open & Distance

### Learning Mode

Name of the Programme :	MASTER OF COMMERCE IN FINANCE
Whether nomenclature of proposed Programme is as per UGC norms :	YES
Whether duration of the proposed Programme is as per UGC norms :	YES
Whether minimum eligibility criteria for admission in the proposed Programme is as per UGC norms. :	YES
Name of the Department :	DIRECTORATE OF DISTANCE EDUCATION
Whether complete SLM prepared for full Programme :	YES
Whether SLM approved by Statutory bodies of HEI :	YES
Whether Program Project Report (PPR) prepared for the Programme and approved as per clause 11(2)&(3) of Part III of Regulations :	YES
Upload Document :	<a href="#">View Document</a>
Whether approval obtained from concerned Regulatory Authority, such as AICTE, NCTE etc. for offering the proposed Programme through distance mode. If yes, specify authority and give details :	NO
Upload Document :	<a href="#">View Document</a>
No. of permanent faculty available at Headquarters for Regular classes of proposed Programme :	7
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Professor) :	
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Associate Professor) :	0
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Assistant Professor) :	1
Whether the proposed Programme is offered under Regular mode also. If yes, since when :	YES
since when :	1987
Whether Choice Based Credit System (CBCS) is being	YES

## Details of students under the Proposed Programme

Year	Level	Mode of education	Intake capacity	Students admitted	Students Passed
2017-18	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	132	127	0
		ODL mode	0	0	0
2016-17	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	180	176	0
		ODL mode	0	64	0
2015-16	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	180	166	144
		ODL mode	0	42	0

## Mode of evaluation for the proposed programme under distance mode

	Yes or No	Weightage in overall assessment
Assignments	NO	0
Practicals	NO	0
Project	NO	0
Term End Exam	YES	100

## Mode of delivery of SLM/SIM (State Yes or No)

Printed material	E-content	Audio/Video	Online Mode
YES	YES	YES	YES

**NAME OF THE PROGRAMME : POST GRADUATE DIPLOMA IN  
BUSINESS ADMINISTARTION**

## Details of the Programme Proposed to Be Offered Through Open & Distance

### Learning Mode

Name of the Programme :	POST GRADUATE DIPLOMA IN BUSINESS ADMINISTARTION
Whether nomenclature of proposed Programme is as per UGC norms :	YES
Whether duration of the proposed Programme is as per UGC norms :	YES
Whether minimum eligibility criteria for admission in the proposed Programme is as per UGC norms. :	YES
Name of the Department :	DIRECTORATE OF DISTANCE EDUCATION
Whether complete SLM prepared for full Programme :	YES
Whether SLM approved by Statutory bodies of HEI :	YES
Whether Program Project Report (PPR) prepared for the Programme and approved as per clause 11(2)&(3) of Part III of Regulations :	YES
Upload Document :	<a href="#">View Document</a>
Whether approval obtained from concerned Regulatory Authority, such as AICTE, NCTE etc. for offering the proposed Programme through distance mode. If yes, specify authority and give details :	NO
Upload Document :	<a href="#">View Document</a>
No. of permanent faculty available at Headquarters for Regular classes of proposed Programme :	15
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Professor) :	
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Associate Professor) :	0
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Assistant Professor) :	3
Whether the proposed Programme is offered under Regular mode also. If yes, since when :	NO
since when :	

## Details of students under the Proposed Programme

Year	Level	Mode of education	Intake capacity	Students admitted	Students Passed
2017-18	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
2016-17	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
2015-16	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0

## Mode of evaluation for the proposed programme under distance mode

	Yes or No	Weightage in overall assessment
Assignments	NO	0
Practicals	NO	0
Project	NO	0
Term End Exam	YES	100

## Mode of delivery of SLM/SIM (State Yes or No)

Printed material	E-content	Audio/Video	Online Mode
YES	YES	YES	YES



NAME OF THE PROGRAMME : POST GRADUATE DIPLOMA IN  
FINANCE

## Details of the Programme Proposed to Be Offered Through Open & Distance

### Learning Mode

Name of the Programme :	POST GRADUATE DIPLOMA IN FINANCE
Whether nomenclature of proposed Programme is as per UGC norms :	YES
Whether duration of the proposed Programme is as per UGC norms :	YES
Whether minimum eligibility criteria for admission in the proposed Programme is as per UGC norms. :	YES
Name of the Department :	DIRECTORATE OF DISTANCE EDUCATION
Whether complete SLM prepared for full Programme :	YES
Whether SLM approved by Statutory bodies of HEI :	YES
Whether Program Project Report (PPR) prepared for the Programme and approved as per clause 11(2)&(3) of Part III of Regulations :	YES
Upload Document :	<a href="#">View Document</a>
Whether approval obtained from concerned Regulatory Authority, such as AICTE, NCTE etc. for offering the proposed Programme through distance mode. If yes, specify authority and give details :	NO
Upload Document :	<a href="#">View Document</a>
No. of permanent faculty available at Headquarters for Regular classes of proposed Programme :	0
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Professor) :	
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Associate Professor) :	0
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Assistant Professor) :	1
Whether the proposed Programme is offered under Regular mode also. If yes, since when :	NO
since when :	
Whether Choice Based Credit System (CBCS) is being	NO

## Details of students under the Proposed Programme

Year	Level	Mode of education	Intake capacity	Students admitted	Students Passed
2017-18	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
2016-17	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
2015-16	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0

## Mode of evaluation for the proposed programme under distance mode

	Yes or No	Weightage in overall assessment
Assignments	NO	0
Practicals	NO	0
Project	NO	0
Term End Exam	YES	100

## Mode of delivery of SLM/SIM (State Yes or No)

Printed material	E-content	Audio/Video	Online Mode
YES	YES	YES	YES

NAME OF THE PROGRAMME : POST GRADUATE DIPLOMA IN  
FINANCIAL MANAGEMENT

## Details of the Programme Proposed to Be Offered Through Open & Distance

### Learning Mode

Name of the Programme :	POST GRADUATE DIPLOMA IN FINANCIAL MANAGEMENT
Whether nomenclature of proposed Programme is as per UGC norms :	YES
Whether duration of the proposed Programme is as per UGC norms :	YES
Whether minimum eligibility criteria for admission in the proposed Programme is as per UGC norms. :	YES
Name of the Department :	DIRECTORATE OF DISTANCE EDUCATION
Whether complete SLM prepared for full Programme :	YES
Whether SLM approved by Statutory bodies of HEI :	YES
Whether Program Project Report (PPR) prepared for the Programme and approved as per clause 11(2)&(3) of Part III of Regulations :	NO
Upload Document :	<a href="#">View Document</a>
Whether approval obtained from concerned Regulatory Authority, such as AICTE, NCTE etc. for offering the proposed Programme through distance mode. If yes, specify authority and give details :	NO
Upload Document :	<a href="#">View Document</a>
No. of permanent faculty available at Headquarters for Regular classes of proposed Programme :	0
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Professor) :	
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Associate Professor) :	0
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Assistant Professor) :	1
Whether the proposed Programme is offered under Regular mode also. If yes, since when :	NO
since when :	

## Details of students under the Proposed Programme

Year	Level	Mode of education	Intake capacity	Students admitted	Students Passed
2017-18	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
2016-17	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
2015-16	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0

## Mode of evaluation for the proposed programme under distance mode

	Yes or No	Weightage in overall assessment
Assignments	NO	0
Practicals	NO	0
Project	YES	5
Term End Exam	YES	95

## Mode of delivery of SLM/SIM (State Yes or No)

Printed material	E-content	Audio/Video	Online Mode
YES	YES	YES	YES

NAME OF THE PROGRAMME : POST GRADUATE DIPLOMA IN  
HUMAN RESOURCE MANAGEMENT

## Details of the Programme Proposed to Be Offered Through Open & Distance

### Learning Mode

Name of the Programme :	POST GRADUATE DIPLOMA IN HUMAN RESOURCE MANAGEMENT
Whether nomenclature of proposed Programme is as per UGC norms :	YES
Whether duration of the proposed Programme is as per UGC norms :	YES
Whether minimum eligibility criteria for admission in the proposed Programme is as per UGC norms. :	YES
Name of the Department :	DIRECTORATE OF DISTANCE EDUCATION
Whether complete SLM prepared for full Programme :	YES
Whether SLM approved by Statutory bodies of HEI :	YES
Whether Program Project Report (PPR) prepared for the Programme and approved as per clause 11(2)&(3) of Part III of Regulations :	YES
Upload Document :	<a href="#">View Document</a>
Whether approval obtained from concerned Regulatory Authority, such as AICTE, NCTE etc. for offering the proposed Programme through distance mode. If yes, specify authority and give details :	NO
Upload Document :	<a href="#">View Document</a>
No. of permanent faculty available at Headquarters for Regular classes of proposed Programme :	0
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Professor) :	
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Associate Professor) :	0
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Assistant Professor) :	1
Whether the proposed Programme is offered under Regular mode also. If yes, since when :	NO
since when :	



## Details of students under the Proposed Programme

Year	Level	Mode of education	Intake capacity	Students admitted	Students Passed
2017-18	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
2016-17	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
2015-16	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0

## Mode of evaluation for the proposed programme under distance mode

	Yes or No	Weightage in overall assessment
Assignments	NO	0
Practicals	NO	0
Project	NO	0
Term End Exam	YES	100

## Mode of delivery of SLM/SIM (State Yes or No)

Printed material	E-content	Audio/Video	Online Mode
YES	YES	YES	YES

**NAME OF THE PROGRAMME : POST GRADUATE DIPLOMA IN  
INTELLECTUAL PROPERTY RIGHTS**

## Details of the Programme Proposed to Be Offered Through Open & Distance

### Learning Mode

Name of the Programme :	POST GRADUATE DIPLOMA IN INTELLECTUAL PROPERTY RIGHTS
Whether nomenclature of proposed Programme is as per UGC norms :	YES
Whether duration of the proposed Programme is as per UGC norms :	YES
Whether minimum eligibility criteria for admission in the proposed Programme is as per UGC norms. :	YES
Name of the Department :	DIRECTORATE OF DISTANCE EDUCATION
Whether complete SLM prepared for full Programme :	YES
Whether SLM approved by Statutory bodies of HEI :	YES
Whether Program Project Report (PPR) prepared for the Programme and approved as per clause 11(2)&(3) of Part III of Regulations :	YES
Upload Document :	<a href="#">View Document</a>
Whether approval obtained from concerned Regulatory Authority, such as AICTE, NCTE etc. for offering the proposed Programme through distance mode. If yes, specify authority and give details :	NO
Upload Document :	<a href="#">View Document</a>
No. of permanent faculty available at Headquarters for Regular classes of proposed Programme :	2
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Professor) :	
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Associate Professor) :	0
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Assistant Professor) :	0
Whether the proposed Programme is offered under Regular mode also. If yes, since when :	NO
since when :	

## Details of students under the Proposed Programme

Year	Level	Mode of education	Intake capacity	Students admitted	Students Passed
2017-18	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
2016-17	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
2015-16	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0

## Mode of evaluation for the proposed programme under distance mode

	Yes or No	Weightage in overall assessment
Assignments	NO	0
Practicals	NO	0
Project	YES	5
Term End Exam	YES	95

## Mode of delivery of SLM/SIM (State Yes or No)

Printed material	E-content	Audio/Video	Online Mode
YES	YES	YES	YES

NAME OF THE PROGRAMME : POST GRADUATE DIPLOMA IN  
MARKETING

## Details of the Programme Proposed to Be Offered Through Open & Distance

### Learning Mode

Name of the Programme :	POST GRADUATE DIPLOMA IN MARKETING
Whether nomenclature of proposed Programme is as per UGC norms :	YES
Whether duration of the proposed Programme is as per UGC norms :	YES
Whether minimum eligibility criteria for admission in the proposed Programme is as per UGC norms. :	YES
Name of the Department :	DIRECTORATE OF DISTANCE EDUCATION
Whether complete SLM prepared for full Programme :	YES
Whether SLM approved by Statutory bodies of HEI :	YES
Whether Program Project Report (PPR) prepared for the Programme and approved as per clause 11(2)&(3) of Part III of Regulations :	YES
Upload Document :	<a href="#">View Document</a>
Whether approval obtained from concerned Regulatory Authority, such as AICTE, NCTE etc. for offering the proposed Programme through distance mode. If yes, specify authority and give details :	NO
Upload Document :	<a href="#">View Document</a>
No. of permanent faculty available at Headquarters for Regular classes of proposed Programme :	0
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Professor) :	
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Associate Professor) :	0
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Assistant Professor) :	1
Whether the proposed Programme is offered under Regular mode also. If yes, since when :	NO
since when :	
Whether Choice Based Credit System (CBCS) is being	NO

## Details of students under the Proposed Programme

Year	Level	Mode of education	Intake capacity	Students admitted	Students Passed
2017-18	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
2016-17	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
2015-16	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0

## Mode of evaluation for the proposed programme under distance mode

	Yes or No	Weightage in overall assessment
Assignments	NO	0
Practicals	NO	0
Project	NO	0
Term End Exam	YES	100

## Mode of delivery of SLM/SIM (State Yes or No)

Printed material	E-content	Audio/Video	Online Mode
YES	YES	YES	YES

**NAME OF THE PROGRAMME : POST GRADUATE DIPLOMA IN  
MARKETING MANAGEMENT**



## Details of the Programme Proposed to Be Offered Through Open & Distance

### Learning Mode

Name of the Programme :	POST GRADUATE DIPLOMA IN MARKETING MANAGEMENT
Whether nomenclature of proposed Programme is as per UGC norms :	YES
Whether duration of the proposed Programme is as per UGC norms :	YES
Whether minimum eligibility criteria for admission in the proposed Programme is as per UGC norms. :	YES
Name of the Department :	DIRECTORATE OF DISTANCE EDUCATION
Whether complete SLM prepared for full Programme :	YES
Whether SLM approved by Statutory bodies of HEI :	YES
Whether Program Project Report (PPR) prepared for the Programme and approved as per clause 11(2)&(3) of Part III of Regulations :	NO
Upload Document :	<a href="#">View Document</a>
Whether approval obtained from concerned Regulatory Authority, such as AICTE, NCTE etc. for offering the proposed Programme through distance mode. If yes, specify authority and give details :	NO
Upload Document :	<a href="#">View Document</a>
No. of permanent faculty available at Headquarters for Regular classes of proposed Programme :	0
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Professor) :	
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Associate Professor) :	0
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Assistant Professor) :	1
Whether the proposed Programme is offered under Regular mode also. If yes, since when :	NO
since when :	

## Details of students under the Proposed Programme

Year	Level	Mode of education	Intake capacity	Students admitted	Students Passed
2017-18	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
2016-17	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
2015-16	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0

## Mode of evaluation for the proposed programme under distance mode

	Yes or No	Weightage in overall assessment
Assignments	NO	0
Practicals	NO	0
Project	YES	5
Term End Exam	YES	95

## Mode of delivery of SLM/SIM (State Yes or No)

Printed material	E-content	Audio/Video	Online Mode
YES	YES	YES	YES

**NAME OF THE PROGRAMME : PROPERTY POST GRADUATE  
DIPLOMA IN INTELLECTUAL PROPERTY**

## Details of the Programme Proposed to Be Offered Through Open & Distance

### Learning Mode

Name of the Programme :	PROPERTY POST GRADUATE DIPLOMA IN INTELLECTUAL PROPERTY
Whether nomenclature of proposed Programme is as per UGC norms :	YES
Whether duration of the proposed Programme is as per UGC norms :	YES
Whether minimum eligibility criteria for admission in the proposed Programme is as per UGC norms. :	YES
Name of the Department :	DIRECTORATE OF DISTANCE EDUCATION
Whether complete SLM prepared for full Programme :	YES
Whether SLM approved by Statutory bodies of HEI :	YES
Whether Program Project Report (PPR) prepared for the Programme and approved as per clause 11(2)&(3) of Part III of Regulations :	YES
Upload Document :	<a href="#">View Document</a>
Whether approval obtained from concerned Regulatory Authority, such as AICTE, NCTE etc. for offering the proposed Programme through distance mode. If yes, specify authority and give details :	NO
Upload Document :	<a href="#">View Document</a>
No. of permanent faculty available at Headquarters for Regular classes of proposed Programme :	2
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Professor) :	
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Associate Professor) :	0
No. of permanent faculty available exclusively for proposed Programme through ODL mode(No. of Assistant Professor) :	0
Whether the proposed Programme is offered under Regular mode also. If yes, since when :	NO
since when :	

## Details of students under the Proposed Programme

Year	Level	Mode of education	Intake capacity	Students admitted	Students Passed
2017-18	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
2016-17	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
2015-16	Under Graduate	Regular mode	0	0	0
		ODL mode	0	0	0
	Post Graduate	Regular mode	0	0	0
		ODL mode	0	0	0

## Mode of evaluation for the proposed programme under distance mode

	Yes or No	Weightage in overall assessment
Assignments	NO	0
Practicals	NO	0
Project	NO	0
Term End Exam	YES	100

## Mode of delivery of SLM/SIM (State Yes or No)

Printed material	E-content	Audio/Video	Online Mode
YES	YES	YES	YES

## Part C

## Annexures

Copy of Resolution of the HEI for establishment of Distance Education Department :	View Document																										
Copy of NAAC Accreditation Certificate :	View Document																										
Copy of Academic Planner for 2018-19 :	View Document																										
Copy of Affidavit on stamp paper of Rs. 100, notarized and duly signed by the Vice Chancellor/Registrar:	View Document																										
Copy of approval of Statutory bodies for all PPR:	View Document																										
Copy of Statutory bodies approval for SLM	View Document																										
Copy of faculty (Teaching staff) details :	View Document																										
Copy of administrative staff details :	View Document																										
Copy of Programme Project Report (PPR) for each programme :	<table> <tr> <th>Name of Programme</th><th>View PPR</th></tr> <tr> <td>BACHELOR OF BUSINESS ADMINISTRATION</td><td>View</td></tr> <tr> <td>BACHELOR OF COMMERCE</td><td>View</td></tr> <tr> <td>MASTER OF ARTS IN ENGLISH</td><td>View</td></tr> <tr> <td>MASTER OF ARTS IN HINDI</td><td>View</td></tr> <tr> <td>MASTER OF ARTS IN SOCIOLOGY</td><td>View</td></tr> <tr> <td>MASTER OF BUSINESS ADMINISTRATION IN FINANCE</td><td>View</td></tr> <tr> <td>MASTER OF BUSINESS ADMINISTRATION IN GENERAL</td><td>View</td></tr> <tr> <td>MASTER OF BUSINESS ADMINISTRATION IN HOSPITAL MANAGEMENT</td><td>View</td></tr> <tr> <td>MASTER OF BUSINESS ADMINISTRATION IN HUMAN RESOURCE MANAGEMENT</td><td>View</td></tr> <tr> <td>MASTER OF BUSINESS ADMINISTRATION IN INTERNATIONAL BUSINESS</td><td>View</td></tr> <tr> <td>MASTER OF BUSINESS ADMINISTRATION IN MARKETING</td><td>View</td></tr> <tr> <td>MASTER OF BUSINESS ADMINISTRATION IN OPERATION AND SUPPLY CHAIN MANAGEMENT</td><td>View</td></tr> </table>	Name of Programme	View PPR	BACHELOR OF BUSINESS ADMINISTRATION	View	BACHELOR OF COMMERCE	View	MASTER OF ARTS IN ENGLISH	View	MASTER OF ARTS IN HINDI	View	MASTER OF ARTS IN SOCIOLOGY	View	MASTER OF BUSINESS ADMINISTRATION IN FINANCE	View	MASTER OF BUSINESS ADMINISTRATION IN GENERAL	View	MASTER OF BUSINESS ADMINISTRATION IN HOSPITAL MANAGEMENT	View	MASTER OF BUSINESS ADMINISTRATION IN HUMAN RESOURCE MANAGEMENT	View	MASTER OF BUSINESS ADMINISTRATION IN INTERNATIONAL BUSINESS	View	MASTER OF BUSINESS ADMINISTRATION IN MARKETING	View	MASTER OF BUSINESS ADMINISTRATION IN OPERATION AND SUPPLY CHAIN MANAGEMENT	View
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MASTER OF BUSINESS ADMINISTRATION IN OPERATION AND SUPPLY CHAIN MANAGEMENT	View																										

SUBMIT

EDIT

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# **PONDICHERRY UNIVERSITY**

## **DIRECTORATE OF DISTANCE EDUCATION**



### **Programme Project Report**

### **Bachelor of Business Administration (BBA)**

Submitted for Approval of UGC

With effect from 2018 -19 ONWARDS

**(a) Programme's Mission & Objectives:**

**Mission:** “To offer quality educational services and empower talented students to achieve their utmost potentiality as being business professionals with high ethics and community leaders with an understanding of the global context of businesses and its social impact.”

**Objectives:** The B.B.A Degree Programme provides ample exposure to subjects from the field of Management for meeting the needs for skilled human resource of our nation

**(b) Relevance of the Programme with HEI's Mission and Goals:**

The BBA core focuses on knowledge and skills in management, leadership, finance, accounting, marketing, technology, economics, and project planning which equips the students for entry level jobs in Industry, a key contributor to the economic development of the country.

**(c) Nature of Prospective target group of learners:**

BBA programme is offered for those who aspire to acquire the knowledge and skills of various Managerial aspects and those who wish to get entry level jobs in the sectors of industry, banking and stock market etc., Further BBA programme is fortunate for those who have passed Diploma in Commerce or Diploma in Modern Office Practice (3years) or equivalent awarded by Directorate of Technical Education/National Council of Vocation Training to enter in the 2<sup>nd</sup> year of the programme.

**(d) Learning Outcomes:**

**On the successful completion of the Bachelor of Business Administration, graduates will be able to:**

- Develop leadership skills, creativity and entrepreneurship
- Handle future challenges of business
- Exhibit technical proficiency in domestic as well as global business through the study of major disciplines within the fields of business and management
- Analyze and develop solutions for business problems and issues by using logical reasoning patterns for evaluating information, materials and data
- Conceptualize a complex business issue and articulate into a written statement and oral presentation

- Exhibit competence in the use of technology and information systems in modern organizational operations
- Demonstrate entrepreneurial skills for creating and managing innovation, new business development and high-growth potential entity
- Choose careers in the public, private and Government sectors
- Further study in advanced level programs in management studies.

**(e) Instructional Design:**

**1. Duration of the Programme:**

The course shall be of three years Non-semesters pattern. The Maximum duration to complete the course shall be 6 years.

**2. Medium**

The medium of instruction shall be English.

**3. Instructional delivery Mechanisms:** The delivery of the programme is through conduct of Personal Contact Programme. In total 40 Hours PCP classes for every year will be conducted at select centers based on the number of students enrolled for the program and the attendance is not mandatory.

**4. Faculty and support of Staff:**

- DDE faculty, University faculty from school of Management and and other college faculty will be engaged for handling classes in Personal contact programme.
- Distance Education Staffs will be engaged for supporting other activities like dispatch of study materials.

**5. Media for instruction:**

- Printed study materials will be provided for all courses and the same will be uploaded in the University Website ([pondiuni.edu.in](http://pondiuni.edu.in)).
- Students can see all information's about DDE in the University website.
- The student support services like help desk (grievances) will be solved through in person, phone, email and group sms.

**6. Curriculum design:**

**Bachelor of Business Administration (BBA)**  
**Curriculum**

**1<sup>st</sup> Year**

<b>Code</b>	<b>Course Title</b>	<b>Min. Passing Marks</b>	<b>Max. Marks</b>
BBA 1001	Principles of Management	40	100
BBA 1002	Business Communication	40	100
BBA 1003	Principles of Financial Accounting	40	100
BBA 1004	Business Law	40	100
BBA 1005	Business Economics	40	100

**2<sup>nd</sup> Year**

<b>Code</b>	<b>Course Title</b>	<b>Min. Passing Marks</b>	<b>Max. Marks</b>
BBA 2001	Financial Management	40	100
BBA 2002	Business Statistics	40	100
BBA 2003	Organisational Behaviour	40	100
BBA 2004	Business Environment	40	100
BBA 2005	Business Ethics	40	100

**3<sup>rd</sup> Year**

<b>Code</b>	<b>Course Title</b>	<b>Min. Passing Marks</b>	<b>Max. Marks</b>
BBA 3001	Entrepreneurship Development	40	100
BBA 3002	Elements of Marketing	40	100
BBA 3003	Human Resource Management	40	100
BBA 3004	Production & Materials Management	40	100
BBA 3005	Accounting for Management Decisions	40	100

**7. Detailed Syllabus of the Programme:**

## **PAPER I - PRINCIPLES OF MANAGEMENT**

### **UNIT I**

Nature of Management - Importance of Management – Functions of Management – Administration and Management – Management Science or Art – Functional Areas of Management – Evolution of Management Thought - Contributions of F.W Taylor, Henri Fayol and Elton Mayo.

### **UNIT II**

Planning and Decision Making: Planning - Purpose of Planning – Steps in Planning – Types of Plans – Objectives – Strategies – Policies – Procedures – Management by Objectives (MBO) – Process Benefits and Problems - Decision Making.

### **UNIT III**

Organising: Principles of Organisation – Formal and Informal Organisation – Different Forms of Organisation – Line and Staff Conflict – Committee form of Organisation – Organisation Structure.

### **UNIT IV**

Delegation of Authority & Responsibility: features of Authority – Distinction between Power and Authority – sources of Authority - Limits of Authority - Responsibility: Features of Responsibility – Accountability - Principles of Delegation – steps involved in Delegation process – Advantages and obstacles of Delegation.

### **UNIT V**

Centralisation and Decentralisation: Importance – Advantages & Disadvantages – factors determining the degree of Decentralisation – Delegation and Decentralisation – Centralisation Vs. Decentralisation.

### **UNIT VI**

Coordination – Meaning – Characteristics – Co-ordination – Co-operation – Co-ordination as the Essence of Management – Principles of Co-ordination – Advantages & Disadvantages – Techniques of Co-ordination.

### **UNIT VII**

Direction and Control: Direction – Meaning – elements – characteristic – importance, and principles of direction. Control – Introduction – Definition – Characteristics – objectives – necessity – elements - process of control – importance – limitations – Budgets and Budgetary Control.

### **UNIT VIII**

Emerging concepts in Management: TQM, MBO, MBE - Core Competency – CSR.

### **TEXT BOOK:**

**Dinkar Pagare**, Business Management

### **REFERENCES:**

**Gupta C.B.**, Business Management

**Harold Koontz, Cyril O Donnel, Heinz Weihrich**, Management

**James A.B. Stoner & Charles Wankel**, Management

**Prasad L.M.**, Principles of Management

**PAPER II - BUSINESS COMMUNICATION**

**UNIT-I**

**Introduction:** Need - Objectives and Principles of Communication – Communication Media – Types of Communication Process – Interpersonal and Business Communication – Characteristics – Verbal and Non-Verbal Communications – Barriers to Communication.

**UNIT-II**

**Business Letters:** Need, Functions and Kinds of Business Letters – Essentials of an Effective Business Letter – Layout – Appearance – Size – Style – Form and Punctuation – Routine Request Letters – Responses to Letters – Refusal Letters – Claims Letters – Collection Letters – Mild and Strong Appeals.

**UNIT-III**

**Letters of Inquiries, Quotations and Offers:** Letters of Inquiry – Opening and Closing Sentences in Letters of Inquiry – Quotations – Specimen – Voluntary Offers and Quotations – Sentences regarding Offers and Quotations – Specimen – Placing an Order, Specimen – Cancellation, Acknowledgment, Refusal and Execution of Order.

**UNIT-IV**

**Circular, Sales and Bank Correspondence:** Circular Letters – Objectives – Situations that need Circular Letters – Specimen, Sales Letters – Objectives – Advantages – Three P's Functions, Bank Correspondence with Customers, Head office and with other Banks.

**UNIT-V**

**Agency, Insurance, Import and Export Letters:** Agency – Specimen Letters of Offer of Goods - Inquiry into the Reasons for Low Sales – Reply. Insurance – Claims – Letter inquiring about Premium Rate – Reply, Letter effecting Insurance – Letters between Insured and the Insurance Company – Letters between Importer and Exporter and Clearing and Forwarding Agents.

**UNIT-VI**

**Company Secretary's Correspondence:** Company Secretary – Correspondence with shareholders regarding Prospects of the Company – Series of Letters between the Secretary of Company and Shareholders, Auditors, Directors and Registrar of Companies – Preparation of Agenda and Minutes.

**UNIT-VII**

**Official Correspondence and Public Relations:** Official Correspondence – Distinction between Official and Business Correspondence – Classification – Official Letters – Specimen – Demi-Official Letters – Memorandum – Specimen – Endorsement – Specimen – Notification – Communiques – Specimen – Meaning of Public Relations – Press Conference – Press Release – Advertising – Direct Mail Advertising and Advertising Letters .

**UNIT-VIII**

**Report Writing and Spoken Communication :** Report – Importance – Oral and Written Reports – Types of Business Reports – Characteristics of a Good Report – Preparing a Report – Organisation of a Report – Spoken Communication – the Telephone – the Public Addressing System – Word Processor – Fax, E.Mail – Teleconferences – New age communication channels in internet – skype etc.,

**TEXT BOOK:**

**Sinha K. K.,** Business Communication

**REFERENCES:**

**Keval J.Kim,** Business Communication.

**Rajendra Pal & J.S.Korlahalli,** Essentials of Business Communication.

**Sharma, Krishna Mohan,** Business Correspondence and Report Writing

## **PAPER III – PRINCIPLES OF FINANCIAL ACCOUNTING**

### **UNIT - I**

Meaning and Scope of Accounting – Need for Accounting – Development of Accounting – Nature and objectives – Book keeping and Accounting - Accounting Principles – Accounting Concepts and Conventions – Accounting Standards – International Accounting Standards.

### **UNIT - II**

Books of Accounts: Double Entry System of Book keeping - Journal – Ledger posting — Trial Balance – Final Accounts – Preparation of Trading Account – Profit and Loss Account – Balance Sheet – Adjustments – closing stock, depreciation, bad debts and provision for bad debts, outstanding and prepaid expenses, advance and accrued income.

### **UNIT – III**

Income and Expenditure Account & Receipts and Payments Account: – Nature – Preparation of Receipt and Payment Account and Income and Expenditure Account.

### **UNIT - IV**

Depreciation Accounting: Meaning – causes – objectives – factors - Methods of Depreciation Accounting – Straight Line Method – Written Down Value Method – Sinking Fund Method – Annuity Method – Insurance Policy Method - Reserves and Provisions.

### **UNIT – V**

Consignment Accounts – Entries in the books of Consignor and Consignee – Joint Venture Accounts – separate books and existing books.

### **UNIT – VI**

Branch and Departmental Accounts: Meaning of Branches and Departments – Accounts of various types of branches – Departmental Accounts.

### **UNIT - VII**

Single Entry System: Defects of Single Entry System – Ascertainment of profit – Statement of Affairs Method and Conversion Method – preparation of final accounts.

### **UNIT - VIII**

Partnership Accounts: Admission – Retirement – Death of a Partner - Dissolution – Insolvency of a Partner – Piecemeal Distributions.

**Note: Distribution of marks between problems and theory shall be 70% and 30%.**

### **TEXT BOOK:**

**Jain & Narang**, Financial Accounting

### **REFERENCES:**

**Arulanandam M.A. & Raman K.S.**, Advanced Accounting

**Gupta R.L. & Gupta V.K.**, Advanced Accounting,

**Reddy & Murthy T.S.**, Financial Accounting,

**Tulsian P.C.**, Financial Accounting



## **PAPER IV - BUSINESS LAW**

### **UNIT I**

Law: Rights, Duties and Liabilities – Legal Personality – Law and Fact – Cases and Legislation Mercantile Law and commercial Law – Sources.

### **UNIT – II**

Law of Contracts – Contracts – Essentials of a valid Contract – Proposal – Acceptance Communication Revocation – Consideration – Capacity of Parties – Consent – Misrepresentation – Fraud – Undue Influence – Coercion – Mistake – Void and Voidable Contract – Discharge of Contract – Breach.

### **UNIT – III**

Special Contracts – Indemnity and Guarantee – Rights and Liabilities of Surety – Bailment and Pledge – Duties of Bailor and Bailee – Bailer's Lien – Pledge – Pawner and Pawnee.

### **UNIT – IV**

Agency – Contract of Agency – Kinds of Agency – Duties and Rights of the Agent – Scope of Agent's Authority - liabilities of Principal and Agent to Third Parties – Termination of Agency.

### **UNIT – V**

Law of Sales of Goods – Contract of Sale – Conditions and Warranties – Transfer of Property and Title to Goods – Rights and Duties of Seller and Buyer – Rights of Unpaid seller. Law relating to Negotiable Instruments: Important Provisions regarding Cheque – bill of exchange and Promissory Note.

### **UNIT – VI**

Evolution of Companies Act, 1956 – Forms of Companies – Characteristics of Company – Advantages of incorporation – Conversion of Private Company into Public Company Formation of Company – Promotion – Incorporation – Registration – Inviting Subscriptions – Commencement of Business

### **UNIT – VII**

Memorandum, Articles of Association and Prospectus – Contents of Memorandum – Doctrine of ultra-vires – Contents of Articles of Association – Difference between Articles and Memorandum – Prospectus – Need – Issue of Prospectus – Contents – Exemptions from disclosure – Liability for misstatement – Civil Liability – Rights of Indemnity – Criminal Liability for misrepresentation.

### **UNIT – VIII**

Dividends, Bonus and Interest: Payment of dividends – Interim Dividends – Payment of Interest on Capital – Capitalisation of Profits.

### **TEXT BOOK:**

**Kapoor N.D.**, Elements of Mercantile Law & Elements of Company Law

### **REFERENCES:**

**Bagrial A.K.**, Company Law

**Kuchal M.C.**, Mercantile Law

**Sreenivasan M.R.**, Business Laws.

**Singh Avtar**, Company Law

## **PAPER V - BUSINESS ECONOMICS**

### **UNIT I**

Definition and Concept of Economics – Nature of Economic Laws – Methods of Economic Enquiry – Meaning of Micro and Macro Economics – Fundamental Concepts – Wants – Utility- Value - Wealth - Welfare.

### **UNIT II**

Demand Analysis – Meaning of Demand - Types of Demand – Determinants of Demand – Law of Demand – Types of Consumers – Marginal Utility Analysis – Elasticity of Demand – Consumer's Surplus.

### **UNIT III**

Supply Analysis – Meaning - Factors of Production - Land, Labour Capital and Organisation – Law of Returns – Production Function – Return to Scale.

### **UNIT IV**

Cost and Output Analysis – Different Cost concepts – Marginal and Average Cost – Relationship – Long run and Short run cost curves – Revenue curves of firms.

### **UNIT V**

Pricing under Perfect competition – Monopoly – Monopolistic competition – Oligopoly – Price – Output – Determination in the Short run and Long run in the various Market situations.

### **UNIT VI**

Wages – Interest – Rent and Profit – Marginal Productivity – Theory of wages – Ricardian Theory of Rent – Interest rate Theories.

### **UNIT VII**

National Income – Concepts – Measurement of National Income – Difficulties in Measurement – Business Cycles – Various Phases – Important implications for Business – Appropriate Strategies and Policies both at the Macro and Micro Levels.

### **UNIT VIII**

Globalisation – Implication to the Indian Economy – Theory of International Trade – Balance of Trade – Balance of Payments – Current Situation and Future Prospects.

### **TEXT BOOK:**

**Varshney R.L.& Maheswari**, Managerial Economics

### **REFERENCES:**

**Joel Dean**, Managerial Economics

**Mithani and VSR.Murthy**, Fundamentals of Business Economics

**Reddy P.N and Appanniah H.R.**, Principles of Business Economics

**Sundharam K.P.M and Sundharam E.N.**, Business Economics

**PAPER VI – FINANCIAL MANAGEMENT**

**UNIT I**

Nature of Financial Management – Finance Function – Meaning and Objectives of Financial Management – Scope of Financial Management – Functions of Financial Management.

**UNIT II**

Capitalization and Source of Finance: Capitalization – Over Capitalization – Under Capitalization – Advantages and Disadvantages. Sources of Finance – Long Term Sources and Short Term Sources – Legal Issues involved.

**UNIT III**

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison (simple problems).

**UNIT IV**

Cost of Capital: Measurement of Cost of Capital – Cost of Debt – Cost of Preference Shares – Cost of Equity Capital – Cost of Retained Earnings – Computation of Overall Cost of Capital – Optimum Capital Structure.

**UNIT V**

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage (simple problems).

**UNIT VI**

Dividend Decision: Meaning of Dividend – Determinants of Dividend Policies – Dividend Policies – Stable Dividend Policy – Bonus Issues - Relevance Theory – Walter's Model – Gordon's Model (simple problems) – Irrelevance Theory – M-M hypothesis.

**UNIT VII**

Working Capital Management: Types of Working Capital – Determinants of Working Capital - Sources of Financing of Working Capital – Significance of Working Capital Management – Working Capital Policy (simple problems).

**UNIT VIII**

Management of Working Capital Components: Cash Management – Objectives – Motives for holding cash – Short Term Cash Forecast – Long Term Cash Forecast – Monitoring Collections and Disbursements – Receivables Management – Objectives – Credit and Collection Policies – Inventory Management – Objectives – Inventory Management Techniques (theory only).

**Note: Distribution of marks between problems and theory shall be 40% and 60%.**

**TEXT BOOK:**

**Khan and Jain**, Financial Management

**REFERENCES**

**Kuchhal S.C.**, Financial Management

**Pandey I.M.**, Financial Management

**Prasanna Chandra**, Financial Management

**Srivastava P.M.**, Financial Management

**PAPER VII- BUSINESS STATISTICS**

**UNIT I**

Statistics – A Conceptual Framework – Meaning and Scope of Business Statistics – Definition – Function – Role of Statistics for Business Decisions – Importance - Limitations.

**UNIT II**

Statistical Enquiry and Methods of Sampling – purpose, Types, Collection of Data – Methods of Enumeration – Sampling Need – Method of Sampling – Merits and Demerits – Classification and Tabulation of Data.

**UNIT III**

Measures of Central Tendency – Average – Objectives of an Average – Types – Characteristics – Merits and Demerits – Mean, Median, Mode – Geometric Mean – Harmonic Mean – Quartiles – Deciles.

**UNIT IV**

Measures of Dispersion – objectives – Absolute and Relative Measures – Range – Quartile Deviation – Mean Deviation – Standard Deviation – Skewness – Kurtosis – Respective Merits and Demerits.

**UNIT V**

Correlation Analysis – Meaning - Uses – Types – Methods – Graphic – Scattered Diagrams – Algebraic Methods – Karl Pearson's Coefficient of Correlation – Merits and Demerits of Calculation – Concurrent Deviation method – Merits and Demerits.

**UNIT VI**

Regression Analysis – Difference between Correlation and Regression – Principles of Least Square Methods of Regression Analysis – Graphic, Algebraic – Regression Coefficients – Uses of Regression Analysis for Business Decision – Coefficient of Determination.

**UNIT VII**

Interpolation and Extrapolation and Time Series Analysis: Interpolation, Extrapolation – Meaning, uses, Measurements – Estimation Methods – Time series Analysis – Techniques of Measurements – Business Forecasting.

**UNIT VIII**

Probability – Concept of Probability – Types – Marginal, Joint Conditional Laws of Probability – Additional Theorem – Multiplication Theorem – Bayes Rule.

**Note: Distribution of marks between problems and theory shall be 70% and 30%.**

**TEXT BOOK:**

**Gupta S P**, Statistics for Commerce Students

**REFERENCES:**

**Elhance D N**, Fundamentals of Statistics

**Gupta S.P.**, Statistical Methods,

**Sanchall D.C.& V.K. Kapoor**, Statistics Theory, Methods & Applications,

## **PAPER VIII - ORGANISATIONAL BEHAVIOUR**

### **UNIT I**

Organizational Behaviour- Meaning, Need and Importance – Organization and individuals – Organisational culture – Societal Culture and organisations

### **UNIT II**

Organisational Structure – Importance of Structure – Learning – Learning styles and process

### **UNIT III**

Perception – Process of perception – Personality- Attitude – Development of Attitude and Values – Stress Management

### **UNIT IV**

Motivation and Leadership – Need – Theories of Motivation – Importance of Motivation – Motivation, Morale and Productivity. Leadership – Styles of Leader – Effective leadership.

### **UNIT V**

Group Dynamics – Groups in an organization – Influences – informal Leaders – Group Behaviour – Cohesiveness

### **UNIT VI**

Organizational Change – Change Models – Organizational resistance to change Management of change process

### **UNIT VII**

Organizational Development – Objectives – Teams – OD Models and Process

### **UNIT VIII**

Organizational culture, conflict and effectiveness: organizational culture – concept distinction between organizational culture and organizational climate – factors influencing organizational culture – morale - concept and types - managing conflict - organizational effectiveness - indicators of organizational effectiveness - Achieving organizational effectiveness.

**TEXT BOOK: Stephen Robinson, Organisational Behaviour,**

#### **REFERENCES:**

**ArunKumar, Meenakshi, Organisational Behaviour,**

**Fred Luthans, Organizational Behaviour ,**

**Udai Pareek, Understanding OB,**

## **PAPER IX - BUSINESS ENVIRONMENT**

### **UNIT I**

Business Environment – Concept – Significance – Factors – Environmental influence on Business.

### **UNIT II**

Social environment - Cultural heritage - social attitudes - impact of foreign culture - castes and communities – joint family systems - linguistic and religious groups - Types of social organization - Social Responsibilities of business.

### **UNIT III**

Political Environment - Directive Principles of State Policy – Centre – State Relations – Impact of Political Environment on Business.

### **UNIT IV**

Economic Environment - Economic systems and their impact of business - Macro economic parameters like GDP - growth rate population - Urbanisation - Fiscal deficit – Plan investment - Per capita income and their impact on business decisions - Five Year Planning.

### **UNIT V**

Financial Environment - Financial System – Commercial banks - Financial Institutions - RBI Stock Exchange - IDBI - Non Banking Financial Companies NBFCs.

### **UNIT VI**

Technological Environment – choice of Technology – Problems in Selecting Appropriate Technology – Importance to Business.

### **UNIT VII**

Legal Environment of Business – Implementations on business – Corporate Governance.

### **UNIT VIII**

Global Environment: Global Trends in Business and Management - MNCs - Importance, Advantages and Weakness of MNCs - Foreign Capital and Collaboration - Trends in Indian Industry.

### **TEXT BOOK:**

**Francis Cherunilam**, Business Environment

### **REFERENCES:**

**Aswathappa K**, Essentials of Business Environment

**Garg V K**, Economic Environment of Business

**Sherlekar S A**, Modern Business Organization and Management

## **PAPER X - BUSINESS ETHICS**

### **UNIT I**

Introduction to Business Ethics: Meaning, Definition and importance - nature, purpose of ethics and morals for organizational interests – Cultural and Human values in management – Indian and Global perspective

### **UNIT II**

Consequential and non- consequential theories – Ethical dilemma – Ethical decision making

### **UNIT III**

Environment Issues - Protecting the Natural Environment - Prevention of Pollution and Depletion of Natural Resources - Conservation of Natural Resources.

### **UNIT IV**

Workplace Ethics – personal and professional ethics in the organisation - discrimination, harassment - gender equality

### **UNIT V**

Organisation Ethics Development System – Organisational Culture and values – Code of Ethics – Value based Leadership and its effectiveness

### **UNIT VI**

Marketing Ethics and Consumer Protection – Healthy competition and protecting consumer's interest – Advertising ethics -Ethics in Accounting and Finance: Importance, issues and common problems

### **UNIT VII**

Corporate social responsibility – Strategic components- Different approaches to CSR - Globalization - Sustainability - CSR standards- Best practices

### **UNIT VIII**

Corporate Governance – Audit committees – Role of Independent Directors – Protection of Stake holders

### **TEXT BOOK:**

**Crane & Matten**, Business Ethics,

### **REFERENCES:**

**Chakraborty,S.K.**, Management by Values,

**Ferrell, Fraedrich**, Business Ethics: A Case Perspective,

**Velasquez**, Business Ethics.

**PAPER XI - ENTREPRENEURSHIP DEVELOPMENT**

**UNIT I**

Entrepreneurship: Meaning – Importance of Entrepreneur in economic development – Factors affecting entrepreneurial growth – Common entrepreneurial traits – Classification of Entrepreneurs - Functions of Entrepreneurs.

**UNIT II**

Business ideas: Search for a business idea – Sources of ideas – observing market's prospective consumers – development in other nations – study of project profits – Government organisations – Trade fairs – preliminary evaluation and testing the ideas.

**UNIT III**

Project Formulation: Project classification – Project identification – Internal and external constraints – feasibility prospects – project objectives and appraisal – project design and net work analysis – active performance – time schedule.

**UNIT IV**

Financial Analysis: Capital Cost estimate – Operating costs – Methods of cost estimation using ratio analysis for short term and long term costs – Cost estimation and budgeting estimation under uncertainty, risk and inflationary conditions – Operating revenue – Cash flow statements – Cost benefit analysis – Project appraisal and appraisal methods.

**UNIT V**

Entrepreneurial Development Programmes (EDP) - Role, relevance, and achievements Motivation Training for Entrepreneurs - Role of Government in organizing EDPs - Critical evaluation.

**UNIT VI**

Small Business Environment: Definition and Meaning of Small Business – Legal Framework - role and contribution of small business for economic development – policies and regulations governing small scale industries.

**UNIT VII**

Institutional Finance to small business: Negotiating financial needs – Suitable agencies – Types of credit facilities – Evaluation by financial institutions – Terms and conditions – Role of consultancy organizations – Leasing arrangements – Role of development financial institutions and Commercial banks.

**UNIT VIII**

Incentives and subsidies for Small Business Development: Capital investment subsidy – incentives to SSI – Excise Duty – Sales Tax and Income tax Concessions – Preferential Purchases – Procedure for import of capital goods and raw materials.

**TEXT BOOK:**

**Srinivasan N.P.** - Entrepreneurial Development

**REFERENCES:**

**Gupta C.B. & Khanka S.S.**, Entrepreneurship and Small Business.

**Peter F.Drucker**, 'Innovation & 'Entrepreneurships',

**Saravanavel**, Entrepreneurial Development

**Saini J.S. & Dhameja S.K.**, Entrepreneurship and Small Business.



**PAPER XII – ELEMENTS OF MARKETING**

**UNIT I**

Definition and functions of Marketing – Market – Types of Market – Importance of Marketing – Marketing in Developed and Developing Countries – Buyer's Market – Seller's Market – Marketing and Selling – Marketing Concept – Selling Concept – Consumer Orientation – Modern Marketing Concept – Marketing Mix.

**UNIT II**

Consumer Behaviour – Understanding Consumer – Consumer Behaviour and Consumption Behaviour – Consumer Buying Process – Psychological approach to understand the buyers – Sociological approach to understand the buyers – Economic approach to understand the buyer – Family Brand – Brand Loyalty.

**UNIT III**

Market Segmentation – Meaning - Nature of Market Segmentation – Market Segmentation Procedure – Bases of Market Segmentation – Geographic – Demographic – Socio Economic – Psychographic – Market Conditions.

**UNIT IV**

Meaning of Product – Classification – Product mix – Product Item – Width, depth and Consistency of the Product Mix – Product Life Cycle – Meaning – Introduction Stage – growth Stage – Maturity Stage – decline Stage – Product Modification- New Product Development – Process – Idea Generation – Screening – Business Analysis – Development – Testing – Commercialization.

**UNIT V**

Meaning of Pricing – Role of Pricing – Pricing Theory – Pricing in Practice – Administered Price – Regulated Price – Pricing Objectives – Pricing for a Target Return – Pricing for Market Penetration – Pricing for Market Skimming – Methods of Price Determination – Cost Based – Demand Based – Cost and Demand Based – Competition Based – Import Cost Based.

**UNIT VI**

Channels of distribution – Meaning and Role of Distribution Channel – Factors Governing Choice of Channel – Product Characteristics - Supply Characteristics – Customer Characteristics – Middle Men Characteristics – Company Characteristics – Social and Ethical Considerations – Marketing Intermediaries – Dueit Marketing.

**UNIT VII**

Advertising – Meaning and Role of Advertising – Objectives of Advertisement – Planning Advertisement Campaign – Advertisement Copy – Media – Evaluating Advertisement Effectiveness.

**UNIT VIII**

Personal Selling – Process of Personal Selling – Recruitment – Selection and Training of Salesman – Remuneration – Personal Selling and Salesmanship – Sales Promotion – External Factors Influencing Sales Promotions – Consumer Promotions – Trade Promotions – Sales for Promotion – Wholesaler and Retailer Promotion.

**TEXT BOOK:**

**Nirmala Prasad K. and Sherlaker**, Marketing Management

**REFERENCES**

**Philip Kotler**, Principles of Marketing

**Rajan Saxena**, Marketing Management

**Still and Cundiff**, Marketing Management

**Stanton W. J.**, Fundamentals of Marketing

**PAPER XIII - HUMAN RESOURCE MANGEMENT**

**UNIT I**

HRM – Meaning, Scope and Importance – Nature of HRM – Objectives and Functions of HRM – Role of HR Manager – Qualities and characteristics necessary for a good HR Manager

**UNIT II**

HR Planning – Objectives – importance – Premises of planning – Process of Planning – control and review mechanisms

**UNIT III**

Recruitment – Sources – Selection procedure - Job terminologies - Job design, Job rotation, job enlargement , job enrichment, job analysis, job description, job specification - promotion- demotion - separation

**UNIT IV**

Training and Development- significance of training – Training Methods– Executive development – Methods of executive development

**UNIT V**

Performance Appraisal - Purpose of performance appraisal – Methods of appraisal – Conventional and non conventional methods – Morale – meaning and significance – measurement of morale – measures to tone up morale.

**UNIT VI**

Compensation - Terminology and concepts – Management of Compensation - Objectives and scope of compensation management - Managerial compensation – Fringe benefits and types of fringe benefits.

**UNIT VII**

Management of Labour Relations - Labour turnover - Absenteeism – Employee grievances – Discipline – Misconduct – Trade Union – Collective bargaining – Workers participation in management – employee counseling

**UNIT VIII**

Labour Welfare and Social Security – Indian and Global scenario

**TEXT BOOK:**

**Aswathappa**, Human Resource Mangement,

**REFERENCES**

**Alan Price**, Human Resource Management,

**Garry Dessler & Varkkey**, Human Resource Management,

**Pravin Durai**, Human Resource Mangement,

**Snell, Bohlander & Vohra**, Human Resources Management,

**Venkata Ratnam C. S. & Srivatsava B. K.**, Personnel Management and Human Resources,

**PAPER XIV - PRODUCTION AND MATERIALS MANAGEMENT**

**UNIT I**

Production Management Introduction: Production Management – Meaning, Scope and Functions – Problems of Production Management – Different types of Production Systems.

**UNIT II**

Production Planning and Control: Meaning and Definition of Production Planning – Objectives and Planning – Steps involved in Production Planning – Importance of Production Planning – Meaning and Definition of Production Control – Objectives of Production Control – Techniques of Production Planning and Control.

**UNIT III**

Productivity – Meaning and Definition of Productivity – Importance of Productivity – Measurement of Productivity – Tools of Productivity – Factors affecting Industrial Productivity – Production and Productivity.

**UNIT IV**

Production Routing and scheduling: Routing – Meaning and Objectives – Scheduling – Meaning – Relationship between Routing and Scheduling – Dispatching – Sequences Analysis – Network Analysis – CPM and PERT – Advantages and Limitations of the Two Methods – Difference between CPM and PERT.

**UNIT V**

Materials Management – Purchasing and Store-keeping: Meaning and Definition of Materials Management – Objectives of Materials Management – Purchasing Functions of the Purchasing Department – Purchasing Procedure – Centralized and Decentralized Purchasing – Other Methods of Purchasing – Store-keeping – Organisation of Store-keeping.

**UNIT VI**

Inventory Control and Management Meaning – Objectives and Importance of Inventory Management – Essentials of a Good Inventory Control System – Various Inventory Costs – Minimum and Maximum Stock Limits – Reorder Point – EOQ – ABC techniques of Inventory Control.

**UNIT VII**

Quality Control and Inspection Meaning and Objectives – Advantages of Quality Control System – Inspection – Different kinds of Inspection – Statistical Quality Control – Types of Control Charts.

**UNIT VIII**

Materials Management and Information System: Use of Computers in Materials Management – Requirements for computerizing the system – Advantages for Materials Management – A computerized Materials Management – Computers and Inventory Management.

**TEXT BOOK:**

**Varma and Agarwal**, Production Management

**REFERENCES:**

**Desai and Rao**, Modern Production Management

**Datta A.K.**, Materials Management: Procedures, Text and Cases

**Datta A.K.**, Integrated Materials Management: A Functional Approach

**James L.Riggs**, Production Systems: Planning, Analysis and Control

**PAPER XV – ACCOUNTING FOR MANAGEMENT DECISIONS**

**UNIT I**

Management Decisions Accounting – Meaning, significance and scope of Cost Accounting and Management Accounting – Functions of Management Accounting - Financial Vs. Cost Accounting – Management Vs. Cost Accounting – Cost Unit – Cost Centre – Cost Element – Cost Sheet.

**UNIT II**

Marginal Costing: Marginal Costing – Break-even Point – Profit/Volume ratio – Margin of safety – Marginal Costing as a key to Managerial Problems – Key Factor.

**UNIT III**

Standard Costing and Variance Analysis: Meaning of Standard Costing – Importance of Standard Costing – Variance Analysis – Types of Variances – Material Cost Variance - Labour Cost Variance - Overhead Variance – Sales Variance - Profit Variance. Calculation of Variances (simple problems only) – Managerial uses of Variance Analysis.

**UNIT IV**

Financial Statements Analysis: Comparative Financial Statements – Common Size Financial Statements – Trend Percentages.

**UNIT V**

Ratio Analysis: Uses of Ratio Analysis – Classification of Ratios – Liquidity Ratios – Leverage Ratios – Turnover or Activity Ratios – Profitability Ratios – DuPont Analysis.

**UNIT VI**

Fund flow Analysis: Concept of Fund flow statement – Uses of Fund Flow Statement – Changes in Working Capital - Calculation of Funds from Operations – Construction of Fund Flow Statement.

**UNIT VII**

Cash Flow Analysis: Concept of Cash Flow statement – Uses - Calculation of Cash from operation – Preparation of Cash Flow Statement – Distinction between Fund Flow and Cash Flow Analysis.

**UNIT VIII**

Budget and Budgetary Control: Definition of Budget and Budgetary Control – Objectives of Budgetary Control – Advantages and Limitations of Budgetary Control – Organisation of Budgetary Control – Classification of Budgets – Functional Budgets – Fixed and Flexible Budgets – Preparation of Budgets.

**Note : Distribution of marks between Problems and Theory shall be 70% and 30%.**

**TEXT BOOK:**

**Maheswari S.N.**, Principles of Management Accounting

**REFERENCES:**

**Nigam L.and.Sharma G.L**, Cost Accounting

**Pattanshetty P.T.and Palekar R.**, Cost Accounting: A Basic Approach

**Roy Chowdhury A.P.**, Cost and Management Accounting Methods and Techniques

**Srinivasan N.P.**, Management Accounting

**(f) Procedure for Admission, Curriculum transaction and Evaluation:**

**1. Eligibility Criteria for Admission**

The Student should have passed in any of the stream of:

- 10 + 2 or
- 11 + 1 or
- 11 + (2 years or 3 years diploma).

The candidate who have passed Diploma in Commerce or Diploma in Modern Office Practice (3years) or equivalent awarded by Directorate of Technical Education/National Council of Vocation Training are eligible for lateral entry to 2<sup>nd</sup> year.

**2. Fees Structure for BBA degree Programme:**

Sl. No.	Fee Particulars	DDE
1	Registration & Processing Fee	₹ 200
2	Matriculation Fee	25
3	University Development Fund	1,000
4	Study Material & Handling Charges	1,250
5	Tuition Fee	7,500*
	<b>Total</b>	<b>9,975</b>

**3. Evaluation:**

• **Examination**

Examinations will be held once in a year.

• **Question Paper Pattern**

Maximum Marks: 100 Time: 3 Hours

**Part – A (5X 8= 40 Marks) – Answer any 5 out of 8 Questions**

**Part – B ( 4 X 15 = 60 Marks) – Answer any 4 out of 6 Questions**

• **Passing & Classification**

The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **40%**. Candidates securing 60% marks and above shall be placed in the **First Class**, and those who obtain marks between 50% and above but less than 60% shall be placed in the

**Second Class.** Students who obtain **75%** and above marks in aggregate shall be placed in the category of '**First class with Distinction**'.

**(g) Library Resources:**

A well stacked library is operational in the DDE building exclusively for Distance learning students of Pondicherry University. Students can avail this library facility during working hours of the University.

**(h) Cost Estimation of the Programme:**

**Study Material** : **Rs. 3,00,000** (approx. for 100 students enrolment)

**PCP Class** : **Rs. 75,000** (approx. for 100 students enrolment)

**(i) Quality Assurance Mechanism:**

Feedback about the programme, lectures and other issues will be collected in the written format from students during Personal contact programme. The curriculum will be revised in every five years.

# **PONDICHERRY UNIVERSITY**

## **DIRECTORATE OF DISTANCE EDUCATION**



### **Programme Project Report**

### **Bachelor of Commerce (B.Com)**

Submitted for Approval of UGC

With effect from 2018 -19 ONWARDS

**(a) Programme's Mission & Objectives:**

**Mission:** B.Com Degree Programme provides ample exposure to subjects from the fields of Commerce and Accountancy. The course equips the students for entry level jobs in Industry, a key contributor to the economic development of the country.

**Objectives:** The aim of the programme is to construct a strong foundational grounding in core subjects such as Accounting, Taxation, Economics, Statistics, Auditing, along with a choice of Cost accounting, Finance, Marketing and Human Resources which enhances the prospects for career growth of students with thorough knowledge of Business Analytics concepts with variety of skills, tools and techniques to understand data, examine business problems and bring about key business solutions in a structured manner. Students are imparted commerce knowledge with data processing technique and to solve problems conceptually and practically from diverse industries, such as manufacturing, retail, banking and finance.

**(b) Relevance of the Programme with HEI's Mission and Goals:**

B.Com core focuses predominantly in-depth knowledge and skills in Accounting, Commerce, Finance, Banking and Auditing which equips the students can pursue a career in Banking, Insurance, Investments, Equity Research Analyst, Financial Accounting & Auditing, Auditing & Cost Accounting, Company Secretarial Practice, Foreign Trade Practice & Procedures, Financial Consultancy, etc.

**(c) Nature of Prospective target group of learners:**

B.Com programme is offered for the candidates who aspire to acquire the knowledge and skills of Accounting and Commerce and those who wish to get entry level jobs in the sectors of industry, banking and stock market etc.,. Further B.Com programme is the base and auspicious for those who aspire to become Chartered Accountant (CA), Cost Accountant (ICWA), Company Secretary (ACS), Finance & Accounting Manager (MBA-Finance).

**(d) Learning Outcomes:**

Towards the end of the programme, students will be able to:

- Develop an ability to effectively communicate both orally and verbally
- Appreciate importance of working independently and in a team



- Have exposure of complex commerce problems and find their solution
- Understand required mathematical, analytical and statistical tools for financial and accounting analysis
- Develop an understanding of various commerce functions such as finance, accounting, Financial analysis, project evaluation, and cost accounting
- Develop self-confidence and awareness of general issues prevailing in the society

**(e) Instructional Design:**

**1. Duration of the Programme:**

The course shall be of three years Non-semester pattern. The Maximum duration to complete the course shall be 6 years.

**2. Medium**

The medium of instruction shall be English.

**3. Instructional delivery Mechanisms:** The delivery of the programme is through conduct of Personal Contact Programme. In total 40 Hours PCP classes for every year will be conducted at select centers based on the number of students enrolled for the program and the attendance is not mandatory.

**4. Faculty and support of Staff:**

- DDE faculty, University faculty from school of Management and other college faculty will be engaged for handling classes in Personal contact programme.
- Distance Education Staffs will be engaged for supporting other activities like dispatch of study materials.

**5. Media for instruction:**

- Printed study materials will be provided for all courses and the same will be uploaded in the University Website ([pondiuni.edu.in](http://pondiuni.edu.in)).
- Students can see all information's about DDE in the University website.
- The student support services like help desk (grievances) will be solved through in person, phone, email and group sms.

**6. Curriculum design:**

**Bachelor of Commerce (B.Com)  
Curriculum**

**1<sup>st</sup> Year**

<b>Code</b>	<b>Course Title</b>	<b>Min. Passing Marks</b>	<b>Max. Marks</b>
BCOM 1001	Principles of Management	40	100
BCOM 1002	Business Communication	40	100
BCOM 1003	Principles of Financial Accounting	40	100
BCOM 1004	Business Law	40	100
BCOM 1005	Business Economics	40	100

**2<sup>nd</sup> Year**

<b>Code</b>	<b>Course Title</b>	<b>Min. Passing Marks</b>	<b>Max. Marks</b>
BCOM 2001	Financial Management	40	100
BCOM 2002	Business Statistics	40	100
BCOM 2003	Corporate Accounting	40	100
BCOM 2004	Banking Theory, Law & Practice	40	100
BCOM 2005	E- Commerce	40	100

**3<sup>rd</sup> Year**

<b>Code</b>	<b>Course Title</b>	<b>Min. Passing Marks</b>	<b>Max. Marks</b>
BCOM 3001	Entrepreneurship Development	40	100
BCOM 3002	Elements of Marketing	40	100
BCOM 3003	Cost Accounting	40	100
BCOM 3004	Management Accounting	40	100
BCOM 3005	Auditing	40	100

**7. Detailed Syllabus of the Programme:**

## **PAPER I - PRINCIPLES OF MANAGEMENT**

### **UNIT I**

Nature of Management - Importance of Management – Functions of Management – Administration and Management – Management Science or Art – Functional Areas of Management – Evolution of Management Thought - Contributions of F.W Taylor, Henri Fayol and Elton Mayo.

### **UNIT II**

Planning and Decision Making: Planning - Purpose of Planning – Steps in Planning – Types of Plans – Objectives – Strategies – Policies – Procedures – Management by Objectives (MBO) – Process Benefits and Problems - Decision Making.

### **UNIT III**

Organising: Principles of Organisation – Formal and Informal Organisation – Different Forms of Organisation – Line and Staff Conflict – Committee form of Organisation – Organisation Structure.

### **UNIT IV**

Delegation of Authority & Responsibility: features of Authority – Distinction between Power and Authority – sources of Authority - Limits of Authority - Responsibility: Features of Responsibility – Accountability - Principles of Delegation – steps involved in Delegation process – Advantages and obstacles of Delegation.

### **UNIT V**

Centralisation and Decentralisation: Importance – Advantages & Disadvantages – factors determining the degree of Decentralisation – Delegation and Decentralisation – Centralisation Vs. Decentralisation.

### **UNIT VI**

Coordination – Meaning – Characteristics – Co-ordination – Co-operation – Co-ordination as the Essence of Management – Principles of Co-ordination – Advantages & Disadvantages – Techniques of Co-ordination.

### **UNIT VII**

Direction and Control: Direction – Meaning – elements – characteristic – importance, and principles of direction. Control – Introduction – Definition – Characteristics – objectives – necessity – elements - process of control – importance – limitations – Budgets and Budgetary Control.

### **UNIT VIII**

Emerging concepts in Management: TQM, MBO, MBE - Core Competency – CSR.

### **TEXT BOOK:**

**Dinkar Pagare**, Business Management

### **REFERENCES:**

**Gupta C.B.**, Business Management

**Harold Koontz, Cyril O Donnel, Heinz Weihrich**, Management

**James A.B. Stoner & Charles Wankel**, Management

**Prasad L.M.**, Principles of Management

## **PAPER II - BUSINESS COMMUNICATION**

### **UNIT-I**

**Introduction:** Need - Objectives and Principles of Communication – Communication Media – Types of Communication Process – Interpersonal and Business Communication – Characteristics – Verbal and Non-Verbal Communications – Barriers to Communication.

### **UNIT-II**

**Business Letters:** Need, Functions and Kinds of Business Letters – Essentials of an Effective Business Letter – Layout – Appearance – Size – Style – Form and Punctuation – Routine Request Letters – Responses to Letters – Refusal Letters – Claims Letters – Collection Letters – Mild and Strong Appeals.

### **UNIT-III**

**Letters of Inquiries, Quotations and Offers:** Letters of Inquiry – Opening and Closing Sentences in Letters of Inquiry – Quotations – Specimen – Voluntary Offers and Quotations – Sentences regarding Offers and Quotations – Specimen – Placing an Order, Specimen – Cancellation, Acknowledgment, Refusal and Execution of Order.

### **UNIT-IV**

**Circular, Sales and Bank Correspondence:** Circular Letters – Objectives – Situations that need Circular Letters – Specimen, Sales Letters – Objectives – Advantages – Three P's Functions, Bank Correspondence, Correspondence with Customers, Head office and with other Banks.

### **UNIT-V**

**Agency, Insurance, Import and Export Letters:** Agency – Specimen Letters of Offer of Goods - Inquiry into the Reasons for Low Sales – Reply. Insurance – Claims – Letter inquiring about Premium Rate – Reply, Letter effecting Insurance – Letters between Insured and the Insurance Company – Letters between Importer and Exporter and Clearing and Forwarding Agents.

### **UNIT-VI**

**Company Secretary's Correspondence:** Company Secretary – Correspondence with shareholders regarding Prospects of the Company – Series of Letters between the Secretary of Company and Shareholders, Auditors, Directors and Registrar of Companies – Preparation of Agenda and Minutes.

### **UNIT-VII**

**Official Correspondence and Public Relations:** Official Correspondence – Distinction between Official and Business Correspondence – Classification – Official Letters – Specimen – Demi-Official Letters – Memorandum – Specimen – Endorsement – Specimen – Notification – Communiques – Specimen – Meaning of Public Relations – Press Conference – Press Release – Advertising – Direct Mail Advertising and Advertising Letters .

### **UNIT-VIII**

**Report Writing and Spoken Communication :** Report – Importance – Oral and Written Reports – Types of Business Reports – Characteristics of a Good Report – Preparing a Report – Organisation of a Report – Spoken Communication – the Telephone – the Public Addressing System – Word Processor – Fax, E.Mail – Teleconferences – New age communication channels in internet – skype etc.,

### **TEXT BOOK:**

**Sinha K. K.,** Business Communication

### **REFERENCES:**

**Keval J.Kim,** Business Communication.

**Rajendra Pal & J.S.Korlahalli,** Essentials of Business Communication.

**Sharma, Krishna Mohan,** Business Correspondence and Report Writing

## **PAPER III – PRINCIPLES OF FINANCIAL ACCOUNTING**

### **UNIT - I**

Meaning and Scope of Accounting – Need for Accounting – Development of Accounting – Nature and objectives – Book keeping and Accounting - Accounting Principles – Accounting Concepts and Conventions – Accounting Standards – International Accounting Standards.

### **UNIT - II**

Books of Accounts: Double Entry System of Book keeping - Journal – Ledger posting — Trial Balance – Final Accounts – Preparation of Trading Account – Profit and Loss Account – Balance Sheet – Adjustments – closing stock, depreciation, bad debts and provision for bad debts, outstanding and prepaid expenses, advance and accrued income.

### **UNIT – III**

Income and Expenditure Account & Receipts and Payments Account: – Nature – Preparation of Receipt and Payment Account and Income and Expenditure Account.

### **UNIT - IV**

Depreciation Accounting: Meaning – causes – objectives – factors - Methods of Depreciation Accounting – Straight Line Method – Written Down Value Method – Sinking Fund Method – Annuity Method – Insurance Policy Method - Reserves and Provisions.

### **UNIT – V**

Consignment Accounts – Entries in the books of Consignor and Consignee – Joint Venture Accounts – separate books and existing books.

### **UNIT – VI**

Branch and Departmental Accounts: Meaning of Branches and Departments – Accounts of various types of branches – Departmental Accounts.

### **UNIT - VII**

Single Entry System: Defects of Single Entry System – Ascertainment of profit – Statement of Affairs Method and Conversion Method – preparation of final accounts.

### **UNIT - VIII**

Partnership Accounts: Admission – Retirement – Death of a Partner - Dissolution – Insolvency of a Partner – Piecemeal Distributions.

**Note: Distribution of marks between problems and theory shall be 70% and 30%.**

### **TEXT BOOK:**

**Jain & Narang**, Financial Accounting

### **REFERENCES:**

**Arulanandam M.A. & Raman K.S.**, Advanced Accounting

**Gupta R.L. & Gupta V.K.**, Advanced Accounting,

**Reddy & Murthy T.S.**, Financial Accounting

**Tulsian P.C.**, Financial Accounting

## **PAPER IV - BUSINESS LAW**

### **UNIT I**

Law: Rights, Duties and Liabilities – Legal Personality – Law and Fact – Cases and Legislation Mercantile Law and commercial Law – Sources.

### **UNIT – II**

Law of Contracts – Contracts – Essentials of a valid Contract – Proposal – Acceptance Communication Revocation – Consideration – Capacity of Parties – Consent – Misrepresentation – Fraud – Undue Influence – Coercion – Mistake – Void and Voidable Contract – Discharge of Contract – Breach.

### **UNIT – III**

Special Contracts – Indemnity and Guarantee – Rights and Liabilities of Surety – Bailment and Pledge – Duties of Bailor and Bailee – Bailer's Lien – Pledge – Pawner and Pawnee.

### **UNIT – IV**

Agency – Contract of Agency – Kinds of Agency – Duties and Rights of the Agent – Scope of Agent's Authority - liabilities of Principal and Agent to Third Parties – Termination of Agency.

### **UNIT – V**

Law of Sales of Goods – Contract of Sale – Conditions and Warranties – Transfer of Property and Title to Goods – Rights and Duties of Seller and Buyer – Rights of Unpaid seller. Law relating to Negotiable Instruments: Important Provisions regarding Cheque – bill of exchange and Promissory Note.

### **UNIT – VI**

Evolution of Companies Act, 1956 – Forms of Companies – Characteristics of Company – Advantages of incorporation – Conversion of Private Company into Public Company Formation of Company – Promotion – Incorporation – Registration – Inviting Subscriptions – Commencement of Business

### **UNIT – VII**

Memorandum, Articles of Association and Prospectus – Contents of Memorandum – Doctrine of ultra-vires – Contents of Articles of Association – Difference between Articles and Memorandum – Prospectus – Need – Issue of Prospectus – Contents – Exemptions from disclosure – Liability for misstatement – Civil Liability – Rights of Indemnity – Criminal Liability for misrepresentation.

### **UNIT – VIII**

Dividends, Bonus and Interest: Payment of dividends – Interim Dividends – Payment of Interest on Capital – Capitalisation of Profits.

### **TEXT BOOK:**

**Kapoor N.D.**, Elements of Mercantile Law & Elements of Company Law

### **REFERENCES:**

**Bagrial A.K.**, Company Law

**Kuchal M.C.**, Mercantile Law

**Sreenivasan M.R.**, Business Laws.

**Singh Avtar**, Company Law

## **PAPER V - BUSINESS ECONOMICS**

### **UNIT I**

Definition and Concept of Economics – Nature of Economic Laws – Methods of Economic Enquiry – Meaning of Micro and Macro Economics – Fundamental Concepts – Wants – Utility- Value - Wealth - Welfare.

### **UNIT II**

Demand Analysis – Meaning of Demand - Types of Demand – Determinants of Demand – Law of Demand – Types of Consumers – Marginal Utility Analysis – Elasticity of Demand – Consumer's Surplus.

### **UNIT III**

Supply Analysis – Meaning - Factors of Production - Land, Labour Capital and Organisation – Law of Returns – Production Function – Return to Scale.

### **UNIT IV**

Cost and Output Analysis – Different Cost concepts – Marginal and Average Cost – Relationship – Long run and Short run cost curves – Revenue curves of firms.

### **UNIT V**

Pricing under Perfect competition – Monopoly – Monopolistic competition – Oligopoly – Price – Output – Determination in the Short run and Long run in the various Market situations.

### **UNIT VI**

Wages – Interest – Rent and Profit – Marginal Productivity – Theory of wages – Ricardian Theory of Rent – Interest rate Theories.

### **UNIT VII**

National Income – Concepts – Measurement of National Income – Difficulties in Measurement – Business Cycles – Various Phases – Important implications for Business – Appropriate Strategies and Policies both at the Macro and Micro Levels.

### **UNIT VIII**

Globalisation – Implication to the Indian Economy – Theory of International Trade – Balance of Trade – Balance of Payments – Current Situation and Future Prospects.

### **TEXT BOOK:**

**Varshney R.L.& Maheswari**, Managerial Economics

### **REFERENCES:**

**Joel Dean**, Managerial Economics

**Mithani and VSR.Murthy**, Fundamentals of Business Economics

**Reddy P.N and Appanniah H.R.**, Principles of Business Economics

**Sundharam K.P.M and Sundharam E.N.**, Business Economics

**PAPER VI – FINANCIAL MANAGEMENT**

**UNIT I**

Nature of Financial Management – Finance Function – Meaning and Objectives of Financial Management – Scope of Financial Management – Functions of Financial Management.

**UNIT II**

Capitalization and Source of Finance: Capitalization – Over Capitalization – Under Capitalization – Advantages and Disadvantages. Sources of Finance – Long Term Sources and Short Term Sources – Legal Issues involved.

**UNIT III**

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison (simple problems).

**UNIT IV**

Cost of Capital: Measurement of Cost of Capital – Cost of Debt – Cost of Preference Shares – Cost of Equity Capital – Cost of Retained Earnings – Computation of Overall Cost of Capital – Optimum Capital Structure.

**UNIT V**

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage (simple problems).

**UNIT VI**

Dividend Decision: Meaning of Dividend – Determinants of Dividend Policies – Dividend Policies – Stable Dividend Policy – Bonus Issues - Relevance Theory – Walter's Model – Gordon's Model (simple problems) – Irrelevance Theory – M-M hypothesis.

**UNIT VII**

Working Capital Management: Types of Working Capital – Determinants of Working Capital - Sources of Financing of Working Capital – Significance of Working Capital Management – Working Capital Policy (simple problems).

**UNIT VIII**

Management of Working Capital Components: Cash Management – Objectives – Motives for holding cash – Short Term Cash Forecast – Long Term Cash Forecast – Monitoring Collections and Disbursements – Receivables Management – Objectives – Credit and Collection Policies – Inventory Management – Objectives – Inventory Management Techniques (theory only).

**Note: Distribution of marks between problems and theory shall be 40% and 60%.**

**TEXT BOOK:**

**Khan and Jain**, Financial Management

**REFERENCES**

**Kuchhal S.C.**, Financial Management

**Pandey I.M.**, Financial Management

**Prasanna Chandra**, Financial Management

**Srivastava P.M.**, Financial Management



## **PAPER VII- BUSINESS STATISTICS**

### **UNIT I**

Statistics – A Conceptual Framework – Meaning and Scope of Business Statistics – Definition – Function – Role of Statistics for Business Decisions – Importance - Limitations.

### **UNIT II**

Statistical Enquiry and Methods of Sampling – purpose, Types, Collection of Data – Methods of Enumeration – Sampling Need – Method of Sampling – Merits and Demerits – Classification and Tabulation of Data.

### **UNIT III**

Measures of Central Tendency – Average – Objectives of an Average – Types – Characteristics – Merits and Demerits – Mean, Median, Mode – Geometric Mean – Harmonic Mean – Quartiles – Deciles.

### **UNIT IV**

Measures of Dispersion – objectives – Absolute and Relative Measures – Range – Quartile Deviation – Mean Deviation – Standard Deviation – Skewness – Kurtosis – Respective Merits and Demerits.

### **UNIT V**

Correlation Analysis – Meaning - Uses – Types – Methods – Graphic – Scattered Diagrams – Algebraic Methods – Karl Pearson's Coefficient of Correlation – Merits and Demerits of Calculation – Concurrent Deviation method – Merits and Demerits.

### **UNIT VI**

Regression Analysis – Difference between Correlation and Regression – Principles of Least Square Methods of Regression Analysis – Graphic, Algebraic – Regression Coefficients – Uses of Regression Analysis for Business Decision – Coefficient of Determination.

### **UNIT VII**

Interpolation and Extrapolation and Time Series Analysis: Interpolation, Extrapolation – Meaning, uses, Measurements – Estimation Methods – Time series Analysis – Techniques of Measurements – Business Forecasting.

### **UNIT VIII**

Probability – Concept of Probability – Types – Marginal, Joint Conditional Laws of Probability – Additional Theorem – Multiplication Theorem – Bayes Rule.

**Note: Distribution of marks between problems and theory shall be 70% and 30%.**

### **TEXT BOOK:**

**Gupta S P**, Statistics for Commerce Students

### **REFERENCES:**

**Elhance D N**, Fundamentals of Statistics

**Gupta S.P.**, Statistical Methods,

**Sanchall D.C.& V.K. Kapoor**, Statistics Theory, Methods & Applications,

**PAPER VIII – CORPORATE ACCOUNTING**

**UNIT – I**

Corporate Accounting: Nature and Significance – Corporate Reporting – Accounting Standards, Segment Reporting, Disclosure Norms - Generally Accepted Accounting Principles (GAAP) - Conceptual Framework for preparation and Presentation of Financial Statements in line with the Companies Act, 1956 - Provisions relating to Preparation of Company Final accounts – Form of Balance Sheet - Form of Statement of Profit and Loss - Computation of Managerial Remuneration.

**UNIT - II**

Issue of shares and debentures: Introduction - Various kinds - Forefeiture - Re-issue of forfeited shares – Rights Issues - Redemption of preference shares and debentures.

**UNIT - III**

Valuation of Goodwill and Shares: Methods of valuing Goodwill - Different methods of valuing shares (simple problems)

**UNIT – IV**

Liquidation: Statement of Affairs and Deficiency Accounts - Liquidator's Final Statement of Receipts and Payments.

**UNIT – V**

Acquisition of Business, Profits Prior to Incorporation, Amalgamation - Absorption and Reconstruction of a company – Calculation of Purchase Consideration – Accounting Entries – Books of Purchasing Company – Books of Vendor Company - (Inter-company holdings excluded). Alteration of share capital - Internal reconstruction (simple problems only).

**UNIT - VI**

Holding Companies: Introduction – Fundamental Principles in consolidation of Balance Sheet and Profit and Loss Account – Preparation of Consolidated Final Accounts (simple problems only).

**UNIT – VII**

Accounts of Insurance Companies: Types of Insurance – Explanation of special Terms in Insurance Business – Accounts of General Insurance Business – Form or Revenue Account and Balance Sheet – Preparation of Final Accounts for General Insurance.

**UNIT – VIII**

Accounts of Banks: Preparation of Profit and Loss Account and Balance Sheet – Rebate on Bills Discounted.

**Note: Distribution of marks between problems and theory shall be 70% and 30%.**

**TEXT BOOK:**

**Jain and Narang**, Company Accounts

**REFERENCES:**

**Chakraborti**, Advanced Accounting

**Gupta R.L.**, Corporate Accounting

**Reddy T.S. and Murthy A.**, Corporate Accounting

**Shukla and Grewal**, Advanced Accounts

**PAPER IX – BANKING THEORY, LAW & PRACTICE**

**UNIT I**

Origin of Banks - Banking Regulation Act, 1949 (Definition of Banking, Licensing, Opening of branches, Functions of Banks, Inspection) - Role of Banks and Economic Development - Central Banking and Role of RBI and their functions.

**UNIT II**

Banker and Customer: Banker and Customer – Definition and General Relationship – Special relationship between a banker and a customer – General precautions in opening a current account.

**UNIT III**

Deposit Accounts: Fixed Deposit – Other deposit accounts – Current Deposit accounts – Savings deposit account – Recurring Deposit account – Foreign currency deposit – Non-resident external account – Pass book. Special Types of Customers: Individuals – Business Concerns and Individuals.

**UNIT IV**

Cheques: Cheques, Material alteration and marking – Crossing of Cheques – Endorsement.

**UNIT V**

Paying Banker: Paying Banker – When payment must be refused – Paying banker and statutory protection.

**UNIT VI**

Collecting Banker: Collection of Cheques – Banker as Holder in Due Course – Collecting Banker and Customer.

**UNIT VII**

Subsidiary Services: Subsidiary Services – Payment and collection, Purchase and sale of stocks and shares – Acting as Executors, Trustees and Attorneys – Bankers as Correspondents of Other banks and Financial Corporations – General utility services – Safe Custody of customer's valuables – Dealing in Foreign Exchange.

Issuing Letters of Credit, Travelers's Cheques etc - Serving as Referee as to the financial standing, business reputation and respectability of customer – Underwriting of Loans raised by Government, Public Bodies and Trading Corporations – Providing specialised Advisory Services – Recent trends – Credit Cards – Merchant Banking – Teller System – Automatic Teller Machines – Bid Bonds – Performance Guarantee – Gift Cheques.

**UNIT VIII**

Loans and Advances: Loans and advances – Cash Reserve ratio – Factors Governing Cash Reserve Ratio – Types of Lending – Principles of sound lending – Secured Advances – General Principles of Secured advantage – Mode of securing advances: Lien – Pledge – Mortgage – Hypothecation – Types of Securities – Goods – Classification of Goods – Advantage – Documents of Title to Goods – Stock Exchange Securities – Creation Charge – Unsecured Loans – Guarantee – Exact Liability.

**TEXT BOOK:**

**Sundaram and Varshney**, Banking Law, Theory and Practice

**REFERENCES:**

**Maheswari**, Banking Law, Theory and Practice

**Natarajan & Gordon**, Banking Theory and Practice

**Reddy S.N. & Appanniah**, Banking Theory and Practice

**Sherlaker & Sherlaker**, Banking Law, Theory and Practice

**PAPER X - E – COMMERCE**

**UNIT -I**

E – Commerce: Meaning, definition, features, functions of E-Commerce, Scope, Benefits and limitations of E-Commerce – The Internet and India – E-commerce opportunities and challenges for Industries.

**UNIT –II**

Business Models for E-commerce: The Birth of Portals – E-Business Models – Business-to-Consumer (B2C) – Business-to-Business (B2B) – Consumer-to Consumer (C2C) – Consumer-to-Business (C2B) – Brokerage Model – Value Chain Model – Advertising Model.

**UNIT –III**

E-marketing – Traditional Marketing Vs.E-Marketing – Impact of E-commerce on markets – Marketing issues in E-Marketing – Online Marketing – E-advertising – Internet Marketing Trends – E-Branding – Marketing Strategies.

**UNIT – IV**

E-payment Systems: Digital payment Requirements – Digital Token-based E-payment systems – Benefits to Buyers – Benefits to Sellers – Credit card as E-payment system – Mobile payments – smart card cash payment system – Micropayment system – E- Cash.

**UNIT –V**

E-Finance: Areas of Financing, E-Banking - Traditional Banking Vs. E-Banking – Operations in E-Banking – E-Trading – Stock Market trading – Importance and advantages of E-Trading.

**UNIT –VI**

Legal Framework for E-Commerce: E-Commerce Legal Framework – Rights and Obligations in the World of E-commerce – Copyrights – Defamation – Privacy – Contracts – Taxation – Signing a contract Electronically – Domain name and Registration.

**UNIT –VII**

E-Security: Security for E-commerce – Security Design – Analysing risk – E-Banks and Security – safety of E-Commerce – Online Shopping with confidence – Firewalls for system Integrity –Virus Protection and Protection from intruders.

**UNIT –VIII**

Mobile Commerce: Challenges of E-commerce – Global Mobile E-Commerce – Secure Mobile Commerce – Secured Payments through Mobile – First Mobile Commerce Service.

**TEXT BOOK:**

**Joseph P. T.,** E - Commerce – An Indian Perspective

**REFERENCE:**

**Jaiswal S.,** E-Commerce

**Mohammad Mahmoudi Maymand,** E-Commerce

**Murthy C.S.V.,** E-Commerce - Concepts, Models and Strategies

**PAPER XI - ENTREPRENEURSHIP DEVELOPMENT**

**UNIT I**

Entrepreneurship: Meaning – Importance of Entrepreneur in economic development – Factors affecting entrepreneurial growth – Common entrepreneurial traits – Classification of Entrepreneurs - Functions of Entrepreneurs.

**UNIT II**

Business ideas: Search for a business idea – Sources of ideas – observing market's prospective consumers – development in other nations – study of project profits – Government organisations – Trade fairs – preliminary evaluation and testing the ideas.

**UNIT III**

Project Formulation: Project classification – Project identification – Internal and external constraints – feasibility prospects – project objectives and appraisal – project design and net work analysis – active performance – time schedule.

**UNIT IV**

Financial Analysis: Capital Cost estimate – Operating costs – Methods of cost estimation using ratio analysis for short term and long term costs – Cost estimation and budgeting estimation under uncertainty, risk and inflationary conditions – Operating revenue – Cash flow statements – Cost benefit analysis – Project appraisal and appraisal methods.

**UNIT V**

Entrepreneurial Development Programmes (EDP) - Role, relevance, and achievements Motivation Training for Entrepreneurs - Role of Government in organizing EDPs - Critical evaluation.

**UNIT VI**

Small Business Environment: Definition and Meaning of Small Business – Legal Framework - role and contribution of small business for economic development – policies and regulations governing small scale industries.

**UNIT VII**

Institutional Finance to small business: Negotiating financial needs – Suitable agencies – Types of credit facilities – Evaluation by financial institutions – Terms and conditions – Role of consultancy organizations – Leasing arrangements – Role of development financial institutions and Commercial banks.

**UNIT VIII**

Incentives and subsidies for Small Business Development: Capital investment subsidy – incentives to SSI – Excise Duty – Sales Tax and Income tax Concessions – Preferential Purchases – Procedure for import of capital goods and raw materials.

**TEXT BOOK:**

**Srinivasan N.P.** - Entrepreneurial Development

**REFERENCES:**

**Gupta C.B. & Khanka S.S.**, Entrepreneurship and Small Business.

**Peter F.Drucker**, 'Innovation & 'Entrepreneurships',

**Saravanavel**, Entrepreneurial Development

**Saini J.S. & Dhameja S.K.**, Entrepreneurship and Small Business.

**PAPER XII – ELEMENTS OF MARKETING**

**UNIT I**

Definition and functions of Marketing – Market – Types of Market – Importance of Marketing – Marketing in Developed and Developing Countries – Buyer's Market – Seller's Market – Marketing and Selling – Marketing Concept – Selling Concept – Consumer Orientation – Modern Marketing Concept – Marketing Mix.

**UNIT II**

Consumer Behaviour – Understanding Consumer – Consumer Behaviour and Consumption Behaviour – Consumer Buying Process – Psychological approach to understand the buyers – Sociological approach to understand the buyers – Economic approach to understand the buyer – Family Brand – Brand Loyalty.

**UNIT III**

Market Segmentation – Meaning - Nature of Market Segmentation – Market Segmentation Procedure – Bases of Market Segmentation – Geographic – Demographic – Socio Economic – Psychographic – Market Conditions.

**UNIT IV**

Meaning of Product – Classification – Product mix – Product Item – Width, depth and Consistency of the Product Mix – Product Life Cycle – Meaning – Introduction Stage – growth Stage – Maturity Stage – decline Stage – Product Modification- New Product Development – Process – Idea Generation – Screening – Business Analysis – Development – Testing – Commercialization.

**UNIT V**

Meaning of Pricing – Role of Pricing – Pricing Theory – Pricing in Practice – Administered Price – Regulated Price – Pricing Objectives – Pricing for a Target Return – Pricing for Market Penetration – Pricing for Market Skimming – Methods of Price Determination – Cost Based – Demand Based – Cost and Demand Based – Competition Based – Import Cost Based.

**UNIT VI**

Channels of distribution – Meaning and Role of Distribution Channel – Factors Governing Choice of Channel – Product Characteristics - Supply Characteristics – Customer Characteristics – Middle Men Characteristics – Company Characteristics – Social and Ethical Considerations – Marketing Intermediaries – Dueit Marketing.

**UNIT VII**

Advertising – Meaning and Role of Advertising – Objectives of Advertisement – Planning Advertisement Campaign – Advertisement Copy – Media – Evaluating Advertisement Effectiveness.

**UNIT VIII**

Personal Selling – Process of Personal Selling – Recruitment – Selection and Training of Salesman – Remuneration – Personal Selling and Salesmanship – Sales Promotion – External Factors Influencing Sales Promotions – Consumer Promotions – Trade Promotions – Sales for Promotion – Wholesaler and Retailer Promotion.

**TEXT BOOK:**

**Nirmala Prasad K. and Sherlaker**, Marketing Management

**REFERENCES**

**Philip Kotler**, Principles of Marketing

**Rajan Saxena**, Marketing Management

**Still and Cundiff**, Marketing Management

**Stanton W. J.**, Fundamentals of Marketing

## **PAPER XIII - COST ACCOUNTING**

### **UNIT I**

Evolution of Cost Accounting – Importance of Cost Accounting – Limitations of Cost Accounting – Definition and Cost Concepts – Classification of Costs – Cost Unit and Cost Centre – Installation of Cost Accounting System – Essentials of a good Cost Accounting System.

### **UNIT II**

Preparation and Presentation of Cost Data and Information – Tabulation of Cost Data – Preparation of Cost Sheets – Tenders and Quotations.

### **UNIT III**

Material Cost – Material Purchase Procedure – Material Control – Objectives of Material Control – Inventory Control Methods – ABC Analysis – Perpetual Inventory Control System – fixation of Stock Levels – Maximum Level, Minimum Level, economic Order Quantity – Reorder Level, Stores Records – Bin Cards and Stores Ledger – Material Issues - Pricing of Material Issues – FIFO Method, Simple Average Method and Weighted Average Method.

### **UNIT IV**

Labour Cost – Importance of Labour Cost Control – Time Keeping – Methods of Time Keeping – Control of Idle Time and Overtime and their Treatment in Cost Accounting – Labour Turnover – Causes – Effects – Methods of measuring Labour Turnover – Methods of Remunerating the Labour – Time Rate System – Piece Rate System – Incentive Plans – Halsey Plan, Rowan Plan, Taylor's Differential Piece Rate System, Merrick's Multiple Piece Rate System – Preparation of Labour Cost.

### **UNIT V**

Overheads – Classification of Overheads – Allocation and Apportionment of Overheads – Reapportionment of Service Department Overheads to Production Departments – Absorption of Overheads – Bases of Absorption of Overheads.

### **UNIT VI**

Unit or Output Costing – Operating Costing – Job Costing – Contract Costing – Batch Costing – Characteristics – Preparation of Cost Sheets and Cost Statements – Distinction between Methods of Costing.

### **UNIT VII**

Process Costing – Meaning – Objectives – Process Costing as distinguished from other methods of costing – Preparation of Process Accounts (excluding equivalent production and inter-process profits) – Joint Product and By-product Costing – Difference between Joint Product and By-product – Separation of Joint Cost – various Bases of Separation of Joint Costs.

### **UNIT VIII**

Recent Cost Concepts: Activity Based Costing (ABC) for profit reporting and stock valuation, Transfer pricing - Determination of Inter-Departmental or Inter-Company Transfer Price, Treatment of special expenses in costs such as – Research and Development expenses, Preliminary expenses, Costs of obsolescence, etc.

**Note: Distribution of marks between problems and theory shall be 70% and 30%.**

### **TEXT BOOK:**

**Maheswari S.N.**, Problems in Cost Accounting

### **REFERENCES**

**Arora M.N.**, Cost Accounting

**Das Gupta**, Cost Accounts

**Jain S.P. & Narang K.L, Kalyani**, Cost Accounts

**Khanna, Ahjua & Others**, Practical Costing

## **PAPER XIV – MANAGEMENT ACCOUNTING**

### **UNIT I**

Management Accounting – Nature and Scope: Limitations of Financial Accounting – Emergence of Management Accounting –scope – Limitations of Management Accounting – Financial Accounting Vs Management Accounting – Cost Accounting Vs Management Accounting – Tools of Management Accounting.

### **UNIT II**

Analysis and Interpretation of Financial Statements: The basic Financial Statements – Importance of Financial Statements – Limitations of Financial Statements – Analysis and Interpretation – Techniques of Financial Analysis – Comparative Financial Statements – Common size Financial Statements – Trend Percentages.

### **UNIT III**

Ratio Analysis: Nature – Interpretation of Ratios – Uses of Ratio Analysis – Limitations of Ratio Analysis – Classification of Ratios – Liquidity Ratio – Leverage Ratio – Turnover or Activity Ratio – Profitability Ratio – DuPont Analysis.

### **UNIT IV**

Fund Flow Analysis: Concept of Fund Flow Statement – Uses of Fund Flow Statement – Limitations of Fund Flow Statement – Changes in Working Capital – Calculation of Funds from operation – Treatment of Provision for Taxation and Proposed Dividend – Construction of Fund Flow Statement.

### **UNIT V**

Cash Flow Analysis: Concept of Cash – Actual and National – Calculation of Cash from Operations – Preparation of Cash Flow Statement – Uses or Advantages of Cash Flow Analysis – Distinction between Cash Flow and Fund Flow analysis.

### **UNIT VI**

Budget and Budgetary Control: Definition of Budget and Budgetary Control – Objectives of Budgetary Control – Advantages and Limitations of Budgetary Control – Classification of Budgets – Functional Budgets – Fixed and Flexible Budgets – Preparation of Budgets.

### **UNIT VII**

Marginal Costing – Concept of Marginal Costing –Contribution – Key Factor – Profit Planning – Break even Analysis – Margin of Safety – Marginal Costing as a key to Managerial Problems.

### **UNIT VIII**

Standard Costing and Variance Analysis: Meaning of Standard Costing – Importance of Standard Costing – Variance Analysis – Types of Variances - Material Cost Variance - Labour Cost Variance - Overhead Variance – Sales Variance - Profit Variance – Calculation of Variances (simple problems only) – Managerial uses of Variance Analysis.

**Note: Distribution of marks between Problems and Theory shall be 70% and 30%.**

### **TEXT BOOK:**

**Maheswari S.N.**, Principles of Management Accounting

### **REFERENCES**

**Srinivasan N. P.**, Management Accounting

**Sharma Shashi R.K. & Gupta K.**, Management Accounting

**Sharma and Gupta**, Management Accounting

**Vinayakam & I.B. Sinha**, Management Accounting: Tools and Techniques



**PAPER XV - AUDITING**

**UNIT I**

Origin of Audit – Definition – Qualities of an Auditor Objects – Detection of Errors – Detection of Frauds – Manipulation of Accounts – Different Classes of Auditors – Conduct of an Audit – Continuous Audit. Internal Check – Meaning – Objects – Audit Programmes – Advantages and Disadvantages.

**UNIT II**

Vouching – Meaning – Vouching the Debit side of the Cash Book – Vouching the Credit side of the Cash Book – Wages – Capital Expenditure – Loans – Salaries – Commission – Insurance Premium – Petty Cash.

**UNIT III**

Audit of Importance Ledger – Outstanding Assets and Liabilities – Income Receivable – Prepaid Expenses – Deferred Revenue Expenditure – Outstanding Liabilities – Allocation of Expenditure between Capital and Revenue – Capital Expenditure – Revenue Expenditure.

**UNIT IV**

Meaning of Verification - Problems in valuation of Assets – Fixed Asset – Intangible Assets – Verification and Valuation of Different Classes of Assets – Methods used in the Valuation of Different Classes of Goods – Depreciation – Causes – Objects – Principal Methods of providing Depreciation – Auditor's Duty as regards Depreciation.

**UNIT V**

General Reserve – Meaning – Special Reserve or Provision – Difference between General Reserve and Provision – Reserve for Bad debts – Sinking Fund – Duty of an Auditor as regards Sinking Fund – Reserve or Development Funds – Capital Reserve – Duty of an Auditor in connection with the Secret Reserve.

**UNIT VI**

Qualification of an Auditor – Disqualification – Appointment – Rotation – Casual Vacancy – Powers of Board to Appoint Auditors – Removal of an Auditor – Remuneration – Joint Auditors – Branch Auditors – Powers and Duties – Status of an Auditor.

**UNIT VII**

The Audit of Banking Companies – Audit of Nationalized banks – Audit of Bank Branches – Special Points to be noted in the case of a Bank Audit – The Audit of Co-operative Banks and Institutions – Insurance Companies – Government Accounts and their Audit.

**UNIT VIII**

Management Audit – Importance – Definition – Objectives – Distinction between Statutory Audit and Management Audit – Management Audit Programme – Investigation – Difference between Investigation and Auditing – Objects – Techniques of Investigation.

**TEXT BOOK:**

**Spicer & Pegler**, Practical Auditing

**REFERENCES**

**Dinakar Pagare**, Principles and Practice of Auditing

**Kamal Gupta**, Auditing

**Tandon B.N.**, Practical Auditing

**Premavathy**, Auditing

## **(f) Procedure for Admission, Curriculum transaction and Evaluation**

### **1. Eligibility Criteria for Admission**

The Student should have passed in any of the stream of:

- 10 + 2 or
- 11 + 1 or
- 11 + (2 years or 3 years diploma).

The candidate who have passed Diploma in Commerce or Diploma in Modern Office Practice (3years) or equivalent awarded by Directorate of Technical Education/National Council of Vocation Training are eligible for lateral entry to 2<sup>nd</sup> year.

### **2. Fees Structure for BBA degree Programme:**

<b>Sl.No.</b>	<b>Fee Particulars</b>	<b>DDE</b>
1	Registration & Processing Fee	₹ 200
2	Matriculation Fee	25
3	University Development Fund	1,000
4	Study Material & Handling Charges	1,250
5	Tuition Fee	7,500*
	<b>Total</b>	<b>9,975</b>

### **3. Evaluation:**

- **Examination**

Examinations will be held once in a year.

- **Question Paper Pattern**

Maximum Marks: 100 Time: 3 Hours

**Part – A (5X 8= 40 Marks) – Answer any 5 out of 8 Questions**

**Part – B ( 4 X 15 = 60 Marks) – Answer any 4 out of 6 Questions**

- **Passing & Classification**

The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **40%**. Candidates securing 60% marks and above shall be placed in the **First Class**, and those who obtain marks between 50% and above but less than 60% shall be placed in the **Second Class**. Students who obtain **75%** and above marks in aggregate shall be placed in the category of '**First class with Distinction**'.

**(g) Library Resources:**

A well stacked library is operational in the DDE building exclusively for Distance learning students of Pondicherry University. Students can avail this library facility during working hours of the University.

**(h) Cost Estimation of the Programme:**

**Study Material** : **Rs. 3,00,000** (approx. for 100 students enrolment)

**PCP Class** : **Rs. 75,000** (approx. for 100 students enrolment)

**(i) Quality Assurance Mechanism:**

Feedback about the programme, lectures and other issues will be collected in the written format from students during Personal contact programme. The curriculum will be revised in every five years.

**PONDICHERRY UNIVERSITY**

**DIRECTORATE OF DISTANCE EDUCATION**



**MA (ENGLISH)**

**PROJECT PROPOSAL REPORT**

Submitted for Approval of UGC

With effect from 2018-19 ONWARDS

## **M.A (English)**

### **(a) Mission and objectives of this Program:**

This programme is designed to cater to the demands of the English language with due recognition of its importance in the Indian Education System. This is designed to hone and enhance the skills and to harness the knowledge available in this language.

### **Objectives of this programme are:**

- To give the learners a sound understanding of English and American literatures and also other new areas in literature such as, British, American literature and Indian writing in English.
- To develop an understanding of English and other literatures of their choice in their proper historic-critical perspectives
- To understand the principles and methods of teaching in English

### **(b) Relevance of the program:**

This programme emphasizes close reading and critical analysis by developing students' abilities to situate texts within their larger aesthetic, historical, and professional contexts.

### **(c) Targeted Group of Learners:**

Practicing teachers of English in Secondary education with an academic background in English Literature who need/wish to broaden and develop their academic expertise as part of their 2 professional developments.

### **(d) Appropriateness of programme to be conducted through Open and Distance Learning mode :**

As most of our target groups are working personnel, it will be difficult for them to attend regular mode of teaching. Therefore, it will be most suitable to provide them education under Distance Learning mode.

**(e) Instructional Design:** Initially curriculum and detail syllabi were designed by our internal Faculty members and which is reviewed by external experts. After thorough review it was placed in Board of Studies, subsequently it was approved by Academic Council. Duration of the course which is 2 years is also approved by the Board Studies and Academic Council. Instructional design, online delivery of material, student support system were also discussed and approved by Board of Studies and subsequently by Academic Council.

## **Regulations for MA (English) Course**

### **Eligibility Criteria for Admission**

The Student should possess any Degree from a recognized University with a mere pass in any of the following streams:

- 10 + 2 + 3 (or)
- 11 + 1 + 3 (or)
- 11 + 2 + 2 system.

### **Duration of the Course**

The course shall be of two years duration. The Maximum duration to complete the course shall be 4 years.

### **Medium**

The medium of instruction shall be English.

### **Personal conduct Programme (PCP)**

PCP classes will be conducted at select centres based on the number of students enrolled for the program. The attendance is optional to PCP Classes.

### **Examination**

Examinations will be held once a year.

### **Question Paper Pattern**

#### **Maximum Marks: 100 Time: 3 Hours**

Part – A (5 X 8 = 40 Marks) –( Five out of Eight Questions)

Part – B (5 X 12 =60 Marks) –( Five out of Eight Questions)

### **Passing & Classification**

The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **50%**. Candidates securing 75% above shall be placed in **First Class with Distinction**, 60% marks and above shall be placed in the **First Class**, and those who obtain marks between 50%

and above but less than 60% shall be placed in the **Second Class**. Students' who obtain **75%** and above marks in aggregate shall be placed in the category of '**First class with Distinction**'.

### **M.A (English) Course Structure**

#### **Non-Semester Pattern**

<b>1<sup>st</sup> Year</b>		<b>2<sup>nd</sup> Year</b>	
<b>Code</b>	<b>Course Title</b>	<b>Code</b>	<b>Course Title</b>
MAEG 1001	British Poetry	MAEG 2001	New Literature in English
MAEG 1002	British Drama	MAEG 2002	Principles and methods of teaching of English
MAEG 1003	British Fiction	MAEG 2003	Basics of Journalism
MAEG 1004	Literacy -Criticism and Theory	MAEG 2004	Translation: Theory and Practice
MAEG 1005	American Literature	MAEG 2005	Linguistics and stylistics
MAEG 1006	Indian Writing in English	MAEG 2006	Shakespeare

#### **Fee Structure:**

<b>Sl. No.</b>	<b>Fee Particulars</b>	<b>₹</b>
1	Registration & Processing Fee	200
2	Matriculation Fee	25
3	University Development Fund	1,000
4	Recognition Fee (For Foreign University 450) ₹	200
5	Study Material & Handling Charges	2,000
6	Tuition Fee	8,000*
	<b>Total</b>	<b>11,425</b>

**g) Requirement of the Laboratory Support and Library Resources:** In existing courses there are no practical components. However, there is well stacked Library for the students who can refer during University working hours.

#### **(h) Cost estimation of the programme and the provisions:**

(i) Study material Cost Rs. 300,000/ (approx.)

(ii) PCP classes Cost Rs. 75,000/ (approx.)

DDE is having sufficient fund for running the programme.

(i) **Quality assurance mechanism and expected programme outcomes:** Time to time curriculum are reviewed by the experts as and when there is any requirements to bring changes in the existing course material. However, every five year we review the syllabus and brings out the major changes

**MA (English)**

**Paper Code: MAEG 1001**

**PAPER – I - BRITISH POETRY**

**Unit - I**

1. William Shakespeare (1564-1616): Sonnets 29, 30
2. John Donne (1572-1631): The Good Morrow
3. Andrew Marvell (1621-1678): To His Coy Mistress
4. John Milton (1608-1674): Lycidas
5. John Dryden (1631-1700): Mac Flecknoe
6. Alexander Pope (1688-1744): Rape of the Lock

**Unit - II**

7. William Blake (1757-1827): The Chimney Sweeper (Innocence); The Chimney Sweeper (Experience);
8. William Wordsworth (1770-1850): Resolution and Independence
9. Samuel Taylor Coleridge (1772-1834): Kubla Khan
10. Percy Bysshe Shelley (1792-1822): Ode to the West wind.
11. John Keats (1795-1821) : Ode on a Grecian Urn

**Unit - III**

12. Alfred Lord Tennyson (1809-1892): Lotus Eaters
13. Robert Browning (1812-89): My Last Duchess
14. Mathew Arnold (1822-1888): Dover Beach
15. Gerard Manley Hopkins (1844-1889): God's Grandeur
16. William Butler Yeats(1865-1939): The Second Coming
17. T.S. Eliot (1888-1965): The Love Song of J. Alfred Prufrock.

**Unit - IV**

18. W.H. Auden (1907-1973): Musee des Beaux Arts
19. Thom Gunn (1929-) : On The Move
20. Ted Hughes(1930-2002) : Thought Fox
21. Dylan Thomas (1914-53): Fern Hill
22. Seamus Heaney(1939): Potato Digging

**Unit - V**

**NON-DETAILED:**

1. Edmund Spenser (1552?-1599): Prothalamion
2. William Shakespeare (1564-1616): Sonnets 33 and 73
3. George Herbert (1593-1633): The Pulley & the Collar
4. Thomas Gray (1716-1771): Elegy Written in a Country Churchyard.
5. D.G. Rossetti(1828-82): The Blessed Damozel



6. D. H. Lawrence (1885-1930): Snake
7. Wilfred Owen (1893-1918): Strange Meeting
8. Philip Larkin (1922-) : Whitsun Weddings

**Suggested Reading:**

Bush, Douglas. Oxford History of English Literature. Vol 1-VII  
 Fish, Jeris (Ed) Pelican Guide to Literature Vol I-VII

**MA (English)**

**Paper Code: MAEG 1002**

**PAPER – II –British Drama**

**Unit – I**

Aristotle's Poetics (selections from chapter Four)

1. Sophocles : Oedipus Rex

**Unit – II**

2. Christopher Marlowe : Dr. Faustus  
 3. William Shakespeare : King Lear:  
 : A Midsummer Night's Dream

**UNIT - III**

4. H. Ibsen : A Doll's House  
 5. Anton Chekhov : The Cherry Orchard

**Unit - IV**

6. G B Shaw : Pygmalion  
 7. T S Eliot : Murder in the Cathedral

**Unit - V**

8. Samuel Beckett : Waiting for Godot  
 9. John Osborne : Look Back in Anger

**MA (English)**

**Paper Code: MAEG 1003**

**PAPER – III - BRITISH FICTION**

**Unit - I**

Fielding : Tom Jones  
Dickens : David Copperfield

*Unit - II*

George Eliot : Adam Bede  
Charlotte Bronte : Jane Eyre

*Unit - III*

D.H. Lawrence : Sons and Lovers  
James Joyce : A Portrait of the Artist as a Young Man

*Unit - IV*

Golding : Lord of the Flies  
Doris Lessing : The Golden Notebook

**Unit - V**

Conrad : Tales of Hearsay  
EM. Forster : The Celestial Omnibus  
Graham Greene : Shades of Greene

**Suggested Reading :**

B. Willey : Nineteenth Century Studies  
R.J. Cruikshank : Charles Dickens and Early Victorian England  
D. Hoare : Some Studies in the Modern Novel

A.C. Ward : Twentieth Century Literature 1901 - 1960

W.W. Robson : Modern English Literature

**MA (English)**

**Paper Code: MAEG 1004**

**PAPER – IV - LITERARY CRITICISM AND THEORY**

**Unit - I:**

*The Classical And Neoclassical Criticisms*

1. Alexander Pope: An Essay on Criticism
2. Samuel Johnson: Preface to Shakespeare

**Unit - II:**

*Romantic Criticism*

3. Wordsworth: Preface to Second Edition of Lyrical Ballads
4. S.T.Coleridge: Biographia Literaria, Chapters 14, 16 &17

**Unit - III:**

*Victorian And Modernist Criticism*

5. Matthew Arnold: The Study of Poetry
- 6..T.S.Eliot: Tradition & Individual Talent

**Unit - IV:**

*Practical And The New Criticism*

- 7.I.A. Richards: Four Kinds of Meaning
8. Cleanth Brooks: Irony as Principle of Structure

**Unit - V :**

*Psychological & Marxist Criticism*

- 9..Sigmund Freud: Creative Writers & Day Dreaming

10. Raymond Williams: Realism and the Contemporary Novel

All selections are from S.Ramaswamy & V.S. Sethuraman eds. The English Critical Tradition: An Anthology of English Literary Criticism Volumes One and Two.

Chennai: Macmillan, 1976.

**MA (English)**

**Paper Code: MAEG 1005**

**Paper – V - AMERICAN LITERATURE**

**Unit - I**

***Poetry: Detailed***

Emily Dickinson -I taste a liquor never brewed-- , The soul selects her own society, Because  
I could not stop for Death, A Route of Evanescence.

Walt Whitman - When Lilacs Last in the Dooryard Bloomed

Robert Frost - West-Running Brook, Departmental

Wallace Stevens - Sunday Morning

Sylvia Plath - Daddy, The Applicant

Adrienne Rich - Necessities of Life

E.E.Cummings - My Sweet Old Etcetera

Robinson Jeffers - Boats in a Fog

**Unit - II**

***Poetry : General Reading***

Robert Lowell - After the Surprising Conversions

Randal Jarrell - The Woman at the Washington Zoo

Theodore Roethke - The Dying Man

Langston Hughes - Montage of a Dream Deferred

Anne Sexton - The Farmer's Wife

**Unit - III**

### ***Fiction***

Nathaniel Hawthorne - The Scarlet Letter

Mark Twain - The Adventures of Huckleberry Finn

Henry James - The Portrait of a Lady

William Faulkner - Light in August

Ernest Hemingway - A Farewell to Arms

John Steinbeck - The Grapes of Wrath

Ralph Ellison - Invisible Man

Alice Walker - The Color Purple

Tony Morrison - Beloved

### **Unit - IV**

#### ***Drama***

Eugene O'Neill, Mourning Becomes Electra

Tennessee Williams, A Streetcar Named Desire

Arthur Miller, Death of a Salesman

Edward Albee, Who's Afraid of Virginia Woolf?

Lorraine Hansberry, A Raisin in the Sun

### **Unit - V**

#### ***Non-Fictional Prose***

Emerson, Nature, Self Reliance

Thoreau, Walden

James Thurber, My University Days

All selections of poetry are from Bradley, Beatty, Long and Perkins Eds The American Tradition in Literature (Shorter Edition in one volume) Fourth Edition.

**PAPER – VI - INDIAN WRITING IN ENGLISH**

**Poetry**

**Unit - I**

**Detailed Study :**

Nissim Ezekiel	i) A Very Indian Poem in Indian English ii) Enterprise
A.K. Ramanujan	i) Small-scale Reflections on a Great House ii) A River
R. Parthasarathy	i) River, Once ii) Under Another Sky
P. Lal	i) The Lecturer ii) The Poet
Gauri Deshpande	i) The Female of the Species ii) The People Who Need People

**Unit - II**

**Non-Detailed Study :**

Kamala Das	i) The Old Playhouse ii) The Freaks
Adil Jussawalla	i) The Waiters ii) Sea Breeze, Bombay
Gieve Patel	i) Dilwadi ii) Servants
Aravind Mehrotra	i) The Sale ii) Bharatmata – A Prayer

**Unit - III**

**Fiction**

R.K. Narayan	: <i>The Man Eater of Malgudi</i>
Rohinton Mistry	: <i>Such a Long Journey</i>
Anita Desai	: <i>Baumgartner's Bombay</i>
Arundhati Roy	: <i>The God of Small Things</i>
Shashi Deshpande	: <i>Small Remedies</i>
Salman Rushdie	: <i>The Moor's Last Sigh</i>

## Unit - IV

### Drama

Grish Karnad	:	<i>Hayavadana</i>
Ezekiel	:	<i>Don't Call it Suicide</i>
Dina Mehta	:	<i>Brides are Not for Burning</i>
Manjula Padmanabhan	:	<i>Harvest</i>
J.P. Das	:	<i>Absurd Play</i>

## Unit - V

### Non-fictional Prose

Nehru:	<i>The Discovery of India</i> –Chapter 3
Nirad C. Chaudhuri	<i>Thy Hand, Great Anarch</i> –Chapter 10
Salman Rushdie	“Imaginary Homelands”
Dom Moraes	<i>Never at Home</i>
Arundhati Roy	<i>The End of Imagination</i>

### Suggested Reading :

- A Bibliography of Indian Literature : Translation and Critical Studies Indian Literature 117 (1987) pp. 135 -142
- An Anthology of Indo-Anglian Poetry. Ed. Ashley E. Myles. New Delhi : Mittal Publications, 1991.
- Critical Thought : An Anthology of 20th Century Indian English Essays. Eds. S.R. Desai and G.N. Devy. New Delhi : Sterling, 1986.
- Critical Response to Indian English Fiction. Shyam M. Asnani. Delhi : Mittal Publications, 1986.
- Indian English Novelists : An Anthology of Critical Essays. Ed. Madhusudan Prasad. New Delhi : Sterling, 1982.
- Indian English Drama: A Critical Study, S. Krishna Bhatta. New Delhi : Sterling, 1987.
- Makers of Indian English Literature. Ed. C.D. Narasimhaiah. New Delhi: Pencraft, 2000.

## **Second Year**

**MA (English)**

**Paper Code: MAEG 2001**

### **PAPER – VII – New LITERATUES IN ENGLISH**

#### **UNIT - I**

##### **Africa:**

Chinua Achebe: Things Fall Apart (N)

Wole Soyinka: Telephone Conversation. (P)

Ama Ata Aidoo: Motherhood and the Numbers game. (P)

Nadine Gordimer: Six feet of the country (SF)

#### **UNIT - 2**

##### **Australia & New Zealand:**

A.D. Hope: Australia (P)

Christina Stead: The Schoolboy's Tale: Day of Wrath (SF)

Judith Wright: Train Journey (P)

Peter Carey: Do You Love Me? (SF)

Sally Morgan: A Black Grandmother (SF)

A.R. D. Fairburn: Imperial (P)

Allen Curnow: House and Land (P)

#### *UNIT - 3*

##### **Canada:**

Al Purdy: Elegy for a Grandfather( (P)

F.R. Scott: Laurentian Shield (P)

Margaret Laurence: Stone Angel (N)

Margaret Atwood: Progressive Insanities of a Pioneer (P)



Joy Kogawa: Obasan (N)

Jeanette Armstrong: This is a story. (SF)

#### **UNIT - 4**

##### **Caribbean:**

Jean Rhys: The day they burned the Bush (SF)

V. S. Naipaul: House for Mr. Biswas (N)

Derek Walcott: Ruins of a Great House. (P)

Jamaica Kincaid: A Small Place (N)

#### UNIT - 5

##### **South Asia:**

Lakshmi Wikkramasingha: Don't Tell Me about Matisse (P)

Jean Arasanayagam: Passages (P)

Kamala Wijeratne: To a Student (P)

Bapsi Sidhwa: Ice-Candy Man (N)

Alamgir Hashmi: So what if I live in a House made by Idiots (P)

Kiswar Naheed: I am not that Woman (P)

P—Poetry

N—Novel

SF—Short Fiction

All poems and extracts excepting novels are from The Arnold Anthology of Post-Colonial Literatures in English Edited by John Thieme. Arnold: London, New York, Sydney, Auckland. 1996

##### **Suggested Reading:**

Achebe, Chinua (1988) Hopes and Impediments: Selected Essays 1965-1987

London: Heinemann

Amuta, Chidi (1989) The Theory of African Literature London & New Jersey: Zed Books

Ashcroft, Bill, Gareth Griffiths & Helen Tiffins (1989) The Empire Writes Back: Theory and Practice in Post-colonial Literatures London: Routledge.

Atwood, Margaret. (1972). Survival. Toronto: Anansi.

Braithwaite, Edward Kamau (1984) History of the Voice: The Development of Nation Language in Anglophone Caribbean Poetry. London: New Beacon

Nair, Chandran. (1977) Developing Creative Writing in Singapore. Singapore: Woodrose Publications.  
Narasimiah, C.D. ed. (1978) Awakened Conscience: Studies in Commonwealth Literature. Sterling:  
London: Heinemann.  
Tiffin, Chris & Alan Lawson. De-scribing Empire: Post-colonialism and Textuality. London: Routledge.

**MA (English)**

**Paper Code: MAEG 2002**

**PAPER – VIII**  
**PRINCIPLES AND METHODS OF TEACHING OF ENGLISH**

**Unit - I:**

**Principles of Teaching:**

Components of Learning and Teaching

Principles and theory of Language Learning.

Psychological principles and influence on Language Teaching.

Linguistic & Sociological Factors influencing Language Learning.

Learning a first language and a second language

The Importance of Mother Tongue vs English.

**Unit - II:**

**Methods of Teaching English**

Theories regarding Methods of teaching English

Teaching language Skills

Teaching Grammar & Vocabulary

Teaching Literature

**Unit - III:**

**Material Production**

Selection, Grading and Sequencing of teaching items

Planning textbooks and syllabi

Use of Audio-Visual Methods

## **Unit - IV:**

### **Testing & Evaluation**

Necessity for Evaluation

Characteristics of a good test

Processing Feedback

## **Unit - V:**

### **Professional Development**

The Role of Teacher

Large Classrooms & Cooperative Learning Strategies

Dealing with classroom problems

Using Politically Correct Language.

### **Suggested Reading:**

Brinton, D.M., Snow, M.A & Wesche, M. B. Content-Based Second language Instruction. New York: Nebury House. 1989

Celce-Murcia, M. (Ed) Teaching English as a Second or Foreign Language. Boston: Heinle & Heinle. 1991

Harmer, J. The Practice of English Language Teaching. New York. Longman. 1997.

Ellis, R. 1986. Understanding Second Language Acquisition. London: OUP

Richards, J.C & Rodgers, T.S. Approaches and Methods in Language Teaching. Cambridge: Cambridge University Press. 1986.

Sterne, H.H. Fundamental Concepts of Language Teaching. Oxford: OUP. 1983

TESOL Quarterly

**PAPER – IX - BASICS OF JOURNALISM**

- Unit - I**
- i) What is News?
  - ii) News Gathering
  - iii) The News Lead
  - iv) Suppliers of News
- Unit - II**
- i) The Reporter
  - ii) Covering News
  - iii) News Editor
  - iv) The Sub-Editor
- Unit - III**
- i) The Art of Making Columns
  - ii) Planning an Editorial Page
  - iii) Anatomy of Editing
  - iv) Editorials
- Unit - IV**
- i) Headlines
  - ii) Design and Make-up
  - iii) Language and Style
  - iv) Picture Editing and Captions
- Unit - V**
- i) Advertising
  - ii) Copy-reading and Proof-reading for accuracy

*Suggested Reading*

Mc Luhan, Marshall, Understanding Media : The Extensions of Man, New York : Mc Graw-Hill Book Company.

Peterson, Theodore, Jay W. Jenson and Rivers, Willam L. Mass Media and Modern Society, New York : Holt, Rinehart & Winston, Inc.

Clerk, Wesley C., ed., Journalism Tomorrow, Syracuse, New York : Syracuse University Press.

Gross, Gerald, ed., Responsibility of the Press, New York : Fleet Publishing Corporation.

Bond, Frank Fraser. An Introduction to Journalism, New York: The Macmillan Company.

Warren, Carl. N., Modern News Reporting, 3rd ed., New York: Harper & Row, Publishers.

McLure, Leslie W. and Paul C. Fulton, Advertising in the Printed Media, New York : The Macmillan Company.

**MA (English)**

**Paper Code: MAEG 2004**

**PAPER – X**  
**TRANSLATION: THEORY & PRACTICE**

**PART ONE**

**UNIT - I**

*Theories Of Translation*

1. Communicative & Semantic; Literal & Free translation
2. Nature of Meaning and Semantic Field vs. Semantic Contest
3. The Meaning of a Symbol & the Communicative Event
4. Descriptive Dimensions of Meaning
5. Features of Linguistic Symbols
6. Linguistic Meaning
7. Referential & Emotive Meaning

**UNIT - II**

*Levels And Processes Of Translation*

1. Expressive, Informative & Vocative
2. Interlinear, Intralinear & Litersemiotic
3. Formal & Dynamic Equivalence
4. Linguistic, Paradigmatic, Syntagmatic & Stylistic Equivalence
5. Transference, Transliteration & Transcreation
6. Kinds of Untranslatability- Linguistic and Cultural factors

**PART TWO**

*UNIT - III*

1. Translation theory in and after the nineties.
2. The Post-structural influence: A brief over-view.

3. Derrida, Paul de Man and Barthes: the influence of Benjamin- Exploding the binary between the original and the translation and redefining the role of the translator.

#### **UNIT - IV**

1. Functionalism and the Skopos and Polysystem theory-Vermeer
2. The Feminist debate on 'Inclusive Language' : grammatical gender and social gender- Luise von Flotow
3. Lawrence Venuti :Foreignisation and Domestication
4. Bo Peeterson and Tejaswini Niranjana on Postcolonial Translation
5. Scientific Approaches to Translation: Descriptive Translation Studies –Gideon Toury

#### **UNIT - V**

##### *Relevance & Utility of Translation*

##### **Translation & other Disciplines**

1. Instrumental & Integrative Functions
2. General & Academic Utility
3. Translation & Comparative Literature
4. Translation & Second-Language Teaching Conclusion Classification of Translation Approaches.

##### **Suggested Reading:**

- Bassnett, Susan and Andre Leffevere (eds).. Translation, History and Culture. London and New York: Pinter, 1990.
- Bassnett, Susan and Andre Lefevere (eds). Constructing Cultures: Essays on Literary Translation. Clevedon et al: Multilingual Matters, 1998.
- Bassnett, Susan and Harish Trivedi (eds). Post-Colonial Translation: Theory and Practice. London and New York: Routledge, 1999.
- Lefevere, Andre. Translating Poetry: Seven Strategies and Blueprint. Assen and Amsterdam: Van Gorcum, 1975.
- Niranjana, Tejaswini. Siting Translation : History, Post-Structuralism, and the Colonial Context. Berkeley, Los Angeles, Oxford: University of California Press, 1992.
- Toury, Gideon.. Descriptive Translation Studies and Beyond. Amstedam and Philadelphia: Benjamins, 1995 .
- Venturi, Lawrence (ed). Rethinking Translation: Discourse, Subjectivity, Ideology.

London and New York: Routledge, 1992 .

Venturi, Lawrence. The Scandals of Translation: Towards an Ethics of Difference.

London and New York: Routledge, 1998.

**MA (English)**

**Paper Code: MAEG 2005**

## **PAPER – XI - LINGUISTICS AND STYLISTICS**

### **Unit – I Phonology**

1. Description and classification of speech sounds.
2. Description and classification of Vowels and Consonants in English.
3. The phoneme, the syllable and the accentual patterns in English

### **Unit – II Morphology**

1. The patterns of Language: the Morpheme & the Word
2. Form and Meaning

### **Unit – III Syntax**

1. Groups: Nominal, Verbal, Adverbial and Adjectival.
2. Clauses and Sentences
3. IC Analysis

### **Unit – IV Semantics**

1. Theories of meaning.
2. Association, Connotation, Collocation.
3. Semantic Field.
4. Varieties of English.

### **Unit – V Stylistics**

1. Elements of Style
2. Style and Literary Meaning.
3. Principles of Stylistic Analysis.

### **Suggested Reading:**

David Crystal, Linguistics (Hammondsworth: Penguin, 1971)

J.F.Wallwork, Language and Linguistics: An Introduction to the Study of Language. (London: Heinemann Educational Books, 1969)

E.C.Traugott & M.L.Pratt, Linguistics for Students of Literature ( San Diego: Harcourt Brace, 1980)

S.K.Verma & N.Krishnaswamy, Modern Linguistics: An Introduction ( New Delhi: Oxford University Press, 1989)

G.Leech, A Linguistic Guide to English Po

**MA (English)**

**Paper Code: MAEG 2006**

**PAPER – XII - Shakespeare**

**Unit I**

The great tragedies (Detailed Study)

1. Othello
2. Macbeth
3. Hamlet

Non Detailed Study

**Unit II**

The Comedies

1. As you like it
2. The Merchant of Venice
3. Much Ado about Nothing

**Unit III**

The History Plays

1. Henry IV (Part 2)
2. Richard II
3. Richard III

**Unit IV**

The Roman Plays

1. Julius Caesar
2. Antony and Cleopatra
3. Coriolanus

**Unit V**

Poems

The Sonnets

**Unit VI**

Shakespearean Criticism

1. Preface to Shakespeare: Dr. Johnson
2. Shakespearean Tragedy – A.C. Bradley

**Suggested Reading:**

Essays on Shakespeare and Elizabethan Drama – ed. Richard Hosley – routledge and Kegan Paul Ltd., London  
The Growth & Structure of Elizabethan Comedy – M.C. Bradbrook – Chatto & Windus, London  
Shakespeare's imagery and what it tells us – Caroline Spurgeon – Cambridge, University Press  
Shakespeare's in His Age – F.E. Halliday, Gerald Duckworth & Co Ltd  
Shakespeare's Comedies – Bertrand Evans – Oxford at the Clarendon Press  
Shakespeare's Festive Comedies – C.L. Barber – Princeton, New Jersey



The Development of Shakespeare's imagery – W.H.Clemen – University Paperbacks  
Essays on Shakespeare and Elizabethan Drama – ed. Richard Hosley – Routledge and Kegan paul ltd, London  
Nature in Shakespearean Tragedy – Robert Spearght – Collier Books, N.Y  
Some Shakespearean Themes – L.C. Knight- Chatto & Windus, London  
The Imperial Theme- G. Wilson Knight – University Paper Backs  
Shakespeare: His World and His Art- K.R.Srinivasa Iyengar - Sterling

**PONDICHERRY UNIVERSITY**  
**DIRECTORATE OF DISTANCE EDUCATION**



**MA (Hindi)**  
**PROJECT PROPOSAL REPORT**

Submitted for Approval of UGC  
With effect from 2018-19 ONWARDS

## **Master of Arts in Hindi**

### **(a) Mission and objectives of this Program:**

Hindi is official language of India. The objective of the Master of Arts in Hindi is to enable the students to meet various demands that may arise in accelerating the progressive use of Hindi language in General and development of Hindi Literature in particular.

### **(b) Relevance of the program:**

Hindi is one of the Modern Indian Languages. It is spoken and understood widely in India. Hindi is playing an efficient role of link language among different languages of India, hence it is considered as *lingua franca*. MA Hindi programme aiming to expose the learners about various aspects of Hindi Language and Literature, which is having much relevance for Indian as well of foreign learners, as being Hindi numerically also one of the top most languages in the World.

### **(c) Targeted Group of Learners:**

**Following are the target group who can join MA Hindi Course:**

Bachelors degree in Hindi or Bachelors degree in any discipline with oriental title of graduation level in Hindi from any of the voluntary Hindi organization recognized/funded by MHRD are eligible to join the programme. Those enthusiasts without any qualification but having working knowledge of Hindi can also join the post, but however their eligibility for any employment subject to the policy of the government.

### **(d) Appropriateness of programme to be conducted through Open and Distance Learning mode :**

The programme is aimed at developing knowledge and skills of Hindi language at higher level to become even professionals in functional areas of Hindi language. Aiming to import higher appreciation and criticism skills of the literature. Multidisciplinary approach is also relevant for this programme keeping phase with the transformation of the society into information society. All the aims of this programme could be achieved through open and distance learning too. Offering this programme could serve the purpose of meeting the demand of MA (Hindi) graduates in various professions in both government and private sector. Those who are in service could utilize the distance learning to upgrade their knowledge, skills, proficiency and career.

**(e) Instructional Design:** Initially curriculum and detail syllabi were designed by our internal University Faculty members and which is reviewed by external experts. After thorough review it was placed in Board of Studies, subsequently it was approved by Academic Council. Duration of the course which is 2 years is also approved by the Board Studies and Academic Council. Instructional design, online delivery of material, student support system were also discussed and approved by Board of Studies and subsequently by Academic Council.

**(f) Procedure of Admission:** Admission offered twice in a year, i.e. January (calendar year) and June (academic year).

### **Eligibility Criteria for Admission**

The Student should possess any Degree from a recognized University with a pass in any of the following streams:

- 10 + 2 + 3 (or)
- 11 + 1 + 3 (or)
- 11 + 2 + 2 system.

#### **Duration of the Course**

The course shall be of two years duration under Annual pattern. The Maximum duration to complete the course shall be 4 years.

#### **Medium**

The medium of instruction shall be Hindi.

#### **Personal conduct Programme (PCP)**

**PCP classes will be conducted at select centers based on the number of students enrolled for the program. The attendance is optional to PCP Classes.**

#### **(COURSE STRUCTURE)**

<b>1<sup>st</sup> Year</b>		<b>2<sup>nd</sup> Year</b>	
<b>Code</b>	<b>Course Title</b>	<b>Code</b>	<b>Course Title</b>
MAHD 1001	Hindi Sahitya ka Itihas	MAHD 2001	Bhasha Vigyan avam Hindi Bhasha
MAHD 1002	Prachin evam Madhyakalin Kavya	MAHD 2002	Prayojanmulak Hindi
MAHD 1003	Adhuni Kavita	MAHD 2003	Anuvadvigyan
MAHD 1004	Katha Sahitya	MAHD 2004	Bhasha Prodhyogiki
MAHD 1005	Kathetar Sahitya	MAHD 2005	Nai Media and Hindi
MAHD 1006	Bharatiya Sahitya	MAHD 2006	Hinditarpradesh – Hindi Bhasha avam Sahitya

#### **Question Paper Pattern**

**Maximum Marks: 100 Times: 3 Hours**

**Part – A (5 X 8 = 40 Marks) – Answer any Five Questions out of Eight Questions**

**Part – B (5 X 12 = 60 Marks) – Answer any Five Questions out of Eight Questions**

#### **Passing & Classification**

The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **50%**. Candidates securing 60% marks and above shall be placed in the **First Class**, and those who obtain marks between 50% and above but less than 60% shall be placed in the **Second Class**. Students who obtain **75%** and above marks in aggregate shall be placed in the category of '**First class with Distinction**'.

**Fee Structure:**

Sl.No.	Fee Particulars	MA (Hindi)
1	Registration & Processing Fee	200
2	Matriculation Fee	25
3	University Development Fund	1,000
4	Recognition Fee (For Foreign University Degree – Rs.450)	200
5	Study Material & Handling Charges	2000
6	Tuition Fee	8000
<b>Total</b>		<b>11,425</b>

**(g) Requirement of the Laboratory Support and Library Resources:** In existing courses there are no practical components. However, there is well stacked Library for the students who can refer during University working hours.

**(h) Cost estimation of the programme and the provisions:**

(i) Study material Cost Rs. 3,00,000/ (approx.)

(ii) PCP classes Cost Rs. 100,000/ (approx.)

DDE is having sufficient fund for running the programme.

**(i) Quality assurance mechanism and expected programme outcomes:** Time to time curriculum are reviewed by the experts as and when there is any requirements to bring changes in the existing course material. However, every five year we review the syllabus and brings out the major changes.

***DETAILED SYLLABUS******M.A. HINDI*****FIRST YEAR/ प्रथम वर्ष**

MAHD1001	हिन्दी साहित्य का इतिहास
MAHD1002	प्राचीन एवं मध्यकालीन काव्य
MAHD1003.	आधुनिक कविता
MAHD1004	कथा साहित्य
MAHD1005	कथेतर साहित्य
MAHD1006	भारतीय साहित्य

**SECOND YEAR/ द्वितीय वर्ष**

MAHD2001	भाषा विज्ञान एवं हिन्दी भाषा
MAHD2002	प्रयोजनमूलक हिन्दी
MAHD2003	अनुवाद विज्ञान
MAHD2004	भाषा प्रौद्योगिकी
MAHD2005	नई मीडिया एवं हिन्दी
MAHD2006	हिन्दीतर प्रदेश – हिन्दी भाषा एवं साहित्य

### MAHD1001 हिन्दी साहित्य का इतिहास

हिन्दी साहित्य के इतिहास लेखन का इतिहास काल विभाजन तथा नामकरण की समस्या आदिकालीन साहित्य की सामाजिक, राजनीतिक, धार्मिक तथा सांस्कृतिक पृष्ठभूमि आदिकाल का नामकरण एवं प्रमुख साहित्यिक प्रवृत्तियाँ – सिद्ध और नाथ साहित्य वीरगाथा साहित्य – अन्य प्रवृत्तियाँ – रचनाएँ और रचनाकार – चंदबरदाई, अमीर खसरो, विद्यापति कलात्मक अभिव्यंजना – काव्य रूप और भाषा शैली भक्तिकाल :-

भक्ति आन्दोलन के प्रादुर्भाव के सामाजिक सांस्कृतिक कारण – 'भक्ति द्राविड उपजी' – भक्ति आन्दोलन का अखिल भारतीय स्वरूप

हिन्दी भक्ति काव्य का सामाजिक आर्थिक, राजनीतिक एवं सांस्कृतिक संदर्भ

निर्गुण भक्ति काव्य – निर्गुण भक्ति का दार्शनिक आधार – दो धाराएँ – ज्ञानमार्गी काव्यधारा और प्रेममार्गी काव्यधारा

ज्ञानमार्गी धारा या संत काव्य – प्रमुख निर्गुण संत कवि : कबीर, नानक, दादूदयाल और रैदास – निर्गुण संत काव्य की प्रमुख विशेषताएँ

प्रेममार्गी धारा या सूफी काव्य – प्रमुख सूफी कवि और उनका काव्य – मुल्ला दाऊद (चंदायत)

कुतुबन (मिरगावती) मंथन (मधुमालती)

मलिक मुहम्मद जायसी (पद्मावत) – सूफी प्रेमाख्यानों का स्वरूप – हिन्दी सूफी काव्य की प्रमुख विशेषाएँ ।

सगुण भक्तिधारा – सगुण भक्ति का तात्त्विक आधार – दो धाराएँ – कृष्णकाव्य और रामकाव्य

कृष्णकाव्य – वल्लभ संप्रदाय और अष्टछाप के कवि – सूर काव्य – भ्रमरगीत की परम्परा – गीति काव्य परम्परा और हिन्दी कृष्णकाव्य – मीरा और रसखान

रामकाव्य – रामानंद – रामकथा और तुलसीदास । तुलसीदास की प्रमुख कृतियाँ और काव्य रूप – तुलसी की समन्वय साधना और लोकनादकवि ।

रीतिकाल :-

रीतिकाव्य : युगपरिवेश और दरबारी संस्कृति रीतिकालीन कवियों का आचार्यत्व रीतिकाव्य की प्रमुख प्रवृत्तियाँ

रीतिकाव्य की दो प्रमुख धाराएँ : रीतिबद्ध और रीतिमुक्त – साम्य एवं वैषम्य

रीतिकाव्य के प्रमुख कवि : केशवदास, मतिराम, भूषण, बिहारी, देव, घनानंद और पद्माकर ।

आधुनिक काल :-

आधुनिक काल : 1857 की राज्य क्रांति सांस्कृतिक पुनर्जागरण – आधुनिकता की अवधारणा एवं स्वरूप ।

आधुनिक हिन्दी साहित्य का सामाजिक, आर्थिक, राजनीतिक एवं सांस्कृतिक संदर्भ – आधुनिक हिन्दी साहित्य सृजन को प्रभावित करनेवाली प्रमुख विचार – धाराएँ : पुनरुत्थानवादी, सुधारवादी, स्वखण्डतावादी, (गांधीवादी, मार्क्सवादी, अस्तित्ववादी आदि) खड़ीबोली का आंदोलन ।

आधुनिक हिन्दी कविता : विकास के प्रमुख उत्थान, काव्यांदोलन एवं काव्य प्रवृत्तियाँ – भारतेन्दु युग – प्रवृत्तियाँ – भारतेन्दु और उनका मण्डल ।

द्विवेदी युग – महावीर प्रसाद का कृतित्व – हिन्दी नवजागरण और 'सरस्वती' प्रमुख कवि : हरिऔध एवं मैथिली शरण गुप्त ।

छायावाद : प्रवृत्तियाँ और प्रमुख कवि – प्रसाद, पंत और महादेवी

प्रगतिवादी काव्यशास्त्र – प्रवृत्तियाँ और प्रमुख कवि

प्रयोगवाद एवं नई कविता

समकालीन कविता और विविध काव्यांदोलन

गद्य साहित्य :-

भारतेन्दु पूर्व हिन्दी गद्य पुनर्जागरण एवं हिन्दी गद्य का सर्वतोमुखी विकास – प्रमुख गद्य विधाएँ ।

हिन्दी नाटक का विकास – हिन्दी नाटक और रंगमंच – विकास के चरण – प्रसाद पूर्व का हिन्दी नाटक – प्रसाद युग – समस्यामूलक नाटक – स्वतंत्रता परवर्ती हिन्दी नाटक

हिन्दी एकांकी का विकास – प्रमुख एकांकीकार

हिन्दी उपन्यास का विकास – पूर्व प्रेमचन्द युग और प्रेमचन्द परवर्ती युग

प्रमुख उपन्यासकार – हिन्दी उपन्यास का प्रवृत्तिमूलक विश्लेषण

हिन्दी कहानी का विकास – विविध चरण – पूर्व प्रेमचन्द युग – प्रेमचन्द युग – प्रेमचन्द परवर्ती युग – नई कहानी – नई कहानी के बाद – प्रमुख कहानी आन्दोलन – हिन्दी कहानी के प्रमुख हस्ताक्षर

हिन्दी निबंध का विकास – विविध चरण – प्रमुख निबंधकार – रामचन्द्र शुक्ल, हजारी प्रसाद द्विवेदी डॉ. नगेन्द्र, विद्यानिवास मिश्र, हरिशंकर परसाई

हिन्दी आलोचना का विकास – प्रमुख आलोचक रामचन्द्र शुक्ल, हजारी प्रसाद द्विवेदी, नंददुलारे वाजपेयी, डॉ. नगेन्द्र, रामविलास शर्मा, डॉ. नामवरसिंह

गद्य की अन्य विधाएँ :-

संस्मरण, रेखचित्र, रिपोतार्ज, जीवनी, यात्रावृत्त

संदर्भ ग्रंथ :-

हिन्दी साहित्य का इतिहास – रामचन्द्र शुक्ल, नागरी प्रचारिणी सभा, वाराणसी

हिन्दी साहित्य की भूमिका – हजारी प्रसाद द्विवेदी, हिन्दी ग्रन्थ – रत्नाकर, मुंबई हिन्दी साहित्य (द्वितीय खण्ड) सं. धीरेन्द्र वर्मा, भारतीय हिन्दी परिषद, प्रयाग

हिन्दी साहित्य का आलोचनात्मक इतिहास – डॉ. रामकुमार वर्मा, रामनारायणलाल बेनी माधव, इलाहाबाद

हिन्दी साहित्य का वैज्ञानिक इतिहास – डॉ. गणपतिचन्द गुप्त

हिन्दी साहित्य का इतिहास – सं. डॉ. नगेन्द्र, नेशनल पब्लिशिंग हाउस, दिल्ली

हिन्दी साहित्य का बृहद् इतिहास – सं. डॉ. हरिवंशलाल शर्मा

आधुनिक हिन्दी साहित्य की भूमिका – डॉ. लक्ष्मीसागर वाष्णीय, लोक भारती प्रकाशन, इलाहाबाद हिन्दी गद्य साहित्य का विकास – रामचन्द तिवारी ।

### MAHD1002 प्राचीन एवं मध्यकालीन काव्य

1. विद्यापति – सं. डॉ. शिवप्रसाद सिंह
2. कबीर – सं. आचार्य हजारीप्रसाद द्विवेदी
3. जायसी – पद्मावत – संपा. आचार्य शुक्ल
4. सूरदास – सूरपंचरत्न – संपा. लाला गवानदीन
5. तुलसीदास – रामचरितमानस, कवितावली
6. बिहारी – बिहारी सार्धशती, संपा. ओमप्रकाश, प्रोफेसर, दिल्ली विश्वविद्यालय, सहायक ग्रन्थ :-

1. हिन्दी साहित्य का आदिकाल हजारी प्रसाद द्विवेदी
2. विद्यापति, संपा. शिवप्रसाद सिंह
3. विद्यापति की पदावली, संपा. रामवृक्ष बेनीपुरी
4. विद्यापति संपा. आनंद प्रकाश दीक्षित
5. कबीर : डॉ. विजयेन्द्र स्नातक
6. कबीर साहित्य के प्रेरणास्त्रोत – आचार्य परशुराम चतुर्वेदी
7. कबीर बाज भी कपोत भी – डॉ. धर्मवीर
8. संत साहित्य के प्रेरणा स्त्रोत – आचार्य परशुराम चतुर्वेदी
9. भारतीय प्रमाख्यान की परम्परा – आचार्य भानुप्रसाद चतुर्वेदी
10. हिन्दी सूफी काव्य – रामकुमार तिवारी
11. मध्ययुगी रोमांचक आख्यान – डॉ. नित्यानंद तिवारी
12. कबीर अकेला – डॉ. रमेशचन्द्र मिश्र
13. सूर और उनका काव्य – डॉ. हरिवंश लाला शर्मा
14. सूरदास – डॉ. ब्रजेश्वर शर्मा
15. सूर सौरभ – डॉ. मुंशीराम शर्मा
16. भ्रमरगीत काव्य और उसकी परंपरा – स्नेहलता श्रीवास्तव
17. तुलसी काव्य मीमांसा – उदयभानु सिंह
18. तुलसी दर्शन मीमांसा – उदयभानु सिंह
19. तुलसी आधुनिक वातायन से – रमेश कुंतल मेघ
20. कविवार बिहारी – संपा. रामकृष्ण

### MAHD1003 आधुनिक कविता

1. साकेत – मैथिल शरण गुप्त ; दंअंउ`तहद्ध
2. कामायनी – जयशंकर प्रसाद
3. राग – विराग . सूर्यकांत त्रिपाठी निराला संपा. रामविलास शर्मा
4. उर्वशी का तृतीय अंक
5. अज्ञेय – संपा. डॉ. विद्यानिवास मिश्र
6. गजानन माधव मुक्तिबोध – संपा. अशोक वाजपेयी मुक्तिबोध रचनावली दूसरा भाग



संदर्भ ग्रन्थ :-

1. साकेत : एक अध्ययन — डॉ. नगेन्द्र
2. आधुनिक हिन्दी काव्य के विरह भावना, मधुर मालती सिंह, आत्माराम एंड संस, नई दिल्ली
3. कामायनी विमर्श — डॉ. गीरथ दीक्षित
4. जयशंकर प्रसाद — आचार्य नंददुलारे वाजपेयी, भारती भंडार, इलाहाबाद
5. कामायनी के अध्ययन की समस्याएँ, डॉ. नगेन्द्र, नेशनल पब्लिशिंग हाउस, नई दिल्ली
6. अज्ञेय और आधुनिक रचना की समस्या — डॉ. रामस्वरूप चतुर्वेदी, लोकभारती प्रकाशन, इलाहाबाद
7. अज्ञेय : सृजन और संदर्भ . रामकमल राय, नेशनल पब्लिशिंग हाउस
8. मुक्तिबोध . संपादक — डॉ. परमानंद श्रीवास्तव
9. नई कविता — सीमाएँ और संभावनाएँ, गिरिजाकुमार माथुर, नेशनल पब्लिशिंग हाउस
10. नई कविता के प्रतिमान — डॉ. लक्ष्मीकांत वर्मा

### MAHD1004 कथा साहित्य

1. उपन्यास :

गोदान — प्रेमचन्द

रागदरबारी — श्रीलाल शुक्ल

2. कहानी :

1. उसने कहा था —चंद्राधर शर्मा गुलेरी
2. आकाशद्वीप — जयशंकर प्रसार
3. कफन — प्रेमचन्द
4. परमात्मा का कुत्ता — माहन राकेश
5. ठेस — रेणु
6. परिंदे — निर्मल वर्मा
7. वापसी — उषा प्रियंवदा
8. पिता — ज्ञान रंजन

संदर्भ ग्रन्थ :-

1. गोदान — संपा. डॉ. इंद्रनाथ मदान
2. हिन्दी उपन्यास — डॉ. सुषमा धवन
3. हिन्दी उपन्यास — पहचान और परख — सं. डॉ. इंद्रनाथ मदान
4. हिन्दी कहानी : अंतरंग पहचान — डॉ. रामदरश मिश्र
5. हिन्दी कहानी और संवेदना — डॉ. राजेन्द्र यादव, नेशनल पब्लिशिंग हाउस

### MAHD1005 कथेतर साहित्य

नाटक :

1. ध्रुवस्वामिनी — जयशंकर प्रसाद
2. आधे-अधूरे — मोहन राकेश

निबन्ध :-

1. बालकृष्ण टूट – नई बात की चाह लोगों में क्यों होती है
  2. रामचन्द्र शुक्ल – श्रद्धा भक्ति
  3. हजारी प्रसाद द्विवेदी – अशोक के फूल
  4. रामवृक्ष बेनीपुरी – गेहूँ और गुलाब
  5. विद्यानिवास मिश्र – मेरे राम का मुकुट भगी रहा है
  6. कुबेरनाथ राय – संपाती के बेटे
  7. हरिशंकर परसाई – बेईमानी की परत
- संस्मरण : पथ के साथी – महादेवी वर्मा
- संदर्भ ग्रंथ :-

1. प्रसाद के नाटकों का शस्त्रीय अध्ययन – डॉ. जगन्नाथ प्रसाद शर्मा
2. हिन्दी नाटककार – जयनाथ नलिन
3. हिन्दी नाटक – उद्भव और विकास – डॉ. दशरथ ओझा
4. हिन्दी नाटक – डॉ. बच्चन सिंह
5. भारतीय नाट्य साहित्य – सं. डॉ. नगेन्द्र
6. हिन्दी निबंधकार – जयनाथ नलिन
7. हिन्दी निबंध – प्रभाकर माचवे

### MAHD1006 भारतीय साहित्य

1. भारतीय साहित्य की अवधारणा
  2. भारतीय साहित्य की अध्ययन की समस्याएँ
  3. भारतीय साहित्य में आज के भारत का बिंब
  4. भारतीयता का समाजशास्त्र – भारतीय साहित्य को रूपायित करनेवाली विविध विचारधाराएँ
  5. हिन्दी साहित्य में भारतीय मूल्यों की अभिव्यक्ति – भारतीय साहित्य का समाजशास्त्र
- एक उपन्यास, एक कवितासंग्रह, एक नाटक, अध्ययन और मात्र आलोचनात्मक प्रश्न हेतु
- उपन्यास:
- कविता संग्रह
- नाटक

### MAHD2001 भाषा विज्ञान एवं हिन्दी भाषा

भाषा विज्ञान :

1. भाषा की परिभाषा – भाषा और बोली – क्षेत्रीयबोली और सामाजिक बोली – भाषा और वाक् – भाषा और लिपि व्यवस्था
  2. भाषा वैज्ञानिक अध्ययन की पद्धति और स्वरूप, एककालिक और कालक्रमिक सैद्धांतिक और अनुप्रयुक्त ऐतिहासिक और तुलनात्मक – समाज भाषा विज्ञान और मनो भाषा विज्ञान – भाषा वैज्ञानिक विश्लेषण की इकाइयाँ – वाक्य, रूपिम और स्वनिम
- भाषिक विश्लेषण :

स्वन स्यवस्था – स्वन विज्ञान की शाखाएँ – श्रव्य – यांत्रिक – वागेन्द्रिय और उच्चारण प्रक्रिया – स्वरों – व्यंजनों का वर्गीकरण – स्वर एवं व्यंजन की परिभाषा – अक्षर की संकल्पना, खण्डीय एवं खण्डेतर ध्वनियों का वर्गीकरण – मात्रा, बलाघात, सूर, अनुतान एवं संहिता – स्वन विज्ञान<sup>7</sup> और स्वनिम विज्ञान में अन्तर – स्वनिक की परिभाषा – स्वनिक की प्रकृति और प्रकार – स्वन – सहस्वन और स्वनिम – स्वनिमिक विश्लेषण के सिद्धांत

रूप विज्ञान :

रूप और रूपिम की परिभाषा – रूपिम निर्धारण के सिद्धांत – रूपिम के प्रकार : बद्ध और युक्त – रूपिक प्रक्रिया – उपसर्ग – मध्य सर्ग – प्रत्यय या परसर्ग – पर साधन और

शब्द साधन – शब्द वर्ग त्रैविक बर्सेमेन्ट – प्सरकीएरिक कोटियाँ

वाक्य विज्ञान :

वाक्य विश्लेषण की प्रमुख पद्धतियाँ वाक्यीय संरचनाएँ : वाक्य, उपवाक्य एवं

पदबंध

प्रोक्ति संरचना : एक परिचय

हिन्दी भाषा का इतिहास :-

1. हिन्दी से तात्पर्य बोध – हिन्दी का जनपदीय, राष्ट्रीय एवं अंतर्राष्ट्रीय संदर्भ – हिन्दी भाषा और उसकी प्रमुख बोलियाँ – हिन्दी, उर्दू और हिन्दुस्तानी का संदर्भ
2. हिन्दी का विकासेतिहास : भारतीय आर्य भाषा का ऐतिहासिक विकास और हिन्दी – हिन्दी भाषा का ऐतिहासिक विकास – खड़ी बोली के विशेष संदर्भ में
3. देवनागरी लिपि और वर्तनी – देवनागरी लिपि का ऐतिहासिक विकास यऔर सुधार – देवनागरी के मानकीकरण का प्रश्न – हिन्दी वर्तनी के मुख्य नियम

हिन्दी भाषा की संरचना :

1. हिन्दी की स्वनिक एवं स्वनिमिक व्यवस्था :

हिन्दी स्वर एवं व्यंजन ध्वनियों का औच्चारणिक विश्लेषण एवं वर्गीकरण – हिन्दी के अक्षर की प्रकृति – हिन्दी में मात्रा, बालाघात, अनुतान और संहिता – हिन्दी की प्रकृति – हिन्दी की विशिष्ट स्वनिमिक समस्याएँ : लेप, महाप्राणीकरण, अनुस्वार और अनुनासिकता

2. हिन्दी की रूपिम व्यवस्था : हिन्दी के रूपिम और उनकी रचना प्रक्रिया – उपसर्ग और प्रत्यय हिन्दी के शब्द वर्ग और उनकी रूपावली : संज्ञा, सर्वनाम, विशेषण, क्रिया विशेषण, निपात और योजन – व्याकरणिक कोटियाँ : लिंग, वचन, पुरुष, काल, पक्ष, वृत्ति, कारक – हिन्दी के क्रिया के प्रकार : अकर्मक, सकर्मक एवं प्रेरणार्थक, नामिक क्रिया, संयुक्त एवं सहायक क्रि

3. हिन्दी की वाक्य संरचना : रचना के आधार पर : साधारण मिश्र और संयुक्त वाक्य – अर्थ के आधार पर : निषेधार्थक, प्रेरणार्थक, प्रश्नवाचक, आज्ञार्थक, इच्छार्थक आदि

4. हिन्दी का शब्द समूह – स्रोतगत परिदृश्य : तत्सम, तद्भव, देशज और विदेशी – हिन्दी की आर्थी संरचना : अनेकार्थकता, पर्याय, विलोम, समरूपता

## MAHD2002 प्रयोजनमूलक हिन्दी

कामकाजी हिन्दी

1. हिन्दी के विभिन्न रूप सर्जनात्मक भाषा, राजभाषा, माध्यम भाषा, मातृ भाषा
2. कार्यालयी हिन्दी राजभाषा के प्रमुख प्रकार
3. प्रारूपण, पत्रलेखन, संखेपण, पल्लवन, टिप्पणी
4. परिभाषिक शब्दावली – स्वरूप एवं महत्व, पारिभाषिक शब्दावली – निर्माण के सिद्धांत
5. ज्ञान विज्ञान के विभिन्न क्षेत्रों की पारिभाषिक शब्दावली

सहायक पुस्तकें :-

1. प्रयोजनमूलक हिन्दी – डॉ. रामप्रकाश और डॉ. दिनेश गुप्त
2. प्रशासनिक हिन्दी – डॉ. रामप्रकाश और डॉ. दिनेश गुप्त
3. प्रयोजनमूलक हिन्दी – डॉ. विनोद गोदरे
4. कम्प्यूटर के भाषिक अनुप्रयोग – विजयकुमार मल्होत्रा
5. कम्प्यूटर और हिन्दी – हरिमोहन

## MAHD2003 अनुवाद विज्ञान

अनुवाद :

1. आज के संदर्भ में अनुवाद का महत्व
2. अनुवाद : अर्थ और परिभाषा – अनुवाद क्या है – कला, विज्ञान या शिल्प ?
3. अनुवाद के प्रकार : गद्य – पद्य होने के आधार पर विधा के आधार पर – विषय के आधार पर – अनुवाद की प्रकृति के आधार पर
4. अनुवाद के सामान्य सिद्धांत एवं नियम – श्रेष्ठ अनुवाद के लक्षण – अनुवादक की योग्यताएँ
5. साहित्य के अनुवाद की समस्याएँ – काव्यानुवाद – नाट्यानुवाद – साहित्य के अनुवाद में शैली विषयक समस्याएँ – मुहावरों और लोकोक्तियों के अनुवाद की समस्या – अलंकारों के अनुवाद की समस्या – साहित्य की अनुवाद नियता का प्रश्न तथा साहित्यानुवाद की सीमाएँ
6. वैज्ञानिक या सूचना प्रधान साहित्य का अनुवाद पारिभाषिक शब्दावली की समस्या
7. अनुवाद और भाषा विज्ञान – अनुवाद और अनुप्रयुक्त भाषा विज्ञान – अनुवाद और व्यतिरेकी भाषा विज्ञान – अनुवाद और अर्थविज्ञान – अनुवाद और वाक्य विज्ञान

## MAHD2004 भाषा प्रौद्योगिकी / BHASHA PRODYOGIKI

इकाई 1 कंप्यूटरभाषा . सूचना एवं संचार प्रौद्योगिकी

- 1<sup>०</sup> कंप्यूटर का सामान्य परिचय
- 2<sup>०</sup> भाषाचिंतन
- 3<sup>०</sup> सूचना एवं संचार प्रौद्योगिकी
- 4<sup>०</sup> भाषाप्रौद्योगिकी
- 5<sup>०</sup> हिंदीभाषाएवंदेवनागरीलिपिकांकंप्यूटरीयअनुकूलताके प्रयास

### **इकाई 2 कंप्यूटरीय भाषाविज्ञान का परिचय**

- 6<sup>०</sup> कंप्यूटरीय भाषाविज्ञान
- 7<sup>०</sup> भाषावैज्ञानिक चिंतन परंपरा
- 8<sup>०</sup> रूपवैज्ञानिक विश्लेषण
- 9<sup>०</sup> वाक्यगत विश्लेषणरू व्याकरणिक कोटियाँ
- 10<sup>०</sup> अर्थ विज्ञान के कंप्यूटरीय पहलू

### **इकाई 3. प्राकृतिक भाषा संसाधन की भूमिका**

- 11<sup>०</sup> प्राकृतिक भाषा संसाधन की अवधारणा
- 12<sup>०</sup> कृत्रिम बुद्धि का परिचय
- 13<sup>०</sup> प्राकृतिक भाषा संसाधन के सामान्य कार्य

### **इकाई 4. कंप्यूटरीय भाषाविज्ञान के उत्पादों का सामान्य परिचय**

- 14<sup>०</sup> प्राकृतिक भाषा संसाधन के अनुप्रयोग
- 15<sup>०</sup> शब्द-संसाधन प्रणालियाँ
- 16<sup>०</sup> पाठविश्लेषणव अन्य प्रौद्योगिकीय प्रणालियाँ
- 17<sup>०</sup> वाक् विश्लेषणव अन्य प्रौद्योगिकीय प्रणालियाँ
- 18<sup>०</sup> सूचना प्रत्ययन, सूचना निष्कर्षण एवं विशेषज्ञताप्रणालियाँ
- 19<sup>०</sup> मशीनी अनुवाद प्रणालियाँ

### **इकाई 5. हिंदी के लिए कंप्यूटरीय भाषाविज्ञान के उत्पाद**

- 20<sup>०</sup> हिंदी में भाषाप्रौद्योगिकी के विकास में सरकारी प्रयास
- 21<sup>०</sup> हिंदी में भाषाप्रौद्योगिकी के विकास में निजी प्रयास
- 22<sup>०</sup> हिंदी शब्द-संसाधन प्रणालियाँ
- 23<sup>०</sup> हिंदी लिप्यंतरण एवं अनुवाद प्रणालियाँ
- 24<sup>०</sup> हिंदी प्राकृतिक भाषा संसाधन के औजार

### **MAHD2005 नई मीडिया एवं हिंदी / NAYEE MEDIA EVAM HINDI**

### **इकाई 1 ऑनलाइन संचार के विविध आयाम**

- 1<sup>०</sup> संचार की अवधारणा
- 2<sup>०</sup> ऑनलाइन संचार
- 3<sup>०</sup> इंटरनेट
- 4<sup>०</sup> वेबसाइट
- 5<sup>०</sup> ऑनलाइन संचार के विविध रूप

### **इकाई 2 नई मीडिया का सामान्य परिचय**

- 6. नई मीडिया की अवधारणा एवं प्रकृति

7. नई मीडिया के सिद्धांत एवं अभिलक्षण
8. प्रौद्योगिकियों का अभिसरण
9. उभरती प्रवृत्तियाँ

#### **इकाई 3 नई मीडिया के तकनीकी आयाम**

10. वेब अभिकल्पन
11. वेब अभिकल्पन की तकनीकी कुशलताएँ
12. नई मीडिया रू सैद्धांतिक विमर्श
13. साइबर साहित्य रू एक सैद्धांतिक विमर्श
14. आलोचना के नए प्रतिमान रू साइबर आलोचना का परिप्रेक्ष्य

#### **इकाई 4. हिंदी नई मीडिया रू अतीत और वर्तमान**

15. हिंदी में मीडिया का आरंभिक इतिहास
16. हिंदी वेब पोर्टलों की स्थिति
17. ई-शासन में हिंदी की स्थिति
18. हिंदी मीडिया की ऑनलाइन में उपस्थिति और स्थिति

#### **इकाई 5. नई मीडिया से संबद्ध कानूनी प्रावधान एवं आचार संहिता**

19. बौद्धिक संपदा अधिकार और सूचना समाज
20. सूचना समाज में शासन
21. सूचना समाज में अपराधिक गतिविधियाँ
22. ई-व्यापार
23. सूचना समाज में निजता
24. भारतीय परिवेश में कानूनी प्रावधान - नई मीडिया का संदर्भ

### **MAHD2006 हिंदीतर प्रदेश रू हिंदी भाषा एवं साहित्य ः HINDEETAR PRADESH : HINDI BHASHA EVAM SAHITYA**

#### **इकाई 1. हिंदीतर प्रदेशों में हिंदी भाषा एवं साहित्य**

1. उत्तर भारत के हिंदीतर प्रदेशों में हिंदी भाषा एवं साहित्य
2. पश्चिम भारत के हिंदीतर प्रदेशों में हिंदी भाषा एवं साहित्य
3. पूर्वी भारत के हिंदीतर प्रदेशों में हिंदी भाषा एवं साहित्य
4. पूर्वोत्तर भारत में हिंदी भाषा एवं साहित्य
5. दक्षिण भारत में हिंदी

#### **इकाई-2 हिंदीतर प्रदेशों में हिंदी साहित्य का सामान्य परिचय**

6. 18 वीं सदी तक का हिंदी साहित्य
7. 19 वीं सदी का हिंदी साहित्य
8. 20 वीं सदी का साहित्य

#### **इकाई-3 हिंदी साहित्य को दक्षिण भारत की देन**

9. हिंदी साहित्य को तेलंगानाकी देन
10. हिंदी साहित्य को आंध्र प्रदेश की देन
11. हिंदी साहित्य को कर्नाटकके देन
12. हिंदी साहित्य को तमिलनाडुके देन
13. हिंदी साहित्य को केरलकी देन

**इकाई-4 दक्षिण भारतीय लेखकों के हिंदी साहित्य का अध्ययन रू काव्य एवं नाटक विधाएँ**

14. काव्य-विधा
  - 14.1. प्राचीन कविताएँ -  
स्वाति तिरुनाल की कविताएँ
  - 14.2. आधुनिक कविताएँ  
अमरबापू - पी.नारायण  
सुनामी - कौसल्या अम्माल  
मज़दूर - सी.अर. राजश्री  
भूकंप - के.जे. हेलेन  
संक्रांति - पी.जी. वेंकटगिरि गिरीश  
फूल की रंगोली - कानायी कुञ्जिरामन  
तुम उदास हुई - सुमतींद्र  
गुलनार - एम.दामोदरकृष्ण  
वंदे मातरम - आलूरी बैरागी

- 15 . नाटक-विधा  
देवयानी - एन. चंद्रशेखरन नायर

16. एकांकी-विधा  
बादलों की ओट में - रुक्माजी राव 'अमर'र

**इकाई-5 दक्षिण भारतीय लेखकों के हिंदी साहित्य का अध्ययन रू कहानी एवं अन्यविधाएँ**

17. उपन्यास-विधा  
प्रकाश और परछाई - बालशौरि रेड्डी
18. कहानी-विधा  
चाँदी का जूता - बालशौरि रेड्डी  
महाबलिपुरम - आरिगपूडी रमेश चौधरी  
काटके कफ़न- एन.चंद्रशेखरन नायर
19. निबंध-विधा  
साहित्य और कला में सार्वजनिक भावना - जी. सुंदर रेड्डी
20. व्यंग्य-विधा  
थानेदार के कारनामे - रुक्माजी राव 'अमर'र

**PONDICHERRY UNIVERSITY**

**DIRECTORATE OF DISTANCE EDUCATION**



**MA (SOCIOLOGY)**

**PROJECT PROPOSAL REPORT**

Submitted for Approval of UGC

With effect from 2018-19 ONWARDS



## **M.A (Sociology)**

### **(a) Mission and objectives of this Program:**

This programme is designed for the understanding of the complexities of modern social life through the application of advanced sociological theories and methods within an interdisciplinary framework. The objectives of this programme are:

- To provide an advanced understanding and ability to use sociological paradigms, theories, and concepts.
- To provide an advanced knowledge of the logic, methods, and applications of sociological inquiry.
- To provide the ability to independently critically evaluate and apply sociological theories and research methods to specific sociological problems.

### **(b) Relevance of the program:**

To serve and shape the modern society it is very important to develop an understanding of social issues in cross-cultural societies. This programme is designed to address the various emerging concerns of the discipline taking cognizance of need of the students on the one hand and the cognitive ability of this discipline on the other.

### **(c) Targeted Group of Learners:**

- Graduates who are keen to study social relationship and interested make their career Sociology.
- Social Scientists
- Those who are working in NGOs

### **(d) Appropriateness of programme to be conducted through Open and Distance Learning mode :**

As most of our target groups are working personnel, it will be difficult for them to attend regular mode of teaching. Therefore, it will be most suitable to provide them education under Distance Learning mode.

**(e) Instructional Design:** Initially curriculum and detail syllabi were designed by our internal Faculty members and which is reviewed by external experts. After thorough review it was placed in Board of Studies, subsequently it was approved by Academic Council. Duration of the course which is 2 years is also approved by the Board Studies and Academic Council. Instructional

design, online delivery of material, student support system were also discussed and approved by Board of Studies and subsequently by Academic Council.

### **Regulations for MA (Sociology) Course**

#### **Eligibility Criteria for Admission**

The Student should possess any Degree from a recognized University with a mere pass in any of the following streams:

- 10 + 2 + 3 (or)
- 11 + 1 + 3 (or)
- 11 + 2 + 2 system.

#### **Duration of the Course**

The course shall be of two years duration. The Maximum duration to complete the course shall be 4 years.

#### **Medium**

The medium of instruction shall be English.

#### **Personal conduct Programme (PCP)**

PCP classes will be conducted at select centres based on the number of students enrolled for the program. The attendance is optional to PCP Classes.

#### **Examination**

Examinations will be held once a year (Non-semester pattern).

#### **Question Paper Pattern**

##### **Maximum Marks: 100 Time: 3 Hours**

Part – A (5 X 8 = 40 Marks) –( Five out of Eight Questions)

Part – B (5 X 12 =60 Marks) –( Five out of Eight Questions)

#### **Passing & Classification**

The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **50%**. Candidates securing 75% above shall be placed in **First Class with Distinction**, 60% marks and above shall be placed in the **First Class**, and those who obtain marks between 50% and above but less than 60% shall be placed in the **Second Class**. Students' who obtain **75%** and above marks in aggregate shall be placed in the category of '**First class with Distinction**'.

**M.A (Sociology) Course Structure**  
**Non-Semester Pattern**

<b>1<sup>st</sup> Year</b>		<b>2<sup>nd</sup> Year</b>	
<b>Code</b>	<b>Course Title</b>	<b>Code</b>	<b>Course Title</b>
MASY 1001	Sociological Concepts	MASY 2001	Sociology of Mass Communication
MASY 1002	Sociological Thoughts	MASY 2002	Urban Sociology
MASY 1003	Social Research Methods and Statistics	MASY 2003	Industrial Sociology
MASY 1004	Sociology of India	MASY 2004	Sociology of Education
MASY 1005	Rural Sociology	MASY 2005	Sociology of Health
MASY 1006	Social Movements in India	MASY 2006	Project Work

**Fee Structure:**

<b>Sl. No.</b>	<b>Fee Particulars</b>	<b>₹</b>
1	Registration & Processing Fee	200
2	Matriculation Fee	25
3	University Development Fund	1,000
4	Recognition Fee (For Foreign University 450) ₹	200
5	Study Material & Handling Charges	2,000
6	Tuition Fee	8,000*
	<b>Total</b>	<b>₹ 11,425</b>

**(g) Requirement of the Laboratory Support and Library Resources:** In existing courses there are no practical components. However, there is well stacked Library for the students who can refer during University working hours.

**(h) Cost estimation of the programme and the provisions:**

(i) Study material Cost Rs. 300,000/ (approx.)

(ii) PCP classes Cost Rs. 75,000/ (approx.)

DDE is having sufficient fund for running the programme.

**(i) Quality assurance mechanism and expected programme outcomes:** Time to time curriculum are reviewed by the experts as and when there is any requirements to bring changes in the existing course material. However, every five year we review the syllabus and bring out the major changes

**PAPER –I - SOCIOLOGICAL CONCEPTS**

**UNIT - I**

**SOCIOLOGY & ITS PERSPECTIVES** : The field. Sociology and other Social Sciences : Sociology and History – Sociology and Economics – Sociology and Political Science – Sociology and Psychology – Sociology and Anthropology – Sociology and Demography. Sociological Perspectives : Functionalism, Conflict, Exchange, Symbolic Interactionism, Ethnomethodology, Phenomenology.

**UNIT II**

**SOCIETY AND COMMUNITY** : Meaning – Features – Social Structure – Function Role of Status – Individual and Society. Community : Definition of Community – Elements of a Community – Types of Community.

**UNIT III**

**CULTURE** : Definition of Culture – Contents of Culture, Characteristics of Culture – Functions of Culture – Theories – Sub-culture – Cultural lag – Acculturation – Variability of Culture – Ethnocentrism.

**UNIT IV**

**SOCIALISATION AND SOCIAL INTERACTION** : Definition – Nature of Social Interaction – Forms of Social Interaction: Co-operation, Competition, Conflict, Accommodation, Assimilation and Acculturation.

**UNIT V**

**SOCIAL INSTITUTIONS AND ASSOCIATION** : Meaning, Characteristics and Types. Association : Meaning, Characteristics and Types. Association: Meaning, Differences from Institutions. Major Social Institutions: Marriage-meaning, feature, types and functions. Family – Definitions, types and functions. Education – Definition, forms, functions and changes. Religion – Definition, forms, functions and change. The Government – Definition, forms and functions.

**UNIT VI**

**SOCIAL GROUPS**: Meaning, Characteristics, Functions and Types. Primary and Secondary groups: Characteristics, importance and differences and Major types of groups.

**UNIT VII**

**SOCIAL STRATIFICATION**: Meaning, Features and Functions of stratification. Functions of stratification: Differentiation, Ranking, Evaluation and Rewarding.

**UNIT VIII**

**SOCIAL CONTROL AND SOCIAL CHANGE**: Social Control – Meaning and Forms – Formal and Informal – Direct and Indirect – Social Change – Meaning – Social Evolution – Social Progress - Factors influencing Social change – Geographical, Biological, Technology, Environment, Demographic and Political. Forms of Social Change – Evolution, Revolution and Progress.

**Reference Books**

Bottomore, T.B. 1972. Sociology – A Guide to Problems and Literature.

Cuber, J.F. Sociology

Feiher, J.H. 1971, 2<sup>nd</sup> Edition, Sociology. The University of Chicago Press, London .

Johnson, H.M. 1982, Sociology- A Systematic Introduction.

Giddens, A. 1989, Sociology, Cambridge , Policy Press.

**PAPER –II - SOCIOLOGICAL THOUGHT**

**UNIT - I**

AUGUSTE COMTE : Beginning of Sociology – Positivism – Law of Three stages – Hierarchy of Sciences – Social Statics and Social Dynamics.

**UNIT II**

HERBERT SPENCER: The Science of Sociology – Theory of Social Evolution – Organic Analogy

**UNIT III**

KARL MARX : Dialectical Materialism – Materialistic interpretation of History – Theory of Class and Class struggle – Surplus value Theory – Alienation Theory of Social Change..

**UNIT IV**

MAX WEBER: Ideal Type – Causality – Social Actions – Authority, Bureaucracy, Class, Status and Power, Religion and Economy.

**UNIT V**

EMILE DURKHEIM : Social Facts – Individual and Society – Theory of Social Solidarity – Division of Labour – Theory of Suicide – Sociology of Religion..

**UNIT VI**

TALCOTT PARSONS: Theory of Social System – Social Action Theory Pattern Variables

**UNIT VII**

ROBERT K.MERTON:Ethics of Science – Role – Set Theory – References – Group Theory of Anomic.

**UNIT VIII**

ANTHONY GIDDENS: Theory of Structuration and the Constitution of Society.

**Reference Books**

Abraham M. Francis – Modern Sociological Theory – An Introduction.

Abraham Francis and J.H.Morgan – Sociological Thought.

Barnes, Harry Elmer – An Introduction to the the History of Sociology.

Comer, Lewis, A. – Masters of Sociological Thought

Timasheff, Nicholas S. – Sociological Theory – Its Nature and Growth.

Giddens, Anthony – The Constitution of Society: The Theory of Structuration.

Giddens, Anthony – Social Theory and Modern Sociology.

**PAPER –III - SOCIAL RESEARCH METHODS AND STATISTICS**

**UNIT - I**

INQUIRY AND SCIENCE : Two Realities – Native Human Inquiry – Errors in Personal Human Inquiry – Science as a form of Inquiry – Safeguards Against Error.

**UNIT II**

1.SOCIAL AND SCIENTIFIC INQUIRY : The Foundations of Social Theory – The Foundation of Social Research.

2. THE ETHICS AND POLITICS OF SOCIAL RESEARCH : Ethical issues in Social Research – Two Ethical Controversies – Discussion, Examples – The Politics of Social Research.

**UNIT III**

1. THE STRUCTURE OF INQUIRY : Research Design – Purposes of Research – Units of Analysis – Topics for Research – The Time Dimension Motivations for Research – How to Design a Research Project.

2. CONCEPTUALISATION AND MEASUREMENT: Measuring anything that exists – Definitions and Research Purposes – Criteria for Measurement Quality.

3. OPERATIONALISATION : Operationalisation Choices – Some Operationalisation – Illustrations – Guidelines for asking Questions – Operationalisation goes on and On..

**UNIT IV**

THE LOGIC OF SAMPLING: Methods – The logic of Probability Sampling Sampling Concepts and Terminology- Probability Sampling Theory and Sampling Distribution – Population and Sampling Frames – Types of Sampling Designs – Illustration : Sampling University Students – Multistage Cluster Sampling – Illustration: Sampling Church Women – Non-probability Sampling.

**UNIT V MODES OF OBSERVATION**

1. FIELD RESEARCH : Topics Appropriate to Field Research – The Various Roles of Observer – Preparing for the field – Sampling in Field Research – Asking Questions – Recording Observations – Data Processing – Data Analysis – Illustrations of Field Research. The Strengths and Weaknesses of field Research.

2. CONTENT ANALYSIS AND THE ANALYSIS OF EXISTING DATA: Topics Appropriate to Content Analysis – Sampling in Content Analysis – Coding in Content Analysis – Illustrations of Content Analysis – Strengths and Weaknesses of Content Analysis – Analysing Existing Statistics – A Comment on Unobstrusive Measures.

3.EXPERIMENTS : Topics appropriate to Experiments – The Classical Experiment selecting Subjects – Variations on Experimental Design – An illustration of Experimentation – Natural Experiments – Strengths and Weaknesses of the Experimental Method.

4.EVALUATION RESEARCH : Topics appropriate to Evaluation Research – Formulating the Problems – The Social Context – Illustrations of Evaluation Research. Social Indicators Research – Strengths and weaknesses of Evaluation Research.

5.SURVEY RESEARCH : Topics appropriate to Survey Research – Questionable Construction – Self – Administered Questionnaires – Interview Surveys – Comparison of Two Survey Research – Secondary Analysis.

**UNIT VI** 1. ANALYSIS OF DATA: Quantifying Data – A Quick look at Hardware – Selected Data – Processing Terminology – Coding – Codebook Construction Coding and Key punching options – Data Cleaning.

**UNIT VII** 1.SOCIOAL STATISTICS : Definition, Origin and Growth – Functions and Scope.

2.STATISTICAL ANALYSIS : Measures of Central Value – Mean, Median and Mode for Ordinal, Nominal, Interval and Ratio Variables.

3. MEASURES OF DISPERSION : Significance of Measuring Variation – The Mean Deviation – Variance and Standard Deviation – Index for Nominal Variables – Coefficient of Variation.

**UNIT VIII** MEASURES AND ASSOCIATION FOR NOMINAL, ORDINAL AND INTERVAL VARIABLES : Four Characteristics of an Association- Creating a normal measures of association- symmetric and Asymmetric measures of association – Measures of association for Nominal Variables Lambda – Measures of association for Original Variables – Gamma – Measures of association for Interval Variables – Pearson’s Product Moment.

### **Reference Books**

The Practice of Social Research – Babbie.E.R. 1979, Wadsworth Publishing Company Inc., California .

Descriptive and Inferential Statistics : An Introduction – Loether, H.J. & McTavish, D.G.1993. Allyn and Bacon, London .

**PAPER - IV -SOCIOLOGY OF INDIA**

**UNIT - I**

**INDIAN SOCIETY** : Features of Indian Society – Composition of Indian Society.

**UNIT II**

**HINDU WORLD VIEW**: Hinduism – Meaning and Characteristics. Purusharthas, Ashramas, Varnashrama and Karma.

**UNIT III**

**CASTE SYSTEM**: Meaning and features. Origin of Caste System – Racial Theory, Political Theory, Occupational Theory, Traditional Theory, Guild Theory and Evolutionary Theory. Changes in Caste System – Factors responsible for the changes.

**UNIT IV**

**MARRIAGE** : Traditional Forms of Marriage – Changing trends in Marriage – Child Marriage – Widow Remarriage – Dissolution of Marriage. Marriage among other religious communities of India .

**UNIT V**

**FAMILY**: The Nature and characteristics of Indian Family.

**Hindu Joint Family** : Features of Joint Family – Advantages and Disadvantages of Joint Family system – Factors responsible for the Changes

**UNIT VI STATUS OF WOMEN**: Status of women in India during ancient period, Medieval Period and Modern Period – Factors responsible for the Changes.

**UNIT VII INDIAN ECONOMIC ORGANISATION** : Peasant Society – Industrialisation – Production relation – Transport and Communication – Human Resources - Development. Education Organisation – Primary Secondary and Higher Education in India – Problems in Education..

**UNIT VIII BACKWARD CLASSES, SCHEDULED CASTES AND SCHEDULED TRIBES** : Characteristics of Scheduled Castes and Schedule Tribes – Their Problems – Constitutional and Statutory Provisions for their protection and upliftment – Changing conditions and factors responsible for the Changes.

**Reference Books**

The Position of Women in India : Bashin, Kamala.

Caste and Race in India : Churye, J.H

Caste in India : Hutton, J.H.

Marriage and Family in India : Kapadia, K.M.

Hindu Social Organisation: Prabhu,P.N.

Its 20<sup>th</sup> Century Avatar : M.N.Srinivas (eds), 1996.

Modernisation of Indian Tradition : Singh, Yogendra.



**PAPER - V – RURAL SOCIOLOGY**

**UNIT - I**

RURAL SOCIOLOGY : Meaning, nature and scope of Rural Sociology, importance of the study of Rural Sociology in India .

**UNIT II**

RURAL SOCIETY: Characteristics of Rural Society – Rural – Urban Continuum and Rural – Urban Contrast.

**UNIT III**

RURAL SOCIAL STRUCTURE AND DYNAMICS

- 1.Caste and social structure in rural India- Dominant caste: Its features, its influence in the village community – Sanskritisation- Jajmani system – changing features of village social structure.
- 2.VILLAGE ADMINISTRATION: Traditional forms of caste and village community- Panchayati Raj system – recent developments and changes.

**UNIT IV**

RURAL ECONOMY- Occupation, class system in the rural society – Land ownership pattern: Zamindari system, Rayotwari system and Mangalbari system.  
Land distribution, Land reforms, Land Legislation and its impact on Indian Villages and Indian Economy.

**UNIT V RURAL DEVELOPMENT:** Community Development Programme- Integrated rural development programme- Jawahar Rozgar Yojana- Adult Education and Functional Literacy Programme. Vocational training – TRYSEM.

Health and Sanitation Programme: their objectives and features. District Rural Development Agency

**UNIT VI RURAL PROBLEMS:** Poverty and Indebtedness – Child Labour – Unemployment – illiteracy – Migration – Problems of Health and Sanitation their causes and consequences.

**UNIT VII RURAL SOCIAL INSTITUTIONS :** Characteristics – Functions – Importance – types : Family, Marriage, Policy, Education and Religion and their differences from Urban Social Institutions.

**UNIT RURAL SOCIAL NETWORKS:** Network meaning, origin, characteristics and perspective. Impact of kinship and clan on rural network pattern – gender differences in rural social network.

**Reference Books**

- Desai,A.R.1969. “ Rural Sociology in India ”, Bombay :Popular Prakashan.  
Chitambar,J.B.1973.”Introductory Rural Sociology” New York , John Wiley & Sons.  
Beteille, Andre.1974.”Studies in Agrarian Structure”, New Delhi , Oxford University Press.  
Nanavati Manilal,B. and Anjaria,J. “The Indian Rural Problems”, Bombay ,Indian Society of Agricultural Economics.  
Desai, Vasan. 1986.”Rural Development” 6 Vols. Bombay , Himalaya Publishing House

**PAPER –VI - SOCIAL MOVEMENTS IN INDIA**

**UNIT - I**

Introduction: Components and stages of social movements;

**UNIT – II**

Conceptual issues in the study of social movements;

**UNIT III**

Typology: Regressive movements; revolutionary movements; reactionary movements; reformatory movements; transformative movements; millenarian movements; expressive movements

**UNIT - IV**

Theories: Relative Deprivation; Structural Strain; Marxist; Post Marxist – Resource Mobilization and Contemporary debate.

**UNIT - V**

Tribal movements: Bodo Movement; Birsa Munda movement, Jharkhand movement.

**UNIT - VI**

Backward Class Movement: Self-respect movement; SNDP movement, Satyashodak Samaj Movement.

**UNIT – VII**

Peasant Movements: Peasant Movements in colonial and post colonial movement.

**UNIT - VIII**

New Social Movements: Women's Movement; Environmental movement; Dalit movements; Anti-corruption movements; New Farmer's Movement.

**Reference Books**

- Dhanagare, D.N. 1991. *Peasant movement in India: 1920-1950*. Delhi: Oxford University Press.
- Hardgrave, Robert. 1965. *The Dravidian Movement*. Bombay: Popular Prakasam.
- Omvedt, Gail. 1994. *Dalits and the Democratic Revolution: Dr. Ambedkar and the Dalit Movement in Colonial India*. New Delhi: Sage.
- Oommen, T.K. (ed.). 2010. *Social Movements II: Concerns of Equity and Security*. New Delhi: Oxford University Press. pp: 1-44.
- Pandian, M.S.S. 2007. *Brahmin and Non-Brahmin: Genealogies of the Tamil Political Present*. Delhi: Permanent Black.
- Rao, M.S.A. (ed). 2004. *Social Movements in India*. New Delhi: Manohar Publishers and Distributors, pp: 1-16.
- Shah, Ghanshyam. 2004. *Social Movements in India: A review of Literature*. New Delhi: Sage Publications.

**PAPER –VII - SOCIOLOGY OF MASS COMMUNICATION**

**UNIT - I**

COMMUNICATION – AN INTRODUCTION - Definition of communication- Characteristics of communication - Communication as a social process - Characteristics of communication - Forms of communication = Functions of communication = Importance of communication

**UNIT II**

MASS COMMUNICATION AND MASS MEDIA: - Definition of communication - Characteristics of mass communication - Functions of mass communication - Characteristics of mass media - Functions of mass media - Merits and demerits of mass media - Mass Audience - Characteristics of Rural Society – Rural – Urban Continuum and Rural – Urban Contrast.

**UNIT III**

SOCIOLOGICAL PERSPECTIVE OF MASS COMMUNICATION: Communication as a social science – Some basic concepts - Uses and gratification

**UNIT IV**

MODELS OF COMMUNICATION : Meaning of communication models - Types and functions of communication models - Linear, non-linear and composite models

**UNIT V**

THEORIES OF MASS COMMUNICATION - Role of mass communication theories - Authoritarian theories - Libertarian theory = Social responsibility theory - Other theories

**UNIT VI**

CONTENT OF MASS MEDIA: Meaning of content analysis - Types of content analysis - Semantic differentials - Analysis of media content

**UNIT VII**

SOCIOLOGY OF AUDIENCE BEHAVIOUR: Meaning of audience - Audience Selectivity - Opinion leaders - Diffusion of message

**UNIT VIII**

DEVELOPMENT COMMUNICATION: Nature of development - Development goals - Key concepts- Blocks for development - Role of development communication - Mass communication in developing countries

**Reference Books**

Bittner, John R.1977."Mass Communication – An Introduction", New Jersey , Prentice Hall.

Pavasker Madhoo.1978."Communication", Bombay ,Popular Prakashan.

Myres,Gail E.,M.T.Myres.1988."The Dynamics of Human Communication- A Laboratory Approach", New York ,McGraw Hill.

Sarkar,R.C.S.1984."The Press in India ", New Delhi,S.Chand and Co.,Ltd.

**PAPER - VIII - URBAN SOCIOLOGY**

**UNIT - I**

**INTRODUCTION:**

Growth and development of cities- Scope and importance of urban sociology- Difference between pre-industrial and industrial cities

**UNIT II**

**INTERNAL SPATIAL STRUCTURE OF CITIES :**

The Concentric Zone theory- The Sector Theory- The Multiple Nuclei theory- The inverse Concentric Zone theory

**UNIT III**

**METROPOLITAN CITIES :**

The exploding giant cities- Characteristics of Metropolitan cities

**UNIT IV**

**IMPACT OF URBANIZATION**

Modern Vs. Traditional in the Indian context- Economic change- Social change- Political change- Physical change

**UNIT V**

**RURAL – URBAN CONFLICTS**

Rural – urban continuum- Contrasting environments- Modernization- Urban Bias-Strategies for reducing conflicts

**UNIT VI**

**TRADE UNIONS:**

Purpose and functions- Trade unions in India- Obstacles in Trade unionism

**UNIT VII**

**INDUSTRIAL DISPUTES :**

Nature and consequences- Causes- Methods of reducing Industrial disputes

**UNIT VIII**

**LABOUR WELFARE :**

Labour welfare services- Labour welfare legislation- Labour welfare in India.

**Reference Books**

Gibert,P.1972."Fundamentals of Industrial Sociology". New Delhi , Tata McGraw Hill.

Schneider,E.V.1971."Industrial Sociology", London ,McGraw Hill.

Miller & Form.1964."Industrial Sociology", New York , Harper & Row.

Dayal, Zachariah (Ed.) 1996."Industrial Sociology and Labour Welfare", New Delhi , Monappa & Saiyudain.1979."Personnel Management", New Delhi , tata McGraw Hill.

**PAPER - IX - INDUSTRIAL SOCIOLOGY**

**UNIT - I**

INTRODUCTION- Nature and Scope- Foundations of Industrial Sociology- Work and Labour

**UNIT II**

INDUSTRIALIZATION- Features of Industrialization- Development- Growth of Industrialization

**UNIT III**

INDUSTRIAL ORGANIZATION- Formal organization- Informal organization- Levels of organization

**UNIT IV**

FUNCTIONS OF MANAGEMENT- Planning- Organization- Motivating- Communicating- Supervision

**UNIT V**

WORKER'S PARTICIPATION IN MANAGEMENT- Meaning- Purpose- Obstacles to participation

**UNIT VI**

TRADE UNIONS: Purpose and functions- Trade unions in India- Obstacles in Trade unionism

**UNIT VII**

INDUSTRIAL DISPUTES :Nature and consequences- Causes- Methods of reducing Industrial disputes

**UNIT VIII**

LABOUR WELFARE :Labour welfare services- Labour welfare legislation- Labour welfare in India.

**Reference Books**

Gisbert, P.1972. "Fundamentals of Industrial Sociology". New Delhi , Tata Mc Graw Hill.

Schneider, E.V.1971. "Industrial Sociology", London , Mc Graw Hill.

Miller & Form. 1964." Industrial Sociology", New York , Harper & Row.

Dayal, Zachariah (Ed.) 1996."Industrial Sociology and Labour Welfare", New Delhi , Mittal.

Monappa & Saiyudain.1979."Personnel Management ", New Delhi , Tata McGraw Hill.

**PAPER - X - SOCIOLOGY OF EDUCATION**

**UNIT - I**

**INTRODUCTION ; GROWTH AND DEVELOPMENT OF SOCIOLOGY OF EDUCATION:**  
Origin of Sociology of Education - Definition and scope of Sociology of education-  
Development of sociology of education in India

**UNIT II**

**SOCIETY AND EDUCATION-** Social nature of education- Definition meaning  
and functions of education - Social Functions of education – socialization, selection and  
allocation functions – functions of education in the tribal societies – functions of education in the  
modern complex societies

**UNIT III**

**SUB-SYSTEMS OF SOCIETY AND EDUCATION SYSTEM**

The family system and educational system- The Political system and educational system - The Economics  
system and educational system

**UNIT IV**

**SOCIAL STRATIFICATION AND EDUCATION**

Caste and class system of stratification in Indian Society - Impact of educational system on stratificatory  
system during the British period - Impact of educational system on stratification in independent India .

**UNIT V**

**EDUCATION AND EMPLOYMENT**

Unemployment magnitude and consequences-Employment generation and manpower planning-  
Vocationalization of education-Brain drain

**UNIT VI**

**SOCIAL CHANGE AND EDUCATION**

Relationship between education and social change- Meaning and nature of social change and its  
impact on education- Social change and lags in educational system-Some problems of  
modernization of Indian education system

**UNIT VII**

**CURRICULLUM RECONSTRUCTIO**

Meaning of curriculum-Theories of curriculum-Merits of the new curriculum under 10+2+3 pattern

**UNIT VIII**

**EDUCATION OF SCHEDULED CASTES AND SCHEDULED TRIBES IN INDIA**

Special provisions in the Constitution- Attitude towards and programmes for educational  
development of SCs /STs- Forces behind the lack of educational development of lower classes

## Reference Books

1. Aggarwal, J.C. 1985. "Theory and Principles of Education, Philosophical and Sociological Bases of Education", Delhi, Vikas Publishing House Pvt. Ltd.
2. Gore, M.S. 1994. "Indian Education, Structure and Process", New Delhi, Rawat Publications.
3. Jeyaraman, N. 1990. "Sociology of Education", Jaipur, Rawar Publications.
4. Musgrave, P.W. 1972. "The sociology of Education", London, Methuen & Co. Ltd.
5. Ottaway, A.K.C. 1980. "Education and Society – An Introduction to the Sociology of Education", London, Routledge & Kegan Paul.
6. Roger Ginod, 1990. "Problems of Sociology in Education", New Delhi, Sterling Publishers Pvt. Ltd.
7. Shah, B.V. 1998. "Sociology of Education", Jaipur and New Delhi, Rawar Publications.
8. Suresh Chandra Shukla; Krishna Kumar, (Eds.) 1985. "Sociological Perspective in Education", Delhi, Chanakya Publications.

**PAPER - XI - SOCIOLOGY OF HEALTH**

**UNIT - I**

**SOCIOLOGY OF HEALTH**

Nature and Scope of Sociology of Health-Evolution of social medicine in India - Methods of sociology of Health- Status of Health in India

**UNIT II**

**SOCIAL EPIDEMIOLOGY**

Epidemiology of diseases-Natural history of diseases-Cultural factors bearing on health in India-Common occupational diseases

**UNIT III**

**VARIOUS SYSTEMS OF MEDICINE:** Naturopathy, Chinese, Indian, Greek, Unani and Folk medicine- Their Social context and scientific status

**UNIT IV**

**MEDICINE AS AN INSTITUTION:** Structure of the system- Belief system, concept of illness and health- Medicine, Nursing and Pharmacy as professions

**UNIT V**

**COMMUNICATION:** Community health problems-Primary health centers-Implementation and utilization of health programmes in community

**UNIT VI**

**HEALTH AND SOCIAL PROBLEMS:** Malnutrition- Maternal and child health-Sanitation problems- Mental illness-Ageing

**UNIT VII**

**HEALTH EDUCATION:** Objectives and principles-Methods of Health education-Role of Govt. and N.G.O - Population Education-Sex Education

**UNIT VIII**

**THE STATE AND HEALTH:** Health Policy of Government of India- Drug and Drug industry- Drug control & adulteration

**Reference Books**

1. Freeman, H.E. 1979, "Handbook of Medical Sociology", New Jersey, Prentice-Hall.
2. Mathur, J.S. 1971. "Introduction to Social and Preventive Medicine", New Delhi, Oxford and IBH Publishing Co.
3. Chandani, Ambika. 1985. "The Medical Profession – A Sociological Exploration", New Delhi, Jainsons Publications.
4. Bulmer, Martin. 1987. "The Social Basis of Community Care", London, Allen and Unwin.
5. Byree, Monica and F.J. Bennet, 1986. "Community Nursing in developing Countries – A Manual for the Community Nurse", London, Oxford University Press.
6. Rosengren, William, R., 1980 "Sociology of Medicine", London, Harper & Row Publishers.



**PONDICHERRY UNIVERSITY**

**DIRECTORATE OF DISTANCE EDUCATION**



**Programme Project Report**

**MBA (FINANCE)**

Submitted for Approval of UGC

With effect from 2018 -19 ONWARDS

**(a) Programme's Mission & Objectives:**

**Mission:** MBA degree in Finance plans to provide specialized knowledge and skills in the field of Finance and Accounts to build the strengths of human resources in the areas of Finance and Accounts and to create competent Finance managers for meeting hazardous challenges in the Global era.

**Objectives:** MBA degree in Finance programme is to strengthen the student's knowledge and comprehension in the disciplines of Accounting and Finance. The programme aims to assist public and private organizations by:

- Building the strengths of human resources in the areas of Finance and Accounts
- Meeting the requirement of the skilled human resources in the areas of accounting in corporate and private sectors.

**(b) Relevance of the Programme with HEI's Mission and Goals:**

This Programme is designed in such a way to enable the learner to understand and acquire specialized and complete knowledge in the area of Finance and Accounts. This programme is primarily aimed at developing financial and managerial skills, to equip students to meet the demand for specialists and leaders in the financial sector.

**(c) Nature of Prospective target group of learners:**

The programme is offered for the candidates who aspire to acquire the knowledge and skills in the field of Finance and Accounts and those who wish to get jobs in the sectors of industry, banking and stock market etc.. Further the programme is auspicious for those who aspire to become Finance Manager.

**(d) Learning Outcomes:**

The successful student will gain an overall financial and business perspective which will provide them with a competitive advantage for employment.

**(e) Instructional Design:**

**1. Duration of the Programme:**

The course shall be of two years duration spread over four semesters. The Maximum duration to complete the course shall be 4 years.

**2. Medium**

The medium of instruction shall be English.

**3. Instructional delivery mechanisms:**

The delivery of the programme is through conduct of Personal Contact Programme. In total 8 days **(40 Hours) PCP classes for every semester will be conducted at select centers based on the number of students enrolled for the program and the attendance is not mandatory.**

**4. Faculty and support of Staff:**

- DDE faculty, University faculty from Management department and other college faculty will be engaged for handling classes of the first two semesters in Personal contact programme.
- Distance Education Staffs will be engaged for supporting other activities like dispatch of study materials.

**5. Media for instruction:**

- Printed study materials will be provided for all courses and the same will be uploaded in the University Website ([pondiuni.edu.in](http://pondiuni.edu.in)).
- Students can see all information's about DDE in the University website.
- The student support services like help desk (grievances) will be solved through in person, phone, email and group sms.

**6. Curriculum design**

## **MBA (FINANCE)**

### **CURRICULUM**

#### **I SEMESTER**

<b>Sl.No.</b>	<b>Code</b>	<b>Course Title</b>	<b>Max. Marks</b>	<b>Minimum Passing Marks</b>
1	MBAC 1001	Management Concepts & Organisational Behaviour	100	50
2	MBAC 1002	Managerial Economics	100	50
3	MBAC 1003	Accounting for Managers	100	50
4	MBAC 1004	Business Environment and Law	100	50
5	MBAC 1005	Research Methodology	100	50

#### **II SEMESTER**

<b>Sl.No.</b>	<b>Code</b>	<b>Course Title</b>	<b>Max. Marks</b>	<b>Minimum Passing Marks</b>
1	MBAC 2001	Financial Management	100	50
2	MBAC 2002	Marketing Management	100	50
3	MBAC 2003	Human Resources Management	100	50
4	MBAC 2004	Operations Research and Management	100	50
5	MBAC 2005	Strategic Management	100	50

#### **III SEMESTER**

<b>Sl.No.</b>	<b>Code</b>	<b>Course Title</b>	<b>Max. Marks</b>	<b>Minimum Passing Marks</b>
1	MBFM 3001	Strategic Financial Management	100	50
2	MBFM 3002	Banking and Indian Financial System	100	50
3	MBFM 3003	Merchant Banking and Financial Services	100	50
4	MBFM 3004	Project Management	100	50
5	MBFM 3005	Management Accounting	100	50

#### **IV SEMESTER**

<b>Sl.No.</b>	<b>Code</b>	<b>Course Title</b>	<b>Max. Marks</b>	<b>Minimum Passing Marks</b>
1	MBFM 4001	Investment And Portfolio Management	100	50
2	MBFM 4002	Global Financial Management	100	50
3	MBFM 4003	International Trade and Finance	100	50
4	MBFM 4004	Security Market Operations	100	50
5	MBFM 4005	Financial Derivatives	100	50
6	MBFM 4006	<b>Project Work</b>	100	50

**PAPER – I**  
**MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR**

Paper Code: MBAC 1001

**Objectives**

- To provide conceptual understanding of Management Concepts
- To familiarize the students with the contemporary issues in Management
- To understand and appreciate the human behaviour in organisations

**UNIT - I**

Nature of Management - Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes

**UNIT – II**

An Overview of Staffing, Directing and Controlling Functions - Organising - Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic Vs Adoptive Structures - Formal and Informal Organisation

**UNIT – III**

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types- Process - Barriers - Making Communication Effective

**UNIT – IV**

Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

**UNIT – V**

Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

**REFERENCES**

- Koontz, Weirich & Aryasri**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2004*  
**Tripathi & Reddy**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2008*  
**Laurie Mullins**, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi, 2007*  
**Meenakshi Gupta**, PRINCIPLES OF MANAGEMENT, *PHI Learning, New Delhi, 2009*  
**Fred Luthans**, ORGANISATIONAL BEHAVIOUR, *Tata McGraw-Hill, New Delhi*  
**Stephen Robbins**, ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi*  
**Ricky Griffin**, MANAGEMENT: PRINCIPLES & APPLICATIONS, *Cengage, New Delhi, 2008*

**Objectives**

- To introduce the economic concepts
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

**UNIT – I**

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

**UNIT-II**

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

**UNIT-III**

Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

**UNIT-IV**

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

**UNIT – V**

Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

**REFERENCES**

**Yogesh Maheswari**, MANAGERIAL ECONOMICS, *PHI Learning, NewDelhi, 2005***Gupta G.S.,**  
MANAGERIAL ECONOMICS, *Tata McGraw-Hill, New Delhi***Moyer & Harris**, MANAGERIAL  
ECONOMICS, *Cengage Learning, NewDelhi, 2005***Geetika, Ghosh & Choudhury**, , MANAGERIAL  
ECONOMICS, *Tata McGrawHill, NewDelhi, 2011*

**PAPER –III**  
**ACCOUNTING FOR MANAGERS**

**Paper code: MBAC 1003**

**Objectives**

- To acquaint the students with the fundamentals principles of Financial, Cost and Management Accounting
- To enable the students to prepare, Analyse and Interpret Financial Statements and
- To enable the students to take decisions using Management Accounting Tools.

**UNIT-I**

Book-keeping and Accounting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts –Trading, Profit and Loss Account and Balance Sheet with adjustment entries, simple problems only - Capital and Revenue Expenditure and Receipts.

**UNIT-II**

Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method - Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios – Simple problems only.

**UNIT-III**

Funds Flow Analysis – Funds From Operation, Sources and Uses of Funds, Preparation of Schedule of Changes in Working Capital and Funds Flow Statements – Uses and Limitations - Cash Flow Analysis – Cash From Operation – Preparation of Cash Flow Statement – Uses and Limitations – Distinction between Funds flow and Cash Flow – only simple problems

**UNIT-IV**

Marginal Costing - Marginal cost and Marginal costing - Importance - Break-even Analysis - Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a foreign order, Deciding sales mix.

**UNIT-V**

Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet – Standard Costing – Variance Analysis – Material Variances – Labour Variances – simple problems related to Material and Labour Variances only

**[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40 i.e., Problem Questions: 60 % & Theory Questions: 40 %]**

**REFERENCES**

**Jelsy Josheph Kuppapally**, ACCOUNTING FOR MANAGERS, *PHI, Delhi, 2010.*

**Paresh shah**, BASIC ACCOUNTING FOR MANAGERS, *Oxford, Delhi, 2007*

**Ambrish Gupta**, FINANCIAL ACCOUNTING FOR MANAGEMENT, *Pearson, Delhi, 2004*

**Narayanaswamy R**, FINANCIAL ACCOUNTING , *PHI, Delhi, 2011*

## **MBA - I Semester**

### **PAPER-IV BUSINESS ENVIRONMENT AND LAW**

**Paper Code: MBAC 1004**

#### **Objectives**

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To relate the Impact of Environment on Business in an integrated manner, and
- To give an exposure to important commercial and industrial laws

#### **UNIT – I**

Dynamics of Business and its Environment – Technological, Political, Social and Cultural Environment - Corporate Governance and Social Responsibility - Ethics in Business - Economic Systems and Management Structure - Family Management to Professionalism - Resource Base of the Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues.

#### **UNIT - II**

Infrastructure - Economic- Social, Demographic Issues, Political context - Productivity Factors, Human Elements and Issues for Improvement - Global Trends in Business and Management - MNCs - Foreign Capital and Collaboration - Trends in Indian Industry - The Capital Market Scenario.

#### **UNIT - III**

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract - Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency.

#### **UNIT - IV**

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures - Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

#### **UNIT - V**

Factory Act – Licensing and Registration of Factories, Health, Safety and Welfare measures - Industrial Disputes Act – Objects and scope of the Act, Effects of Industrial Dispute, Administration under the Act- Minimum Wages Act - Workmen Compensation Act.

#### **REFERENCES**

**Pathak**, LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, New Delhi, 2010.

**Keith-Davis & William Frederick**, BUSINESS AND SOCIETY, McGraw-Hill, Tokyo.

**M.M. Sulphrey & Az-har Basheer**, LAWS FOR BUSINESS, PHI Learning Pvt. Ltd. Delhi, 2011

**Maheswari & Maheswari**, MERCANTILE LAW. Himalaya Publishing House. Mumbai

**Rudder Dutt & Sundaram**, INDIAN ECONOMY, Vikas Publishing House, New Delhi.

**Veena Keshav Pailwar**, ECONOMIC ENVIRONMENT OF BUSINESS, PHI Learning Pvt. Ltd, New Delhi, 2010



**PAPER-V  
RESEARCH METHODOLOGY**

**Paper code: MBAC 1005**

**Objectives**

- To enable the students to know about the information needs of Management
- To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry and
- To introduce the Statistical Tools of Data Analysis.

**UNIT-I**

Research – Qualities of Researcher – Components of Research Problem – Various Steps in Scientific Research – Types of Research – Hypotheses Research Purposes - Research Design – Survey Research – Case Study Research.

**UNIT-II**

Data Collection – Sources of Data – Primary Data – Secondary Data - Procedure Questionnaire – Sampling methods – Merits and Demerits – Experiments – Observation method – Sampling Errors - Type-I Error & Type-II Error.

**UNIT-III**

Statistical Analysis – Introduction to Statistics – Probability Theories – Conditional Probability, Poisson Distribution, Binomial Distribution and Properties of Normal Distributions – Hypothesis Tests – One Sample Test – Two Sample Tests / Chi-Square Test, Association of Attributes - Standard deviation – Co-efficient of variations .

**UNIT-IV**

Statistical Applications – Correlation and Regression Analysis – Analysis of Variance – Partial and Multiple Correlation – Factor Analysis and Conjoint Analysis – Multifactor Evaluation – Two-Factor Evaluation Approaches.

**UNIT-V**

Research Reports – Structure and Components of Research Report – Types of Report, characteristics of Good Research Report, Pictures and Graphs, Introduction to SPSS.

**[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]**

**REFERENCES**

**Panneerselvam, R.**, RESEARCH METHODOLOGY, *Prentice Hall of India, New Delhi, 2004.*  
**Kothari CR** , RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, *New Wiley Eastern Ltd., Delhi, 2009.*

**PAPER-VI  
FINANCIAL MANAGEMENT**

**Paper code: MBAC 2001**

**Objectives**

- To know the various sources of finance
- To understand the various uses for finance and
- To familiarize oneself with the techniques used in financial management.

**UNIT-I**

Financial Management – Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon's Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall).

**UNIT-II**

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

**UNIT-III**

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.

**UNIT- IV**

Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – Irrelevance Theory – M-M hypothesis - Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour.

**UNIT-V**

Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance – Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management.

**[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]**

**REFERENCES**

**Khan MY, Jain PK**, BASIC FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi* , 2005.  
**Chandra, Prasanna**, FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi*.  
**Bhabatosh Banerjee**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi*, 2010  
**Chandra Bose D**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi*, 2010  
**Preeti Singh**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *Ane*, 2011.

**PAPER-VII  
MARKETING MANAGEMENT**

**Paper Code: MBAC 2002**

**Objectives**

- To familiarize with the basic concepts, and techniques of marketing management
- To understand the behaviour of consumers
- To create awareness of marketing mix elements, and
- To analyse and solve marketing problems in the complex and fast changing business environment.

**UNIT-I**

Introduction to Marketing and Marketing Management, Marketing Concepts - Marketing Process  
Marketing mix - Marketing environment. - Consumer Markets and buying behaviour - Market segmentation and targeting and positioning.

**UNIT-II**

Product Decisions - concept of a Product - Product mix decisions - Brand Decision - New Product Development – Sources of New Product idea - Steps in Product Development - Product Life Cycle strategies- Stages in Product Life Cycle,

**UNIT-III**

Price Decisions - Pricing objectives - Pricing policies and constraints - Different pricing method - New product pricing, Product Mix pricing strategies and Price adjustment strategy.

**UNIT-IV**

Channel Decision - Nature of Marketing Channels –. Types of Channel flows - Channel functions - Functions of Distribution Channel – Structure and Design of Marketing Channels - Channel co-operation, conflict and competition – Retailers and wholesalers.

**UNIT - V**

Promotion Decision - Promotion mix - Advertising Decision, Advertising objectives - Advertising and Sales Promotion – Developing Advertising Programme – Role of Media in Advertising - Advertisement effectiveness - - Sales force Decision.

**REFERENCES**

**K.S. Chandrasekar**, MARKETING MANAGEMENT TEXT AND CASES, *Tata McGraw-Hill Publication, New Delhi.2010*

**Govindarajan**, MARKETING MANAGEMENT CONCEPTS, CASES, CHALLENGES AND TRENDS, *Prentice Hall of India, New Delhi. 2009*

**Philip Kotler**, MARKETING MANAGEMENT- ANALYSIS PLANNING AND CONTROL, *Prentice Hall of India, New Delhi,*

**Ramaswamy. V S & Namakumari. S**, MARKETING MANAGEMENT-PLANNING IMPLEMENTATION AND CONTROL, *Macmillan Business Books, New Delhi, 2002,*

## **MBA – II Semester**

### **PAPER – VIII HUMAN RESOURCES MANAGEMENT**

**Paper Code: MBAC 2003**

#### **Objectives**

- To understand and appreciate the importance of the human resources vis-a-vis other resources of the organisation
- To familiarize the students with methods and techniques of HRM
- To equip them with the application of the HRM tools in real world business situations.

#### **UNIT-I**

Human Resources Management - Context and Concept of People Management in a Systems Perspective - Organisation and Functions of the HR and Personnel Department - HR Structure and Strategy; Role of Government and Personnel Environment including MNCs.

#### **UNIT – II**

Recruitment and Selection - Human Resource Information System [HRIS] - Manpower Planning - Selection – Induction & Orientation - Performance and Potential Appraisal - Coaching and Mentoring - HRM issues and practices in the context of Outsourcing as a strategy .

#### **UNIT-III**

Human Resources Development –Training and Development Methods - Design & Evaluation of T&D Programmes - Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - Retirement and Other Separation Processes.

#### **UNIT-IV**

Financial Compensation- -Productivity and Morale - Principal Compensation Issues & Management - Job Evaluation - Productivity, Employee Morale and Motivation - Stress Management - Quality of Work Life.

#### **UNIT – V**

Building Relationships – Facilitating Legislative Framework - Trade Unions - Managing Conflicts - Disciplinary Process - Collective Bargaining - Workers Participation in Management - Concept, Mechanisms and Experiences.

#### **REFERENCES**

- Venkata Ratnam C. S. & Srivatsava B. K.**, PERSONNEL MANAGEMENT AND HUMAN RESOURCES, *Tata Mc-Graw Hill, NewDelhi,*,  
**Aswathappa**, HUMAN RESOURCE MANGEMENT, *Tata McGraw Hill, NewDelhi, 2010*  
**Garry Dessler & Varkkey**, HUMAN RESOURCE MANAGEMENT, *Pearson, New Delhi, 2009*  
**Alan Price**, HUMAN RESOURCE MANAGEMENT, *Cengage Learning, NewDelhi, 2007*  
**Pravin Durai**, HUMAN RESOURCE MANGEMENT, *Pearson, New Delhi, 2010*  
**Snell, Bohlander & Vohra**, HUMAN RESOURCES MANAGEMENT, *Cengage, NewDelhi, 2010*

**PAPER – IX  
OPERATIONS RESEARCH AND MANAGEMENT**

**Paper Code: MBAC 2004**

**Objectives**

- To familiarize the Operations Management concepts
- To introduce various optimization techniques with managerial perspective
- To facilitate the use of Operations Research techniques in managerial decisions.

**UNIT –I**

Introduction to Operations Management - Process Planning - Plant Location - Plant Lay out - Introduction to Production Planning.

**UNIT –II**

Stages of Development of Operations Research- Applications of Operations Research- Limitations of Operations Research- Introduction to Linear Programming- Graphical Method- Simplex Method - Duality.

**UNIT-III**

Transportation Problem- Assignment Problem - Inventory Control - Introduction to Inventory Management - Basic Deterministic Models - Purchase Models - Manufacturing Models with and without Shortages.

**UNIT-IV**

Shortest Path Problem - Minimum Spanning Tree Problem - CPM/PERT - Crashing of a Project Network.

**UNIT- V**

Game Theory- Two Person Zero-sum Games -Graphical Solution of  $(2 \times n)$  and  $(m \times 2)$  Games - LP Approach to Game Theory - Goal programming - Formulations - Introduction to Queuing Theory - Basic Waiting Line Models:  $(M/M/1):(GD/a/a)$ ,  $(M/M/C):GD/a/a$ .

**[Note: Distribution of Questions between Problems and Theory of this paper must be 60: 40 i.e, Problem Questions: 60 % & Theory Questions : 40 % ]**

**REFERENCES**

**Kanishka Bedi**, PRODUCTION & OPERATIONS MANAGEMENT, *Oxford, NewDelhi, 2007*

**Panneerselvam, R**, OPERATIONS RESEARCH, *Prentice-Hall of India, New Delhi, 2002.*

**G.Srinivasan**, OPERATIONS RESEARCH, *PHI Learning, NewDelhi,2010*

**Tulsian & Pandey**, QUANTITATIVE TECHNIQUES, *Pearson, NewDelhi, 2002*

**Vohra**, QUANTATIVE TECHNIQUES IN MANAGEMENT, *Tata McGrawHill, NewDelhi, 2010*

## **MBA- II Semester**

### **PAPER-X STRATEGIC MANAGEMENT**

**Paper Code: MBAC 2005**

#### **Objectives**

- Integrating the knowledge gained in functional areas of management
- helping the students to learn about the process of strategic management, and
- helping the students to learn about strategy formulation and implementation

#### **UNIT-I**

Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies

#### **UNIT-II**

Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis

#### **UNIT-III**

Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice; Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Benchmarking, Service blue printing

#### **UNIT-IV**

Functional Strategies: Marketing, production/operations and R&D plans and policies- Personnel and financial plans and policies.

#### **UNIT-V**

Strategy Implementation - Inter - relationship between formulation and implementation - Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change - Strategy Evaluation- Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

#### **REFERENCES**

**Azhar Kazmi**, STRATEGIC MANAGEMENT & BUSINESS POLICY, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

**Vipin Gupta, Kamala Gollakota & Srinivasan**, BUSINESS POLICY & STRATEGIC MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi, 2008.*

**Amita Mittal**, CASES IN STRATEGIC MANAGEMENT, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

**Fred R. David**, STRATEGIC MANAGEMENT CONCEPT AND CASES, *PHI Learning Private Limited, New Delhi, 2008.*

## **MBA (Finance) – III Semester**

### **PAPER -XI STRATEGIC FINANCIAL MANAGEMENT**

**Course Code: 37**

**Paper code: MBFM 3001**

#### **Objectives**

- To acquaint the students with concepts of Financial management from strategic perspective and
- To familiarize various Techniques and Models of Strategic Financial Management.

#### **UNIT – I**

Financial Policy and Strategic Planning –Strategic Planning Process – Objectives and Goals – Major Kinds of Strategies and Policies – Corporate Planning – Process of Financial Planning – Types of Financial Plan – Financial Models – Tools or Techniques of Financial Modeling – Uses and Limitations of Financial Modeling – Applications of Financial Models – Types of Financial Models – Process of Financial Model Development.

#### **UNIT – II**

Investments Decisions under Risk and Uncertainty – Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method – Corporate Strategy and High Technology Investments.

#### **UNIT – III**

Expansion and Financial Restructuring – Corporate Restructuring - Mergers and Amalgamations – reasons for Merger, Benefits and Cost of Merger – Takeovers – Business Alliances – Managing an Acquisition – Divestitures – Ownership Restructuring – Privatisation – Dynamics of Restructuring – Buy Back of Shares – Leveraged Buy-outs (LBOs) – Divestiture – Demergers.

#### **UNIT – IV**

Leasing – Importance, Types, Tax Considerations, and Accounting Considerations – Evaluation of Lease from the point of view of Lessor and Lessee – Lease versus Buy Decision – Venture Capital – Concept and Developments in India – Process and Methods of Financing – Fiscal Incentives.

#### **UNIT – V**

Financing Strategy - Innovative Sources of Finance – Asset Backed Securities - Hybrid Securities namely Convertible and Non-Convertible Debentures, Deep Discount Bonds, Secured Premium Notes, Convertible Preference Shares – Option Financing, Warrants, Convertibles and Exchangeable Commercial Paper.

#### **REFERENCES**

**Rajni Sofat & Preeti Hiro**, STRATEGIC FINANCIAL MANAGEMENT, *PHI, Delhi, 2011*

**Weaver & Weston**, STRATEGIC CORPORATE FINANCE, *Cengage Learning, Delhi, 2001*

**Chandra, Prasanna**, FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi. 2007*

**MBA (Finance) – III Semester**

**PAPER -XII  
BANKING AND INDIAN FINANCIAL SYSTEM**

**Course Code: 37**

**Paper code: MBFM 3002**

**Objectives**

- To get an insight into the constitutions, structure, objectives and working of the Banking Institutions in India
- To evaluate the performance of Banking Institutions and their contribution to the growth of Indian Corporate Sector and
- To have a Bird's view of the Indian Financial System and in the context of Global Indian Banking System.

**UNIT- I**

Banking Systems – Definitions – Functions – Types – Central Banking – Structure of Banking System- Rural Financing – Banker and Customer Relationship – Deposit Mobilization – Loans and Advances – Assets and Liabilities Management – Secured Advances – Endorsement and Crossing of Cheques – Payment of Cheques – Collection of Cheques.

**UNIT-II**

Central Banking System – Nature- Organization and Management- Functions – Methods of Credit Controls – Objects of Monetary Policy – Autonomy of Central Bank Systems – Indian Money Market – Indian Capital Market – New Issue Market- Banking Legislations in India.

**UNIT-III**

Industrial and Agricultural Banking System – All Indian Development Banks – Investment Institutions- State Level Institutions – Specialized Financial Institutions – International Finance Institutions – IBRD – IFC – IDA – NABARD – NHB – Micro Financing Institutions.

**UNIT-IV**

Financial systems - Overview of Indian Financial System – savings and Financial Intermediation – Financial Markets – Listing Regulations – Primary Markets – Secondary Markets – Mutual Funds – Indian Fiscal Systems.

**UNIT-V**

Foreign Investments – Foreign Capital – Foreign Collaboration – Foreign Direct Investment – foreign Institutional Investors – Offshore Country Funds – Overseas Venture Capital Investments – International Capital Market.

**REFERENCES**

**M.Y. Khan**, INDIAN FINANCIAL SYSTEM, *Tata Mc Graw Hill, Delhi, 2008*

**Jeff Madura**, FINANCIAL MARKETS AND INSTITUTIONS, *CenGage Learning, Delhi, 2008*

**H.R. Machiraju**, INDIAN FINANCIAL SYSTEM, *Vikas Publishing House, Delhi, 2009*

**Pathak**, THE INDIAN FINANCIAL SYSTEM, *Pearson Education India, 2007*



**MBA (Finance) – III Semester**

**PAPER -XIII  
MERCHANT BANKING AND FINANCIAL SERVICES**

**Course Code: 37**

**Paper code: MBFM3003**

**Objectives**

- To examine Financial Services management as an important and contemporary area of financial management
- To understand the various financial services and their future and
- To determine the most suitable financial service, given the situations and contingencies

**UNIT-I**

Financial Services Industry – Emergence – Developments – Fund Based and Non-fund based activities – modern activities – New Financial Products and Services, Innovative Financial Instruments – Challenges Ahead.

**UNIT-II**

Merchant Banking – Issues Management Intermediaries – Merchant Bankers/Lead Managers – Underwriters – Bankers, Brokers and Registrars to an Issue and Share Transfer Agents– Debenture /Trustees – Portfolio Managers – Issue Management Activities/Procedures – Eligibility norms – Pricing or Issues – Promoters’ contribution – Issue of Indian Depository Receipts (IDR) – Issue Advertisement – Issue of Debt Instruments – Book building – Green shoe Option – Initial Public Offer through Stock Exchange Online System – Preferential Issues – Qualified Institutional Placement.

**UNIT-III**

Factoring and Forfeiting - Modus Operandi, types, functions – Factoring in India - Bills Discounting – Real estate Industry – Housing Finance – Housing Finance system – National Housing Bank – Refinance scheme for HFCs – Asset Liability Management – Securitisation – Mortgage-Based Securitisation – Reverse Mortgage Loan (RML) Securitisation of Standard Assets.

**UNIT-IV**

Mutual Funds - Origin, Types of Mutual Funds, Importance, Mutual Funds Industry in India – SEBI’s directives for Mutual Funds, Private Mutual Funds, Asst Management company – Unit Trust of India – Evaluation of Performance of Mutual Funds – Money Market Mutual Funds – RBI Guidelines – Venture Capital: Meaning, Origin, Importance, Methods, India Scenario.

**UNIT-V**

Insurance – Meaning, Types, Insurance Industry in India and related reforms – Other Financial Services – Credit Cards – Credit Rating: Regulatory framework – Credit Rating Agencies – Rating Process and Methodology – Rating symbols/Grades – Pension Plan.

**REFERENCES**

**Khan, M.Y.,** FINANCIAL SERVICES, *Tata McGraw Hill, New Delhi, 2001.*

**Gurusamy,** MERCHANT BANKING AND FINANCIAL SERVICES, *Tata McGraw Hill, Delhi, 2009.*

## **MBA (Finance) – III Semester**

### **PAPER –XIV PROJECT MANAGEMENT**

**Course Code: 37**

**Paper code: MBFM3004**

#### **Objectives**

- To understand the concept of project and steps in project management
- To enable the students to prepare business proposals and
- To enable the students to evaluate the Project feasibility

#### **UNIT-I**

Project – Classification – Importance of Project Management – An Integrated Approach – Project Portfolio Management System – The Need – Choosing the appropriate Project Management Structure: Organizational considerations and project considerations – steps in defining the project – project Rollup – Process breakdown structure – Responsibility Matrices – External causes of delay and internal constraints.

#### **UNIT-II**

Project feasibility studies - Opportunity studies, General opportunity studies, specific opportunity studies, pre-feasibility studies, functional studies or support studies, feasibility study – components of project feasibility studies – Managing Project resources flow – project planning to project completion: Pre-investment phase, Investment Phase and operational phase – Project Life Cycle – Project constraints.

#### **UNIT-III**

Project Evaluation under certainty - Net Present Value (Problems - Case Study), Benefit Cost Ratio, Internal Rate of Return, Urgency, Payback Period, ARR – Project Evaluation under uncertainty – Methodology for project evaluation – Commercial vs. National Profitability – Social Cost Benefit Analysis, Commercial or National Profitability, social or national profitability.

#### **UNIT-IV**

Developing a Project Plan - Developing the Project Network – Constructing a Project Network (Problems) – PERT – CPM – Crashing of Project Network (Problems - Case Study) – Resource Leveling and Resource Allocation – how to avoid cost and time overruns – Steps in Project Appraisal Process – Project Control Process – Control Issues – Project Audits – the Project Audit Process – project closure – team, team member and project manager evaluations.

#### **UNIT-V**

Managing versus leading a project - managing project stakeholders – social network building (Including management by wandering around) – qualities of an effective project manager – managing project teams – Five Stage Team Development Model – Situational factors affecting team development – project team pitfalls.

[Note: Distribution of Questions between Problems and Theory of this paper must be 20:80 i.e., Problem Questions: 20 % & Theory Questions: 80 %]

#### **REFERENCES**

**Panneerselvam & senthilkumar**, PROJECT MANAGEMENT, *PHI, Delhi, 2009*

**Kamaraju Ramakrishna**, ESSENTIALS OF PROJECT MANAGEMENT, *PHI, Delhi, 2010*

**Arun Kanda** , PROJECT MANAGEMENT, *PHI, Delhi, 2011*

**PAPER -XV  
MANAGEMENT ACCOUNTING**

**Course Code: 37**

**Paper code: MBFM3005**

**Objectives**

- To apply various management accounting techniques to all types of organizations for planning, decision making and control purposes in practical situations and
- To familiarize Contemporary Issues in Management Accounting.

**UNIT - I**

Management accounting – Objectives, nature, and scope of Financial Accounting, Cost Accounting, and Management Accounting – Managerial Decisions – Accounting Plan and Responsibility Centers – Significance of Responsibility Accounting – Responsibility Centers – Cost Centre, Profit Centre and Investment Centre – Determinants of Responsibility Centers – Transfer Pricing – Objectives of transfer pricing – Methods of transfer pricing (simple problems) – Conflict between a division and a company - Multi-National Transfer pricing.

**UNIT – II**

Budgeting and Budgetary control – Fixed and flexible budget – Preparation of functional budget for operating and non-operating functions, Cash budgets, Capital expenditure budget, Master budget, Principal budget factors – Zero-base budgeting – Performance budgeting – Standard Costing and Variance Analysis – Material Variances – labour Variances, Overhead (Fixed and Variable) Variances – Sales Variances.

**UNIT – III**

Marginal Costing and Break-even Analysis – Cost-Volume-Profit (CVP) Analysis – Break-Even Analysis – Assumptions and practical applications of Breakeven-Analysis – Decisions regarding Sales-mix – Make or Buy Decisions – Limiting Factor Decision – Export Decision – Plant Merger – Decision of Shutdown or Continuation of a product line.

**UNIT - IV**

DuPont Analysis – Fund Flow Analysis – Cash flow analysis – Contemporary Issues in Management Accounting – Value chain analysis – Activity-Based Costing (ABC) – Quality Costing – Target and Life Cycle Costing – Theory of Constraints accounting (TOC).

**UNIT – V**

Social Cost Benefit Analysis – Decision Tree in Management – Reporting to Management – Objectives of Reporting – Reporting needs at different managerial levels – Types of reports – Modes of Reporting, Reporting at different levels of Management.

**[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40 i.e., Problem Questions: 60 % & Theory Questions: 40%]**

**REFERENCES**

**Khan. MY, Jain P.,** MANAGEMENT ACCOUNTING, *McGraw Hill, Delhi, 2009*

**Singhvi. NM,** MANAGEMENT ACCOUNTING, *PHI, Delhi, 2010*

**Dr Murthy, S Gurusamy,** MANAGEMENT ACCOUNTING, *McGraw Hill, Delhi, 2009*

**MBA (Finance) – IV Semester**

**PAPER -XVI  
INVESTMENT AND PORTFOLIO MANAGEMENT**

**Course Code: 37**

**Paper code: MBFM4001**

**Objectives**

- To have understanding on investment and avenues of investment
- To have exposure on analysis techniques of capital market and
- To understand various theories of portfolio management

**UNIT -I**

Investment – Basics of Investment – Investment, Speculation and Gambling – Investment Categories – Investment avenues – Non marketable Financial Assets – Money Market Instruments – Bond/Debentures – Equity Shares – Schemes of LIC – Mutual Funds – Financial Derivatives – Real Assets – Real Estate – Art – antiques and others.

**UNIT- II**

Fundamental Security Analysis – Economic Analysis – significance and Interpretation of the Economic Indicators – Industry Analysis – Industry Growth Cycle - Company analysis – Marketing – Accounting policies – Profitability – Dividend Policy – Capital Structure – Financial Analysis – Operating Efficiency – Management – Fundamental Security Analysis – Changes in the Financing Patterns of Indian Companies – Debt-Equity Ratio for India Companies.

**UNIT-III**

Technical Analysis – Technical Tools - The Dow Theory – Primary Trend – The secondary Trend – Minor Trends – Support and Resistance Level – Indicators – Odd Lot Trading – Moving Average – Rate of Change – Charts – Technical indicators – Charting Techniques – Indicators of the Witchcraft Variety – Efficient Market Theory – Basic Concepts – Random-Walk Theory – Weak Form of EMH – Semi-strong Form – Strong Form – The Essence of the Theory – Market Inefficiencies.

**UNIT-IV**

Portfolio Analysis – Portfolio and Single asset Returns and Risk – Mean Variance Criterion – covariance – Beta (simple problems) – Portfolio Markowitz Model – simple Diversification – Risk and Return with Different correlation – Sharpe's Single Index Model – Sharpe's Optimal Portfolio – Construction of the Optimal Portfolio – Optimum Portfolio with short sales.

**UNIT-V**

Asset Pricing Model Portfolio Evaluation – Capital Asset Pricing Model (CAPM) – Security Market Line – Assumptions – Arbitrage Pricing Model (APT) – Portfolio Performance Models – Sharpe's Performance Index – Treynor's Performance Index – Jensen's Performance Index.

**REFERENCES**

**Punithavathy Pandian**, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, *Vikas Publications Pvt. Ltd, New Delhi, 2001.*

**Kevin .S**, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, *PHI, Delhi, 2011*

**Yogesh Maheswari**, INVESTMENT MANAGEMENT, *PHI, Delhi, 2011*

**Bhalla V K**, INVESTMENT MANAGEMENT: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, *S Chand, New Delhi, 2009*

**Prasanna Chandra**, PORTFOLIO MANAGEMET, *Tata McGraw Hill, New Delhi, 2008.*

**MBA (Finance) – IV Semester**

**PAPER -XVII  
GLOBAL FINANCIAL MANAGEMENT**

**Course Code: 37**

**Paper code: MBFM4002**

**Objectives**

- To have exposure on International Monetary System
- To understand about Balance of Payments and currency Exposure and
- To introduce and familiarize the International Financial Markets and Instruments.

**UNIT-I**

Globalisation - Implications of Globalisation – Goals of International Financial Management - scope of International Finance – International Monetary System – Bimetallism – Gold Standard – Bretton Woods System – Floating Exchange Rate Regime – European Monetary System – IMF – WTO – GATT .

**UNIT-II**

Balance of Payments – The Current Account – The Capital Account – significance - Balance of Payments in the World – Balance of Payments Account of India

**UNIT-III**

International Financial Markets – Sources of International Funds – Multilateral Development Banks – Governments/ Governmental Agencies – International Banks – Security Markets Instruments of International Financial Markets– International Equities – GDRs – ADRs - International Money Market and Bond Market Instruments – Euro Bonds – Repos – Euro Commercial Paper – Medium Term Notes – Floating Rate Notes – Loan Syndicates – Euro Deposits – Euro Issues in India.

**UNIT-IV**

Currency Risk and Exposure – Types of Currency Risk – Management of Currency Risk – Concept and Measurement of Transaction Exposure - Techniques of Transaction Exposure Management – Translation Exposure – methods – Transaction Exposure Vs. Translation Exposure – Exchange Risk Management – Operating Exposure – measuring and managing Operating Exposure.

**UNIT-V**

Foreign Direct Investment (FDI) – Forms of FDIs – FDI in World – purpose of overseas investment – Benefits to the Host Countries – Effects of FDI – Political Risk.

**REFERENCES**

**Joseph Anbarasu**, GLOBAL FINANCIAL MANAGEMENT, *Ane, Delhi, 2010*

**Kevin S**, FUNDAMENTALS OF INTERNATIONAL FINANCIAL MANAGEMENT, *PHI, Delhi, 2010*

**Jeff Madura**, INTERNATIONAL FINANCIAL MANAGEMENT, *Cengage learning, Delhi, 2008*

**MBA (Finance) – IV Semester**

**PAPER -XVIII  
INTERNATIONAL TRADE AND FINANCE**

**Course Code: 37**

**Paper code: MBFM 4003**

**Objectives**

- To make the students well aware about the formalities associated with International trade
- To make the students aware of the documentation of International Trade and
- To make the students aware of the FOREX Management and Export Promotion Schemes.

**UNIT-I**

International Trade –Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – Indian EXIM Policy.

**UNIT-II**

Export and Import Finance: Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.,) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfaiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.

**UNIT-III**

Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting – Law of one price – PPP theory – Interest Rate Parity – Exchange rate Forecasting.

**UNIT-IV**

Export Trade Documents: Financial Documents – Bill of Exchange – Type – Commercial Documents – Proforma, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents - Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, GSPS – UPCDC Norms.

**UNIT-V**

Export Promotion Schemes – Government Organizations Promoting Exports – Export Incentives: Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts I Export Promotion – EPZ – EQU – SEZ and Export House.

**REFERENCES**

**Jeevanandam .C**, INTERNATIONAL BUSINESS, M/s Sultan & Chand, Delhi, 2008

**Sumathi Varma**, INTERNATIONAL BUSINESS, *Ane, Delhi, 2010*

## **MBA (Finance) – IV Semester**

### **PAPER -XIX SECURITY MARKET OPERATIONS**

**Course Code: 37**

**Paper code: MBFM4004**

#### **Objectives**

- To Familiarize the students about SEBI and its Rules
- To Understand the activities and procedures of Security Market and its mechanism and
- To acquaint the knowledge about funds mobilized through various sources and instruments of Financial Market.

#### **UNIT – I**

Security Markets - Legal Environment: SEBI Act, 1992, Securities Contract Regulation Act 1956, Companies Act 1956 (various provisions relating to securities), RBI rules and guidelines for FII's.

#### **UNIT – II**

Security Markets - Primary market - its role and functions - Methods of selling securities in primary market – New financial instruments – New Issues – SEBI guidelines for public issues – pricing of issue, promoters' contribution – appointment and role of merchant bankers, underwriters, brokers, registrars and managers, bankers etc - Underwriting of issues – Allotment of shares – Procedures for new issues – e-trading.

#### **UNIT – III**

Secondary Market – Role, importance, organization of stock exchanges – Listing of securities in stock exchanges – Trading mechanism – screen based system – Insider trading; Take-over's – Internet based trading.

#### **UNIT – IV**

Depository – Role and need – The Depositories Act, 1996, SEBI (Depositories and Participants Regulation) 1996 – SEBI (Custodian of Securities) Regulation 1996 – National Securities Depository Ltd. (NSDL) – Depository participant.

#### **UNIT – V**

Capital Market Instruments – Equity, Secured Premium Notes, Equity Shares with detachable warrants, Sweat Equity, Non-Voting Shares, Tracking stocks, Preference Shares, Debentures, Disaster Bonds, Option Bonds, Easy Exit Bonds, Split Coupon Debentures, Floating Rate Bonds and Notes, Clip and Strip Bonds, Dual Convertible Bonds, Debt Instruments with Debt warrants, Indexed Rate Notes, Stepped Coupon Bonds, Dual Option Warrants, Extendable Notes, Commodity Bonds, Mortgage Backed Securities, Carrot and Stick Bond, Capital Indexed Bonds, Debt for Equity Swap, Zero Coupon Convertible Notes, Global Depository Receipts, Foreign Currency Convertible Bonds – New instruments of Capital Market – Pure, Hybrid and Derivatives; Money Market Instruments – Treasury bills, Commercial Bills, Commercial Paper, Participatory Notes.

#### **REFERENCES**

**Dalton, John M**, HOW THE STOCK MARKET WORKS, *Prentice Hall, New Delhi*.

**Machi Raju, H.R**, MERCHANT BANKING; *Wiley Eastern Ltd.; New Delhi*.

**Chanratre, KR**, CAPITAL ISSUE, SEBI & LISTING; *Bharat Publishing House, New Delhi*.

**PAPER –XX**  
**FINANCIAL DERIVATIVES**

**Course Code: 37**

**Paper code: MBFM4005**

**Objectives**

- To Understand the students about the concept of Derivatives and its types
- To acquaint the knowledge of Options and Futures and
- To know about Hedging and the development position of Derivatives in India.

**UNIT – I**

Derivatives – Features of a Financial Derivative – Types of Financial Derivatives - Basic Financial derivatives – History of Derivatives Markets – Uses of Derivatives – Critiques of Derivatives – Forward Market: Pricing and Trading Mechanism – Forward Contract concept – Features of Forward Contract – Classification of Forward Contracts – Forward Trading Mechanism – Forward Prices Vs Future Prices.

**UNIT – II**

Options and Swaps – Concept of Options – Types of options – Option Valuation – Option Positions Naked and Covered Option – Underlying Assets in Exchange-traded Options – Determinants of Option Prices – Binomial Option Pricing Model – Black-Scholes Option Pricing – Basic Principles of Option Trading – SWAP: Concept, Evaluation and Features of Swap – Types of Financial Swaps – Interest Rate Swaps – Currency Swap – Debt-Equity Swap.

**UNIT – III**

Futures – Financial Futures Contracts – Types of Financial Futures Contract – Evolution of Futures Market in India – Traders in Futures Market in India – Functions and Growth of Futures Markets – Futures Market Trading Mechanism - Specification of the Future Contract – Clearing House – Operation of Margins – Settlement – Theories of Future prices – Future prices and Risk Aversion – Forward Contract Vs. Futures Contracts.

**UNIT – IV**

Hedging and Stock Index Futures – Concepts – Perfect Hedging Model – Basic Long and Short Hedges – Cross Hedging – Basis Risk and Hedging – Basis Risk Vs Price Risk – Hedging Effectiveness – Devising a Hedging Strategy – Hedging Objectives – Management of Hedge – Concept of Stock Index – Stock Index Futures – Stock Index Futures as a Portfolio management Tool – Speculation and Stock Index Futures – Stock Index Futures Trading in Indian Stock Market.

**UNIT – V**

Financial Derivatives Market in India – Need for Derivatives – Evolution of Derivatives in India – Major Recommendations of Dr. L.C. Gupta Committee – Equity Derivatives – Strengthening of Cash Market – Benefits of Derivatives in India – Categories of Derivatives Traded in India – Derivatives Trading at NSE/BSE – Eligibility of Stocks – Emerging Structure of Derivatives Markets in India -Regulation of Financial Derivatives in India – Structure of the Market – Trading systems – Badla system in Indian Stock Market – Regulatory Instruments.



## REFERENCES

**Gupta . S.L.**, FINANCIAL DERIVATIVES THEORY, CONCEPTS AND PROBLEMS *PHI*, New Delhi, 2005

**Kumar S.S.S.** FINANCIAL DERIVATIVES, *PHI*, New Delhi, 2007

**Chance, Don M:** DERIVATIVES and Risk Management Basics, *Cengage Learning*, New Delhi.

**Stulz M. Rene**, RISK MANAGEMENT & DERIVATIVES, *Cengage Learning*, New Delhi.

### (f) Procedure for admission, curriculum transaction and evaluation:

#### 1. Eligibility Criteria for Admission:

The Student should possess any Degree from a recognized University with a pass in any of the following streams:

- 10 + 2 + 3 (or)
- 11 + 1 + 3 (or)
- 11 + 2 + 2 system.

#### 2. Fees Structure for MBA (Finance)

Fee Structure	Rs.
Registration Fee	200
Matriculation Fee	25
Recognition Fee (For Foreign University Degree – Rs.450)	200
Study Material Fee	3,500
University Development fund	1,000
Tuition Fee I year	Rs. 10,000 (5,000 per semester)
Tuition Fee II year	Rs. 10,000 (5,000 per semester)
<b>Total</b>	<b>24,925</b>

### 3. Evaluation:

- **Examination:** Examinations will be held twice a year in December and June.
- **Question Paper Pattern: Maximum Marks: 100 Time: 3 Hours**

Part – A (5 X 6 = 30 Marks) – Answer any Five Questions out of Eight Questions

Part – B (5 X 10 = 50 Marks) – Answer any Five Questions out of Eight Questions

Part – C (1 X 20 = 20 Marks) - One Case study (**Compulsory**)

- **Passing & Classification:** The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **50%**. Candidates securing 60% marks and above shall be placed in the **First Class**, and those who obtain marks between 50% and above but less than 60% shall be placed in the **Second Class**. Students' who obtain **75%** and above marks in aggregate shall be placed in the category of '**First class with Distinction**'.
- **Project Work:** The students must submit their projects at the end of fourth semester and the Vive-voce examination will be conducted for the project work. The maximum marks allotted for the project Report will be **100 marks**. No Viva-voce examination will be conducted.

#### (g) Library Resources:

A well stacked library is operational in the DDE building exclusively for Distance learning students of Pondicherry University. Students can avail this library facility during working hours of the University.

#### (h) Cost Estimation of the Programme:

**Study Material : Rs. 5,00,000 (approx. for 100 students' enrolment)**

**PCP Class : Rs. 1,00,000 (approx. for 100 students' enrolment)**

#### (i) Quality Assurance Mechanism:

Feedback about the programme, lectures and other issues will be collected in the written format from students during Personal contact programme. The curriculum will be revised in every five years.

**PONDICHERRY UNIVERSITY**

**DIRECTORATE OF DISTANCE EDUCATION**



**Programme Project Report**

**MBA (GENERAL)**

Submitted for Approval of UGC

With effect from 2018 -19 ONWARDS

**(a) Mission and objectives of this Program:**

MBA degree programme in General is designed to enable the learners to gain the knowledge and understanding in the overall (general) Business Management functions. .

**The main objectives of the program are:**

- Understand the basic functions of management and managerial skills.
- Understand the role and importance of Human Resource Management.
- Understand the concept and functions of Marketing Management marketing.
- Understand the importance of Financial Management.

**(b) Relevance of the program:**

Management is indispensable in all organizations whether a business firm, a government, a hospital, a college, etc. Management is a creative force which helps in the optimum utilization of resources. The importance of management has increased tremendously in recent years due to increase in the size and complexity of organizations, turbulent environment and growing responsibilities of business.

**(c) Targeted Group of Learners:**

This programme is targeted fresh graduates in any discipline, working Executives/Professionals and who aspire to acquire the overall management skills.

**(d) Appropriateness of programme to be conducted through Open and Distance Learning mode:**

The aim of our programme is to reach to the unreachable who could not fulfill their dreams due to some reason like employment, financial background etc. In Distance learning Programme there is no time specific or age criteria. Moreover it is cost effective. Therefore, it will be most suitable to provide them education under Distance Learning mode.

**(e) Instructional Design:**

**1. Duration of the Programme:**

The course shall be of two years duration spread over four semesters. The Maximum duration to complete the course shall be 4 years.

## **2. Medium**

The medium of instruction shall be English.

## **3. Instructional delivery mechanisms:**

The delivery of the programme is through conduct of Personal Contact Programme. In total 8 days **(40 Hours) PCP classes for every semester will be conducted at select centers based on the number of students enrolled for the program and the attendance is not mandatory.**

## **4. Faculty and support of Staff:**

- DDE faculty, University faculty from Management department and other college faculty will be engaged for handling classes of the first two semesters in Personal contact programme.
- Distance Education Staffs will be engaged for supporting other activities like dispatch of study materials.

## **5. Media for instruction:**

- Printed study materials will be provided for all courses and the same will be uploaded in the University Website ([pondiuni.edu.in](http://pondiuni.edu.in)).
- Students can see all information's about DDE in the University website.
- The student support services like help desk (grievances) will be solved through in person, phone, email and group sms.

## **6. Curriculum design**

## **MBA (GENERAL)**

**(Course code – 43)**

### **CURRICULUM**

#### **I SEMESTER**

<b>Sl.No.</b>	<b>Code</b>	<b>Course Title</b>	<b>Max. Marks</b>	<b>Minimum Passing Marks</b>
1	MBAC 1001	Management Concepts & Organisational Behaviour	100	50
2	MBAC 1002	Managerial Economics	100	50
3	MBAC 1003	Accounting for Managers	100	50
4	MBAC 1004	Business Environment and Law	100	50
5	MBAC 1005	Research Methodology	100	50

#### **II SEMESTER**

<b>Sl.No.</b>	<b>Code</b>	<b>Course Title</b>	<b>Max. Marks</b>	<b>Minimum Passing Marks</b>
1	MBAC 2001	Financial Management	100	50
2	MBAC 2002	Marketing Management	100	50
3	MBAC 2003	Human Resources Management	100	50
4	MBAC 2004	Operations Research and Management	100	50
5	MBAC 2005	Strategic Management	100	50

#### **III SEMESTER**

<b>Sl.No.</b>	<b>Code</b>	<b>Course Title</b>	<b>Max. Marks</b>	<b>Minimum Passing Marks</b>
1	MBGN 3001	Consumer Behaviour	100	50
2	MBGN 3002	Performance Management	100	50
3	MBGN 3003	Merchant Banking and Financial Services	100	50
4	MBGN 3004	Management Control Systems	100	50
5	MBGN 3005	Entrepreneurship Management	100	50

#### **IV SEMESTER**

<b>Sl.No.</b>	<b>Code</b>	<b>Course Title</b>	<b>Max. Marks</b>	<b>Minimum Passing Marks</b>
1	MBGN 4001	Investment and Portfolio Management	100	50
2	MBGN 4002	Services Marketing	100	50
3	MBGN 4003	Information Technology and E-Business	100	50
4	MBGN 4004	International Business	100	50
5	MBGN 4005	Training and Development	100	50
6	MBGN 4006	<b>Project Work</b>	100	50

**MBA – I Semester**

**PAPER – I  
MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR**

**Paper Code: MBAC 1001**

**Objectives**

- to provide conceptual understanding of Management Concepts
- to familiarize the students with the contemporary issues in Management
- to understand and appreciate the human behaviour in organisations

**UNIT - I**

Nature of Management - Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes

**UNIT – II**

An Overview of Staffing, Directing and Controlling Functions - Organising - Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic Vs Adoptive Structures - Formal and Informal Organisation

**UNIT – III**

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types-Process - Barriers - Making Communication Effective

**UNIT – IV**

Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

**UNIT – V**

Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

**REFERENCES**

**Koontz, Weirich & Aryasri**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, NewDelhi, 2004*

**Tripathi & Reddy**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2008*

**Laurie Mullins**, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, NewDelhi, 2007*

**Meenakshi Gupta**, PRINCIPLES OF MANAGEMENT, *PHI Learning, NewDelhi, 2009*

**Fred Luthans**, ORGANISATIONAL BEHAVIOUR, *Tata McGraw-Hill, NewDelhi*

**Stephen Robbins**, ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi*

**Ricky Griffin**, MANAGEMENT: PRINCIPLES & APPLICATIONS, *Cengage, NewDelhi, 2008*

**Objectives**

- To introduce the economic concepts
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

**UNIT – I**

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

**UNIT-II**

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

**UNIT-III**

Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

**UNIT-IV**

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

**UNIT – V**

Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

**REFERENCES**

**Yogesh Maheswari**, MANAGERIAL ECONOMICS, *PHI Learning, NewDelhi, 2005*

**Gupta G.S.**, MANAGERIAL ECONOMICS, *Tata McGraw-Hill, New Delhi*

**Moyer & Harris**, MANAGERIAL ECONOMICS, *Cengage Learning, NewDelhi, 2005*

**Geetika, Ghosh & Choudhury**, , MANAGERIAL ECONOMICS, *Tata McGrawHill, NewDelhi, 2011*



**PAPER –III**  
**ACCOUNTING FOR MANAGERS**

**Paper code: MBAC 1003**

**Objectives**

- To acquaint the students with the fundamentals principles of Financial, Cost and Management Accounting
- To enable the students to prepare, Analyse and Interpret Financial Statements and
- To enable the students to take decisions using Management Accounting Tools.

**UNIT-I**

Book-keeping and Accounting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts –Trading, Profit and Loss Account and Balance Sheet with adjustment entries, simple problems only - Capital and Revenue Expenditure and Receipts.

**UNIT-II**

Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method - Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios – Simple problems only.

**UNIT-III**

Funds Flow Analysis – Funds From Operation, Sources and Uses of Funds, Preparation of Schedule of Changes in Working Capital and Funds Flow Statements – Uses and Limitations - Cash Flow Analysis – Cash From Operation – Preparation of Cash Flow Statement – Uses and Limitations – Distinction between Funds flow and Cash Flow – only simple problems

**UNIT-IV**

Marginal Costing - Marginal cost and Marginal costing - Importance - Break-even Analysis - Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a foreign order, Deciding sales mix.

**UNIT-V**

Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet – Standard Costing – Variance Analysis – Material Variances – Labour Variances – simple problems related to Material and Labour Variances only

**[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40 i.e., Problem Questions: 60 % & Theory Questions: 40 %]**

**REFERENCES**

**Jelsy Josheph Kuppapally**, ACCOUNTING FOR MANAGERS, *PHI, Delhi, 2010*.  
**Paresh shah**, BASIC ACCOUNTING FOR MANAGERS, *Oxford, Delhi, 2007*  
**Ambrish Gupta**, FINANCIAL ACCOUNTING FOR MANAGEMENT, *Pearson, Delhi, 2004*  
**Narayanaswamy R**, FINANCIAL ACCOUNTING , *PHI, Delhi, 2011*  
**MBA - I Semester**

**PAPER-IV**  
**BUSINESS ENVIRONMENT AND LAW**

**Paper Code: MBAC 1004**

**Objectives**

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To relate the Impact of Environment on Business in an integrated manner, and
- To give an exposure to important commercial and industrial laws

**UNIT – I**

Dynamics of Business and its Environment – Technological, Political, Social and Cultural Environment - Corporate Governance and Social Responsibility - Ethics in Business - Economic Systems and Management Structure - Family Management to Professionalism - Resource Base of the Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues.

**UNIT - II**

Infrastructure - Economic- Social, Demographic Issues, Political context - Productivity Factors, Human Elements and Issues for Improvement - Global Trends in Business and Management - MNCs - Foreign Capital and Collaboration - Trends in Indian Industry - The Capital Market Scenario.

**UNIT - III**

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract - Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract - Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency.

**UNIT - IV**

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures - Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

**UNIT - V**

Factory Act – Licensing and Registration of Factories, Health, Safety and Welfare measures - Industrial Disputes Act – Objects and scope of the Act, Effects of Industrial Dispute, Administration under the Act- Minimum Wages Act - Workmen Compensation Act.

**REFERENCES**

**Pathak,** LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, New Delhi, 2010.

**Keith-Davis & William Frederick,** BUSINESS AND SOCIETY, McGraw-Hill, Tokyo.

**M.M. Sulphery & Az-har Basheer,** LAWS FOR BUSINESS, PHI Learning Pvt. Ltd. New Delhi, 2011

**Maheswari & Maheswari,** MERCANTILE LAW. Himalaya Publishing House. Mumbai

**Rudder Dutt & Sundaram,** INDIAN ECONOMY, Vikas Publishing House, New Delhi.

**Veena Keshav Pailwar,** ECONOMIC ENVIRONMENT OF BUSINESS, PHI Learning Pvt. Ltd, New Delhi, 2010

**PAPER-V  
RESEARCH METHODOLOGY**

**Paper code: MBAC 1005**

**Objectives**

- To enable the students to know about the information needs of Management
- To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry and
- To introduce the Statistical Tools of Data Analysis.

**UNIT-I**

Research – Qualities of Researcher – Components of Research Problem – Various Steps in Scientific Research – Types of Research – Hypotheses Research Purposes - Research Design – Survey Research – Case Study Research.

**UNIT-II**

Data Collection – Sources of Data – Primary Data – Secondary Data - Procedure Questionnaire – Sampling methods – Merits and Demerits – Experiments – Observation method – Sampling Errors - Type-I Error & Type-II Error.

**UNIT-III**

Statistical Analysis – Introduction to Statistics – Probability Theories – Conditional Probability, Poisson Distribution, Binomial Distribution and Properties of Normal Distributions – Hypothesis Tests – One Sample Test – Two Sample Tests / Chi-Square Test, Association of Attributes - Standard deviation – Co-efficient of variations .

**UNIT-IV**

Statistical Applications – Correlation and Regression Analysis – Analysis of Variance – Partial and Multiple Correlation – Factor Analysis and Conjoint Analysis – Multifactor Evaluation – Two-Factor Evaluation Approaches.

**UNIT-V**

Research Reports – Structure and Components of Research Report – Types of Report, characteristics of Good Research Report, Pictures and Graphs, Introduction to SPSS.

**[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]**

**REFERENCES**

**Panneerselvam, R.**, RESEARCH METHODOLOGY, *Prentice Hall of India, New Delhi, 2004.*  
**Kothari CR** , RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, *New Wiley Eastern Ltd., Delhi, 2009.*

**PAPER-VI  
FINANCIAL MANAGEMENT**

**Paper code: MBAC 2001**

**Objectives**

- To know the various sources of finance
- To understand the various uses for finance and
- To familiarize oneself with the techniques used in financial management.

**UNIT-I**

Financial Management – Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon's Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall).

**UNIT-II**

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

**UNIT-III**

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.

**UNIT- IV**

Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – Irrelevance Theory – M-M hypothesis - Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour.

**UNIT-V**

Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance – Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management.

**[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]**

**REFERENCES**

**Khan MY, Jain PK**, BASIC FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi* , 2005.  
**Chandra, Prasanna**, FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi*.  
**Bhabatosh Banerjee**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi*, 2010  
**Chandra Bose D**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi*, 2010  
**Preeti Singh**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *Ane*, 2011.

**PAPER-VII  
MARKETING MANAGEMENT**

**Paper Code: MBAC 2002**

**Objectives**

- To familiarize with the basic concepts, and techniques of marketing management
- To understand the behaviour of consumers
- To create awareness of marketing mix elements, and
- To analyse and solve marketing problems in the complex and fast changing business environment.

**UNIT-I**

Introduction to Marketing and Marketing Management, Marketing Concepts - Marketing Process  
Marketing mix - Marketing environment. - Consumer Markets and buying behaviour - Market  
segmentation and targeting and positioning.

**UNIT-II**

Product Decisions - concept of a Product - Product mix decisions - Brand Decision - New  
Product Development – Sources of New Product idea - Steps in Product Development - Product  
Life Cycle strategies- Stages in Product Life Cycle,

**UNIT-III**

Price Decisions - Pricing objectives - Pricing policies and constraints - Different pricing method -  
New product pricing, Product Mix pricing strategies and Price adjustment strategy.

**UNIT-IV**

Channel Decision - Nature of Marketing Channels –. Types of Channel flows - Channel  
functions - Functions of Distribution Channel – Structure and Design of Marketing Channels -  
Channel co-operation, conflict and competition – Retailers and wholesalers.

**UNIT - V**

Promotion Decision - Promotion mix - Advertising Decision, Advertising objectives -  
Advertising and Sales Promotion – Developing Advertising Programme – Role of Media in  
Advertising - Advertisement effectiveness - - Sales force Decision.

**REFERENCES**

**K.S. Chandrasekar**, MARKETING MANAGEMENT TEXT AND CASES, *Tata McGraw-Hill  
Publication, New Delhi.2010*

**Govindarajan**, MARKETING MANAGEMENT CONCEPTS, CASES, CHALLENGES AND  
TRENDS, *Prentice Hall of India, New Delhi. 2009*

**Philip Kotler**, MARKETING MANAGEMENT- ANALYSIS PLANNING AND CONTROL,  
*Prentice Hall of India, New Delhi,*

**Ramaswamy. V S & Namakumari. S**, MARKETING MANAGEMENT-PLANNING  
IMPLEMENTATION AND CONTROL, *Macmillan Business Books, New Delhi, 2002,*

## **MBA – II Semester**

### **PAPER – VIII HUMAN RESOURCES MANAGEMENT**

**Paper Code: MBAC 2003**

#### **Objectives**

- To understand and appreciate the importance of the human resources vis-a-vis other resources of the organisation
- To familiarize the students with methods and techniques of HRM
- To equip them with the application of the HRM tools in real world business situations.

#### **UNIT-I**

Human Resources Management - Context and Concept of People Management in a Systems Perspective - Organisation and Functions of the HR and Personnel Department - HR Structure and Strategy; Role of Government and Personnel Environment including MNCs.

#### **UNIT – II**

Recruitment and Selection - Human Resource Information System [HRIS] - Manpower Planning - Selection – Induction & Orientation - Performance and Potential Appraisal - Coaching and Mentoring - HRM issues and practices in the context of Outsourcing as a strategy

#### **UNIT-III**

Human Resources Development –Training and Development Methods - Design & Evaluation of T&D Programmes - Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - Retirement and Other Separation Processes.

#### **UNIT-IV**

Financial Compensation- -Productivity and Morale - Principal Compensation Issues & Management - Job Evaluation - Productivity, Employee Morale and Motivation - Stress Management - Quality of Work Life.

#### **UNIT – V**

Building Relationships – Facilitating Legislative Framework - Trade Unions - Managing Conflicts - Disciplinary Process - Collective Bargaining - Workers Participation in Management - Concept, Mechanisms and Experiences.

#### **REFERENCES**

**Venkata Ratnam C. S. & Srivatsava B. K.**, PERSONNEL MANAGEMENT AND HUMAN RESOURCES, *Tata Mc-Graw Hill, NewDelhi,*,

**Aswathappa**, HUMAN RESOURCE MANGEMENT, *Tata McGraw Hill, NewDelhi, 2010*

**Garry Dessler & Varkkey**, HUMAN RESOURCE MANAGEMENT, *Pearson, New Delhi, 2009*

**Alan Price**, HUMAN RESOURCE MANAGEMENT, *Cengage Learning, NewDelhi, 200*

**Pravin Durai**, HUMAN RESOURCE MANGEMENT, *Pearson, New Delhi, 2010*

**Snell, Bohlander & Vohra**, HUMAN RESOURCES MANAGEMENT, *Cengage, NewDelhi, 2010*

**PAPER – IX  
OPERATIONS RESEARCH AND MANAGEMENT**

**Paper Code: MBAC 2004**

**Objectives**

- To familiarize the Operations Management concepts
- To introduce various optimization techniques with managerial perspective
- To facilitate the use of Operations Research techniques in managerial decisions.

**UNIT –I**

Introduction to Operations Management - Process Planning - Plant Location - Plant Lay out - Introduction to Production Planning.

**UNIT –II**

Stages of Development of Operations Research- Applications of Operations Research- Limitations of Operations Research- Introduction to Linear Programming- Graphical Method- Simplex Method - Duality.

**UNIT-III**

Transportation Problem- Assignment Problem - Inventory Control - Introduction to Inventory Management - Basic Deterministic Models - Purchase Models - Manufacturing Models with and without Shortages.

**UNIT-IV**

Shortest Path Problem - Minimum Spanning Tree Problem - CPM/PERT - Crashing of a Project Network.

**UNIT- V**

Game Theory- Two Person Zero-sum Games -Graphical Solution of  $(2 \times n)$  and  $(m \times 2)$  Games - LP Approach to Game Theory - Goal programming - Formulations - Introduction to Queuing Theory - Basic Waiting Line Models:  $(M/M/1):(GD/a/a)$ ,  $(M/M/C):GD/a/a$ .

**[Note: Distribution of Questions between Problems and Theory of this paper must be 60: 40 i.e, Problem Questions: 60 % & Theory Questions : 40 % ]**

**REFERENCES**

**Kanishka Bedi**, PRODUCTION & OPERATIONS MANAGEMENT, *Oxford, NewDelhi, 2007*

**Panneerselvam, R**, OPERATIONS RESEARCH, *Prentice-Hall of India, New Delhi, 2002.*

**G.Srinivasan**, OPERATIONS RESEARCH, *PHI Learning, NewDelhi,2010*

**Tulsian & Pandey**, QUANTITATIVE TECHNIQUES, *Pearson, NewDelhi, 2002*

**Vohra**, QUANTATIVE TECHNIQUES IN MANAGEMENT, *Tata McGrawHill, NewDelhi, 2010*

**PAPER-X  
STRATEGIC MANAGEMENT**

**Paper Code: MBAC 2005**

**Objectives**

- Integrating the knowledge gained in functional areas of management
- Helping the students to learn about the process of strategic management, and
- Helping the students to learn about strategy formulation and implementation

**UNIT-I**

Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies

**UNIT-II**

Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis

**UNIT-III**

Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice; Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Benchmarking, Service blue printing

**UNIT-IV**

Functional Strategies: Marketing, production/operations and R&D plans and policies- Personnel and financial plans and policies.

**UNIT-V**

Strategy Implementation - Inter - relationship between formulation and implementation - Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change - Strategy Evaluation- Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

**REFERENCES**

**Azhar Kazmi**, STRATEGIC MANAGEMENT & BUSINESS POLICY, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

**Vipin Gupta, Kamala Gollakota & Srinivasan**, BUSINESS POLICY & STRATEGIC MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi, 2008.*

**Amita Mittal**, CASES IN STRATEGIC MANAGEMENT, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

**Fred R. David**, STRATEGIC MANAGEMENT CONCEPT AND CASES, *PHI Learning Private Limited, New Delhi, 2008.*



**MBA (General) - III Semester**

**PAPER - XI  
CONSUMER BEHAVIOUR**

**Course Code: 43**

**Paper Code: MBGN 3001**

**Objectives**

- To understand the conceptual foundations of consumer buying behavior
- To create awareness of the theories of motivation and perception as applied in consumer behavior, and
- To acquaint with the communication and consumer decision making

**UNIT - I**

Consumer Behaviour and Marketing Action - An overview - Consumer involvement - Decision-making processes - Purchase Behaviour and Marketing Implications - Consumer Behaviour Models

**UNIT - II**

Environmental influences on Consumer Behaviour - Cultural influences - Social class - Reference groups and family influences - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences.

**UNIT - III**

Consumer buying behaviour - Marketing implications - Consumer perceptions – Learning and attitudes - Motivation and personality – Psychographics - Values and Lifestyles, Click-o-graphic.

**UNIT - IV**

Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, Perceptual Mapping - Marketing communication - Store choice and shopping behaviour - In-Store stimuli, store image and loyalty - Consumerism - Consumer rights and Marketers' responsibilities.

**UNIT - V**

The Global Consumer Behaviour and Online buying behaviour - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.

**REFERENCES**

**Bennet and Kassarijian**, CONSUMER BEHAVIOUR, *Prentice Hall of India, New Delhi*

**Michael R. Solomon**, Consumer Behaviour, PHI Learning Private Limited, New Delhi, 2011

**Ramanuj Majumdar**, CONSUMER BEHAVIOUR, *Prentice Hall of India, New Delhi, 2011*

**Loudon and Della Bitta**, CONSUMER BEHAVIOUR: CONCEPTS AND APPLICATIONS, *Tata McGraw Hill. New Delhi, 2007*

**Berkman & Gilson**, CONSUMER BEHAVIOUR: CONCEPTS AND STRATEGIES, *Kent Publishing Company.*

**Efraim Turban, Jae Lee, David King, & I-I Michael Chung**: *Electronic Commerce: Managerial Perspective*, Pearson Education Inc., 2000.

**MBA (General) -III Semester**

**PAPER – XII**  
**PERFORMANCE MANAGEMENT**

**Course Code: 43**

**Paper Code: MBGN 3002**

**Objectives:**

- To understand the importance of employee performance to achieve the organisational goals
- To identify the process of performance management applications.

**UNIT-I**

Quality Performance Management - Concept - Dimensions - Facilitating Organisations for Performance - Organizational Dynamics and Employee Performance – Job Analysis

**UNIT-II**

Work Place and Its Improvement Through 5S - Modern Management Techniques and Management of Employee Performance - Team Building - Concept, Culture, Methods, Effectiveness & Empowerment Problems - Potential and Perspectives.

**UNIT-III**

Organizational Structure and Employee Motivation and Morale - Contemporary Thinking on Employment Practices and Work Schedules - Related Performance Appraisal Systems – Reward Based – Team Based – Competency Based- Leadership Based -Quality Circle - Features - Process.

**UNIT-IV**

Industrial Restructuring - Reward System and Employee Productivity - Performance Counseling – Performance Evaluation & Monitoring – Methods of Performance Evaluation - Performance Management in Multi National Corporations.

**UNIT-V**

Indian and Western Thoughts - Performance Management in the perspective of Indian Ethos – Ethical Issues and Dilemmas in Performance Management.

**REFERENCES**

**Srinivas Kandula**, PERFORMANCE MANAGEMENT, *Prentice Hall India, NewDelhi, 2006*  
**Dewakar Goel**, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, *Prentice Hall India, NewDelhi, 2008*  
**Robert Cardy**, PERFORMANCE MANAGEMENT, *Prentice Hall India, NewDelhi, 2004*  
**S.K. Chakravarthy**, MANAGERIAL EFFECTIVENESS AND QUALITY OF WORK LIFE - INDIAN INSIGHTS, *Tata-McGraw Hill , New Delhi*

**MBA (General) – III Semester**

**PAPER -XIII**

**MERCHANT BANKING AND FINANCIAL SERVICES**

**Course Code: 43**

**Paper code: MBGN 3003**

**Objectives**

- To examine Financial Services management as an important and contemporary area of financial management
- To understand the various financial services and their future and
- To determine the most suitable financial service, given the situations and contingencies

**UNIT-I**

Financial Services Industry – Emergence – Developments – Fund Based and Non-fund based activities – modern activities – New Financial Products and Services, Innovative Financial Instruments – Challenges Ahead.

**UNIT-II**

Merchant Banking – Issues Management Intermediaries – Merchant Bankers/Lead Managers – Underwriters – Bankers, Brokers and Registrars to an Issue and Share Transfer Agents– Debenture /Trustees – Portfolio Managers – Issue Management Activities/Procedures – Eligibility norms – Pricing or Issues – Promoters’ contribution – Issue of Indian Depository Receipts (IDR) – Issue Advertisement – Issue of Debt Instruments – Book building – Green shoe Option – Initial Public Offer through Stock Exchange Online System – Preferential Issues – Qualified Institutional Placement.

**UNIT-III**

Factoring and Forfeiting - Modus Operandi, types, functions – Factoring in India - Bills Discounting – Real estate Industry – Housing Finance – Housing Finance system – National Housing Bank – Refinance scheme for HFCs – Asset Liability Management – Securitisation – Mortgage-Based Securitisation – Reverse Mortgage Loan (RML) Securitisation of Standard Assets.

**UNIT-IV**

Mutual Funds - Origin, Types of Mutual Funds, Importance, Mutual Funds Industry in India – SEBI’s directives for Mutual Funds, Private Mutual Funds, Asst Management company – Unit Trust of India – Evaluation of Performance of Mutual Funds – Money Market Mutual Funds – RBI Guidelines – Venture Capital: Meaning, Origin, Importance, Methods, India Scenario.

**UNIT-V**

Insurance – Meaning, Types, Insurance Industry in India and related reforms – Other Financial Services – Credit Cards – Credit Rating: Regulatory framework – Credit Rating Agencies – Rating Process and Methodology – Rating symbols/Grades – Pension Plan.

**REFERENCES**

**Khan, M.Y.,** FINANCIAL SERVICES, *Tata McGraw Hill, New Delhi, 2001.*

**Gurusamy,** MERCHANT BANKING AND FINANCIAL SERVICES, *Tata McGraw Hill, Delhi, 2009.*

## **MBA(General)- III SEMESTER**

### **PAPER XIV MANAGEMENT CONTROL SYSTEMS**

**COURSE CODE: 43**

**PAPER CODE: MBGN 3004**

#### **UNIT I: The conceptual foundations of control systems**

Meaning, Nature and purpose of control systems – The new paradigms of Management Control Systems, four elements of control, organizational structure, organizational goals, organizational climate, strategic planning – Balancing the four levers of control, balancing the tensions in control systems, six sources of tensions in control systems, opportunities and limitations of the span of control, key control variables, delegation and decentralization, mutual supportive management systems.

#### **UNIT II : The traditional instruments of control in organizations**

External audit, internal controls, internal audit, role of financial controllers, multiple roles of an auditor, management control process, budgetary control, flexible budget, zero base budget, performance budgeting, master budget, analysis of variance, accounting aspect of control, management audit, marketing and distribution control, different types of audit.

#### **UNIT III : Accountability in organizations**

Dual focus and accountability, differentiate between product costing and accountability, the concept of responsibility centre, management control structure, responsibility accounting, cost centre, profit centre, investment centre, ABC costing, transfer prices, CVP analysis, process control.

#### **UNIT IV : The new dimensions of control with strategies**

Behavioral aspect of management control, motivations, morale, participative management, learning curves, HR accounting, knowledge management control, management control with reference to risk management, differentiated controls for different situations, measuring performance to match strategy, balanced score cards.

#### **UNIT V: Management Control in Specialized organizations**

Sectoral applications, controlling the financial sector, the banking sector, the balance sheet concept, the concept of schedule of advances, the use of ABC costing standard, insurance, system of insurance accounts, non-profit organizations, legal environment of non-profit organization, public service organizations, public utility accounts, holding company accounts, government and co-operative business, control in projects, the twelve step process of designing controlling system.

#### **REFERENCES**

**Antony R.N. and Govindarajan V , MANAGEMENT CONTROL SYSTEMS**

**Gosh P.K. and Gupta, COST ANALYSIS AND CONTROL**

**Hersey P and Balanchard H.B, MANAGEMENT OF ORGANIZATIONAL BEHAVIOR**

**Emmanuel, ACCOUNTING FOR MANAGEMENT CONTROL**

## **MBA(General)- III SEMESTER**

### **PAPER XV ENTREPRENEURSHIP MANAGEMENT**

**COURSE CODE: 43**

**PAPER CODE: MBGN 3005**

#### **UNIT-I**

Entrepreneurship – Definition, Role and expectations – Entrepreneurial styles and types – Characteristics of the Entrepreneur – Functions of an Entrepreneur – Promotion of Entrepreneurship – Role of Socio-Cultural, Economic and Political Environment – Growth of Entrepreneurship in Pre and Post independence era – Constraints for the Growth of Entrepreneurial Culture.

#### **UNIT-II**

Entrepreneurial Motivation Theories - Entrepreneurial Competencies – Developing Competencies – Role of Entrepreneur. Development Programs – Assistance Programme for Small Scale Units – Institutional Framework – Role of SSI Sector in the Economy – SSI Units – Failure, Causes and Preventive Measures – Turnaround Strategies.

#### **UNIT-III**

Identification of Business Opportunity – Preparation of Feasibility Report – Financial and Technical Evaluation – Project Formulation – Common Errors in Project Formulation – Specimen Project Report – Ownership Structures – Proprietorship, Partnership, Company, Co-operative, Franchise.

#### **UNIT-IV**

Corporate Entrepreneurship (Intrapreneurship) – Concepts – Need – Strategies - Corporate Practices – Select Cases – Dynamics of Competition – Plans for Survival and Growth.

#### **UNIT-V**

Women Entrepreneurship – Need – Growth of women Entrepreneurship – Problems faced by Women Entrepreneurs – Development of women Entrepreneurship – Entrepreneurship in Informal Sector – Rural Entrepreneurship – Entrepreneurship in Sectors like Agriculture, Tourism, health care, Transport and allied services.

#### **REFERENCES**

**Donald L. Sexton & Raymond W. Smilor**, THE ART AND SCIENCE OF ENTREPRENEURSHIP, *Ballinger*

**Clifford M. Baumbach & Joseph R. Mancuso**, ENTREPRENEURSHIP AND VENTURE MANAGEMENT, *Prentice Hall*

**Gifford Pinchot**, INTRAPRENEURING, *Harper & Row*

**Ram K. Vepa**, HOW TO SUCCEED IN SMALL SCALE INDUSTRY, *Vikas*

**Richard M. Hodgets**, EFFECTIVE SMALL BUSINESS MANAGEMENT, *Academic Press*

**Dan Steinhoff & John F. Burgess**, SMALL BUSINESS MANAGEMENT – FUNDAMENTALS, *McGraw Hill*

**MBA (General) – IV Semester**

**PAPER -XVI**

**INVESTMENT AND PORTFOLIO MANAGEMENT**

**Course Code: 43**

**Paper code: MBGN 4001**

**Objectives**

- To have understanding on investment and avenues of investment
- To have exposure on analysis techniques of capital market and
- To understand various theories of portfolio management

**UNIT -I**

Investment – Basics of Investment – Investment, Speculation and Gambling – Investment Categories – Investment avenues – Non marketable Financial Assets – Money Market Instruments – Bond/Debentures – Equity Shares – Schemes of LIC – Mutual Funds – Financial Derivatives – Real Assets – Real Estate – Art – antiques and others.

**UNIT- II**

Fundamental Security Analysis – Economic Analysis – significance and Interpretation of the Economic Indicators – Industry Analysis – Industry Growth Cycle - Company analysis – Marketing – Accounting policies – Profitability – Dividend Policy – Capital Structure – Financial Analysis – Operating Efficiency – Management – Fundamental Security Analysis – Changes in the Financing Patterns of Indian Companies – Debt-Equity Ratio for India Companies.

**UNIT-III**

Technical Analysis – Technical Tools - The Dow Theory – Primary Trend – The secondary Trend – Minor Trends – Support and Resistance Level – Indicators – Odd Lot Trading – Moving Average – Rate of Change – Charts – Technical indicators – Charting Techniques – Indicators of the Witchcraft Variety – Efficient Market Theory – Basic Concepts – Random-Walk Theory – Weak Form of EMH – Semi-strong Form – Strong Form – The Essence of the Theory – Market Inefficiencies.

**UNIT-IV**

Portfolio Analysis – Portfolio and Single asset Returns and Risk – Mean Variance Criterion – covariance – Beta (simple problems) – Portfolio Markowitz Model – simple Diversification – Risk and Return with Different correlation – Sharpe's Single Index Model – Sharpe's Optimal Portfolio – Construction of the Optimal Portfolio – Optimum Portfolio with short sales.

**UNIT-V**

Asset Pricing Model Portfolio Evaluation – Capital Asset Pricing Model (CAPM) – Security Market Line – Assumptions – Arbitrage Pricing Model (APT) – Portfolio Performance Models – Sharpe's Performance Index – Treynor's Performance Index – Jensen's Performance Index.

**Note: Common paper to MBA(Finance) - IV Semester, Paper Code-MBAF 4001**

**REFERENCES**

**Punithavathy Pandian**, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, *Vikas Publications Pvt. Ltd, New Delhi, 2001.*

**Kevin .S**, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, *PHI, Delhi, 2011*

**Yogesh Maheswari**, INVESTMENT MANAGEMENT, *PHI, Delhi, 2011*

**Bhalla V K**, INVESTMENT MANAGEMENT: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, *S Chand, New Delhi, 2009*

**Prasanna Chandra**, PORTFOLIO MANAGEMENT, *Tata McGraw Hill, New Delhi, 2008.*

## **MBA (General) - IV Semester**

### **PAPER-XVII SERVICES MARKETING**

**Course Code: 43**

**Paper Code: MBGN 4002**

#### **Objectives**

- To familiarize with the special characteristics of services relevant for marketing
- To analyze the customer satisfaction and complaint management in services
- To evaluate the financial implications of improvement in services, and
- To acquaint with CRM application in service marketing.

#### **UNIT-I**

Marketing of Services - Introduction - Growth of the Service Sector - The Concept of Service - Characteristics of Services - Classification of Services - Designing the Service Blueprinting, Using Technology - Developing Human Resources - Building Service Aspirations.

#### **UNIT-II**

Marketing mix in services marketing - The seven Ps - Product Decisions - Pricing Strategies and Tactics - Promotion of Services and Placing or Distribution Methods for Services - Additional Dimensions in Services Marketing - People, Physical Evidence and Process – Internet as a service channel.

#### **UNIT-III**

Strategic Marketing Management for Services - Matching Demand and Supply through Capacity Planning and Segmentation - Internal Marketing of a Service - External versus Internal Orientation of Service Strategy.

#### **UNIT-IV**

Delivering Quality Services - Causes of Service-Quality Gaps - The Customer Expectations versus Perceived Service Gap - Factors and Techniques to Resolve this Gaps in Service - Quality Standards, Factors and Solutions - The Service Performance Gap Key Factors and Strategies for Closing the Gap - Developing Appropriate and Effective Communication about Service Quality.

#### **UNIT – V**

Marketing of Services with special reference to Financial Services - Health Services - Hospitality Services including Travel, Hotels and Tourism - Professional Services - Public Utility Services - Communication Services - Educational Services.

#### **REFERENCES**

**Ravi Shanker**, SERVICES MARKETING: THE INDIAN PERSPECTIVE, *Excel Books, New Delhi, 2008*

**Rajendra Nargundkar**, SERVICES MARKETING: TEXT & CASES, *Tata McGraw-Hill, New Delhi, 2008*

**Christopher H. Lovelock**, SERVICES MARKETING: PEOPLE, TECHNOLOGY, STRATEGY, *Pearson Education Asia.*

**R. Srinivasan**, SERVICES MARKETING, *Prentice Hall of India Private Limited, New Delhi.*

**Zcithaml, Parasuraman & Berry**, DELIVERING QUALITY SERVICE, *The Free Press, Macmillan. 2008*

**MBA (General) - IV Semester**

**PAPER - XVIII**

**INFORMATION TECHNOLOGY AND E-BUSINESS**

**Course Code: 43**

**Paper Code: MBGN 4003**

**UNIT I Foundation concepts**

*Foundations of information systems (IS) in business* : System concepts – components of an IS – IS resources – fundamental roles of IS applications in business – e-business in business – trends in IS – types of IS – managerial challenges of information technology. *Competing with information technology (IT)* Fundamentals of strategic advantage – strategic uses of IT – the value chain and strategic IT – using IT for strategic advantages – the basics of doing business on the Internet

**UNIT II Information technologies**

*Managing data resources*: Data resource management – types of databases – database management approach – data warehouse, data mining and their business applications. *The networked enterprise* Networking the enterprise – trends in telecommunications – business value of telecommunication networks – the Internet revolution – the business value of Internet, Intranet and Extranet.

**UNIT III Business applications – e-Business and e-Commerce**

*E-Business systems* IT in business – functional business systems – cross-functional enterprise systems and applications – e-Business models – Enterprise e-Business systems – Customer relationship management (CRM) – Enterprise resource planning (ERP) and Supply chain management (SCM)

*E-Commerce Systems*: E-Commerce systems – Essential e-Commerce processes – electronic payment processes – e-commerce application trends – Web store requirements – Clicks-and-bricks in e-Commerce-m-Commerce.

**UNIT IV Development processes**

*Developing Business/IT Strategies* : Planning for competitive advantage – business models and planning – Business/IT planning – Business application planning – Implementing IT – End user resistance and involvement – change management: *Developing Business/IT solutions*: IS development – the Systems approach – the Systems Development Cycle – Prototyping – Systems development process – End-user development – implementing new systems – evaluating hardware, software and services.

**UNIT V Management challenges**

*Security and ethical challenges*: Ethical responsibility of a business – computer crime – privacy issues – health issues – Security management of IT – tools of security management – internetworked security defenses – security measures – Information Technology Act 2000 in India. *Enterprise and global management of IT*: Managing the IS function – failures in IT management – the international dimension in IT management – Cultural, political and socioeconomic challenges Global business/IT strategies and applications – global IT platforms

**REFERENCES:**

**Joseph,P.T**, E-COMMERCE: AN INDIAN PERSPECTIVE, *PHI*, New Delhi, 2005

**Canzer,B**, *E-BUSINESS AND COMMERCE: STRATEGIC THINKING AND PRACTICE* (Indian adaptation), New Delhi: Biztantra (Originally published by Houghton Mifflin Co., USA) , 2005



**MBA (General) - IV Semester**

**PAPER - XIX  
INTERNATIONAL BUSINESS**

**Course Code: 43**

**Paper Code: MBGN 4004**

**UNIT – I**

International Monetary and Financial System: Importance of international finance; Bretton woods conference and afterwards, IMF and the World Bank; European monetary system - meaning and scope.

**UNIT – II**

Balance of Payment and International Linkages: Balance of payments and its components; International flow of goods, services and capital; Copying with current account deficit.

**UNIT – III**

International Financial Markets and Instruments: International capital and money markets; Money and capital market instruments; Salient features of different international markets; Arbitrage opportunities; Integration of markets; Role of financial intermediaries.

**UNIT – IV**

Foreign Exchange Markets: Determining exchange rates; Fixed and flexible exchange rate system; Exchange rate theories; Participants in the foreign exchange markets; Foreign exchange market - cash and spot markets; Exchange rate quotes; LERMS; Factors affecting exchange rates - spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency futures; Exchange rate arrangement in India; Exchange dealings and currency possession; information and communication; Foreign exchange trades.

**UNIT – V**

International Capital and Money Market Instruments; GDRs, ADRs, IDRs, Euro bonds, Euro loans, Repos, CPs, floating rate instruments, loan syndication and Euro deposits.

**REFERENCES:**

**Apte, P.G.**, INTERNATIONAL FINANCIAL MANAGEMENT, *Tata McGrawhill, New Delhi.*  
**Buckley, Adrian**, MULTINATIONAL FINANCE, *Prentice Hall, New Defhi.*

**Eitman, D.K. and A.I Stenehlf**, MULTINATIONAL BUSINESS CASH FINANCE, *Addison Wesley, New York.*

**Henning, C.N., W Piggot and W.H Scott**, INTERNATIONAL FINANCIAL MANAGEMENT, *McGraw Hill, international Edition.*

**Levi, Maurice D**, INTERNATIONAL FINANCE, *McGraw-Hill, International Edition.*

## **MBA (General)- IV SEMESTER**

### **PAPER XX**

#### **TRAINING AND DEVELOPMENT**

**COURSE CODE: 43**

**PAPER CODE: MBGN 4005**

##### **UNIT I**

Job Analysis – Manpower Planning – At the Start of the Business and as Ongoing Process – Performance Appraisal – Standards, Methods, Errors.

##### **UNIT II**

Learning Objectives – Domains of Learning – Methods of Learning – Importance of Teaching Techniques – Instruction Technology – Instructor Behavior – Attention Versus Involvement.

##### **UNIT III**

Need for Training and Development – Role of Development Officers – Administrators, Consultants, Designers and Instructors – Determining Training Needs – Potential Macro Needs – Usefulness of Training – Development of Competency Based Training Programs – Evaluation of Training Programs,

##### **UNIT IV**

Methods of Training – On the Job Training – Off the Job Training – Choosing Optimum Method – The Lecture – Field Trips – Panel Discussion – Behaviour Modeling – Interactive Demonstrations – Brain Storming – Case Studies – Action Mazes - Incident Process - In-Baskets - Team Tasks - Buzz-groups and Syndicates - Agenda Setting - Role-plays - Reverse Role Plays - Rotational Role Plays - Finding Metaphors - Simulations - Business Games - Clinics - Critical Incidents - Fish Bowls - T-groups - Data Gathering - Grouping Methods - Transactional Analysis - Exception Analysis.

##### **UNIT V**

Need for Development – Differences Between Training and Development – Management Development Program – Career Development Program – Counseling Evaluation of Programs – Job Evaluation – Methods and Techniques.

##### **REFERENCES**

**B.Taylor & G.Lippitt**, MANAGEMENT DEVELOPMENT AND TRAINING HANDBOOK.

**William E.Blank**, HANDBOOK FOR DEVELOPING COMPETENCY BASED TRAINING PROGRAMMES, *Prentice-Hall, New Jersey*

**(f) Procedure for admission, curriculum transaction and evaluation:**

**1. Eligibility Criteria for Admission:**

The Student should possess any Degree from a recognized University with a pass in any of the following streams:

- 10 + 2 + 3 (or)
- 11 + 1 + 3 (or)
- 11 + 2 + 2 system.

**2. Fees Structure for MBA (HRM)**

Fee Structure	Rs.
Registration Fee	200
Matriculation Fee	25
Recognition Fee (For Foreign University Degree – Rs.450)	200
Study Material Fee	3,500
University Development fund	1,000
Tuition Fee I year	Rs. 10,000 (5,000 per semester)
Tuition Fee II year	Rs. 10,000 (5,000 per semester)
<b>Total</b>	<b>24,925</b>

**3. Evaluation:**

- **Examination:** Examinations will be held twice a year in December and June.
- **Question Paper Pattern: Maximum Marks: 100 Time: 3 Hours**

Part – A (5 X 6 = 30 Marks) – Answer any Five Questions out of Eight Questions

Part – B (5 X 10 = 50 Marks) – Answer any Five Questions out of Eight Questions

Part – C (1 X 20 = 20 Marks) - One Case study (**Compulsory**)

- **Passing & Classification:** The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **50%**. Candidates securing 60% marks and above shall be placed in the **First Class**, and those who obtain marks between 50% and above but less than 60% shall be placed in the **Second Class**. Students' who obtain **75%** and above marks in aggregate shall be placed in the category of '**First class with Distinction**'.
- **Project Work:** The students must submit their projects at the end of fourth semester and the Vive-voce examination will be conducted for the project work. The maximum marks allotted for the project Report will be **100 marks**. No Viva-voce examination will be conducted.

**(g) Library Resources:**

A well stacked library is operational in the DDE building exclusively for Distance learning students of Pondicherry University. Students can avail this library facility during working hours of the University.

**(h) Cost Estimation of the Programme:**

**Study Material : Rs. 5,00,000 (approx. for 100 students' enrolment)**

**PCP Class : Rs. 1,00,000 (approx. for 100 students' enrolment)**

**(i) Quality Assurance Mechanism:**

Feedback about the programme, lectures and other issues will be collected in the written format from students during Personal contact programme. The curriculum will be revised in every five years.

# **PONDICHERRY UNIVERSITY**

## **DIRECTORATE OF DISTANCE EDUCATION**



### **Programme Project Report**

### **MBA (Hospital Management)**

Submitted for Approval of UGC

With effect from 2018 -19 ONWARDS

**(a) Programme's mission & objectives:**

**Mission:** The Master of Hospital Management program prepares a varied group in the line of medical careerists to become future managers and leaders within healthcare provider organizations and consulting firms who are committed to improving the delivery of health services throughout India.

**Objectives:** The course aims at specializing in Hospital Management and to develop qualified managers for the health care industry. It is designed to impart in-depth knowledge and professional skills required for handling the function of Hospital industry.

**(b) Relevance of the program with HEI's Mission and Goals:**

Corporate types of Hospitals are expanding their key networks in many places. Hence, there is good scope for employment opportunity in the field of Hospital management.

**(c) Nature of prospective target group of learners:**

The target groups of learners are identified from Graduate of MBBS degree, Pharmacy, Dental, Nursing, Physiotherapy, Bio-Engineering, Bio-Sciences and a graduate from any of the Indian Systems of Medicine like Homeopathy, Siddha, Ayurvedha and Unani and also the learners from any graduate with 2 years of work Experience in any hospital are considered to acquire the programme.

**(d) Learning Outcomes:**

The mission and program educational objectives are supported by the following student outcomes addressed by the courses in the Hospital Management curriculum.

**Students Post graduating from the Hospital Management will have mastered the competencies outlined in the following domains:**

- **Management and Leadership Practice domain:** Accountability, Professionalism, Health Services Management, Strategic Management, Innovation and Creativity, Leadership, Change Management, Influence, Initiative, Team Leadership, Systems Thinking, Human Resources Management, Communication, Public Presentation.
- **Interpersonal understanding and relationship management domain:** Interpersonal Understanding, Relationship and Network Management, Collaboration, Cultural Competency.
- **Technical/Analytical domain:** Financial Capability, Budget Management, Market Analysis, Application of Statistical tools, Information Technology, Operations Management and Performance Measurement.
- **Healthcare Environment domain:** Legal Environment, Financial and Reimbursement Environment, Regulatory Environment, Health Policy Environment, Provider Environment.

**(e) Instructional Design:**

**1. Duration of the Programme:**

The course shall be of two years duration spread over four semesters. The Maximum duration to complete the course shall be 4 years.

**2. Medium**

The medium of instruction shall be English.

**3. Instructional delivery mechanisms:**

The delivery of the programme is through conduct of Personal Contact Programme and the details are given below:

- a) 8 days (40 hours) PCP classes for each I & II semester will be conducted with other MBA programmes.
- b) A total of 30 days PCP classes for III and IV semester will be conducted only in Puducherry.
- c) 75% attendance is **mandatory** for each III and IV semester PCP classes.

**4. Faculty and support of Staff:**

- DDE faculty, University faculty from Management department and other college faculty will be engaged for handling classes of the first two semesters in Personal contact programme.
- Distance Education Staffs will be engaged for supporting other activities like dispatch of study materials.
- Senior Medical practitioner from Medical colleges (JIPMER and other affiliated medical colleges) will be engaged for handling classes of the 3<sup>rd</sup> & 4<sup>th</sup> semester in Personal contact programme.

**5. Media for instruction:**

- Printed study materials will be provided for all courses and the same will be uploaded in the University Website (pondiuni.edu.in).
- Students can see all information's about DDE in the University website.
- The student support services like help desk (grievances) will be solved through in person, phone, email and group sms.

## 6. Curriculum design

### MBA (HOSPITAL MANAGEMENT) CURRICULUM

#### I SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBAC 1001	Management Concepts & Organisational Behaviour	100	50
2	MBAC 1002	Managerial Economics	100	50
3	MBAC 1003	Accounting for Managers	100	50
4	MBAC 1004	Business Environment and Law	100	50
5	MBAC 1005	Research Methodology	100	50

#### II SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBAC 2001	Financial Management	100	50
2	MBAC 2002	Marketing Management	100	50
3	MBAC 2003	Human Resources Management	100	50
4	MBAC 2004	Operations Research and Management	100	50
5	MBAC 2005	Strategic Management	100	50

#### III SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBHM3001	Healthcare Environment & Management	100	50
2	MBHM3002	Hospital Architecture, Planning and Maintenance	100	50
3	MBHM3003	Health care Laws, Ethics and Medical Terminology	100	50
4	MBHM3004	Hospital Operations Management	100	50
5	MBHM3005	Patient care Management	100	50

#### IV SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBHM4001	Purchase Management & Inventory Control for Hospitals	100	50
2	MBHM4002	Hospital Facilities Management	100	50
3	MBHM4003	Hospital Information System	100	50
4	MBHM4004	Total Quality Management	100	50
5	MBHM4005	Public Health System & Outreach Programmes	100	50
6	MBHM4006	<b>Project Work (100 marks)</b>	100	50



## **7 . Detailed Syllabus:**

**MBA – I Semester**

**PAPER – I**

**MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR**

**Paper Code: MBAC1001**

### **Objectives**

- to provide conceptual understanding of Management Concepts
- to familiarize the students with the contemporary issues in Management
- to understand and appreciate the human behaviour in organisations

### **UNIT - I**

Nature of Management - Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes

### **UNIT – II**

An Overview of Staffing, Directing and Controlling Functions - Organising - Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic Vs Adoptive Structures - Formal and Informal Organisation

### **UNIT – III**

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types- Process - Barriers - Making Communication Effective

### **UNIT – IV**

Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

### **UNIT – V**

Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

### **REFERENCES**

**Koontz, Weirich & Aryasri**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, NewDelhi, 2004*

**Tripathi & Reddy**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2008*

**Laurie Mullins**, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, NewDelhi, 2007*

**Meenakshi Gupta**, PRINCIPLES OF MANAGEMENT, *PHI Learning, NewDelhi, 2009*

**Fred Luthans**, ORGANISATIONAL BEHAVIOUR, *Tata McGraw-Hill, NewDelhi*

**Stephen Robbins**, ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi*

**Ricky Griffin**, MANAGEMENT: PRINCIPLES & APPLICATIONS, *Cengage, NewDelhi, 2008*

**Objectives**

- To introduce the economic concepts
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

**UNIT – I**

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

**UNIT-II**

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

**UNIT-III**

Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

**UNIT-IV**

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

**UNIT – V**

Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

**REFERENCES**

**Yogesh Maheswari**, MANAGERIAL ECONOMICS, *PHI Learning, NewDelhi, 2005*  
**Gupta G.S.**, MANAGERIAL ECONOMICS, *Tata McGraw-Hill, New Delhi*  
**Moyer &Harris**, MANAGERIAL ECONOMICS, *Cengage Learning, NewDelhi, 2005*  
**Geetika, Ghosh & Choudhury**, , MANAGERIAL ECONOMICS, *Tata McGrawHill, NewDelhi, 2011*

**PAPER –III**  
**ACCOUNTING FOR MANAGERS**

**Paper code: MBAC1003**

**Objectives**

- To acquaint the students with the fundamentals principles of Financial, Cost and Management Accounting
- To enable the students to prepare, Analyse and Interpret Financial Statements and
- To enable the students to take decisions using Management Accounting Tools.

**UNIT-I**

Book-keeping and Accounting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts –Trading, Profit and Loss Account and Balance Sheet with adjustment entries, simple problems only - Capital and Revenue Expenditure and Receipts.

**UNIT-II**

Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method - Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios – Simple problems only.

**UNIT-III**

Funds Flow Analysis – Funds From Operation, Sources and Uses of Funds, Preparation of Schedule of Changes in Working Capital and Funds Flow Statements – Uses and Limitations - Cash Flow Analysis – Cash From Operation – Preparation of Cash Flow Statement – Uses and Limitations – Distinction between Funds flow and Cash Flow – only simple problems

**UNIT-IV**

Marginal Costing - Marginal cost and Marginal costing - Importance - Break-even Analysis - Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a foreign order, Deciding sales mix.

**UNIT-V**

Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet – Standard Costing – Variance Analysis – Material Variances – Labour Variances – simple problems related to Material and Labour Variances only

**[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40 i.e., Problem Questions: 60 % & Theory Questions: 40 %]**

**REFERENCES**

**Jelsy Josheph Kuppapally**, ACCOUNTING FOR MANAGERS, *PHI, Delhi, 2010*.  
**Paresh shah**, BASIC ACCOUNTING FOR MANAGERS, *Oxford, Delhi, 2007*  
**Ambrish Gupta**, FINANCIAL ACCOUNTING FOR MANAGEMENT, *Pearson, Delhi, 2004*  
**Narayanaswamy R**, FINANCIAL ACCOUNTING , *PHI, Delhi, 2011*

## **MBA - I Semester**

### **PAPER-IV BUSINESS ENVIRONMENT AND LAW**

**Paper Code: MBAC1004**

#### **Objectives**

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To relate the Impact of Environment on Business in an integrated manner, and
- To give an exposure to important commercial and industrial laws

#### **UNIT – I**

Dynamics of Business and its Environment – Technological, Political, Social and Cultural Environment - Corporate Governance and Social Responsibility - Ethics in Business - Economic Systems and Management Structure - Family Management to Professionalism - Resource Base of the Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues.

#### **UNIT - II**

Infrastructure - Economic- Social, Demographic Issues, Political context - Productivity Factors, Human Elements and Issues for Improvement - Global Trends in Business and Management - MNCs - Foreign Capital and Collaboration - Trends in Indian Industry - The Capital Market Scenario.

#### **UNIT - III**

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract - Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract - Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency.

#### **UNIT - IV**

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures - Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

#### **UNIT - V**

Factory Act – Licensing and Registration of Factories, Health, Safety and Welfare measures - Industrial Disputes Act – Objects and scope of the Act, Effects of Industrial Dispute, Administration under the Act- Minimum Wages Act - Workmen Compensation Act.

#### **REFERENCES**

**Pathak,** LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, New Delhi, 2010.

**Keith-Davis & William Frederick,** BUSINESS AND SOCIETY, McGraw-Hill, Tokyo.

**M.M. Sulphey & Az-har Basheer,** LAWS FOR BUSINESS, PHI Learning Pvt. Ltd. New Delhi, 2011

**Maheswari & Maheswari,** MERCANTILE LAW. Himalaya Publishing House. Mumbai

**Rudder Dutt & Sundaram,** INDIAN ECONOMY, Vikas Publishing House, New Delhi.

**Veena Keshav Pailwar,** ECONOMIC ENVIRONMENT OF BUSINESS, PHI Learning Pvt. Ltd, New Delhi, 2010

**PAPER-V  
RESEARCH METHODOLOGY**

**Paper code: MBAC1005**

**Objectives**

- To enable the students to know about the information needs of Management
- To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry and
- To introduce the Statistical Tools of Data Analysis.

**UNIT-I**

Research – Qualities of Researcher – Components of Research Problem – Various Steps in Scientific Research – Types of Research – Hypotheses Research Purposes - Research Design – Survey Research – Case Study Research.

**UNIT-II**

Data Collection – Sources of Data – Primary Data – Secondary Data - Procedure Questionnaire – Sampling methods – Merits and Demerits – Experiments – Observation method – Sampling Errors - Type-I Error & Type-II Error.

**UNIT-III**

Statistical Analysis – Introduction to Statistics – Probability Theories – Conditional Probability, Poisson Distribution, Binomial Distribution and Properties of Normal Distributions – Hypothesis Tests – One Sample Test – Two Sample Tests / Chi-Square Test, Association of Attributes - Standard deviation – Co-efficient of variations .

**UNIT-IV**

Statistical Applications – Correlation and Regression Analysis – Analysis of Variance – Partial and Multiple Correlation – Factor Analysis and Conjoint Analysis – Multifactor Evaluation – Two-Factor Evaluation Approaches.

**UNIT-V**

Research Reports – Structure and Components of Research Report – Types of Report, characteristics of Good Research Report, Pictures and Graphs, Introduction to SPSS.

**[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]**

**REFERENCES**

**Panneerselvam, R.**, RESEARCH METHODOLOGY, *Prentice Hall of India, New Delhi, 2004.*  
**Kothari CR** , RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, *New Wiley Eastern Ltd., Delhi, 2009.*

**PAPER-VI  
FINANCIAL MANAGEMENT**

**Paper code: MBAC2001**

**Objectives**

- To know the various sources of finance
- To understand the various uses for finance and
- To familiarize oneself with the techniques used in financial management.

**UNIT-I**

Financial Management – Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon's Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall).

**UNIT-II**

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

**UNIT-III**

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.

**UNIT- IV**

Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – Irrelevance Theory – M-M hypothesis - Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour.

**UNIT-V**

Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance – Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management.

**[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]**

**REFERENCES**

**Khan MY, Jain PK**, BASIC FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi*, 2005.  
**Chandra, Prasanna.** FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi*.  
**Bhabatosh Banerjee**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi*,  
**Chandra Bose D**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi*, 2010  
**Preeti Singh**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *Ane*, 2011.

**PAPER-VII  
MARKETING MANAGEMENT**

**Paper Code: MBAC2002**

**Objectives**

- To familiarize with the basic concepts, and techniques of marketing management
- To understand the behaviour of consumers
- To create awareness of marketing mix elements, and
- To analyse and solve marketing problems in the complex and fast changing business environment.

**UNIT-I**

Introduction to Marketing and Marketing Management, Marketing Concepts - Marketing Process  
Marketing mix - Marketing environment. - Consumer Markets and buying behaviour - Market segmentation and targeting and positioning.

**UNIT-II**

Product Decisions - concept of a Product - Product mix decisions - Brand Decision - New Product Development – Sources of New Product idea - Steps in Product Development - Product Life Cycle strategies- Stages in Product Life Cycle,

**UNIT-III**

Price Decisions - Pricing objectives - Pricing policies and constraints - Different pricing method - New product pricing, Product Mix pricing strategies and Price adjustment strategy.

**UNIT-IV**

Channel Decision - Nature of Marketing Channels – Types of Channel flows - Channel functions - Functions of Distribution Channel – Structure and Design of Marketing Channels - Channel co-operation, conflict and competition – Retailers and wholesalers.

**UNIT - V**

Promotion Decision - Promotion mix - Advertising Decision, Advertising objectives - Advertising and Sales Promotion – Developing Advertising Programme – Role of Media in Advertising - Advertisement effectiveness - Sales force Decision.

**REFERENCE**

**K.S. Chandrasekar**, MARKETING MANAGEMENT TEXT AND CASES, *Tata McGraw-Hill Publication, New Delhi.2010*

**Govindarajan**, MARKETING MANAGEMENT CONCEPTS, CASES, CHALLENGES AND TRENDS, *Prentice Hall of India, New Delhi. 2009*

**Philip Kotler**, MARKETING MANAGEMENT- ANALYSIS PLANNING AND CONTROL, *Prentice Hall of India, New Delhi,*

**Ramaswamy. V S & Namakumari. S**, MARKETING MANAGEMENT-PLANNING IMPLEMENTATION AND CONTROL, *Macmillan Business Books, New Delhi, 2002,*

**PAPER – VIII  
HUMAN RESOURCES MANAGEMENT**

**Paper Code: MBAC2003**

**Objectives**

- To understand and appreciate the importance of the human resources vis-a-vis other resources of the organisation
- To familiarize the students with methods and techniques of HRM
- To equip them with the application of the HRM tools in real world business situations.

**UNIT-I**

Human Resources Management - Context and Concept of People Management in a Systems Perspective - Organisation and Functions of the HR and Personnel Department - HR Structure and Strategy; Role of Government and Personnel Environment including MNCs.

**UNIT – II**

Recruitment and Selection - Human Resource Information System [HRIS] - Manpower Planning - Selection – Induction & Orientation - Performance and Potential Appraisal - Coaching and Mentoring - HRM issues and practices in the context of Outsourcing as a strategy

**UNIT-III**

Human Resources Development –Training and Development Methods - Design & Evaluation of T&D Programmes - Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - Retirement and Other Separation Processes.

**UNIT-IV**

Financial Compensation- -Productivity and Morale - Principal Compensation Issues & Management - Job Evaluation - Productivity, Employee Morale and Motivation - Stress Management - Quality of Work Life.

**UNIT – V**

Building Relationships – Facilitating Legislative Framework - Trade Unions - Managing Conflicts - Disciplinary Process - Collective Bargaining - Workers Participation in Management - Concept, Mechanisms and Experiences.

**REFERENCES**

**Venkata Ratnam C. S. & Srivatsava B. K.**, PERSONNEL MANAGEMENT AND HUMAN RESOURCES, *Tata Mc-Graw Hill, NewDelhi,,*  
**Aswathappa**, HUMAN RESOURCE MANGEMENT, *Tata McGraw Hill, NewDelhi, 2010*  
**Garry Dessler & Varkkey**, HUMAN RESOURCE MANAGEMENT, *Pearson, New Delhi, 2009*  
**Alan Price**, HUMAN RESOURCE MANAGEMENT, *Cengage Learning, NewDelhi, 2007*  
**Pravin Durai**, HUMAN RESOURCE MANGEMENT, *Pearson, New Delhi, 2010*  
**Snell, Bohlander & Vohra**, HUMAN RESOURCES MANAGEMENT, *Cengage, NewDelhi, 2010*



**PAPER – IX  
OPERATIONS RESEARCH AND MANAGEMENT**

**Paper Code: MBAC2004**

**Objectives**

- To familiarize the Operations Management concepts
- To introduce various optimization techniques with managerial perspective
- To facilitate the use of Operations Research techniques in managerial decisions.

**UNIT –I**

Introduction to Operations Management - Process Planning - Plant Location - Plant Lay out - Introduction to Production Planning.

**UNIT –II**

Stages of Development of Operations Research- Applications of Operations Research- Limitations of Operations Research- Introduction to Linear Programming- Graphical Method- Simplex Method - Duality.

**UNIT-III**

Transportation Problem- Assignment Problem - Inventory Control - Introduction to Inventory Management - Basic Deterministic Models - Purchase Models - Manufacturing Models with and without Shortages.

**UNIT-IV**

Shortest Path Problem - Minimum Spanning Tree Problem - CPM/PERT - Crashing of a Project Network.

**UNIT- V**

Game Theory- Two Person Zero-sum Games -Graphical Solution of  $(2 \times n)$  and  $(m \times 2)$  Games - LP Approach to Game Theory - Goal programming - Formulations - Introduction to Queuing Theory - Basic Waiting Line Models:  $(M/M/1):(GD/a/a)$ ,  $(M/M/C):GD/a/a$ .

**[Note: Distribution of Questions between Problems and Theory of this paper must be 60: 40 i.e, Problem Questions: 60 % & Theory Questions : 40 % ]**

**REFERENCES**

**Kanishka Bedi**, PRODUCTION & OPERATIONS MANAGEMENT, *Oxford, NewDelhi, 2007*

**Panneerselvam, R**, OPERATIONS RESEARCH, *Prentice-Hall of India, New Delhi, 2002.*

**G.Srinivasan**, OPERATIONS RESEARCH, *PHI Learning, NewDelhi,2010*

**Tulsian & Pandey**, QUANTITATIVE TECHNIQUES, *Pearson, NewDelhi, 2002*

**Vohra**, QUANTATIVE TECHNIQUES IN MANAGEMENT, *Tata McGrawHill, NewDelhi, 2010*

**PAPER-X  
STRATEGIC MANAGEMENT**

**Paper Code: MBAC2005**

**Objectives**

- Integrating the knowledge gained in functional areas of management
- helping the students to learn about the process of strategic management, and
- helping the students to learn about strategy formulation and implementation

**UNIT-I**

Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies

**UNIT-II**

Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis

**UNIT-III**

Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice; Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Benchmarking, Service blue printing

**UNIT-IV**

Functional Strategies: Marketing, production/operations and R&D plans and policies- Personnel and financial plans and policies.

**UNIT-V**

Strategy Implementation - Inter - relationship between formulation and implementation - Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change - Strategy Evaluation- Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

**REFERENCES**

- Azhar Kazmi**, STRATEGIC MANAGEMENT & BUSINESS POLICY, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*
- Vipin Gupta, Kamala Gollakota & Srinivasan**, BUSINESS POLICY & STRATEGIC MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi, 2008.*
- Amita Mittal**, CASES IN STRATEGIC MANAGEMENT, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*
- Fred R. David**, STRATEGIC MANAGEMENT CONCEPT AND CASES, *PHI Learning Private Limited, New Delhi, 2008.*

**Paper XI**  
**HEALTHCARE ENVIRONMENT AND MANAGEMENT**

**Objectives:**

- To familiarise with the healthcare environment
- To understand the concepts of management with relevance to hospitals

**UNIT I**

Introduction – Theoretical frame work - Environment - Internal and External – Environmental Scanning – Economic Environment – Competitive Environment – Natural Environment – Politico Legal Environment – Socio Cultural Environment - International and Technological Environment.

**UNIT II**

A Conceptual Approach to Understanding the Health Care Systems – Evolution – Institutional Setting - Out Patient services – Medical Services – Surgical Services – Operating department – Pediatric services – Dental services – Psychiatric services – Casualty & Emergency services – Hospital Laboratory services – Anesthesia services – Obstetrics and Gynecology services – Neuro – Surgery service – Neurology services.

**UNIT III**

Overview of Health Care Sector in India – Primary care – Secondary care – Tertiary care – Rural Medical care – urban medical care – curative care – Preventive care – General & special Hospitals-Understanding the Hospital Management – Role of Medical, Nursing Staff, Paramedical and Supporting Staff - Health Policy - Population Policy - Drug Policy – Medical Education Policy

**UNIT IV**

Health Care Regulation – WHO, International Health regulations, IMA, MCI, State Medical Council Bodies, Health universities and Teaching Hospitals and other Health care Delivery Systems

**UNIT V**

Epidemiology – Aims – Principles – Descriptive, Analytical and Experimental Epidemiology - Methods - Uses

**REFERENCES**

**Seth,M.L.** MACROECONOMICS, *Lakshminarayana Agrawal, Edu, Pub. Agra. 1996*

**Peter,Z & Fredrick, B.** HEALTH ECONOMICS, *Oxford Pub., New York, 1997*

**Shanmugansundaram, Y.,** HEALTH ECONOMICS, *Oxford Pub. New York, 1997*

**Paper XII**

**HOSPITAL ARCHITECTURE, PLANNING AND MAINTENANCE**

**Objectives:**

- To understand the necessity of architecture and planning in Hospitals
- To get familiarised with the designing and maintenance of hospital systems

**UNIT I**

**Hospital as a system:** Definition of hospital – classification of hospitals – changing role of hospitals – role of hospital administrator – hospital as a system – hospital & community.

**UNIT II**

**Planning:** Principles of planning – regionalization - hospital planning team – planning process – size of the hospital – site selection – hospital architect – architect report – equipping a hospital – interiors & graphics – construction & commissioning – planning for preventing injuries – electrical safety

**UNIT III**

**Technical analysis:** Assessment of the demand and need for hospital services – factors influencing hospital utilization – bed planning – land requirements – project cost – space requirements – hospital drawings & documents-preparing project report.

**UNIT IV**

**Hospital standards and design:** Building requirement – Entrance & Ambulatory Zone – Diagnostic Zone – Intermediate Zone – Critical zone – Service Zone – Administrative zone – List of Utilities – Communication facility – Biomedical equipment - Voluntary & Mandatory standards – General standards – Mechanical standards – Electrical standards – standard for centralized medical gas system – standards for biomedical waste

**UNIT V**

**Facilities planning:** Transport – Communication – Food services – Mortuary – Information system – Minor facilities – others.

**REFERENCES**

**G.D.Kunders**, DESIGNING FOR TOTAL QUALITY IN HEALTH CARE

**Gupta S.K;SunilKant Chandra Shekhar; R Satpathy**, MODERN TRENDS IN PLANNING AND DESIGNING OF HOSPITALS

**Syed Amin Tabish**, HOSPITAL AND NURSING HOMES PLANNING, ORGANISATIONS & MANAGEMENT

**G.D.Kunders**, HOSPITALS, FACILITIES PLANNING AND MANAGEMENT

**Paper XIII**

**HEALTH CARE LAWS, ETHICS AND MEDICAL TERMINOLOGY**

**Objectives:**

- To get acquainted with the legal provision and issues related to health care
- To familiarise with the medical terminologies
- To understand the ethical issues in health care system

**UNIT I**

Laws relating to Hospital formation: Promotion-Forming society-The Companies Act-Law of Partnership-A Sample Constitution for the Hospital-The Tamil Nadu Clinics Act – Medical Ethics -

**UNIT II**

Laws relating Purchases and funding: Law of contracts-Law of Insurance-Export Import Policy-FEMA-Exemption of Income Tax for Donations-Tax Obligations: Filing Returns and Deductions at Source. Laws pertaining to Health: Central Births and Deaths Registration Act, 1969- Recent amendments – Medical Termination of Pregnancy Act, 1971 – Infant Milk Substitutes, Feeding Bottles and Infant Food Act, 1992.

**UNIT III**

Laws pertaining to Hospitals: Transplantation of Human Organs Act, 1994 – Pre-natal Diagnostic Techniques (Regulation and Prevention of Misuse) Act, 1994 – Medical Negligence – Medico Legal Case – Dying Declaration-MCI act on medical education. The Biomedical Waste (Management and Handling) Rules-Radiation Safety System.

**UNIT IV**

Medical Terminology- Glossary of medical terms: major Diseases and medical specialties-Roots, Prefixes, Suffixes, Abbreviations and symbols-Common roots: element referring to, usage and definition-Common prefixes and suffixes-Common abbreviations: departments, time, general healthcare, routes of medication and laboratory-Symbols.

**UNIT V**

Illness- Classification and description of diseases-Infection Control- Medical asepsis, Nosocomial infection and communicable diseases, Reservoir, carrier and mode of transmission- Overview of Hospital Services -Intensive care unit – Coronary care Unit – Burns, paraplegic & Malignant disease treatment – Hospital welfare services – Hospital standing services – Indian red cross society – Nursing services- Pharmacy – Medical Stores – Housekeeping – Ward Management – Central sterile supply department-Medical Records – Fatal documents – Medical Registers – Statutory records.

**REFERENCES**

**BM Sakharkar**, PRINCIPLES OF HOSPITAL ADMINISTRATION AND PLANNING – *Jaypee brothers Publications*.

**Francis CM, Mario C de Souza** ; HOSPITAL ADMINISTRATION – *Jaypee brothers Medical Publishers*

**Paper XIV**

**HOSPITAL OPERATIONS MANAGEMENT**

**Objectives:**

- To identify the important functions and its management in Hospitals
- To familiarise with the supporting services and procurement management of Hospitals

**UNIT I**

Front Office - Admission – Billing – Medical Records – Ambulatory Care- Death in Hospital – Brought-in Dead - Maintenance and Repairs Bio Medical Equipment

**UNIT II**

Clinical Services - Clinical Departments – Out patient department (OPD) – Introduction – Location – Types of patients in OPD – Facilities – Flow pattern of patients – Training and Co-ordination; Radiology – Location – Layout – X-Ray rooms – Types of X-Ray machines – Staff - USG – CT – MRI – ECG.

**UNIT III**

Supporting Services – House Keeping –Linen and Laundry, - Food Services - Central Sterile Supply Department (CSSD)

**UNIT IV**

Facility Location and Layout importance of location, factors, general steps in location selection - Types of lay outs – product, process, service facility layout-Work standards, techniques of work measurement-Work sampling, calibration of hospital equipments. Productivity measures, value addition, capacity utilization, productivity – capital operations, HR incentives calculation, applications in hospital.

**UNIT V**

Purchasing strategy process – organizing the purchasing function – financial aspects of purchasing – tactical and operational applications in purchasing, Inventory Management: valuation and accounting for inventory – physical location and control of inventory – planning and replenishment concepts – protecting inventory; Value Management, Value engineering, value analysis.

**REFERENCES**

**Madhuri Sharma**, ESSENTIALS FOR HOSPITAL SUPPORT SERVICES AND PHYSICAL INFRASTRUCTURE,

**Sakharkar BM**, PRINCIPLES OF HOSPITALS ADMINISTRATION AND PLANNING, Jaypee

**Francis CM, Mario C de Souza**, HOSPITAL ADMINISTRATION, *New Delhi, 2000*

**Prabhu KM, Sood SK**, HOSPITAL LABORATORY SERVICES ORGANIZATION AND MANAGEMENT, *Journal of Academy of Hospital Administration*, 2(@) 1990

**Paper XV**  
**PATIENT CARE MANAGEMENT**

**Objectives:**

- To understand the importance of patient care management
- To be acquainted with the disaster and safety & Security Management in Hospitals

**UNIT I**

Patient centric management-Concept of patient care, Patient-centric management, Organization of hospital departments, Roles of departments/managers in enhancing care, Patient counseling & Practical examples of patient centric management in hospitals-Patient safety and patient risk management.

**UNIT II**

Quality in patient care management-Defining quality, Systems approach towards quality, Towards a quality framework, Key theories and concepts, Models for quality improvement & Variations in practice

**UNIT III**

Patient classification systems and the role of casemix-Why do we need to classify patients, Types of patient classification systems, ICD 9 (CM, PM), Casemix classification systems, DRG, HBG, ARDRG, Casemix innovations and Patient empowering classification systems.

**UNIT IV**

Medical ethics & auditory procedures-Ethical principles, Civic rights, Consumer Protection Act, Patient complaints powers & procedures of the district forum, State and National commission, Patient appeals, Autopsy, Tort liability, Vicarious liability, Medical negligence, Central & state laws, Use of investigational drugs, Introduction/need & procedures for medical audit, Audit administration & Regulating committees-Confidentiality and professional secrecy, ethics of trust and ethics of rights – autonomy and informed consent, under trading of patient rights – universal accessibility – equity and social justice, human dignity

**UNIT V**

Disaster preparedness-Policies & procedures for general safety, fire safety procedure for evacuation, disaster plan and crisis management . Policies & procedures for maintaining medical records, e-records, legal aspects of medical records, its safety, preservation and storage.

**REFERENCES:**

**Goel S L & Kumar R.** HOSPITAL CORE SERVICES: HOSPITAL ADMINISTRATION OF THE 21<sup>ST</sup> CENTURY 2004 ed., *Deep Deep Publications Pvt Ltd: New Delhi*

**Gupta S & Kant S.** Hospital & Health Care Administration: Appraisal and Referral Treatise 1998 ed., *Jaypee, New Delhi*

**Paper XVI**

**PURCHASE MANAGEMENT AND INVENTORY CONTROL IN HOSPITALS**

**Objectives:**

- To familiarise with the concepts of procurement
- To understand stores management and inventory control system

**UNIT I**

Principles of Logistic Management: Definition of Logistics Management – Functions of Logistics Management – Principles of Purchase Management - Tendering procedures – procurement procedure -Vendor development and rating – Methods of payment – Letter of credit – Foreign currency-payments.-Import documentation.

**UNIT II**

Inventory control: Definition -objectives of Inventory Control – Types of Inventory cost – Types of Inventory Control – Pareto's law -ABC /VED / SDE Analysis – Lead Time – Buffer stock – Reorder level – Economic Order Quantity (EOQ) – Types of Inventory Control systems.

**UNIT III**

Stores Management- location and layout – Standardization, Codification and Classification of materials – Material accounting and physical distribution – Store documentation – condemnation and disposal of scrap, surplus and obsolete materials – Types of stores in a Hospital.

**UNIT IV**

Equipment Planning and Procurement: Steps in equipment selection – Utilization index – Factors leading to poor utilization of equipment- planning and procurement of spares / accessories / consumables.

**UNIT V**

Recent trends in Materials Management: Types of Materials used and stored in a Hospital – Computerization of Materials function – MIS Reports – Concept and frame work of supply chain management -concept of Just in time and Central purchasing.

**REFERENCES:**

**Mr. K S Menon**, STORES MANAGEMENT 2ed., Macmillan India Ltd.,

**Mr. Rupnarayan Bose**, AN INTRODUCTION TO DOCUMENTARY CREDITS,  
*Macmillan India Ltd*

**Mr. B S Sahay**, SUPPLY CHAIN MANAGEMENT, *Macmillan India Ltd*

**Mr. Gopalakrishnan & Sunderasan**, MATERIALS MANAGEMENT.



**Paper XVII  
HOSPITAL FACILITIES MANAGEMENT**

**Objectives:**

- To get familiarised with support service systems
- To get acquainted with hazards and its management in hospital environment

**UNIT I**

Nutrition and Dietary services – Pharmacy services – Medical Records services.

**UNIT II**

Facilities Engineering – Maintenance of Civil Assets – Electrical supply and Water supply – Medical gas pipeline – Plumbing and Sanitation – Air conditioning system – Hot water and Steam supply – Communication Systems – Biomedical engineering departments in modern hospitals.

**UNIT III**

Laundry services – House keeping services – CSSD-Energy conservation methods – AMC.

**UNIT IV**

Ambulance services – Mortuary services – Hospital security services.

**UNIT V**

Disaster management – Fire hazards – Engineering Hazards – Radiological hazards.-Outsourcing of Support services –Waste disposal and management - few case studies.

**REFERENCES:**

**G.D.Kunders**, HOSPITAL AND FACILITIES PLANNING AND DESIGN

**Jacob Kline**, HAND BOOK OF BIO-MEDICAL ENGINEERING

**Webster J.G and Albert M. Co**, CLINICAL ENGINEERING PRINCIPLES AND PRACTICES

**Antony Kelly**, MAINTENANCE PLANNING AND CONTROL

**Paper XVIII**  
**Hospital Information Systems**

**Objectives:**

- To understand the role of IT in hospital management
- To familiarise with the latest developments in technology with relevance to hospitals

**Unit I**

The Information Explosion: Information is important – Impact on society – Impact on teaching and learning – Impact on Government – Impact on Healthcare – The future of healthcare technology – The future healthcare record – Preparing for the future – Summary. The world of Informatics.

**Unit II**

The Electronic health record: Functions of the health record –Changing functions of the patients record – Advantages of the paper record – Disadvantages of the paper record – Optically scanned records – The electronic health record – Automating the paper record – Advantages of the EHR – Disadvantages of the EHR – Bedside or point-of-care systems – Human factors and the EHR – Roadblocks and challenges to EHR implementation –The future

**Unit III**

Securing the Information: Privacy and confidentiality and Law – Who owns the data? – Security – Computer crime – Role of healthcare professionals – Summary. Information Systems cycle: The information systems cycle – Analysis – Design phase – Development – Implementation – Why some projects fails?

**Unit IV**

Electronic Communications: A bit of history – Hardware and software for connecting – Methods of accessing information – World Wide Web (WEB) – Communication Technologies

**Unit V**

Telehealth– Historical perspective on telehealth – Types of Technology – Clinical initiatives – Administrative initiatives – Advantages and Barriers of telehealth – Future trends – Summary– The future of Informatics: Globalization of Information Technology – Electronic communication – Knowledge management – Genomics – Advances in public health – Speech recognition – Wireless computing – Security – Telehealth – Informatics Education – Barriers to Information Technology implementation

**REFERENCES:**

**Kathleen M.,** INFORMATICS FOR HEALTHCARE PROFESSIONAL

**James O'Brien, Tate McGraw Hill,** MANAGEMENT INFORMATION SYSTEM

**Peter Norton,** INTRODUCTION TO COMPUTER, *Tata McGraw Hill*

**TOTAL QUALITY MANAGEMENT**

**Objectives:**

- To introduce with the TQM Concepts
- To understand the importance of quality in hospital management

**UNIT I**

Quality mission, policy and objectives; concepts, evolution and determinants of quality; interpretation and process of quality audits; cost of quality and economics of quality. Concepts of quality improvement, quality assurance, business score card. Contribution of quality gurus: Shewhart, Juran, Figenbaum, Ishikawa, Deming and Taguchi; SPC, SQC, CWQC, TPM, TQC:

**UNIT II**

Definition, underlying concepts, implementation and measurement of TQM, internal customer-supplier relationship, QFD, Quality Circles, Quality improvement teams, team work and motivation in TQM implementation, training and education, role of communication in implementing TQM, policy deployment.

**UNIT III**

Processes in service organization and their control, simple seven tools of quality control; check sheet, Histogram, Scatter diagram, Process Mapping, Cause and Effect diagram, Pareto analysis, control charts and Advanced tools of quality -SQC; control charts for variables- X, Xbar, and R charts and control charts for attributes p, Np, and c charts. Acceptance sampling plan and occurrence .

**UNIT IV**

Facets of quality, quality planning, quality improvement methods, Kaizen, quality audits, dicmeal audit, accreditation, nursing care standards, Six Sigma, JIT and NABL

Introduction to ISO2000, ISO 14000, and ISO 18000.

Documentation of quality systems, quality manual, procedure manuals, work instruction manuals and records for ISO 2000.

Bench marking and Business Process Reengineering: definition, methodology and design, evaluation and analysis

**UNIT V**

**Current trends in TQM-** Quality in healthcare, Accreditation -with special emphasis on NABH Accreditation,

**REFERENCES:**

**Bester field H. Dale**, TOTAL QUALITY MANAGEMENT, *Pearson New Delhi*, 2005.

**Sridhar Bhat**, TOTAL QUALITY MANAGEMENT, *Himalaya House pub., Mumbai*, 2002

**Sundara Raju S.M.**, TOTAL QUALITY MANAGEMENT: A PRIMER, *Tata McGraw Hill*,

**Srinivasan, N.S. AND V. NARAYANA**, MANAGING QUALITY- CONCEPTS AND TASKS, *New Age International*, 1996.

**Kume, H.**, MANAGEMENT OF QUALITY, *Productivity Press*, 1996

**PUBLIC HEALTH SYSTEM AND OUTREACH PROGRAMMES**

**Objectives:**

- To understand the basic concepts and methods of epidemiology
- To get familiarised with the Emergency Epidemic Management System

**UNIT I**

Basic concepts and methods of Epidemiology and application to the variety of disease problems – Health for all and primary Health care – Clinical trails – community trails – ethical considerations – inference from epidemiological studies.

**UNIT II**

National Health Programmes related to Communicable diseases- Malaria, Filarial, Tuberculosis, Leprosy, AIDS, and STD National Health Programmes related to Non Communicable diseases – Cancer, Blindness, Diabetes, and Mental Health-Reproductive and child health programme (RCH)-Health related national programmes –Integrated Child development scheme, water supply and sanitation, minimum needs programme.

**UNIT III**

Alcoholism and drug dependency: Alcohol and alcoholism – opiod drug use – cocaine and other commonly abused drugs – nicotine addiction – setting up de-addiction and rehabilitation centers.

**UNIT IV**

Environmental and Occupational hazards – Hazards of environment and work place – Sterilizations – Autoclaves – Waste disposal management (Solids and Liquids) – Incinerators.

**UNIT V**

Emergency Epidemic Management System – Safety systems – Immunization and Isolation systems – Communication systems – Public Health Service Systems – Health and Population policy and Strategies – District Health Organization – Regionalization of health care.

**REFERENCE BOOKS:**

**Gilienfeld, FOUNDATION OF EPIDEMIOLOGY**

**Brilliant Lawrence, SMALLPOX ERADICATION IN INDIA**

**Ronald Gold et.el., PRE-TEST SELF ASSESSMENT AND REVIEW**

**PRINCIPLES OF INTERNAL MEDICINE HARRISONS Volume 2**

**(f) Procedure for admission, curriculum transaction and evaluation:**

**1. Eligibility Criteria for Admission:**

- Any Graduate with MBBS degree, Pharmacy, Dental, Nursing, Physiotherapy, Bio-Engineering, Bio-Sciences and a graduate from any of the Indian Systems of Medicine like Homeopathy, Siddha, Ayurvedha and Unani.

or

- Any other graduate with 2 years of work Experience in any hospital

The degree should be from a recognized University with pass in the stream of:

- 10 + 2 + 3 or
- 11 + 1 + 3 or
- 11 + 2 + 2 system.

**2. Fees Structure for MBA (Hospital Management)**

Fee Structure	Rs.
Registration Fee	Rs. 200
Matriculation Fee	Rs. 50
Recognition Fee (For Foreign University Degree – Rs.450)	Rs. 200
Study Material Fee	Rs. 4050
University Development fund	Rs. 1000
Tuition Fee I year	Rs. 25,000 (12,500 per semester)
Tuition Fee II year	Rs. 25000 (12,500 per semester)
Total	Rs. 55,500

**3. Evaluation:**

- Examination:** Examinations will be held twice a year in June and December.

**Question Paper Pattern**

**Time: 3 Hours Maximum Marks : 100**

Part – A (5 X 6 = 30 Marks) – Answer any Five Questions out of Eight Questions

Part – B (5 X 10 = 50 Marks) – Answer any Five Questions out of Eight Questions

Part – C (1 X 20 = 20 Marks) - A Case study (**Compulsory**)

- **Passing & Classification**

The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **50%**. Candidates securing 60% marks and above shall be placed in the **First Class**, and those who obtain marks between 50% and above but less than 60% shall be placed in **Second Class**. Students who obtain **75%** and above marks in aggregate shall be placed in the category of **‘First class with Distinction’**.

- **Project Work**

The students must submit their projects at the end of fourth semester and the **Vive-voce** examination will be conducted for the project work. The maximum marks allotted for the project Report will be **100 marks**. No Viva-voce examination will be conducted.

**(g) Laboratory and Library Resources:**

The University affiliated Medical college laboratory may be utilized for practicals. A well stacked library is operational in the DDE building exclusively for Distance learning students of Pondicherry University. Students can avail this library facility during working hours of the University.

**(h) Cost Estimation of the Programme:**

**Study Material** : **Rs. 5,00,000** (approx. for 100 students’ enrolment)

**PCP Class** : **Rs. 4,00,000** (approx. for 100 students’ enrolment)

**(i) Quality Assurance Mechanism:**

Feedback about the programme, lectures and other issues will be collected in the written format from students during Personal contact programme. The curriculum will be revised in every five years.

# **PONDICHERRY UNIVERSITY**

## **DIRECTORATE OF DISTANCE EDUCATION**



### **Programme Project Report**

#### **MBA (HUMAN RESOURCE MANAGEMENT)**

Submitted for Approval of UGC

With effect from 2018 -19 ONWARDS

**(a) Programme's Mission & Objectives:**

**Mission:** MBA degree Programme in Human Resource Management is a distinctive which seeks to enable the learners to develop the necessary skills, competencies and knowledge for an effective career in Human Resource Management.

**Objectives:** It aims to develop the learners for a professional career in HR by developing knowledge and understanding of the disciplines of HR, encouraging critical reflective thinking and developing independent personal development skills.

**(b) Relevance of the Programme with HEI's Mission and Goals:**

This Programme is designed in such a way to enable the learner to understand and acquire specialized knowledge in the area of Human Resource Management. This programme is primarily aimed at developing knowledge and understanding of the disciplines of HR, to equip the learners to meet the demand for specialists and leaders in the Industrial sectors.

**(c) Nature of Prospective target group of learners:**

The programme is offered for the candidates who aspire to acquire the knowledge and skills in the field of Human Resource Management and those who wish to get jobs in industrial sectors. Further it is auspicious for those who aspire to become HR Manager.

**(d) Learning Outcomes:**

The MBA in Human Resource Management provides learners with a contemporary focus and offers a rigorous academic programme for success in the HR profession.

**(e) Instructional Design:**

**1. Duration of the Programme:**

The course shall be of two years duration spread over four semesters. The Maximum duration to complete the course shall be 4 years.

**2. Medium**

The medium of instruction shall be English.



### **3. Instructional delivery mechanisms:**

The delivery of the programme is through conduct of Personal Contact Programme. In total 8 days **(40 Hours) PCP classes for every semester will be conducted at select centers based on the number of students enrolled for the program and the attendance is not mandatory.**

### **4. Faculty and support of Staff:**

- DDE faculty, University faculty from Management department and other college faculty will be engaged for handling classes of the first two semesters in Personal contact programme.
- Distance Education Staffs will be engaged for supporting other activities like dispatch of study materials.

### **5. Media for instruction:**

- Printed study materials will be provided for all courses and the same will be uploaded in the University Website ([pondiuni.edu.in](http://pondiuni.edu.in)).
- Students can see all information's about DDE in the University website.
- The student support services like help desk (grievances) will be solved through in person, phone, email and group sms.

### **6. Curriculum design**

## MBA (Human Resource Management)

### CURRICULUM

#### I SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBAC 1001	Management Concepts & Organisational Behaviour	100	50
2	MBAC 1002	Managerial Economics	100	50
3	MBAC 1003	Accounting for Managers	100	50
4	MBAC 1004	Business Environment and Law	100	50
5	MBAC 1005	Research Methodology	100	50

#### II SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBAC 2001	Financial Management	100	50
2	MBAC 2002	Marketing Management	100	50
3	MBAC 2003	Human Resources Management	100	50
4	MBAC 2004	Operations Research and Management	100	50
5	MBAC 2005	Strategic Management	100	50

#### III SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBHR 3001	Human Resource Development	100	50
2	MBHR 3002	Performance Management	100	50
3	MBHR 3003	Knowledge Management	100	50
4	MBHR 3004	Industrial Relations Management	100	50
5	MBHR 3005	Employee Legislation	100	50

#### IV SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBHR 4001	Organizational Development and Change	100	50
2	MBHR 4002	Human Resource Accounting	100	50
3	MBHR 4003	Compensation Management	100	50
4	MBHR 4004	Human Resource Information System	100	50
5	MBHR 4005	Global HR Practices	100	50
6	MBHR 4006	<b>Project Work</b>	100	50

**PAPER – I**  
**MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR**

Paper Code: MBAC 1001

**Objectives**

- to provide conceptual understanding of Management Concepts
- to familiarize the students with the contemporary issues in Management
- to understand and appreciate the human behaviour in organisations

**UNIT - I**

Nature of Management - Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes

**UNIT – II**

An Overview of Staffing, Directing and Controlling Functions - Organising - Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic Vs Adoptive Structures - Formal and Informal Organisation

**UNIT – III**

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types-Process - Barriers - Making Communication Effective

**UNIT – IV**

Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

**UNIT – V**

Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

**REFERENCES**

**Koontz, Weirich & Aryasri**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2004*  
**Tripathi & Reddy**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2008*  
**Laurie Mullins**, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi, 2007*  
**Meenakshi Gupta**, PRINCIPLES OF MANAGEMENT, *PHI Learning, New Delhi, 2009*  
**Fred Luthans**, ORGANISATIONAL BEHAVIOUR, *Tata McGraw-Hill, New Delhi*  
**Stephen Robbins**, ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi*  
**Ricky Griffin**, MANAGEMENT: PRINCIPLES & APPLICATIONS, *Cengage, New Delhi, 2008*

**Objectives**

- To introduce the economic concepts
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

**UNIT – I**

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

**UNIT-II**

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

**UNIT-III**

Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

**UNIT-IV**

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

**UNIT – V**

Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

**REFERENCES**

**Yogesh Maheswari**, MANAGERIAL ECONOMICS, *PHI Learning, NewDelhi, 2005*

**Gupta G.S.**, MANAGERIAL ECONOMICS, *Tata McGraw-Hill, New Delhi*

**Moyer & Harris**, MANAGERIAL ECONOMICS, *Cengage Learning, NewDelhi, 2005*

**Geetika, Ghosh & Choudhury**, , MANAGERIAL ECONOMICS, *Tata McGrawHill, NewDelhi, 2011*

**PAPER –III  
ACCOUNTING FOR MANAGERS**

**Paper code: MBAC 1003**

**Objectives**

- To acquaint the students with the fundamentals principles of Financial, Cost and Management Accounting
- To enable the students to prepare, Analyse and Interpret Financial Statements and
- To enable the students to take decisions using Management Accounting Tools.

**UNIT-I**

Book-keeping and Accounting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts –Trading, Profit and Loss Account and Balance Sheet with adjustment entries, simple problems only - Capital and Revenue Expenditure and Receipts.

**UNIT-II**

Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method - Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios – Simple problems only.

**UNIT-III**

Funds Flow Analysis – Funds From Operation, Sources and Uses of Funds, Preparation of Schedule of Changes in Working Capital and Funds Flow Statements – Uses and Limitations - Cash Flow Analysis – Cash From Operation – Preparation of Cash Flow Statement – Uses and Limitations – Distinction between Funds flow and Cash Flow – only simple problems

**UNIT-IV**

Marginal Costing - Marginal cost and Marginal costing - Importance - Break-even Analysis - Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a foreign order, Deciding sales mix.

**UNIT-V**

Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet – Standard Costing – Variance Analysis – Material Variances – Labour Variances – simple problems related to Material and Labour Variances only

**[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40 i.e., Problem Questions: 60 % & Theory Questions: 40 %]**

**REFERENCES**

**Jelsy Josheph Kuppapally**, ACCOUNTING FOR MANAGERS, *PHI, Delhi, 2010*.

**Paresh shah**, BASIC ACCOUNTING FOR MANAGERS, *Oxford, Delhi, 2007*

**Ambrish Gupta**, FINANCIAL ACCOUNTING FOR MANAGEMENT, *Pearson, Delhi, 2004*

**Narayanaswamy R**, FINANCIAL ACCOUNTING , *PHI, Delhi, 2011*

## **MBA - I Semester**

### **PAPER-IV BUSINESS ENVIRONMENT AND LAW**

**Paper Code: MBAC 1004**

#### **Objectives**

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To relate the Impact of Environment on Business in an integrated manner, and
- To give an exposure to important commercial and industrial laws

#### **UNIT – I**

Dynamics of Business and its Environment – Technological, Political, Social and Cultural Environment - Corporate Governance and Social Responsibility - Ethics in Business - Economic Systems and Management Structure - Family Management to Professionalism - Resource Base of the Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues.

#### **UNIT - II**

Infrastructure - Economic- Social, Demographic Issues, Political context - Productivity Factors, Human Elements and Issues for Improvement - Global Trends in Business and Management - MNCs - Foreign Capital and Collaboration - Trends in Indian Industry - The Capital Market Scenario.

#### **UNIT - III**

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract - Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract - Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency.

#### **UNIT - IV**

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures - Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

#### **UNIT - V**

Factory Act – Licensing and Registration of Factories, Health, Safety and Welfare measures - Industrial Disputes Act – Objects and scope of the Act, Effects of Industrial Dispute, Administration under the Act- Minimum Wages Act - Workmen Compensation Act.

#### **REFERENCES**

**Pathak,** LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, New Delhi, 2010.

**Keith-Davis & William Frederick,** BUSINESS AND SOCIETY, McGraw-Hill, Tokyo.

**M.M. Sulphey & Az-har Basheer,** LAWS FOR BUSINESS, PHI Learning Pvt. Ltd. New Delhi, 2011

**Maheswari & Maheswari,** MERCANTILE LAW. Himalaya Publishing House. Mumbai

**Rudder Dutt & Sundaram,** INDIAN ECONOMY, Vikas Publishing House, New Delhi.

**Veena Keshav Pailwar,** ECONOMIC ENVIRONMENT OF BUSINESS, PHI Learning Pvt. Ltd, New Delhi, 2010

**PAPER-V**  
**RESEARCH METHODOLOGY**

**Paper code: MBAC 1005**

**Objectives**

- To enable the students to know about the information needs of Management
- To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry and
- To introduce the Statistical Tools of Data Analysis.

**UNIT-I**

Research – Qualities of Researcher – Components of Research Problem – Various Steps in Scientific Research – Types of Research – Hypotheses Research Purposes - Research Design – Survey Research – Case Study Research.

**UNIT-II**

Data Collection – Sources of Data – Primary Data – Secondary Data - Procedure Questionnaire – Sampling methods – Merits and Demerits – Experiments – Observation method – Sampling Errors - Type-I Error & Type-II Error.

**UNIT-III**

Statistical Analysis – Introduction to Statistics – Probability Theories – Conditional Probability, Poisson Distribution, Binomial Distribution and Properties of Normal Distributions – Hypothesis Tests – One Sample Test – Two Sample Tests / Chi-Square Test, Association of Attributes - Standard deviation – Co-efficient of variations .

**UNIT-IV**

Statistical Applications – Correlation and Regression Analysis – Analysis of Variance – Partial and Multiple Correlation – Factor Analysis and Conjoint Analysis – Multifactor Evaluation – Two-Factor Evaluation Approaches.

**UNIT-V**

Research Reports – Structure and Components of Research Report – Types of Report, characteristics of Good Research Report, Pictures and Graphs, Introduction to SPSS.

**[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]**

**REFERENCES**

**Panneerselvam, R.**, RESEARCH METHODOLOGY, *Prentice Hall of India, New Delhi, 2004.*  
**Kothari CR** , RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, *New Wiley Eastern Ltd., Delhi, 2009.*

**PAPER-VI  
FINANCIAL MANAGEMENT**

**Paper code: MBAC 2001**

**Objectives**

- To know the various sources of finance
- To understand the various uses for finance and
- To familiarize oneself with the techniques used in financial management.

**UNIT-I**

Financial Management – Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon's Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall).

**UNIT-II**

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

**UNIT-III**

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.

**UNIT- IV**

Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – Irrelevance Theory – M-M hypothesis - Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour.

**UNIT-V**

Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance – Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management.

**[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]**

**REFERENCES**

**Khan MY, Jain PK**, BASIC FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi* , 2005.  
**Chandra, Prasanna.** FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi*.  
**Bhabatosh Banerjee**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi*, 2010  
**Chandra Bose D**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi*, 2010  
**Preeti Singh**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *Ane*, 2011.



**PAPER-VII  
MARKETING MANAGEMENT**

**Paper Code: MBAC 2002**

**Objectives**

- To familiarize with the basic concepts, and techniques of marketing management
- To understand the behaviour of consumers
- To create awareness of marketing mix elements, and
- To analyse and solve marketing problems in the complex and fast changing business environment.

**UNIT-I**

Introduction to Marketing and Marketing Management, Marketing Concepts - Marketing Process  
Marketing mix - Marketing environment - Consumer Markets and buying behaviour - Market segmentation and targeting and positioning.

**UNIT-II**

Product Decisions - concept of a Product - Product mix decisions - Brand Decision - New Product Development – Sources of New Product idea - Steps in Product Development - Product Life Cycle strategies- Stages in Product Life Cycle,

**UNIT-III**

Price Decisions - Pricing objectives - Pricing policies and constraints - Different pricing method - New product pricing, Product Mix pricing strategies and Price adjustment strategy.

**UNIT-IV**

Channel Decision - Nature of Marketing Channels – Types of Channel flows - Channel functions - Functions of Distribution Channel – Structure and Design of Marketing Channels - Channel co-operation, conflict and competition – Retailers and wholesalers.

**UNIT - V**

Promotion Decision - Promotion mix - Advertising Decision, Advertising objectives - Advertising and Sales Promotion – Developing Advertising Programme – Role of Media in Advertising - Advertisement effectiveness - Sales force Decision.

**REFERENCE**

**K.S. Chandrasekar**, MARKETING MANAGEMENT TEXT AND CASES, *Tata McGraw-Hill Publication, New Delhi.2010*

**Govindarajan**, MARKETING MANAGEMENT CONCEPTS, CASES, CHALLENGES AND TRENDS, *Prentice Hall of India, New Delhi. 2009*

**Philip Kotler**, MARKETING MANAGEMENT- ANALYSIS PLANNING AND CONTROL, *Prentice Hall of India, New Delhi,*

**Ramaswamy. V S & Namakumari. S**, MARKETING MANAGEMENT-PLANNING IMPLEMENTATION AND CONTROL, *Macmillan Business Books, New Delhi, 2002,*

**PAPER – VIII  
HUMAN RESOURCES MANAGEMENT**

**Paper Code: MBAC 2003**

**Objectives**

- To understand and appreciate the importance of the human resources vis-a-vis other resources of the organisation
- To familiarize the students with methods and techniques of HRM
- To equip them with the application of the HRM tools in real world business situations.

**UNIT-I**

Human Resources Management - Context and Concept of People Management in a Systems Perspective - Organisation and Functions of the HR and Personnel Department - HR Structure and Strategy; Role of Government and Personnel Environment including MNCs.

**UNIT – II**

Recruitment and Selection - Human Resource Information System [HRIS] - Manpower Planning - Selection – Induction & Orientation - Performance and Potential Appraisal - Coaching and Mentoring - HRM issues and practices in the context of Outsourcing as a strategy

**UNIT-III**

Human Resources Development –Training and Development Methods - Design & Evaluation of T&D Programmes - Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - Retirement and Other Separation Processes.

**UNIT-IV**

Financial Compensation- -Productivity and Morale - Principal Compensation Issues & Management - Job Evaluation - Productivity, Employee Morale and Motivation - Stress Management - Quality of Work Life.

**UNIT – V**

Building Relationships – Facilitating Legislative Framework - Trade Unions - Managing Conflicts - Disciplinary Process - Collective Bargaining - Workers Participation in Management - Concept, Mechanisms and Experiences.

**REFERENCES**

**Venkata Ratnam C. S. & Srivatsava B. K.**, PERSONNEL MANAGEMENT AND HUMAN RESOURCES, *Tata Mc-Graw Hill, NewDelhi,*,

**Aswathappa**, HUMAN RESOURCE MANGEMENT, *Tata McGraw Hill, NewDelhi, 2010*

**Garry Dessler & Varkkey**, HUMAN RESOURCE MANAGEMENT, *Pearson, New Delhi, 2009*

**Alan Price**, HUMAN RESOURCE MANAGEMENT, *Cengage Learning, NewDelhi, 2007*

**Pravin Durai**, HUMAN RESOURCE MANGEMENT, *Pearson, New Delhi, 2010*

**Snell, Bohlander & Vohra**, HUMAN RESOURCES MANAGEMENT, *Cengage, NewDelhi, 2010*

**PAPER – IX  
OPERATIONS RESEARCH AND MANAGEMENT**

**Paper Code: MBAC 2004**

**Objectives**

- To familiarize the Operations Management concepts
- To introduce various optimization techniques with managerial perspective
- To facilitate the use of Operations Research techniques in managerial decisions.

**UNIT –I**

Introduction to Operations Management - Process Planning - Plant Location - Plant Lay out - Introduction to Production Planning.

**UNIT –II**

Stages of Development of Operations Research- Applications of Operations Research- Limitations of Operations Research- Introduction to Linear Programming- Graphical Method- Simplex Method - Duality.

**UNIT-III**

Transportation Problem- Assignment Problem - Inventory Control - Introduction to Inventory Management - Basic Deterministic Models - Purchase Models - Manufacturing Models with and without Shortages.

**UNIT-IV**

Shortest Path Problem - Minimum Spanning Tree Problem - CPM/PERT - Crashing of a Project Network.

**UNIT- V**

Game Theory- Two Person Zero-sum Games -Graphical Solution of (2 x n) and (m x 2) Games - LP Approach to Game Theory - Goal programming - Formulations - Introduction to Queuing Theory - Basic Waiting Line Models: (M/M/1):(GD/a/a), (M/M/C):GD/a/a).

**[Note: Distribution of Questions between Problems and Theory of this paper must be 60: 40 i.e, Problem Questions: 60 % & Theory Questions : 40 % ]**

**REFERENCES**

**Kanishka Bedi**, PRODUCTION & OPERATIONS MANAGEMENT, *Oxford, NewDelhi, 2007*

**Panneerselvam, R**, OPERATIONS RESEARCH, *Prentice-Hall of India, New Delhi, 2002.*

**G.Srinivasan**, OPERATIONS RESEARCH, *PHI Learning, NewDelhi,2010*

**Tulsian & Pandey**, QUANTITATIVE TECHNIQUES, *Pearson, NewDelhi, 2002*

**Vohra**, QUANTATIVE TECHNIQUES IN MANAGEMENT, *Tata McGrawHill, NewDelhi, 2010*

**PAPER-X  
STRATEGIC MANAGEMENT**

**Paper Code: MBAC 2005**

**Objectives**

- Integrating the knowledge gained in functional areas of management
- helping the students to learn about the process of strategic management, and
- helping the students to learn about strategy formulation and implementation

**UNIT-I**

Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies

**UNIT-II**

Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis

**UNIT-III**

Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice; Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Benchmarking, Service blue printing

**UNIT-IV**

Functional Strategies: Marketing, production/operations and R&D plans and policies- Personnel and financial plans and policies.

**UNIT-V**

Strategy Implementation - Inter - relationship between formulation and implementation - Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change - Strategy Evaluation- Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

**REFERENCES**

**Azhar Kazmi**, STRATEGIC MANAGEMENT & BUSINESS POLICY, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

**Vipin Gupta, Kamala Gollakota & Srinivasan**, BUSINESS POLICY & STRATEGIC MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi, 2008.*

**Amita Mittal**, CASES IN STRATEGIC MANAGEMENT, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

**Fred R. David**, STRATEGIC MANAGEMENT CONCEPT AND CASES, *PHI Learning Private Limited, New Delhi, 2008.*

**PAPER – XI**  
**HUMAN RESOURCE DEVELOPMENT**

**Course Code: 39**

**Paper Code: MBHR 3001**

**Objectives:**

- To understand the evolution and functions of HRD
- To identify the content, process and the outcomes of HRD applications
- To evaluate and understand diversity issues and their impact on organizations

**UNIT I**

Human Resource Development – Evolution of HRD - Relationship with HRM - Human Resource Development Functions - Roles and Competencies of HRD Professionals - Challenges to Organization and HRD professionals – Employee Behaviour – External and Internal Influence – Motivation as Internal Influence – Learning and HRD – Learning Strategies and Styles

**UNIT II**

Frame work of Human Resource Development - HRD Processes - Assessing HRD Needs - HRD Model - Designing Effective HRD Program - HRD Interventions- Creating HRD Programs - Implementing HRD programs - Training Methods - Self Paced/Computer Based/ Company Sponsored Training - On-the-Job and Off-the-Job - Brain Storming - Case Studies - Role Plays - Simulations - T-Groups - Transactional Analysis.

**UNIT III**

Evaluating HRD programs - Models and Frame Work of Evaluation - Assessing the Impact of HRD Programs - Human Resource Development Applications - Fundamental Concepts of Socialization - Realistic Job Review - Career Management and Development.

**UNIT IV**

Management Development - Employee counseling and wellness services – Counseling as an HRD Activity - Counseling Programs - Issues in Employee Counseling - Employee Wellness and Health Promotion Programs - Organizational Strategies Based on Human Resources.

**UNIT V**

Work Force Reduction, Realignment and Retention - HR Performance and Bench Marking - Impact of Globalization on HRD- Diversity of Work Force - HRD programs for diverse employees - Expatriate & Repatriate support and development.

**REFERENCES**

**Werner & Desimone**, HUMAN RESOURCE DEVELOPMENT, *Cengage Learning*, 2006  
**William E. Blank**, HANDBOOK FOR DEVELOPING COMPETENCY BASED TRAINING PROGRAMMES, *Prentice-Hall, New Jersey*, 1982.  
**Uday Kumar Haldar**, HUMAN RESOURCE DEVELOPMENT, *Oxford University Press*, 2009  
**Srinivas Kandula**, STRATEGIC HUMAN RESOURCE DEVELOPMNET, *PHI Learning*, 2001

**PAPER – XII**  
**PERFORMANCE MANAGEMENT**

**Course Code: 39**

**Paper Code: MBHR 3002**

**Objectives:**

- To understand the importance of employee performance to achieve the organisational goals
- To identify the process of performance management applications.

**UNIT-I**

Quality Performance Management - Concept - Dimensions - Facilitating Organisations for Performance - Organizational Dynamics and Employee Performance – Job Analysis

**UNIT-II**

Work Place and Its Improvement Through 5S - Modern Management Techniques and Management of Employee Performance - Team Building - Concept, Culture, Methods, Effectiveness & Empowerment Problems - Potential and Perspectives.

**UNIT-III**

Organizational Structure and Employee Motivation and Morale - Contemporary Thinking on Employment Practices and Work Schedules - Related Performance Appraisal Systems – Reward Based – Team Based – Competency Based- Leadership Based -Quality Circle - Features - Process.

**UNIT-IV**

Industrial Restructuring - Reward System and Employee Productivity - Performance Counseling – Performance Evaluation & Monitoring – Methods of Performance Evaluation -Performance Management in Multi National Corporations.

**UNIT-V**

Indian and Western Thoughts - Performance Management in the perspective of Indian Ethos – Ethical Issues and Dilemmas in Performance Management.

**REFERENCES**

**Srinivas Kandula**, PERFORMANCE MANAGEMENT, *Prentice Hall India, NewDelhi, 2006*

**Dewakar Goel**, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, *Prentice Hall India, NewDelhi, 2008*

**Robert Cardy**, PERFORMANCE MANAGEMENT, *Prentice Hall India, NewDelhi, 2004*

**S.K. Chakravarthy**, MANAGERIAL EFFECTIVENESS AND QUALITY OF WORK LIFE - INDIAN INSIGHTS, *Tata-McGraw Hill , New Delhi*

**PAPER – XIII  
KNOWLEDGE MANAGEMENT**

**Course Code: 39**

**Paper Code: MBHR 3003**

**Objectives:**

- To familiarise the concepts of Knowledge Management.
- To understand the challenges of Knowledge Based Organisations and the HR mechanisms to manage them effectively.
- To identify the importance of the values of autonomy and accountability in Knowledge based organisations.

**UNIT-I**

Introduction to Knowledge Management - Knowledge Society - Types of Knowledge - An Introduction to life in organizations - Concept and Characteristics of KBOs - Dimensions of HRM in KBOs - New Role and Challenges for HRM in the KBOs.

**UNIT-II**

Managing Knowledge for organizational effectiveness - Process and Methods- Concept of Intellectual Capital and Learning Orientation in the Organizations - Knowledge and Role related issues - Performance Appraisal in a KBO - Intellectual Property Rights (IPR).

**UNIT-III**

Managing Knowledge and Personnel & Organizational Health - Rewarding Knowledge - Management of Retention.

**UNIT-IV**

ICTs in KBOs - HRIS for KBOs - Concept, Mechanisms, and Software Orientation - Performance Management – Mechanisms.

**UNIT-V**

Technologies to Manage Knowledge – Artificial Intelligence – Digital Libraries – Repositories – Knowledge Discovery – Creating Systems that Utilize Knowledge - Knowledge Process Outsourcing - Innovation Clusters.

**REFERENCES**

**Frances Horibe**, MANAGING KNOWLEDGE WORKERS, *John Wiley & Sons*

**Ganesh Natarajan and Sandhya Shekhar**, KNOWLEDGE MANAGEMENT - ENABLING BUSINESS GROWTH, *Tata McGrawHill, New Delhi*

**Fernandez & Leidner**, KNOWLEDGE MANAGEMENT, *PHI Learning, New Delhi, 2008*

**Mruthyunjaya**, KNOWLEDGE MANAGEMENT, *PHI Learning, New Delhi, 2011*

**MBA (HRM) -III Semester**

**PAPER - XIV  
INDUSTRIAL RELATIONS MANAGEMENT**

**Course Code: 39**

**Paper Code: MBHR 3004**

**Objectives:**

- To provide exposure of theories, techniques and approaches to manage Industrial Relations.
- To understand the importance of labour administration and Constitutional Provisions.

**UNIT-I**

Introduction - Concept and Determinants of Industrial Relations - Industrial Relations in India - Managing IR Changes - IR and Productivity - Technology and IR -Effective Communication Systems and IR Management - Indian Culture & IR.

**UNIT-II**

Trade Unions - Purpose, Functions and Structure of Trade Unions - Trade Union Legislation - Multiplicity of Trade Unions - Conflict Resolutions - Industrial Relations - Welfare and Productivity - Social Responsibility of Trade Unions - IR Management and Management of Trade Unions.

**UNIT-III**

Employee Counseling - Types - Methods - Problems - Consultative Bodies (Bipartite, Tripartite) - IR Strategies - Workers Development and Participation.

**UNIT-IV**

Discipline and Grievance Redressal Machinery - Purposes and Procedures of Disciplinary Action - Grievance Redressal Procedures - Conciliation - Arbitration and Adjudication - Collective Bargaining - The Bargaining Process - Strengths and Skills.

**UNIT-V**

Labor Administration - ILO, ILC and Indian Constitutional Provisions in Relation to Labor Administration - Central Machinery of Labor Administration - Labor Administration at the State, District and Local Levels - Contemporary Trends and Future of Industrial Relations in India.

**REFERENCES**

**Arun Monappa**, INDUSTRIAL RELATIONS, *Tata Mc-Graw Hill, New Delhi*

**Pramod Verma**, MANAGEMENT OF INDUSTRIAL RELATIONS – READING AND CASES, *Oxford University Press, New Delhi*

**Sivarethinamohan**, INDUSTRIAL RELATIONS AND LABOUR WELFARE, *PHI Learning, New Delhi, 2010*



**PAPER - XV  
EMPLOYEE LEGISLATION**

**Course Code: 39**

**Paper Code: MBHR 3005**

**Objectives:**

- To enable the students to familiarise the legal frame work governing the Human Resources within which the industries function
- To make the students understand the importance and ideology of legal structure prevailing in India

**UNIT -I**

Introduction to the Historical Dimensions of Labor & Employee Legislation in India - Labor Protection & Welfare - Social Security & Social Justice - System of Economic Governance - Principles of Labour Legislation – Labour and the Constitution

**UNIT -II**

Factories Act 1948 – Maternity Act 1961 - Contract Labour Act 1970 – The Shops and Establishment Act 1947 – The Trade Union Act 1926 – The Industrial Disputes Act 1947.

**UNIT -III**

Payment of Wages Act 1936 – Payment of Bonus Act 1965 – Payment of Gratuity Act 1972.

**UNIT -IV**

The Role of Human Capital – Organised and Unorganised Labour – Unorganised Labour Act - Workmen's Compensation Act – The Employees Pension Scheme.

**UNIT –V**

Quality of Life of Workers - Governance of Enterprises – Views on the Role of Labor Legislation - Gender Dimensions of Labor Laws – Pros and Cons of Legal System

**References**

**P.L. Malik**, INDUSTRIAL LAW, *Eastern Book Company, New Delhi, 2011*

**C.S. Venkata Ratnam**, GLOBALIZATION AND LABOUR-MANAGEMENT RELATIONS - DYNAMICS OF CHANGE, *Response Books, 2001*

**Biswajeet Pattanayak**, HUMAN RESOURCE MANAGEMENT, *PHI Learning, New Delhi*

**Vipin Gupta Et al** , CREATING PERFORMING ORGANIZATIONS: INTERNATIONAL PERSPECTIVES FOR INDIAN MANAGEMENT, *Response Books*

**MBA (HRM) - IV Semester**

**PAPER – XVI  
ORGANIZATIONAL DEVELOPMENT AND CHANGE**

**Course Code: 39**

**Paper Code: MBHR 4001**

**Objectives:**

- To emphasise and understand the necessity for change
- To understand the resistance to change and the process of change
- To familiarise the concepts and techniques of OD

**UNIT-I**

Change - Stimulating Forces - Change Agents - Planned Change - Unplanned Change – Models of Organisational Change - Lewin's Three Step Model.

**UNIT-II**

Resistance to Change - Individual Factors - Organisational Factors – Techniques to Overcome Change.

**UNIT-III**

Change Programs – Effectiveness of Change Programs - Change Process - Job Redesign - Socio-Technical Systems.

**UNIT-IV**

OD - Basic Values - Phases of OD - Entry - Contracting - Diagnosis – Feedback - Change Plan - Intervention - Evaluation - Termination.

**UNIT-V**

OD Interventions - Human Process Interventions - Structure and Technological Interventions - Strategy Interventions - Sensitivity Training - Survey Feedback - Process Consultation - Team Building - Inter-group Development - Innovations - Learning Organisations.

**REFERENCES**

**Kondalkar**, ORGANIZATION EFFECTIVENESS AND CHANGE MANAGEMENT, *PHI Learning, New Delhi, 2009*

**French & Bell**, ORGANISATIONAL DEVELOPMENT, *McGraw-Hill*.

**Dipak Bhattacharyya**, ORGANIZATIONAL CHANGE AND DEVELOPMENT, *Oxford University Press, New Delhi, 2011*

**PAPER - XVII**  
**HUMAN RESOURCE ACCOUNTING**

**Course Code: 39**

**Paper Code: MBHR 4002**

**Objectives:**

- To understand the values of Human Resources in Organisations
- To familiarise the process and approaches of Human Resources Accounting

**UNIT -I**

Meaning & Definition of HRA – Importance - Development of the Concept – History of Score Card - HRA for Managers & HR Professionals - Investment in Human Resources –Quality of Work Force and Organizations’ Performance - Efficient use of Human Resources – Modern Market Investment Theory - Enumerating the Assets- Calculating the Market Value of Assets – Illiquid and Non- Marketable Assets – Human Capital.

**UNIT -II**

Human Resource Planning – Human Capital Investment – Expenditure Vs Productivity – Training – Human Capital & Productivity - Human Resource Accounting – Measurement of Human Value addition into Money Value – Objectives of Human Resources Accounting – Approaches to Human Resource Accounting.

**UNIT -III**

Investment Approach – Investment in Human Resources - HR Value – Concepts, Methods & Mechanisms - Recruiting and Training Costs – Depreciation –Rates of Return – Organization Behavior Vs Turnover – Non Value Adds in the Management of Human Resources, Measures and Prevention - Organization Climate Approach – Improvement Determination of Changes in Human Resource Variables – Increased Costs, Cost Reduction and Future Performance.

**UNIT -IV**

HR Accounting – Design, Preparation & Implementation - Responsibility Accounting and Management Control - Management Control Structure and Process - Design of HR Accounting Process & Procedures for each of the HR Sub-system including Recruitment, induction, Performance Appraisal and Training - Classification of Costs in HR Accounting – Behavioral Aspects of Management Control – Social Control.

**UNIT -V**

HR Auditing and Accounting – HRA Software - HRA Oriented Reporting Processes Including P & L Accounts & Balance Sheet - Experiences and Extrapolations on HRA.

**References**

**Eric G. Flamholtz** ,HUMAN RESOURCE ACCOUNTING, *Springer*  
**Jac Fitz-enz**, HOW TO MEASURE HUMAN RESOURCE MANAGEMENT, *McGraw Hill*  
**Rakesh Chandra Katiyar** ,ACCOUNTING FOR HUMAN RESOURCES , *UK Publishing*  
**M. Saeed, D.K. Kulshreshtha** , HUMAN RESOURCE ACCOUNTING, *Anmol Publications.*  
**D. Prabakara Rao**, HUMAN RESOURCE ACCOUNTING , *Inter India Publications.*

**MBA (HRM) -IV Semester**

**PAPER – XVIII  
COMPENSATION MANAGEMENT**

**Course Code: 39**

**Paper Code: MBHR 4003**

**Objectives:**

- To understand the various dimensions of Compensation Management.
- To familiarise the role of various bodies involved in Compensation Management.

**UNIT-I**

Compensation - Definition - Compensation Responsibilities – Compensation System Design Issues – Compensation Philosophies – Compensation Approaches

**UNIT-II**

Compensation Classification - Types - Incentives - Fringe Benefits - Strategic Compensation Planning – Determining Compensation – The wage Mix – Development of Base Pay Systems – The Wage Curve – Pay Grades – Salary Matrix – Compensation as a Retention Strategy.

**UNIT-III**

Theories of Wages - Wage Structure - Wage Fixation - Wage Payment - Salary Administration - Executive Compensation – Incentive Plans – Team Compensation – Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs – Compensation Management in Multi-National organisations.

**UNIT-IV**

Methods of Rewarding of Sales Personnel - Pay - Commission - Pay and Commission - Performance Based Pay Systems - Incentives - Executive Compensation Plan and Packages - Perceptions of Pay Fairness – Legal Constraints on Pay Systems.

**UNIT-V**

Wage Boards - Pay Commissions - Employee Benefits – Benefits Need Analysis – Funding Benefits – Benchmarking Benefit Schemes - Employee Benefit Programmes – Security Benefits – Creating a Work Life Setting – Designing Benefit Packages

**REFERENCES**

**Dewakar Goel**, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, *PHI Learning, New Delhi, 2008*

**Richard.I. Henderson**, COMPENSATION MANAGEMENT IN A KNOWLEDGE BASED WORLD, *Prentice Hall India, New Delhi.*

**Richard Thrope & Gill Homen**, STRATEGIC REWARD SYSTEMS, *Prentice Hall India, New Delhi.*

**Michael Armstrong & Helen Murlis**, HAND BOOK OF REWARD MANAGEMENT, *Crust Publishing House.*

## **MBA (HRM) -IV Semester**

### **PAPER - XIX HUMAN RESOURCE INFORMATION SYSTEM**

**Course Code: 39**

**Paper Code: MBHR 4004**

#### **Objectives:**

- To understand the concept of Human Resource Information Systems
- To familiarise the applications of HRIS in Organisations

#### **UNIT -I**

Data & Information needs for HR Manager - Sources of Data - Role of IT in HRM - IT for HR Managers - Concept, Structure, & Mechanisms of HRIS - Programming Dimensions & HR Manager - Survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output & screens] - EHRM - Objectives - Advantages & Disadvantages.

#### **UNIT -II**

Data Management for HRIS - Data Formats - Entry Procedure & Process - Data Storage & Retrieval - Transaction Processing - Office Automation - Information Processing & Control Functions - Design of HRIS - Relevance of Decision Making Concepts for Information System Design - HRM Needs Analysis – Concept & Mechanisms - Standard Software and Customized Software - HRIS : An Investment.

#### **UNIT -III**

HR Management Process & HRIS - Modules on HR Planning, Recruitment, Selection, Placement - Module on Performance Appraisal System - Training & Development Module - Module on Pay & other Related Dimensions - Information System's support for Planning & Control.

#### **UNIT -IV**

HR Management Process II & HRIS - Organization Structure & Related Management Processes - Authority & Responsibility Flows - Communication Process - Organization Culture and Power – Data Capturing for Monitoring & Review - Behavioral Patterns of HR - Other Managers and their Place in Information Processing for Decision Making.

#### **UNIT -V**

Security, Size & Style of Organizations & HRIS - Security of Data and Operations of HRIS Modules - Common Problems during IT Adoption Efforts and Processes to Overcome - Orientation & Training Modules for HR & other Functionaries – Detailed Analytical Framework - Opportunities for combination of HRM & ITES Personnel - HRIS & Employee Legislation - An Integrated View of HRIS.

#### **References**

**Michael Armstrong**, A Handbook of Human Resource Management Practice, *Kogan Page*  
**Gueutal & Stone**, The Brave New World of her, *Jossey-Bass, 2005*  
**Monk & Wagner**, CONCEPTS IN ENTERPRISE RESOURCE PLANNING, *Thomson. 2006*.

## **MBA (HRM) -IV Semester**

### **PAPER - XX GLOBAL HR PRACTICES**

**Course Code: 39**

**Paper Code: MBHR 4005**

#### **Objectives:**

- To understand the concepts of globalization in HR Perspective
- To familiarize the key aspects and contemporary issues to the students
- To understand the developments in global HR practices and its challenges

#### **UNIT -I**

Introduction - Growth of International Business and Globalization - Operational Objectives and Means of Globalization in HR Perspective - Use of Balanced Score Card - Choosing an International Competitive Strategy - Forms of Operations.

#### **UNIT -II**

HR Challenges & Opportunities - National Differences Facing Operations – Domestic & MNC Perspectives - Linkages among Countries - Governance of Operations - Individual and Company Concerns – Multi cultural orientation to employees – Research and documentation Orientation in Global organizations - Ethical and Socially Responsible Behavior - Careers in International Business

#### **UNIT -III**

HR Policies and Operations in a Global Setting - Distinctive Features of HR Functions -Planning, Organizing, Directing & Control - Operations - Manpower Planning to Separations in a Global Set-up - Staffing - Skill & Knowledge Development - Incentives & Compensation Package - Motivational Systems – Reporting Relationships – Performance Appraisal Systems – Employee Empowerment – Value systems – Shared Corporate Culture and Grievance Handling – Reactive & Proactive Mechanisms

#### **UNIT -IV**

Change Management Model - Appreciating Change - Industry Analysis - Business Models - Mobilizing Support - Executing Change - Building Change Capability - Leadership and Change – Diversity as Enhancer of Learning and Effectiveness Within Groups and Organizations – HR to Develop Global Organisational Learning Systems.

#### **UNIT -V**

Quality Performance in Knowledge Based Organizations - Technology – Behavioral & Technical - Universal Quality Standards & HRM – Eastern Management Thought for Global Management - Commitment, Quality, and Stress Free Work Life.

#### **REFERENCES**

**Punnett Betty Jane**, INTERNATIONAL PERSPECTIVES ON ORGANIZATIONAL BEHAVIOR AND HUMAN RESOURCE MANAGEMENT, *M.E. Sharpe, 2009*  
**Monir Tayeb**, INTERNATIONAL HRM, *Oxford University Press, 2005*  
**Dowling & Welch**, INTERNATIONAL HRM: MANAGING PEOPLE IN MULTINATIONAL CONTEXT, *Cengage Learning, NewDelhi, 1999*

**(f) Procedure for admission, curriculum transaction and evaluation:**

**1. Eligibility Criteria for Admission:**

The Student should possess any Degree from a recognized University with a pass in any of the following streams:

- 10 + 2 + 3 (or)
- 11 + 1 + 3 (or)
- 11 + 2 + 2 system.

**2. Fees Structure for MBA (HRM)**

Fee Structure	Rs.
Registration Fee	200
Matriculation Fee	25
Recognition Fee (For Foreign University Degree – Rs.450)	200
Study Material Fee	3,500
University Development fund	1,000
Tuition Fee I year	Rs. 10,000 (5,000 per semester)
Tuition Fee II year	Rs. 10,000 (5,000 per semester)
<b>Total</b>	<b>24,925</b>

**3. Evaluation:**

- **Examination:** Examinations will be held twice a year in December and June.
- **Question Paper Pattern: Maximum Marks: 100 Time: 3 Hours**

Part – A (5 X 6 = 30 Marks) – Answer any Five Questions out of Eight Questions

Part – B (5 X 10 = 50 Marks) – Answer any Five Questions out of Eight Questions

Part – C (1 X 20 = 20 Marks) - One Case study (**Compulsory**)

- **Passing & Classification:** The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **50%**. Candidates securing 60% marks and above shall be placed in the **First Class**, and those who obtain marks between 50% and above but less than 60% shall be placed in the **Second Class**. Students' who obtain **75%** and above marks in aggregate shall be placed in the category of '**First class with Distinction**'.
- **Project Work:** The students must submit their projects at the end of fourth semester and the Vive-voce examination will be conducted for the project work. The maximum marks allotted for the project Report will be **100 marks**. No Viva-voce examination will be conducted.

**(g) Library Resources:**

A well stacked library is operational in the DDE building exclusively for Distance learning students of Pondicherry University. Students can avail this library facility during working hours of the University.

**(h) Cost Estimation of the Programme:**

**Study Material : Rs. 5,00,000 (approx. for 100 students' enrolment)**

**PCP Class : Rs. 1,00,000 (approx. for 100 students' enrolment)**

**(i) Quality Assurance Mechanism:**

Feedback about the programme, lectures and other issues will be collected in the written format from students during Personal contact programme. The curriculum will be revised in every five years.



**PONDICHERRY UNIVERSITY**  
**DIRECTORATE OF DISTANCE EDUCATION**



**MBA (INTERNATIONAL BUSINESS)**  
**PROJECT PROPOSAL REPORT**

Submitted for Approval of UGC  
With effect from 2018-19 ONWARDS

## **MBA- International Business**

### **(a) Mission and objectives of this Program:**

Mission of this programme is to support business organizations in India and other developing countries by enriching the best practices in international business. It shall seek to do this by preparing risk-taking leader-managers who will pioneer emerging global business operations and set new benchmarks.

#### **Objectives**

- To provide a congenial learning environment to potential aspirants for pursuing careers in internationally focused management practices.
- To enhance knowledge through innovative teaching and research, conceptual and applied, relevant to international business, and to disseminate such knowledge through budding leader-managers and research publications on contemporary issues in international business.
- To develop the decision-making skills and international business competence of practicing managers and assist MNCs to solve their multi-dimensional global business problems by extending consultancy services.
- To associate with other institutions in India and abroad with a view to further promoting management education in international business

### **(b) Relevance of the program:**

In response to the changes that are taking place on the face of the world business scenario and the needs of the industry at national and international level it is immensely necessary to shape management education with international orientation by generating new leading edge knowledge and preparing upright, dependable, socially sensitive leader-managers committed to engaging in the progress of mankind.

### **(c) Targeted Group of Learners:**

Target group for this programme comprises of entrepreneurs, high-level management executives and decision - makers with some executive experience who wish to qualify for higher management levels and for coping with international challenges.

**(d) Appropriateness of programme to be conducted through Open and Distance Learning mode:**

As most of our target groups are working group, it will be difficult for them to attend regular mode of teaching. Therefore, it will be most suitable to provide them education under Distance Learning mode.

**(e) Instructional Design:** Initially curriculum and detail syllabi were designed by our internal Faculty members and which is reviewed by external experts. After thorough review it was placed in Board of Studies, subsequently it was approved by Academic Council. Duration of the course which is 2 years is also approved by the Board Studies and Academic Council. Instructional design, online delivery of material, student support system were also discussed and approved by Board of Studies and subsequently by Academic Council.

**(f) Procedure of Admission:** Admission offered twice in a year, i.e. January (calendar year) and June (academic year).

**Eligibility Criteria for Admission**

The Student should possess any Degree from a recognized University with a pass in any of the following streams:

- 10 + 2 + 3 (or)
- 11 + 1 + 3 (or)
- 11 + 2 + 2 system.

**Duration of the Course**

The course shall be of two years duration spread over four semesters. The Maximum duration to complete the course shall be 4 years.

**Medium**

The medium of instruction shall be English.

**Personal conduct Programme (PCP)**

**PCP** classes will be conducted at select centers based on the number of students enrolled for the program. The attendance is optional to PCP Classes.

**(COURSE STRUCTURE)**

<b>FIRST YEAR (Common to all MBA Programme)</b>			
<b>Semester – I</b>		<b>Semester - II</b>	
<b>Paper code</b>	<b>Paper Title</b>	<b>Paper code</b>	<b>Paper Title</b>
MBAC1001	Management Concepts & Organisational Behaviour	MBAC2001	Financial Management
MBAC1002	Managerial Economics	MBAC2002	Marketing Management
MBAC1003	Accounting for Managers	MBAC2003	Human Resource Management
MBAC1004	Business Environment & Law	MBAC2004	Operations Research and Management
MBAC1005	Research Methodology	MBAC2005	Strategic Management
<b>SECOND YEAR</b>			
<b>Semester – III</b>			<b>Semester - IV</b>
<b>Paper code</b>	<b>Paper Title</b>	<b>Paper code</b>	<b>Paper Title</b>
MBIB 3001	International Business Environment	MBIB 4001	Global Financial Markets & Instruments
MBIB 3002	Management of Multinational Corporation	MBIB 4002	Foreign Trade Policy
MBIB 3003	International Business Law	MBIB 4003	Cross Cultural Business Management
MBIB 3004	Global Marketing Management	MBIB 4004	International Logistics Management
MBIB 3005	EXIM Financing and Documentation	MBIB 4005	Forex Management & Currency Derivatives
		MBIB 4006	Project Work

**Question Paper Pattern**

**Maximum Marks:** 100 **Times:** 3 Hours

Part – A (5 X 6 = 30 Marks) – Answer any Five Questions out of Eight Questions

Part – B (5 X 10 = 50 Marks) – Answer any Five Questions out of Eight Questions

Part – C (1 X 20 = 20 Marks) - One Case study (**Compulsory**)

**Passing & Classification**

The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **50%**. Candidates securing 60% marks and above shall be placed in the **First Class**, and those who obtain marks between 50% and above but less than 60% shall be placed in the **Second Class**. Students who obtain **75%** and above marks in aggregate shall be placed in the category of '**First class with Distinction**'.

### **Project Work**

The students must submit their projects at the end of fourth semester. The maximum marks allotted for the project Report will be **100 marks**.

### **Fee Structure:**

<b>Sl.No.</b>	<b>Fee Particulars</b>	<b>Rs.</b>
1	Registration & Processing Fee	200
2	Matriculation Fee	25
3	University Development Fund	1,000
4	Recognition Fee	200
5	Study Material & Handling Charges	3,500
6	Tuition Fee	20,000
<b>Total</b>		<b>24,925</b>

**(g) Requirement of the Laboratory Support and Library Resources:** In existing courses there are no practical components. However, there is well stacked Library for the students who can refer during University working hours.

### **(h) Cost estimation of the programme and the provisions:**

(i) Study material Cost Rs. 500,000/ (approx.)

(ii) PCP classes Cost Rs. 100,000/ (approx.)

DDE is having sufficient fund for running the programme.

**(i) Quality assurance mechanism and expected programme outcomes:** Time to time curriculum are reviewed by the experts as and when there is any requirements to bring changes in the existing course material. However, every five year we review the syllabus and bring out the major changes.)

**PAPER – I**  
**MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR**

**Paper Code: MBAC 1001**

**Objectives**

- To provide conceptual understanding of Management Concepts
- To familiarize the students with the contemporary issues in Management
- To understand and appreciate the human behaviour in organisations

**UNIT - I**

Nature of Management - Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes

**UNIT – II**

An Overview of Staffing, Directing and Controlling Functions - Organising - Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic Vs Adoptive Structures - Formal and Informal Organisation

**UNIT – III**

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types-Process - Barriers - Making Communication Effective

**UNIT – IV**

Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

**UNIT – V**

Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

**REFERENCES**

**Koontz, Weirich & Aryasri**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2004*

**Tripathi & Reddy**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2008*

**Laurie Mullins**, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi, 2007*

**Meenakshi Gupta**, PRINCIPLES OF MANAGEMENT, *PHI Learning, New Delhi, 2009*

**Fred Luthans**, ORGANISATIONAL BEHAVIOUR, *Tata McGraw-Hill, New Delhi*

**Stephen Robbins**, ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi*

**Ricky Griffin**, MANAGEMENT: PRINCIPLES & APPLICATIONS, *Cengage, New Delhi, 2008*

## **PAPER – II MANAGERIAL ECONOMICS**

**Paper Code: MBAC 1002**

### **Objectives**

- To introduce the economic concepts
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

### **UNIT – I**

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

### **UNIT-II**

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

### **UNIT-III**

Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

### **UNIT-IV**

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

### **UNIT – V**

Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

### **REFERENCES**

**Yogesh Maheswari**, MANAGERIAL ECONOMICS, *PHI Learning, NewDelhi, 2005*

**Gupta G.S.**, MANAGERIAL ECONOMICS, *Tata McGraw-Hill, New Delhi*

**Moyer & Harris**, MANAGERIAL ECONOMICS, *Cengage Learning, NewDelhi, 2005*

**Geetika, Ghosh & Choudhury**, , MANAGERIAL ECONOMICS, *Tata McGrawHill, NewDelhi, 2011*

**PAPER –III**  
**ACCOUNTING FOR MANAGERS**

**Paper code: MBAC**

**1003**

**Objectives**

- To acquaint the students with the fundamentals principles of Financial, Cost and Management Accounting
- To enable the students to prepare, Analyse and Interpret Financial Statements and
- To enable the students to take decisions using Management Accounting Tools.

**UNIT-I**

Book-keeping and Accounting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts –Trading, Profit and Loss Account and Balance Sheet with adjustment entries, simple problems only - Capital and Revenue Expenditure and Receipts.

**UNIT-II**

Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method - Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios – Simple problems only.

**UNIT-III**

Funds Flow Analysis – Funds From Operation, Sources and Uses of Funds, Preparation of Schedule of Changes in Working Capital and Funds Flow Statements – Uses and Limitations - Cash Flow Analysis – Cash From Operation – Preparation of Cash Flow Statement – Uses and Limitations – Distinction between Funds flow and Cash Flow – only simple problems

**UNIT-IV**

Marginal Costing - Marginal cost and Marginal costing - Importance - Break-even Analysis - Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a foreign order, Deciding sales mix.

**UNIT-V**

Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet – Standard Costing – Variance Analysis – Material Variances – Labour Variances – simple problems related to Material and Labour Variances only

**[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40 i.e., Problem Questions: 60 % & Theory Questions: 40 %]**

**REFERENCES**

**Jelsy Josheph Kupppally**, ACCOUNTING FOR MANAGERS, *PHI, Delhi, 2010.*

**Paresh shah**, BASIC ACCOUNTING FOR MANAGERS, *Oxford, Delhi, 2007*

**Ambrish Gupta**, FINANCIAL ACCOUNTING FOR MANAGEMENT, *Pearson, Delhi, 2004*

**Narayanaswamy R**, FINANCIAL ACCOUNTING , *PHI, Delhi, 2011*



**PAPER-IV  
BUSINESS ENVIRONMENT AND LAW**

**Paper Code: MBAC**

**1004**

**Objectives**

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To relate the Impact of Environment on Business in an integrated manner, and
- To give an exposure to important commercial and industrial laws

**UNIT – I**

Dynamics of Business and its Environment – Technological, Political, Social and Cultural Environment - Corporate Governance and Social Responsibility - Ethics in Business - Economic Systems and Management Structure - Family Management to Professionalism - Resource Base of the Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues.

**UNIT - II**

Infrastructure - Economic- Social, Demographic Issues, Political context - Productivity Factors, Human Elements and Issues for Improvement - Global Trends in Business and Management - MNCs - Foreign Capital and Collaboration - Trends in Indian Industry - The Capital Market Scenario.

**UNIT - III**

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract - Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract - Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency.

**UNIT - IV**

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures - Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

**UNIT - V**

Factory Act – Licensing and Registration of Factories, Health, Safety and Welfare measures - Industrial Disputes Act – Objects and scope of the Act, Effects of Industrial Dispute, Administration under the Act- Minimum Wages Act - Workmen Compensation Act.

**REFERENCES**

**Pathak**, LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, New Delhi, 2010.

**Keith-Davis & William Frederick**, BUSINESS AND SOCIETY, McGraw-Hill, Tokyo.

**M.M. Sulphery & Az-har Basheer**, LAWS FOR BUSINESS, PHI Learning Pvt. Ltd. New Delhi, 2011

**Maheswari & Maheswari**, MERCANTILE LAW. Himalaya Publishing House. Mumbai

**Rudder Dutt & Sundaram**, INDIAN ECONOMY, Vikas Publishing House, New Delhi.

**Veena Keshav Pailwar**, ECONOMIC ENVIRONMENT OF BUSINESS, PHI Learning Pvt. Ltd, New Delhi, 2010

**PAPER-V**  
**RESEARCH METHODOLOGY**

**Paper code: MBAC 1005**

**Objectives**

- To enable the students to know about the information needs of Management
- To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry and
- To introduce the Statistical Tools of Data Analysis.

**UNIT-I**

Research – Qualities of Researcher – Components of Research Problem – Various Steps in Scientific Research – Types of Research – Hypotheses Research Purposes - Research Design – Survey Research – Case Study Research.

**UNIT-II**

Data Collection – Sources of Data – Primary Data – Secondary Data - Procedure Questionnaire – Sampling methods – Merits and Demerits – Experiments – Observation method – Sampling Errors - Type-I Error & Type-II Error.

**UNIT-III**

Statistical Analysis – Introduction to Statistics – Probability Theories – Conditional Probability, Poisson Distribution, Binomial Distribution and Properties of Normal Distributions – Hypothesis Tests – One Sample Test – Two Sample Tests / Chi-Square Test, Association of Attributes - Standard deviation – Co-efficient of variations .

**UNIT-IV**

Statistical Applications – Correlation and Regression Analysis – Analysis of Variance – Partial and Multiple Correlation – Factor Analysis and Conjoint Analysis – Multifactor Evaluation – Two-Factor Evaluation Approaches.

**UNIT-V**

Research Reports – Structure and Components of Research Report – Types of Report, characteristics of Good Research Report, Pictures and Graphs, Introduction to SPSS.

**[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]**

**REFERENCES**

**Panneerselvam, R.,** RESEARCH METHODOLOGY, *Prentice Hall of India, New Delhi, 2004.*

**Kothari CR ,** RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, *New Wiley Eastern Ltd., Delhi, 2009.*

**PAPER-VI**  
**FINANCIAL MANAGEMENT**

**Paper code: MBAC 2001**

**Objectives**

- To know the various sources of finance
- To understand the various uses for finance and
- To familiarize oneself with the techniques used in financial management.

**UNIT-I**

Financial Management – Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon's Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall).

**UNIT-II**

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

**UNIT-III**

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.

**UNIT- IV**

Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – Irrelevance Theory – M-M hypothesis - Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour.

**UNIT-V**

Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance – Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management.

**[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]**

**REFERENCES**

**Khan MY, Jain PK**, BASIC FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi* , 2005.

**Chandra, Prasanna**, FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi*.

**Bhabatosh Banerjee**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi*, 2010

**Chandra Bose D**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi*, 2010

**Preeti Singh**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *Ane, 2011*.

**PAPER-VII  
MARKETING MANAGEMENT**

**Paper Code: MBAC**

**2002**

**Objectives**

- To familiarize with the basic concepts, and techniques of marketing management
- To understand the behaviour of consumers
- To create awareness of marketing mix elements, and
- To analyse and solve marketing problems in the complex and fast changing business environment.

**UNIT-I**

Introduction to Marketing and Marketing Management, Marketing Concepts - Marketing Process Marketing mix - Marketing environment. - Consumer Markets and buying behaviour - Market segmentation and targeting and positioning.

**UNIT-II**

Product Decisions - concept of a Product - Product mix decisions - Brand Decision - New Product Development – Sources of New Product idea - Steps in Product Development - Product Life Cycle strategies- Stages in Product Life Cycle,

**UNIT-III**

Price Decisions - Pricing objectives - Pricing policies and constraints - Different pricing method - New product pricing, Product Mix pricing strategies and Price adjustment strategy.

**UNIT-IV**

Channel Decision - Nature of Marketing Channels – Types of Channel flows - Channel functions - Functions of Distribution Channel – Structure and Design of Marketing Channels -Channel co-operation, conflict and competition – Retailers and wholesalers.

**UNIT-V**

Promotion Decision - Promotion mix - Advertising Decision, Advertising objectives - Advertising and Sales Promotion – Developing Advertising Programme – Role of Media in Advertising - Advertisement effectiveness - Sales force Decision.

**REFERENCES**

**K.S. Chandrasekar**, MARKETING MANAGEMENT TEXT AND CASES, *Tata McGraw-Hill Publication, New Delhi.2010*

**Govindarajan**, MARKETING MANAGEMENT CONCEPTS, CASES, CHALLENGES AND TRENDS, *Prentice Hall of India, New Delhi. 2009*

**Philip Kotler**, MARKETING MANAGEMENT- ANALYSIS PLANNING AND CONTROL, *Prentice Hall of India, New Delhi,*

**Ramaswamy. V S & Namakumari. S**, MARKETING MANAGEMENT-PLANNING IMPLEMENTATION AND CONTROL, *Macmillan Business Books, New Delhi, 2002,*

**PAPER – VIII  
HUMAN RESOURCES MANAGEMENT**

**Paper Code: MBAC 2003**

**Objectives**

- To understand and appreciate the importance of the human resources vis-a-vis other resources of the organisation
- To familiarize the students with methods and techniques of HRM
- To equip them with the application of the HRM tools in real world business situations.

**UNIT-I**

Human Resources Management - Context and Concept of People Management in a Systems Perspective - Organisation and Functions of the HR and Personnel Department - HR Structure and Strategy; Role of Government and Personnel Environment including MNCs.

**UNIT – II**

Recruitment and Selection - Human Resource Information System [HRIS] - Manpower Planning - Selection – Induction & Orientation - Performance and Potential Appraisal - Coaching and Mentoring - HRM issues and practices in the context of Outsourcing as a strategy .

**UNIT-III**

Human Resources Development –Training and Development Methods - Design & Evaluation of T&D Programmes - Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - Retirement and Other Separation Processes.

**UNIT-IV**

Financial Compensation- -Productivity and Morale - Principal Compensation Issues & Management - Job Evaluation - Productivity, Employee Morale and Motivation - Stress Management - Quality of Work Life.

**UNIT – V**

Building Relationships – Facilitating Legislative Framework - Trade Unions - Managing Conflicts - Disciplinary Process - Collective Bargaining - Workers Participation in Management - Concept, Mechanisms and Experiences.

**REFERENCES**

**Venkata Ratnam C. S. & Srivatsava B. K.**, PERSONNEL MANAGEMENT AND HUMAN RESOURCES, *Tata Mc-Graw Hill, NewDelhi,*,

**Aswathappa**, HUMAN RESOURCE MANGEMENT, *Tata McGraw Hill, NewDelhi, 2010*

**Garry Dessler & Varkkey**, HUMAN RESOURCE MANAGEMENT, *Pearson, New Delhi, 2009*

**Alan Price**, HUMAN RESOURCE MANAGEMENT, *Cengage Learning, NewDelhi, 2007*

**Pravin Durai**, HUMAN RESOURCE MANGEMENT, *Pearson, New Delhi, 2010*

**Snell, Bohlander & Vohra**, HUMAN RESOURCES MANAGEMENT, *Cengage, NewDelhi, 2010*

**Objectives**

- To familiarize the Operations Management concepts
- To introduce various optimization techniques with managerial perspective
- To facilitate the use of Operations Research techniques in managerial decisions.

**UNIT –I**

Introduction to Operations Management - Process Planning - Plant Location - Plant Lay out - Introduction to Production Planning.

**UNIT –II**

Stages of Development of Operations Research- Applications of Operations Research- Limitations of Operations Research- Introduction to Linear Programming- Graphical Method- Simplex Method - Duality.

**UNIT-III**

Transportation Problem- Assignment Problem - Inventory Control - Introduction to Inventory Management - Basic Deterministic Models - Purchase Models - Manufacturing Models with and without Shortages.

**UNIT-IV**

Shortest Path Problem - Minimum Spanning Tree Problem - CPM/PERT - Crashing of a Project Network.

**UNIT- V**

Game Theory- Two Person Zero-sum Games -Graphical Solution of  $(2 \times n)$  and  $(m \times 2)$  Games - LP Approach to Game Theory - Goal programming - Formulations - Introduction to Queuing Theory - Basic Waiting Line Models:  $(M/M/1):(GD/a/a)$ ,  $(M/M/C):GD/a/a$ .

**[Note: Distribution of Questions between Problems and Theory of this paper must be 60: 40 i.e, Problem Questions: 60 % & Theory Questions : 40 % ]**

**REFERENCES**

**Kanishka Bedi**, PRODUCTION & OPERATIONS MANAGEMENT, *Oxford, NewDelhi, 2007*

**Panneerselvam, R**, OPERATIONS RESEARCH, *Prentice-Hall of India, New Delhi, 2002.*

**G.Srinivasan**, OPERATIONS RESEARCH, *PHI Learning, NewDelhi, 2010*

**Tulsian & Pandey**, QUANTITATIVE TECHNIQUES, *Pearson, NewDelhi, 2002*

**Vohra**, QUANTATIVE TECHNIQUES IN MANAGEMENT, *Tata McGrawHill, NewDelhi, 2010*

**PAPER-X  
STRATEGIC MANAGEMENT**

**Paper Code: MBAC 2005**

**Objectives**

- Integrating the knowledge gained in functional areas of management
- Helping the students to learn about the process of strategic management, and
- Helping the students to learn about strategy formulation and implementation

**UNIT-I**

Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies

**UNIT-II**

Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis

**UNIT-III**

Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice; Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Bench marking, Service blue printing

**UNIT-IV**

Functional Strategies: Marketing, production/operations and R&D plans and policies- Personnel and financial plans and policies.

**UNIT-V**

Strategy Implementation - Inter - relationship between formulation and implementation - Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change - Strategy Evaluation- Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

**REFERENCES**

**Azhar Kazmi**, STRATEGIC MANAGEMENT & BUSINESS POLICY, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

**Vipin Gupta, Kamala Gollakota & Srinivasan**, BUSINESS POLICY & STRATEGIC MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi, 2008.*

**Amita Mittal**, CASES IN STRATEGIC MANAGEMENT, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

**Fred R. David**, STRATEGIC MANAGEMENT CONCEPT AND CASES, *PHI Learning Private Limited, New Delhi, 2008.*

## **MBA (International Business) - III Semester**

### **PAPER - XI**

#### **INTERNATIONAL BUSINESS ENVIRONMENT**

**Course Code: 38**

**Paper Code: MBIB 3001**

#### **Objectives**

- To explore and offer knowledge on global business environment
- To explore knowledge on international institutions involved in promotion of global business, and
- To make future global managers

#### **UNIT – I**

International Business: Nature, importance and scope – Mode of entry into international business - Framework for analyzing international business environment – geographical, economic, socio-cultural, political and legal environment.

#### **UNIT – II**

International Economic Environment: World economic and trading situation; International economic institutions and agreements – WTO, UNCTAD, IMF, World Bank; Generalized system of preferences, GSP; International commodity agreements.

#### **UNIT – III**

Multinational Corporations: Conceptual framework of MNCs; MNCs and host and home country relations; Technology transfers – importance and types – M&A of MNC's

#### **UNIT – IV**

Nature of International Business Environment: Forces – Political environment – Legal Environment – Technology – Cultural Environment – Country Classifications – Economic Trade Policies

#### **UNIT – V**

Foreign Investment: Capital flows – types and theories of foreign investment; foreign investment flows and barriers.- Foreign Direct Investment (FDI)

#### **REFERENCES**

**Adhikary, Manab**, GLOBAL BUSINESS MANAGEMENT, *Macmillan*, New Delhi.

**Bhattacharya.B**, GOING INTERNATIONAL RESPONSE STRATEGIES FOR INDIAN SECTOR, *Wheeler Publishing Co*, New Delhi.

**Black and Sundaram**, INTERNATIONAL BUSINESS ENVIRONMENT, *Prentice Hall of India*, New Delhi.

**Gosh, Biswanath**, ECONOMIC ENVIRONMENT OF BUSINESS, *South Asia Book*, New Delhi.

**Aswathappa**, INTERNATIONAL BUSINESS, *Tata Mc Graw Hill publications*, New Delhi.



## **MBA (International Business) - III Semester**

### **PAPER - XII**

#### **MANAGEMENT OF MULTINATIONAL CORPORATION**

**Course Code: 38**

**Paper Code: MBIB 3002**

#### **Objectives**

- To highlight the origin and development of MNC's, and
- To highlight their problems and prospects from the point of view of both host countries and parent countries

#### **UNIT-I**

International Management - Trends, challenges and opportunities; Different schools of thought of international management Different types of International business – Problems faced by MNC's – Problems posed by MNC's to host countries.

#### **UNIT-II**

Growth and Development of MNCs - Role and Significance of MNCs – Pattern of Growth – Country of Origin – Different Management Styles – Strategic Issues involved.

#### **UNIT-III**

Comparative Management - Importance and scope; Methods of comparative management ; management styles and practices in US ,Japan, China, Korea, India; Organizational design and structure of international corporations; Locus of decision making; Headquarter and subsidiary relations in international firms.

#### **UNIT-IV**

International Business Strategy - Creating strategy for international business; Management of production, Services technology and operations; Marketing financial, legal and political dimensions; Ethics and social responsibility of business. Strategic Alliances: Acquisitions and mergers; Management of joint ventures and other international strategic alliances.

#### **UNIT-V**

Indian Perspectives and Policy - Internationalization of Indian business firms and their operations abroad; International Mergers and Acquisitions. Changing government policy on entry of FIs and FIIs

#### **REFERENCES**

**Hodgetts**, INTERNATIONAL MANAGEMENT. *Tata McGraw Hill, New Delhi.*

**Koonts and Whelrich** , MANAGEMENT: THE GLOBAL PERSPECTIVE , *Tata McGraw Hill, Delhi.*

**Nagandhi, Anant.R**, INTERNATIONAL MANAGEMENT ,*Prentice Hall of India Ltd., New Delhi.*

**Thakur, Manab, Gene E. Burton, and B.N. Srivastav** : INTERNATIONAL MANAGEMENT: CONCEPTS AND CASES, *TATA MCGRAW HILL, New Delhi.*

**Christopher Bartlett and Sumantra Ghoshal**, TRANSNATIONAL MANAGEMENT: TEXT AND CASES, *Tata Mc Graw Hill, New Delhi*

**MBA (International Business) - III Semester**

**PAPER - XIII**

**INTERNATIONAL BUSINESS LAW**

**Course Code: 38**

**Paper Code: MBIB 3003**

**Objectives**

- To expose the students to the legal and regulatory framework and their implications concerning global business operations, and
- To have a better understanding of the functioning and objectives of various world organizations

**UNIT-I**

Legal Framework of International Business - Nature and complexities; Code and common laws and their implications to business; International business contract – legal provisions; Payments terms; International sales agreements; Rights and duties of agents and distributors.

**UNIT-II**

Regulatory Framework of WTO - Basic principles and charter of GATT/WTO; GATT/WTO provisions relating to preferential treatment of developing countries; Regional groupings, subsidies, technical standards, antidumping duties and other non-tariff barriers, custom valuation and dispute settlement; Implications of WTO to important sectors – GATS, TRIPs and TRIMs.

**UNIT-III**

Regulations and Treaties Relating to - Licensing; Franchising; Joint Ventures, Patents and trade marks; Technology transfer, Telecommunications. Framework relating to Electronic Commerce.

**UNIT-IV**

Regulatory Framework and Taxation - Electronic Commerce – Cross Border Transactions – On-line Financial Transfers – Legal Safeguards – International Business Taxation – Tax Laws – Multilateral and Bi-lateral treaties – Sharing of Tax revenues

**UNIT-V**

Indian Laws and Regulations - Governing International Transactions: FEMA; Taxation of foreign income; Foreign investments; Setting up offices and branches abroad; Restrictions on trade in endangered species and other commodities.

**REFERENCES**

**Daniels, John, Ernest W. Ogram and Lee H. Redebungh,** INTERNATIONAL BUSINESS, ENVIRONMENTS AND OPERATIONS.

**Lew, Julton D.M and Clive Standbrook (eds),** INTERNATIONAL TRADE LAW AND PRACTICE, *Euromoney Publications*, London.

**Schmothoff C.R: Export Trade,** THE LAW AND PRACTICE OF INTERNATIONAL TRADE.

**Motiwali OP, Awasthi HI,** INTERNATIONAL TRADE – THE LAW AND PRACTICE, *Bhowmik and Company*, New Delhi.

**Kapoor ND,** Commercial Law; Sultan Chand & Co., New Delhi.

**MBA (International Business) - III Semester**

**PAPER - XIV**

**GLOBAL MARKETING MANAGEMENT**

**Course Code: 38**

**Paper Code: MBIB 3004**

**Objectives**

- To provide the knowledge of marketing management in the international perspectives, and
- To be able to decide suitable marketing strategies for the dynamic international market

**UNIT – I**

Introduction to International Marketing - Nature and significance; Complexities in international marketing; Transition from domestic to transnational marketing; International market orientation- EPRG framework; International market entry strategies – market segmentation – Global market entry strategies

**UNIT – II**

International Marketing Environment - Internal environment; External environment-geographical, demographic, economic, socio-cultural, political and legal environment; Impact of environment on international marketing decisions.

**UNIT – III**

Product Decisions - Product planning for global markets; Standardisation vs Product adaptation; New product development; Management of international brands; Packaging and labeling; Provision of sales related services.

**UNIT – IV**

Pricing Decisions - Environmental influences on pricing decisions; International pricing policies and strategies. Promotion Decisions: Complexities and issues; International advertising, personal selling, sales promotion and public relations.

**UNIT – V**

Distribution Channels and Logistics - Functional and types of channels; Channel selection decisions; Selection of foreign distributors/agents and managing relations with them; International logistics decisions.

**REFERENCES**

**Czinkota, M.R.**, INTERNATIONAL MARKETING, *Dryden Press*, Boston.

**Fayerweather, John**, INTERNATIONAL MARKETING, *Prentice Hall*, New Delhi

**Jain, S.C.**, INTERNATIONAL MARKETING, *CBS Publications*, New Delhi

**Keegan, Warren J.**, GLOBAL MARKETING MANAGEMENT, *Prentice Hall*, New Delhi

## **MBA (International Business) - III Semester**

### **PAPER - XV EXIM FINANCING AND DOCUMENTATION**

**Course Code: 38**

**Paper Code: MBIB 3005**

#### **Objectives**

- To provide an insight into various documents used in EXIM financing, and
- To enhance the practical knowledge of sources of finance and incentives available in the market

#### **UNIT-I**

Introduction - Export documentation; Foreign exchange regulations; ISO 9000 series and other internationally accepted quality certificates; Quality control and pre-shipment inspection ; Export trade control ; Marine insurance; Commercial practices.

#### **UNIT-II**

Export Procedures - General excise clearances; Role of clearing and forwarding agents; shipment of export cargo; Export credit; Export credit guarantee and policies; Forward exchange cover; Finance for export on deferred payment terms; Duty drawbacks.

#### **UNIT-III**

Import Procedures - Import licensing policy; Actual user licensing; Replenishment licensing; Import-export pass book; Capital goods licensing; Export houses and trading houses.

#### **UNIT-IV**

Export Incentives - Overview of export incentives-EPCG, Duty drawbacks, duty exemption schemes, tax incentives; Procedures and documentation – Duty entitlement Pass Book Scheme.

#### **UNIT-V**

Trading Houses - Export and trading houses schemes – criteria, procedures and documentation; Policy and procedures for EOU/FTZ/EPZ/SEZ units.

#### **REFERENCES**

**Cherian and Parab**, EXPORT MARKETING, *Himalaya Publishing House*, New Delhi

**Government of India**, HANDBOOK OF PROCEDURES, *Import and Export Promotion*, New Delhi.

**Rathod, Rathor and Jani**, INTERNATIONAL MARKETING, *Himalaya Publishing House*, New Delhi.

EXPORT – IMPORT MANUAL, *Nabhi Publication*, New Delhi

**Government of India**, EXPORT-IMPORT POLICY, PROCEDURES, ETC. (*Volumes I, II and II*) New Delhi

## **MBA (International Business) - IV SEMESTER**

### **PAPER - XVI**

#### **GLOBAL FINANCIAL MARKETS AND INSTRUMENTS**

**Course Code: 38**

**Paper Code: MBIB 4001**

#### **Objective**

- To introduce and enhance skills on Global Financial Market, instruments and strategies.

#### **UNIT-I**

Introduction to International Financial System - Brettonwood conference and afterwards; European monetary system. Fixed vs Floating Exchange Rate regimes – International economic institutions – IMF, World Bank and WTO

#### **UNIT-II**

Creation of Euro Currency Markets - Creation of Euro Dollar – Emergence of Global Currency Markets – Size and Structure of Europe and Asian Markets – Transaction – Regulatory systems – Major instruments

#### **UNIT-III**

International Financial Markets and Instruments - International capital and money market instruments and their salient features; Integration of financial markets and approach; Arbitrage opportunities; Role of financial intermediaries.

#### **UNIT-IV**

International Money Market Instruments and Institutions - GDRs, ADRs, IDRs, Euro Bonds, Euro Loans, Repos, CPs, derivatives, floating rate instruments, loan syndication and Euro deposits; IMF, IBRD, Development Banks.

#### **UNIT-V**

Global Shopping for funds and Investments - Comparison of Domestic, Foreign and Euro Currency Markets for Lending and Investment – Forex Risk – Interest Rate Parity – Cover deals – Using global markets for Hedging – Arbitrage – speculation – Cost comparisons.

#### **REFERENCES**

**Buckley, Adrian**, MULTINATIONAL FINANCE, *Prentice Hall of India, New Delhi*

**Henning, C.N., Piggot, W. and Scott, W.H.**, INTERNATIONAL FINANCIAL MANAGEMENT, *Mc Graw Hill, Int. Ed., New York.*

**Maurice, Levi**, INTERNATIONAL FINANCE, *McGraw Hill, Int. Ed., New York.*

**Rodriquefe, R.M and E.E Carter**, INTERNATIONAL FINANCIAL MANAGEMENT, *Prentice Hall of India, Delhi.*

**Shaprio, A.C.**, MULTINATIONAL FINANCIAL MANAGEMENT, *Prentice Hall of India, New Delhi.*

## **MBA (International Business) - IV Semester**

### **PAPER - XVII FOREIGN TRADE AND POLICY**

**Course Code: 38**

**Paper Code: MBIB 4002**

#### **Objectives**

- To understand the policy framework of India which will enhance the conceptual knowledge, and
- Ability to apply the fundamental concepts to apply the fundamental concepts to complex business realities.

#### **UNIT-I**

International Trade - Theories of foreign trade – absolute and comparative advantage theories; Modern theory of trade – Hecksher- Ohlin theory; Terms of trade; Theory of international trade in services; Balance of payments and adjustment mechanism.

#### **UNIT-II**

Commercial Policy Instruments - Tariffs, quotas, anti dumping/countervailing duties; Technical standards; Exchange controls and other non-tariff measures.

#### **UNIT-III**

India's Foreign Trade and Policy - Direction and composition of India's foreign trade; Export – Import policy; Export promotion and institutional set – up; Deemed exports; Rupee convertibility.

#### **UNIT-IV**

Instruments of Export Promotion - Export assistance and promotion measures; EPCG scheme; Import facilities; Duty exemption schemes; Duty drawback; Tax concessions; Marketing assistance; Role of export houses, trading houses and state trading organizations; EPZs and SEZs & EOUs.

#### **UNIT-V**

Foreign Investment Policy - Policy and frame work for FDI in India; Policy on foreign collaborations and counter trade arrangements; Indian joint ventures abroad; Project and consultancy exports.

#### **REFERENCES**

**Gupta, R.K.,** ANTI-DUMPING AND COUNTERVAILING MEASURES, *Sage Publications, New Delhi.*

**Nabhi's** EXPORTER'S MANUAL AND DOCUMENTATION, *Nabhi Publication, Delhi*

**Sodersten, B.O,** INTERNATIONAL ECONOMICS, *MacMillan, London.*

**Varsheny R.L. and B. Bhattacharya,** INTERNATIONAL MARKETING MANAGEMENT, *Sultan Chand & Sons, New Delhi.*

**Verma, M.L,** *International Trade, Commonwealth Publishers, Delhi.*

## **MBA (International Business) - IV Semester**

### **PAPER - XVIII CROSS CULTURAL BUSINESS MANAGEMENT**

**Course Code: 38**

**Paper Code: MBIB 4003**

#### **Objective**

- The course seeks to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organization

#### **UNIT -I**

Introduction - Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stake-holders [managers, employees, share holders, suppliers, customers and others] – An Analytical frame work

#### **UNIT -II**

Culture and Global Management - Global Business Scenario and Role of Culture- A Frame work for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High Performance Winning Teams and Cultures; Culture Implications for Team Building

#### **UNIT -III**

Cross Culture – Negotiation & Decision Making - Process of Negotiation and Needed Skills & Knowledge Base – Over view with two illustrations from multi cultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.

#### **UNIT -IV**

Global Human Resources Management - Staffing and Training for Global Operations – Expatriate - Developing a Global Management Cadre.. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies.

#### **UNIT -V**

Corporate Culture - The Nature of Organizational Cultures Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

#### **REFERENCES**

**Deresky Helen**, INTERNATIONAL MANAGEMENT: MANAGING ACROSS BORDERS AND CULTURES, *PHI, Delhi*

**Esenn Drlarry, Rchildress John**, THE SECRET OF A WINNING CULTURE: *PHI, Delhi*

**Cashby Franklin**, REVITALIZE YOUR CORPORATE CULTURE: *PHI, Delhi*

**MBA (International Business) - IV Semester**

**PAPER - XIX**

**INTERNATIONAL LOGISTICS MANAGEMENT**

**Course Code: 38**

**Paper Code: MBIB 4004**

**Objectives**

- The course provides the analytical framework for understanding the logistics model and supply chain techniques in an international perspective

**UNIT - I**

Marketing Logistics - Concept, objectives and scope; System elements; Importance – Elements of Logistics system - Relevance of logistics in international marketing; International supply chain management and logistics; Transportation activity – internal transportation, inter-state goods movement – Factors influences Distribution and Logistics.

**UNIT - II**

Transportation - Containerization; CFS and inland container depots; Dry ports – Road – Multimodal transportation - CONCOR; Role of intermediaries including freight booking, shipping agents, C&F agents.

**UNIT - III**

General Structure of Shipping - Characteristics - Types of shipping - liner and tramp - Conference chartering operations - Freight structure and practices - Chartering principles and practices; UN convention on shipping information – Documents for shipping of goods.

**UNIT - IV**

Air Transport - Air transportation –total cost concept, advantages, freight structure and operations; Carrier consignee liabilities – Cargo handling – Information support System

**UNIT - V**

Inventory Control and Warehousing - Inventory management – concepts and application to international marketing; Significance and types of warehousing facilities; Total cost approach to logistics.

**REFERENCES**

**Asopa, V.N.**, SHIPPING MANAGEMENT: CASES AND CONCEPTS, *Macmillan, New Delhi*.

**Desai, H.P.**, INDIAN SHIPPING PERSPECTIVES, *Anupam Publications, Delhi*,

**Khanna, K.K.**, PHYSICAL DISTRIBUTION, *Himalaya Publishing, Delhi*.

**Lambert, D et al**, STRATEGIC LOGISTIC MANAGEMENT, *Tata McGraw Hill, New Delhi*.

Shipping Documents and Reports, UNCTAD



**MBA (International Business) - IV Semester**

**PAPER – XX**

**FOREX MANAGEMENT AND CURRENCY DERIVATIVES**

**Course Code: 38**

**Paper Code: MBIB 4005**

**Objectives**

- To enable the students to have an in-depth understanding of the principles and procedures relating to Forex markets and different types of currency derivatives and its operations.

**UNIT-I**

The Foreign Exchange Market - Organisation – Spot Vs Forward Markets – Bid and Ask rates – Interbank Quotations – International Market Quotations – Cross Rates – Merchant Rates – FEDAI Regulations – Role of RBI

**UNIT-II**

Exchange Rates - Exchange rate systems – Gold Standard – Bretton Woods – Fixed Vs Floating Exchange Rate systems – Determinants of Exchange Rates – Exchange Controls.

**UNIT-III**

Foreign Exchange Transactions – Purchase and Sale transactions – Spot Vs Forward transactions – Forward Margins – Interbank Deals – Cover deals – Trading – Swap deals – Arbitrage Operations – Factors determining Forward margins – Different types of Foreign exchange exposers.

**UNIT-IV**

Ready and Forward Exchange Rates – Principle types of Ready Merchant rates – Ready rates based on cross rates – Forward exchange contracts – Execution of Forward contracts – cancellation and Extensions - Dealing position – Exchange position – Cash position.

**UNIT-V**

Currency Derivatives – Currency Forwards – Currency Futures – Currency Options – Exchange traded transactions – Financial Swaps – Forward Rate agreements – Interest Rate Options.

**REFERENCES**

**Alan C Shapiro**, MULTINATIONAL FINANCIAL MANAGEMENT, *Prentice Hall*, Delhi  
**Francis Cherunilam**, INTERNATIONAL ECONOMICS, *Tata Mc Graw Hill Pub Ltd*, Delhi

**Ian H Giddy**, GLOBAL FINANCIAL MARKETS, *AITBS Publishers and Distributors*, New Delhi

**C Jeevanandam**, FOREIGN EXCHANGE: PRACTICE, CONCEPTS, *Sultan Chand & Sons*, New Delhi

**Vijayabhaskar P and Mahapatra B.**, DERIVATIVES SIMPLIFIED, *RESPOSE BOOKS, Sage Publications*, New Delhi.



**PONDICHERRY UNIVERSITY**  
**DIRECTORATE OF DISTANCE EDUCATION**



**MBA (Marketing)**  
**PROJECT PROPOSAL REPORT**

Submitted for Approval of UGC  
With effect from 2018-19 ONWARDS

## **MBA- Marketing**

### **(a) Mission and objectives of this Program:**

MBA Program in Marketing Management aims to provide professionals with the theories and principles integral to the marketing profession in a global economy. This program focuses on the critical functions of business operations and Sales and marketing issues. This program offers solutions to sales, marketing, and customer relationship problems by using cross functional inputs.

**Objectives** of this programme is to create trained man power in the field of marketing managers so as to satisfy the customer needs by enhancing society's quality of life, creating competitive advantage through operational excellence and overall cost leadership, communicating values and benefits to change societal behavior in positive way, distributing the right product at the right place at the right time.

### **(b) Relevance of the program:**

MBA in marketing is most opted program due to its fine relevance with the organizational survival, profit, and growth. In the Indian industrial scenario there is a lot of scope for Marketing Management due to increasing competition, globalization of businesses, proliferation of product variety and shortening of product life cycles. In this sector there is very high employability potential for the graduates.

### **(c) Targeted Group of Learners:**

- Anyone who are interested to make career in the field of Sales and Marketing.
- Candidates who are responsible for product development, pricing and promotion.
- Sales and Marketing Managers, Product Managers, entrepreneurs .
- Those who are involved in Product Development and service delivery

### **(d) Appropriateness of programme to be conducted through Open and Distance Learning mode :**

As most of our target groups are working group, it will be difficult for them to attend regular mode of teaching. Therefore, it will be most suitable to provide them education under Distance Learning mode.

**(e) Instructional Design:** Initially curriculum and detail syllabi were designed by our internal Faculty members and which is reviewed by external experts. After thorough review it was

placed in Board of Studies, subsequently it was approved by Academic Council. Duration of the course which is 2 years is also approved by the Board Studies and Academic Council. Instructional design, online delivery of material, student support system were also discussed and approved by Board of Studies and subsequently by Academic Council.

**(f) Procedure of Admission:** Admission offered twice in a year, i.e. January (calendar year) and June (academic year).

### **Eligibility Criteria for Admission**

The Student should possess any Degree from a recognized University with a pass in any of the following streams:

- 10 + 2 + 3 (or)
- 11 + 1 + 3 (or)
- 11 + 2 + 2 system.

### **Duration of the Course**

The course shall be of two years duration spread over four semesters. The Maximum duration to complete the course shall be 4 years.

### **Medium**

The medium of instruction shall be English.

### **Personal conduct Programme (PCP)**

**PCP** classes will be conducted at select centers based on the number of students enrolled for the program. The attendance is optional to PCP Classes.

## Course Structure and detailed Syllabus

### (COURSE STRUCTURE)

<b>FIRST YEAR (Common to all MBA Programme)</b>			
<b>Semester – I</b>		<b>Semester - II</b>	
<b>Paper code</b>	<b>Paper Title</b>	<b>Paper code</b>	<b>Paper Title</b>
MBAC1001	Management Concepts & Organisational Behaviour	MBAC2001	Financial Management
MBAC1002	Managerial Economics	MBAC2002	Marketing Management
MBAC1003	Accounting for Managers	MBAC2003	Human Resource Management
MBAC1004	Business Environment and Law	MBAC2004	Operations Research and Management
MBAC1005	Research Methodology	MBAC2005	Strategic Management
<b>SECOND YEAR</b>			
<b>Semester – III</b>			<b>Semester - IV</b>
<b>Paper code</b>	<b>Paper Title</b>	<b>Paper code</b>	<b>Paper Title</b>
MBMM 3001	Consumer Behaviour	MBMM 4001	Rural Marketing
MBMM 3002	Marketing Research	MBMM 4002	Services Marketing
MBMM 3003	Industrial Marketing	MBMM4003	Advertising & Sales Promotion
MBMM 3004	Logistics and Supply Chain Management	MBMM 4004	Customer Relationship Management
MBMM 3005	Retail Marketing	MBMM 4005	Global Marketing
		MBMM 4006	Project Work

### Question Paper Pattern

**Maximum Marks:** 100 **Times:** 3 Hours

Part – A (5 X 6 = 30 Marks) – Answer any Five Questions out of Eight Questions

Part – B (5 X 10 = 50 Marks) – Answer any Five Questions out of Eight Questions

Part – C (1 X 20 = 20 Marks) - One Case study (**Compulsory**)

### Passing & Classification

The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **50%**. Candidates securing 60% marks and above shall be placed in the **First Class**,

and those who obtain marks between 50% and above but less than 60% shall be placed in the **Second Class**. Students who obtain **75%** and above marks in aggregate shall be placed in the category of '**First class with Distinction**'.

### **Project Work**

The students must submit their projects at the end of fourth semester. The maximum marks allotted for the project Report will be **100 marks**.

### **Fee Structure:**

<b>Sl.No.</b>	<b>Fee Particulars</b>	<b>MBA (OSCM)</b>
1	Registration & Processing Fee	200
2	Matriculation Fee	25
3	University Development Fund	1,000
4	Recognition Fee *	200
5	Study Material & Handling Charges	3,500
6	Tuition Fee	20,000
	<b>Total</b>	<b>24,925</b>

**(g) Requirement of the Laboratory Support and Library Resources:** In existing courses there are no practical components. However, there is well stacked Library for the students who can refer during University working hours.

### **(h) Cost estimation of the programme and the provisions:**

(i) Study material Cost Rs. 500,000/ (approx. per 100 students enrolment)

(ii) PCP classes Cost Rs. 100,000/ (approx. per 100 students enrolment)

DDE is having sufficient fund for running the programme.

**(i) Quality assurance mechanism and expected programme outcomes:** Time to time curriculum are reviewed by the experts as and when there is any requirements to bring changes in the existing course material. However, every five year we review the syllabus and bring out the major changes.

### **Detailed Syllabus**

**PAPER – I**  
**MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR**

**Paper Code: MBAC 1001**

**Objectives**

- To provide conceptual understanding of Management Concepts
- To familiarize the students with the contemporary issues in Management
- To understand and appreciate the human behaviour in organisations

**UNIT - I**

Nature of Management - Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes

**UNIT – II**

An Overview of Staffing, Directing and Controlling Functions - Organising - Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic Vs Adoptive Structures - Formal and Informal Organisation

**UNIT – III**

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types- Process - Barriers - Making Communication Effective

**UNIT – IV**

Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

**UNIT – V**

Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

**REFERENCES**

**Koontz, Weirich & Aryasri**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill*, NewDelhi, 2004

**Tripathi & Reddy**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill*, New Delhi, 2008

**Laurie Mullins**, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson*, NewDelhi, 2007

**Meenakshi Gupta**, PRINCIPLES OF MANAGEMENT, *PHI Learning*, NewDelhi, 2009

**Fred Luthans**, ORGANISATIONAL BEHAVIOUR, *Tata McGraw-Hill*, NewDelhi

**Stephen Robbins**, ORGANISATIONAL BEHAVIOUR, *Pearson*, New Delhi

**Ricky Griffin**, MANAGEMENT: PRINCIPLES & APPLICATIONS, *Cengage*, NewDelhi, 2008



**PAPER – II  
MANAGERIAL ECONOMICS**

**Paper Code: MBAC 1002**

**Objectives**

- To introduce the economic concepts
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

**UNIT – I**

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

**UNIT-II**

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

**UNIT-III**

Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

**UNIT-IV**

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

**UNIT – V**

Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

**REFERENCES**

**Yogesh Maheswari**, MANAGERIAL ECONOMICS, *PHI Learning, NewDelhi, 2005*

**Gupta G.S.**, MANAGERIAL ECONOMICS, *Tata McGraw-Hill, New Delhi*

**Moyer & Harris**, MANAGERIAL ECONOMICS, *Cengage Learning, NewDelhi, 2005*

**Geetika, Ghosh & Choudhury**, , MANAGERIAL ECONOMICS, *Tata McGrawHill, NewDelhi, 2011*

**PAPER –III**  
**ACCOUNTING FOR MANAGERS**

**Paper code: MBAC 1003**

**Objectives**

- To acquaint the students with the fundamentals principles of Financial, Cost and Management Accounting
- To enable the students to prepare, Analyse and Interpret Financial Statements and
- To enable the students to take decisions using Management Accounting Tools.

**UNIT-I**

Book-keeping and Accounting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts –Trading, Profit and Loss Account and Balance Sheet with adjustment entries, simple problems only - Capital and Revenue Expenditure and Receipts.

**UNIT-II**

Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method - Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios – Simple problems only.

**UNIT-III**

Funds Flow Analysis – Funds From Operation, Sources and Uses of Funds, Preparation of Schedule of Changes in Working Capital and Funds Flow Statements – Uses and Limitations - Cash Flow Analysis – Cash From Operation – Preparation of Cash Flow Statement – Uses and Limitations – Distinction between Funds flow and Cash Flow – only simple problems

**UNIT-IV**

Marginal Costing - Marginal cost and Marginal costing - Importance - Break-even Analysis - Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a foreign order, Deciding sales mix.

**UNIT-V**

Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet – Standard Costing – Variance Analysis – Material Variances – Labour Variances – simple problems related to Material and Labour Variances only

**[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40 i.e., Problem Questions: 60 % & Theory Questions: 40 %]**

**REFERENCES**

**Jelsy Josheph Kuppapally**, ACCOUNTING FOR MANAGERS, *PHI, Delhi, 2010.*

**Paresh shah**, BASIC ACCOUNTING FOR MANAGERS, *Oxford, Delhi, 2007*

**Ambrish Gupta**, FINANCIAL ACCOUNTING FOR MANAGEMENT, *Pearson, Delhi, 2004*

**Narayanaswamy R**, FINANCIAL ACCOUNTING , *PHI, Delhi, 2011*

**PAPER-IV  
BUSINESS ENVIRONMENT AND LAW**

**Paper Code: MBAC 1004**

**Objectives**

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To relate the Impact of Environment on Business in an integrated manner, and
- To give an exposure to important commercial and industrial laws

**UNIT – I**

Dynamics of Business and its Environment – Technological, Political, Social and Cultural Environment - Corporate Governance and Social Responsibility - Ethics in Business - Economic Systems and Management Structure - Family Management to Professionalism - Resource Base of the Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues.

**UNIT - II**

Infrastructure - Economic- Social, Demographic Issues, Political context - Productivity Factors, Human Elements and Issues for Improvement - Global Trends in Business and Management - MNCs - Foreign Capital and Collaboration - Trends in Indian Industry - The Capital Market Scenario.

**UNIT - III**

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract - Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency.

**UNIT - IV**

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures - Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

**UNIT - V**

Factory Act – Licensing and Registration of Factories, Health, Safety and Welfare measures - Industrial Disputes Act – Objects and scope of the Act, Effects of Industrial Dispute, Administration under the Act- Minimum Wages Act - Workmen Compensation Act.

**REFERENCES**

**Pathak**, LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, Delhi, 2010.

**Keith-Davis & William Frederick**, BUSINESS AND SOCIETY, McGraw-Hill, Tokyo.

**M.M. Sulphery & Az-har Basheer**, LAWS FOR BUSINESS, PHI Learning Pvt. Ltd. Delhi, 2011

**Maheswari & Maheswari**, MERCANTILE LAW. Himalaya Publishing House. Mumbai

**Rudder Dutt & Sundaram**, INDIAN ECONOMY, Vikas Publishing House, New Delhi.

**Veena Keshav Pailwar**, ECONOMIC ENVIRONMENT OF BUSINESS, PHI Learning Pvt. Ltd, New Delhi, 2010

**PAPER-V**  
**RESEARCH METHODOLOGY**

**Paper code: MBAC 1005**

**Objectives**

- To enable the students to know about the information needs of Management
- To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry and
- To introduce the Statistical Tools of Data Analysis.

**UNIT-I**

Research – Qualities of Researcher – Components of Research Problem – Various Steps in Scientific Research – Types of Research – Hypotheses Research Purposes - Research Design – Survey Research – Case Study Research.

**UNIT-II**

Data Collection – Sources of Data – Primary Data – Secondary Data - Procedure Questionnaire – Sampling methods – Merits and Demerits – Experiments – Observation method – Sampling Errors - Type-I Error & Type-II Error.

**UNIT-III**

Statistical Analysis – Introduction to Statistics – Probability Theories – Conditional Probability, Poisson Distribution, Binomial Distribution and Properties of Normal Distributions – Hypothesis Tests – One Sample Test – Two Sample Tests / Chi-Square Test, Association of Attributes - Standard deviation – Co-efficient of variations .

**UNIT-IV**

Statistical Applications – Correlation and Regression Analysis – Analysis of Variance – Partial and Multiple Correlation – Factor Analysis and Conjoint Analysis – Multifactor Evaluation – Two-Factor Evaluation Approaches.

**UNIT-V**

Research Reports – Structure and Components of Research Report – Types of Report, characteristics of Good Research Report, Pictures and Graphs, Introduction to SPSS.

**[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]**

**REFERENCES**

**Panneerselvam, R.**, RESEARCH METHODOLOGY, *Prentice Hall of India, New Delhi, 2004.*  
**Kothari CR** , RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, *New Wiley Eastern Ltd., Delhi, 2009.*

**PAPER-VI  
FINANCIAL MANAGEMENT**

**Paper code: MBAC 2001**

**Objectives**

- To know the various sources of finance
- To understand the various uses for finance and
- To familiarize oneself with the techniques used in financial management.

**UNIT-I**

Financial Management – Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon's Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall).

**UNIT-II**

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

**UNIT-III**

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.

**UNIT- IV**

Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – Irrelevance Theory – M-M hypothesis - Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour.

**UNIT-V**

Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance – Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management.

**[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]**

**REFERENCES**

- Khan MY, Jain PK**, BASIC FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi*, 2005.  
**Chandra, Prasanna.** FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi*.  
**Bhabatosh Banerjee**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi*, 2010  
**Chandra Bose D**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi*, 2010  
**Preeti Singh**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *Ane*, 2011.

**PAPER-VII  
MARKETING MANAGEMENT**

**Paper Code: MBAC 2002**

**Objectives**

- To familiarize with the basic concepts, and techniques of marketing management
- To understand the behaviour of consumers
- To create awareness of marketing mix elements, and
- To analyse and solve marketing problems in the complex and fast changing business environment.

**UNIT-I**

Introduction to Marketing and Marketing Management, Marketing Concepts - Marketing Process Marketing mix - Marketing environment. - Consumer Markets and buying behaviour - Market segmentation and targeting and positioning.

**UNIT-II**

Product Decisions - concept of a Product - Product mix decisions - Brand Decision - New Product Development – Sources of New Product idea - Steps in Product Development - Product Life Cycle strategies- Stages in Product Life Cycle,

**UNIT-III**

Price Decisions - Pricing objectives - Pricing policies and constraints - Different pricing method - New product pricing, Product Mix pricing strategies and Price adjustment strategy.

**UNIT-IV**

Channel Decision - Nature of Marketing Channels – Types of Channel flows - Channel functions - Functions of Distribution Channel – Structure and Design of Marketing Channels -Channel co-operation, conflict and competition – Retailers and wholesalers.

**UNIT - V**

Promotion Decision - Promotion mix - Advertising Decision, Advertising objectives - Advertising and Sales Promotion – Developing Advertising Programme – Role of Media in Advertising - Advertisement effectiveness - Sales force Decision.

**REFERENCE**

**K.S. Chandrasekar**, MARKETING MANAGEMENT TEXT AND CASES, *Tata McGraw-Hill Publication, New Delhi.2010*

**Govindarajan**, MARKETING MANAGEMENT CONCEPTS, CASES, CHALLENGES AND TRENDS, *Prentice Hall of India, New Delhi. 2009*

**Philip Kotler**, MARKETING MANAGEMENT- ANALYSIS PLANNING AND CONTROL, *Prentice Hall of India, New Delhi,*

**Ramaswamy. V S & Namakumari. S**, MARKETING MANAGEMENT-PLANNING IMPLEMENTATION AND CONTROL, *Macmillan Business Books, New Delhi, 2002,*

**PAPER – VIII  
HUMAN RESOURCES MANAGEMENT**

**Paper Code: MBAC 2003**

**Objectives**

- To understand and appreciate the importance of the human resources vis-a-vis other resources of the organisation
- To familiarize the students with methods and techniques of HRM
- To equip them with the application of the HRM tools in real world business situations.

**UNIT-I**

Human Resources Management - Context and Concept of People Management in a Systems Perspective - Organisation and Functions of the HR and Personnel Department - HR Structure and Strategy; Role of Government and Personnel Environment including MNCs.

**UNIT – II**

Recruitment and Selection - Human Resource Information System [HRIS] - Manpower Planning - Selection – Induction & Orientation - Performance and Potential Appraisal - Coaching and Mentoring - HRM issues and practices in the context of Outsourcing as a strategy .

**UNIT-III**

Human Resources Development –Training and Development Methods - Design & Evaluation of T&D Programmes - Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - Retirement and Other Separation Processes.

**UNIT-IV**

Financial Compensation- -Productivity and Morale - Principal Compensation Issues & Management - Job Evaluation - Productivity, Employee Morale and Motivation - Stress Management - Quality of Work Life.

**UNIT – V**

Building Relationships – Facilitating Legislative Framework - Trade Unions - Managing Conflicts - Disciplinary Process - Collective Bargaining - Workers Participation in Management - Concept, Mechanisms and Experiences.

**REFERENCES**

- Venkata Ratnam C. S. & Srivatsava B. K.**, PERSONNEL MANAGEMENT AND HUMAN RESOURCES, *Tata Mc-Graw Hill, NewDelhi,*,  
**Aswathappa**, HUMAN RESOURCE MANGEMENT, *Tata McGraw Hill, NewDelhi, 2010*  
**Garry Dessler & Varkkey**, HUMAN RESOURCE MANAGEMENT, *Pearson, New Delhi, 2009*  
**Alan Price**, HUMAN RESOURCE MANAGEMENT, *Cengage Learning, NewDelhi, 2007*  
**Pravin Durai**, HUMAN RESOURCE MANGEMENT, *Pearson, New Delhi, 2010*  
**Snell, Bohlander & Vohra**, HUMAN RESOURCES MANAGEMENT, *Cengage, NewDelhi, 2010*

**Objectives**

- To familiarize the Operations Management concepts
- To introduce various optimization techniques with managerial perspective
- To facilitate the use of Operations Research techniques in managerial decisions.

**UNIT –I**

Introduction to Operations Management - Process Planning - Plant Location - Plant Lay out - Introduction to Production Planning.

**UNIT –II**

Stages of Development of Operations Research- Applications of Operations Research- Limitations of Operations Research- Introduction to Linear Programming- Graphical Method- Simplex Method - Duality.

**UNIT-III**

Transportation Problem- Assignment Problem - Inventory Control - Introduction to Inventory Management - Basic Deterministic Models - Purchase Models - Manufacturing Models with and without Shortages.

**UNIT-IV**

Shortest Path Problem - Minimum Spanning Tree Problem - CPM/PERT - Crashing of a Project Network.

**UNIT- V**

Game Theory- Two Person Zero-sum Games -Graphical Solution of (2 x n) and (m x 2) Games - LP Approach to Game Theory - Goal programming - Formulations - Introduction to Queuing Theory - Basic Waiting Line Models: (M/M/1):(GD/a/a), (M/M/C):GD/a/a).

**[Note: Distribution of Questions between Problems and Theory of this paper must be 60: 40 i.e, Problem Questions: 60 % & Theory Questions : 40 % ]**

**REFERENCES**

**Kanishka Bedi**, PRODUCTION & OPERATIONS MANAGEMENT, *Oxford, NewDelhi, 2007*

**Panneerselvam, R**, OPERATIONS RESEARCH, *Prentice-Hall of India, New Delhi, 2002.*

**G.Srinivasan**, OPERATIONS RESEARCH, *PHI Learning, NewDelhi,2010*

**Tulsian & Pandey**, QUANTITATIVE TECHNIQUES, *Pearson, NewDelhi, 2002*

**Vohra**, QUANTATIVE TECHNIQUES IN MANAGEMENT, *Tata McGrawHill, NewDelhi, 2010*



**PAPER-X  
STRATEGIC MANAGEMENT**

**Paper Code: MBAC 2005**

**Objectives**

- Integrating the knowledge gained in functional areas of management
- Helping the students to learn about the process of strategic management, and
- Helping the students to learn about strategy formulation and implementation

**UNIT-I**

Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies

**UNIT-II**

Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis

**UNIT-III**

Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice; Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Bench marking, Service blue printing

**UNIT-IV**

Functional Strategies: Marketing, production/operations and R&D plans and policies- Personnel and financial plans and policies.

**UNIT-V**

Strategy Implementation - Inter - relationship between formulation and implementation - Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change - Strategy Evaluation- Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

**REFERENCES**

**Azhar Kazmi**, STRATEGIC MANAGEMENT & BUSINESS POLICY, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

**Vipin Gupta, Kamala Gollakota & Srinivasan**, BUSINESS POLICY & STRATEGIC MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi, 2008.*

**Amita Mittal**, CASES IN STRATEGIC MANAGEMENT, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

**Fred R. David**, STRATEGIC MANAGEMENT CONCEPT AND CASES, *PHI Learning Private Limited, New Delhi, 2008.*

**Objectives**

- To understand the conceptual foundations of consumer buying behavior
- To create awareness of the theories of motivation and perception as applied in consumer behavior, and
- To acquaint with the communication and consumer decision making

**UNIT - I**

Consumer Behaviour and Marketing Action - An overview - Consumer involvement - Decision-making processes - Purchase Behaviour and Marketing Implications - Consumer Behaviour Models

**UNIT - II**

Environmental influences on Consumer Behaviour - Cultural influences - Social class - Reference groups and family influences - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences.

**UNIT - III**

Consumer buying behaviour - Marketing implications - Consumer perceptions – Learning and attitudes - Motivation and personality – Psychographics - Values and Lifestyles, Click-o-graphic.

**UNIT - IV**

Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, Perceptual Mapping - Marketing communication - Store choice and shopping behaviour - In-Store stimuli, store image and loyalty - Consumerism - Consumer rights and Marketers' responsibilities.

**UNIT - V**

The Global Consumer Behaviour and Online buying behaviour - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.

**REFERENCES**

**Bennet and Kassanjian**, CONSUMER BEHAVIOUR, *Prentice Hall of India, New Delhi*

**Michael R. Solomon**, Consumer Behaviour, PHI Learning Private Limited, New Delhi, 2011

**Ramanuj Majumdar**, CONSUMER BEHAVIOUR, *Prentice Hall of India, New Delhi, 2011*

**Loudon and Della Bitta**, CONSUMER BEHAVIOUR: CONCEPTS AND APPLICATIONS, *Tata McGraw Hill. New Delhi, 2007*

**Berkman & Gilson**, CONSUMER BEHAVIOUR: CONCEPTS AND STRATEGIES, *Kent Publishing Company.*

**Efraim Turban, Jae Lee, David King, & I-I. Michael Chung**: *Electronic Commerce: Managerial Perspective, Pearson Education Inc., 2000.*

**MBA (Marketing) - III Semester**

**PAPER-XII  
MARKETING RESEARCH**

**Course Code: 36**

**Paper Code: MBMM 3002**

**Objectives**

- To introduce the basic concepts of research and methodology of conducting researches in marketing domain, and
- To provide a foundation to pursue a professional career in Marketing Research domain.

**UNIT – I**

The Marketing Research System - Definition of MR - Basic and Applied Research – The Marketing Research Process - Types of Research - Steps in Marketing Research Process - Research Design - Data Sources - Marketing Information System – International Market Research.

**UNIT-II**

Sampling Process in Marketing Research– Sampling Design and Procedure – Sampling Methods – Non probabilistic sampling Techniques – Probabilistic sampling Techniques - Sample Size determination - Sampling Errors.

**UNIT-III**

Measurement & Scaling in Marketing Research: Measurement concept – Sources of variation in Measurement, Validity & reliability of Measurement - Attitude measurement – Scaling Procedure

**UNIT-IV**

Data Instruments - Data Collection- Online data collection - Collection of Secondary Data – Collection of Primary Data Methods - Field Operations - Errors and Difficulties in Data Processing, Coding and Editing.  
Data Analysis - Hypothesis Testing - Report Writing - Presentation of Data.

**UNIT- V**

Application of Marketing Research: Product Research – Motivation research – Advertising Research – Sales Control Research – Rural Marketing research - Export Marketing research.

**REFERENCES**

**Naresh K. Malhotra**, MARKETING RESEARCH: AN APPLIED ORIENTATION,  
*Pearson Education, Asia.*

**Paul E. Green & Donald S. Tull**, RESEARCH FOR MARKETING DECISIONS. *PHI Learning Private Limited, New Delhi, 2009*

**Donald R. Cooper & Schindler**, MARKETING RESEARCH CONCEPT & CASES, *Tata McGraw-Hill Publishing Company Limited, New Delhi, 2006*

**S.C. Gupta**, MARKETING RESEARCH, *Excel Books India, 2007*

**Objectives:**

- To help the learner distinguish between consumer marketing and industrial marketing
- To understand the nuances of industrial marketing, and
- To learn to formulate industrial marketing strategies and also design industrial marketing mix elements

**UNIT-I**

Introduction to Industrial Markets - Industrial Marketing System, Concepts and Characteristics - Types of Industrial Markets - Industrial Buyer Behaviour.

**UNIT-II**

Strategic Industrial Marketing (S.T.P.) - Marketing Information Systems and Marketing Research – B2B Commerce.

**UNIT-III**

Classification of Industrial Products and Services - New Product Development and Introduction - Industrial Product Management - Pricing Decisions in Industrial Markets.

**UNIT-IV**

Formulating Channel Strategies and Physical Distribution decisions – Channel Management -Promotional Strategies for Industrial Goods/ Services.

**UNIT - V**

Developing Marketing Strategies and Programs for Industrial Goods / Services.  
– Formulating channel strategy – Pricing strategy- Promotional strategy – Sales force automation.

**REFERENCES**

**Hawaldar, K. Krishna**, INDUSTRIAL MARKETING, *TATA McGraw-Hill Publishing Company Limited, New Delhi. 2008*

**Milind T. Phadtare**, INDUSTRIAL MARKETING, Prentice Hall of India Pvt. Ltd, New delhi,2008

**Michael D Hautt and Thomas W Speh**, INDUSTRIAL MARKETING MANAGEMENT, *The Dyden Press.*

**Peter M. Chisnall**, STRATEGIC INDUSTRIAL MARKETING; *Prentice-Hall International*

**Robert R. Reeder, Briety & Betty H. reeder**, INDUSTRIAL MARKETING, Prentice Hall of India Pvt. Ltd, New delhi,2008

**MBA (Marketing) - IV Semester**

**PAPER-XIV**

**LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

**Course Code: 36**

**Paper Code: MBMM3004**

**Objectives**

- To introduce process and functions of physical distribution system
- To introduce the major building blocks, functions, business process, performance metrics and decision making in supply chain network, and
- To provide an insight into the role of Internet Technologies and electronics commerce in supply chain management

**UNIT - I**

Physical distribution : Participation in the physical distribution functions – The environment of physical distribution – Channel design strategies and structures – electing channel members – Setting distribution objectives and tasks – Target markets and channel design strategies.

**UNIT - II**

Managing the marketing channel - Product, Pricing and Promotion issues in channel Management and Physical Distribution - Motivating channel members - Evaluating channel member performance - Vertical marketing systems - Retail co-operatives, Franchise systems and corporate marketing systems.

**UNIT - III**

Supply Chain: Building Blocks of a Supply Chain Network – Performance Measures in Decisions in the Supply chain World – Models for Supply chain Decision Making.

**UNIT - IV**

Supply Chain Inventory Management: Economic Order quantity Models – Recorder Point Models – Multichannel Inventory systems – Supply chain Facilities Layout – Capacity Planning – Inventory optimization – Dynamic Routing and Scheduling.

**UNIT-V**

Relation to ERP: E-procurement – E-Logistics – Internet Auctions – E-markets – Electronic Business Process – Optimization Business Object in SCM.

**REFERENCES**

**N. Chandrasekaran**, SUPPLY CHAIN MANAGEMENT, *Oxford University Press*, 2010

**D.K. Agarwal**, LOGISTICS & SUPPLY CHAIN MANAGEMENT, *Macmillan India Pvt. Ltd. New Delhi*, 2008

**Sunil chopra, Meindl & Kalra**, SUPPLY CHAIN MANAGEMENT, *Pearson Education*, India, 2009

**Bowersox & Closs**, LOGISTICAL MANAGEMENT, *Tata McGraw Hill. New Delhi*, 2008

**Satish K. Kapoor & Purva Kansal**, BASICS OF DISTRIBUTION MANAGEMENT - A LOGISTICAL APPROACH, *Prentice-Hall India*, 2003.

**Richard R. Still, Edward W. Cundiff & Norman A.P. Govani**, SALES MANAGEMENT, *Prentice-Hall India*.

**Objectives**

- To understand the concept, process and management of retail business
- To develop an understanding of the retail strategy and planning process, and
- To have an understanding of merchandise process

**UNIT – I**

An overview of Retailing - Types of stores - Product Retailing vs. Service Retailing - Non store Retailing - Retail strategy - Achieving competitive advantage and positioning Retailing environment - Legal, Social, Economic, Technological, issues - Trends in the Indian Retailing Industry.

**UNIT-II**

Retail store location and layout - Country/Region analysis - Trade area analysis - Site evaluation and selection - Store design and layout - Comprehensive store planning - Exterior design and layout - Interior store design and layout - Interior design elements.

**UNIT-III**

Planning merchandise needs and merchandise budgets - Methods for determining inventory evaluation - Assortment planning, buying and vendor relations - Merchandise pricing - Price strategies - Psychological pricing - Mark-up and markdown strategies.

**UNIT-IV**

Communicating with the retail customer - Retail promotion mix-Advertising - Sales promotion - Publicity - Retail selling process - Retail database- In-store customer service.

**UNIT - V**

Globalization and changing retail formats – Online retailing - International Retailing – Opportunities and Challenges - Market entry formulas - New customized formats (customized stores, portable stores, merchandise depots, retail theater, service malls, customer-made stores, interactive kiosk 'shopping arcades')

**REFERENCES**

**Chetan Bajaj, Tuli & Srivastava**, RETAIL MANAGEMENT, *Oxford University Press*, New Delhi.2010

**Giridhar Joshi**, INFORMATION TECHNOLOGY FOR RETAIL, *Oxford University Press*, New Delhi.2009

**Swapna Pradhan**, RETAIL MANAGEMENT, TEXT & CASES, *Tata McGraw-Hill Publishing company*, New Delhi, 2008

**Ron Hasty and James Reardon**, RETAIL MANAGEMENT. *McGraw-Hill Publication*, International Edition.

**Fernie**, PRINCIPLES OF RETAILING, *Elsevier Publishing*, 2010

**MBA (Marketing) - IV Semester**

**PAPER-XVI  
RURAL MARKETING**

**Course Code: 36**

**Paper Code: MBMM4001**

**Objectives**

- To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context
- To familiarize with the special problems related to sales in rural markets, and
- To help understand the working of rural marketing institutions.

**UNIT- I**

Rural Economy - Rural - Urban disparities-policy interventions required - Rural face to Reforms - The Development exercises in the last few decades.

**UNIT-II**

Rural Marketing - Concept and Scope - Nature of rural markets - attractiveness of rural markets - Rural Vs Urban Marketing - Characteristics of Rural consumers - Buying decision process - Rural Marketing Information System - Potential and size of the Rural Markets.

**UNIT-III**

Selection of Markets - Product Strategy - Product mix Decisions - Competitive product strategies for rural markets.

**UNIT-IV**

Pricing strategy - pricing policies - innovative pricing methods for rural markets - promotion strategy - appropriate media - Designing right promotion mix - promotional campaigns.

**UNIT - V**

Distribution - Logistics Management - Problems encountered - selection of appropriate channels - New approaches to reach out rural markets – Electronic choupal applications.

**REFERENCES**

**Balaram Dogra & Karminder Ghuman**, RURAL MARKETING: CONCEPT & CASES, *Tata McGraw-Hill Publishing Company, New Delhi, 2008*

**A.K. Singh & S. Pandey**, RURAL MARKETING: INDIAN PERSPECTIVE, *New Age International Publishers, 2007*

**CSG Krishnamacharylu & Laitha Ramakrishna**, - RURAL MARKETING, *Pearson Education Asia. 2009*

**Philip Kotler**, MARKETING MANAGEMENT, *Prentice - Hall India Ltd. New Delhi*

**Agarwal A.N.**, INDIAN ECONOMY, *Vikas Publication , New Delhi.*

**Ruddar Dutt Sundaram**, INDIAN ECONOMY, *Tata McGraw Hill. Publishers , New Delhi*

**MBA (Marketing) - IV Semester**

**PAPER-XVII  
SERVICES MARKETING**

**Course Code: 36**

**Paper Code: MBMM 4002**

**Objectives**

- To familiarize with the special characteristics of services relevant for marketing
- To analyze the customer satisfaction and complaint management in services
- To evaluate the financial implications of improvement in services, and
- To acquaint with CRM application in service marketing.

**UNIT-I**

Marketing of Services - Introduction - Growth of the Service Sector - The Concept of Service - Characteristics of Services - Classification of Services - Designing the Service Blueprinting, Using Technology - Developing Human Resources - Building Service Aspirations.

**UNIT-II**

Marketing mix in services marketing - The seven Ps - Product Decisions - Pricing Strategies and Tactics - Promotion of Services and Placing or Distribution Methods for Services - Additional Dimensions in Services Marketing - People, Physical Evidence and Process – Internet as a service channel.

**UNIT-III**

Strategic Marketing Management for Services - Matching Demand and Supply through Capacity Planning and Segmentation - Internal Marketing of a Service - External versus Internal Orientation of Service Strategy.

**UNIT-IV**

Delivering Quality Services - Causes of Service-Quality Gaps - The Customer Expectations versus Perceived Service Gap - Factors and Techniques to Resolve this Gaps in Service - Quality Standards, Factors and Solutions - The Service Performance Gap Key Factors and Strategies for Closing the Gap - Developing Appropriate and Effective Communication about Service Quality.

**UNIT – V**

Marketing of Services with special reference to Financial Services - Health Services - Hospitality Services including Travel, Hotels and Tourism - Professional Services - Public Utility Services - Communication Services - Educational Services.

**REFERENCES**

**Ravi Shanker**, SERVICES MARKETING: THE INDIAN PERSPECTIVE, *Excel Books, New Delhi, 2008*

**Rajendra Nargundkar**, SERVICES MARKETING: TEXT & CASES, *Tata McGraw-Hill Publishing Company, New Delhi, 2008*

**Christopher H. Lovelock**, SERVICES MARKETING: PEOPLE, TECHNOLOGY, STRATEGY, *Pearson Education Asia.*

**R. Srinivasan**, SERVICES MARKETING, *Prentice Hall of India Private Limited, New Delhi.*

**Zcithaml, Parasuraman & Berry**, DELIVERING QUALITY SERVICE, *The Free Press, Macmillan. 2008*



**MBA (Marketing) - IV Semester**

**PAPER-XVIII  
ADVERTISING & SALES PROMOTION**

**Course Code: 36**

**Paper Code: MBMM 4003**

**Objectives**

- To understand the process of marketing communications.
- To understand and integrate marketing communications theory and concepts with all elements of the promotional mix, and
- To acquaint students with approaches and methods to develop, execute and evaluate advertising campaigns.

**UNIT - I**

Advertising - an introduction- Origin and Development - Definition and Classification - Planning Framework - Organising Framework - the Advertiser and the Advertising Agency interface - Strategic Advertising Decisions - Setting Advertising Objectives - The Budget Decision - Preparing the Product and Media Brief

**UNIT-II**

Copy Decisions - Visualization of Ad Layout - Elements of Ad Copy and Creation Principles of verbal versus visual thinkers - Styles and Stages in advertising copy creation- Copy (Pre-) Testing methods and measurements.

**UNIT-III**

Media Decisions - Media Planning and Selection - Concepts of Reach, Frequency, Continuity, and Selectivity - Measures of Media Cost Efficiency – Media (Readership / Viewership) Research - The Internet as an Advertising Medium - Tracking Website visits, page views, hits, and click-stream analysis - permission marketing and privacy - ethical concerns.

**UNIT-IV**

Measuring Advertising Effectiveness - Control of Advertising by practitioners, media and the market - Advertising in the International Market-place - Advertising and Principles of Integrated Marketing Communication and Image Building.

**UNIT - V**

Sales Promotion - Rationale, Types - Consumer and Trade Promotions - Sales Promotion Strategies and Practices, Cross Promotions, Surrogate Selling, Bait and Switch advertising issues.

Brand Equity - Concepts and Criteria, Building, Measuring and Managing Brand Equity, Linking Advertising and sales promotion to achieve 'brand-standing' - Leveraging Brand Values for business and non-business contexts.

**REFERENCES**

**Kazmi & Batra**, ADVERTISING & SALES PROMOTION,*Excel Books, 2008*

**Aaker, Batra & Myers**, ADVERTISING MANAGEMENT; *Prentice Hall, India. 2008*

**Kruti Shah & Alan D'souza**, ADVERTISING & PROMOTION, *Tata McGraw-Hill Delhi, 2009*

**Kelley & Jugenheimer**, ADVERTISING MEDIA PLANNING A BRAND MANAGEMENT APPROACH, *Prentice Hall, India. 2008.*

**MBA (Marketing) – IV Semester**

**PAPER-XIX  
CUSTOMER RELATIONSHIP MANAGEMENT**

**Course Code: 36**

**Paper Code: MBMM4004**

**Objectives**

- To understand the concepts and principles of CRM
- To appreciate the role and changing face of CRM as an IT enabled function, and
- To enable managing Customer Relationship.

**UNIT - I**

CRM concepts - Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs.

**UNIT - II**

CRM in Marketing - One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing. - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement.

**UNIT - III**

Sales Force Automation - Sales Process, Activity, Contact- Lead and Knowledge Management - Field Force Automation. - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM).

**UNIT-IV**

Analytical CRM - Managing and sharing customer data - Customer information databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.

**UNIT- V**

CRM Implementation - Defining success factors - Preparing a business plan requirements, justification and processes. - Choosing CRM tools - Defining functionalities - Homegrown versus out-sourced approaches - Managing customer relationships - conflict, complacency, Resetting the CRM strategy. Selling CRM .internally - CRM development Team - Scoping and prioritizing - Development and delivery - Measurement.

**REFERENCES**

**Alok Kumar Rai**, CUSTOMER RELATIONSHIP MANAGEMENT CONCEPT & CASES, *Prentice Hall of India Private Limited, New Delhi. 2011*

**S. Shanmugasundaram**, CUSTOMER RELATIONSHIP MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi, 2008*

**Kaushik Mukherjee**, CUSTOMER RELATIONSHIP MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi, 2008*

**Jagdish Seth, et al**, CUSTOMER RELATIONSHIP MANAGEMENT

**V. Kumar & Werner J.**, CUSTOMER RELATIONSHIP MANAGEMENT, *Willey India, 2008*

**MBA (Marketing) - IV Semester**

**PAPER-XX  
GLOBAL MARKETING**

**Course Code: 36**

**Paper Code: MBMM 4005**

**Objectives**

- This course is designed to provide knowledge of marketing management in the international scenario, and
- To enable the student to appreciate the nuances of international marketing environment and develop marketing strategies for the dynamic international markets.

**UNIT-I**

The international marketing environment - Political and legal systems - Multilateral and Geographical Groupings - Culture and Business Customs - Economic and Financial dimensions.

**UNIT –II**

Understanding the global consumer market - Scope and challenges of international marketing - Assessing international market opportunities - Marketing Research.

**UNIT-III**

International marketing management - Planning and organization - Market entry strategies - Export, joint ventures and direct investments.

**UNIT –IV**

Global product management - standardization vs. differentiation - Product planning and development - Marketing industrial products and services globally - Pricing for international markets.

**UNIT – V**

Global logistics management - International distribution systems - Global advertising and promotional strategies - Sales management - Developing marketing strategies and programs for international markets.

**REFERENCES**

**Keiefer Lee & Steve Carter**, GLOBAL MARKETING MANAGEMENT, *Oxford University*, 2009  
**Micheal R.Czinkota and Ilkka A.Ronkainen**, GLOBAL MARKETING, *CENGAGE Learning*, 2007  
**R. Srinivasan**, INTERNATIONAL MARKETING, *Prentice-Hall India Pvt. Ltd*, New Delhi, 2008  
**Daniels, Raderbaugh & Sulliva**, GLOBALIZATION AND BUSINESS, *Prentice-Hall India*,  
**Philip R.Cateora and John L.Graham** , INTERNATIONAL MARKETING, *Irwin McGraw-Hill*  
**Masaaki & Helsen**, GLOBAL MARKETING MANAGEMENT, *John Willey & sons Inc*, 2004  
**Terpstra & Sarathy**, INTERNATIONAL MARKETING, *Thomson*.



# **PONDICHERRY UNIVERSITY**

## **DIRECTORATE OF DISTANCE EDUCATION**



### **Programme Project Report**

#### **MBA (TOURISM)**

Submitted for Approval of UGC

With effect from 2018 -19 ONWARDS

**(a) Programme's mission & objectives:**

**Mission:** MBA degree in Tourism plans to provide students with management fundamentals, give them a transversal approach of all the different sectors in Tourism, and the opportunity to acquire specialist expertise in a given field. Students thus will have a global vision of business issues and the capacity to develop specific key skills.

**Objectives:** This programme is designed to facilitate the prospective managers to effectively manage the hospitality and tourism operations.

- To have an overview about the hospitality and tourism industry globally and gain insights about the tourism practices in India.
- To learn the qualitative and quantitative tools and techniques for effective managerial decision making.
- To have real time industry orientation and practice.

**(b) Relevance of the program with HEI's Mission and Goals:**

This programme focuses on providing quality education and developing agents of change for socially responsible tourism and to develop professionals with entrepreneurial skills and in-depth knowledge about different forms of tourism.

**(c) Nature of prospective target group of learners:**

The target groups of learners are identified from any Graduates who aspire to acquire the knowledge and skills of Tourism Management and those who wish to get jobs in the sectors of Tourism i.e. Tour Operator, Travel Manager and Transport Manager etc. It is fortunate for the entrepreneur in the field of Tourism and Hospitality Management.

**(d) Learning Outcomes:**

- Knowledge about the tourism and hospitality industry practices.
- Specialist sector-specific management knowledge, in line with the chosen pathway to develop expertise and consequently competent and versatile managers.
- Ability to develop a framework for research in the tourism domain.

- Ability to update to current practices followed globally in tourism and hospitality and to customize the same to the Indian context.

**(e) Instructional Design:**

**1. Duration of the Programme:**

The course shall be of two years duration spread over four semesters. The Maximum duration to complete the course shall be 4 years.

**2. Medium**

The medium of instruction shall be English.

**3. Instructional delivery mechanisms:**

The delivery of the programme is through conduct of Personal Contact Programme. In total 8 days (40 Hours) PCP classes for every semester will be conducted at select centers based on the number of students enrolled for the program and the attendance is not mandatory.

**4. Faculty and support of Staff:**

- DDE faculty, University faculty from Management department and other college faculty will be engaged for handling classes of the first two semesters in Personal contact programme.
- Distance Education Staffs will be engaged for supporting other activities like dispatch of study materials.

**5. Media for instruction:**

- Printed study materials will be provided for all courses and the same will be uploaded in the University Website ([pondiuni.edu.in](http://pondiuni.edu.in)).
- Students can see all information's about DDE in the University website.
- The student support services like help desk (grievances) will be solved through in person, phone, email and group sms.

## 6. Curriculum design

### MBA (TOURISM) CURRICULUM

#### I SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBAC 1001	Management Concepts & Organisational Behaviour	100	50
2	MBAC 1002	Managerial Economics	100	50
3	MBAC 1003	Accounting for Managers	100	50
4	MBAC 1004	Business Environment and Law	100	50
5	MBAC 1005	Research Methodology	100	50

#### II SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBAC 2001	Financial Management	100	50
2	MBAC 2002	Marketing Management	100	50
3	MBAC 2003	Human Resources Management	100	50
4	MBAC 2004	Operations Research and Management	100	50
5	MBAC 2005	Strategic Management	100	50

#### III SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBTM 3001	Tourism Principles, Policies & Practices	100	50
2	MBTM 3002	Global Tourism Geography	100	50
3	MBTM 3003	Tourism Products of India	100	50
4	MBTM 3004	Destination Planning and Development	100	50
5	MBTM 3005	Eco Tourism	100	50

#### IV SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	MBTM 4001	Air Fares & Airline Management	100	50
2	MBTM 4002	Travel Agency & Tour Operations Management	100	50
3	MBTM 4003	Event Management	100	50
4	MBTM 4004	Customer Relationship & Service Management	100	50
5	MBTM 4005	E-Tourism Management	100	50
6	MBTM 4006	<b>Project Work (100 marks)</b>	100	50



**PAPER – I**  
**MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR**  
**Paper Code: MBAC 1001**

**Objectives**

- to provide conceptual understanding of Management Concepts
- to familiarize the students with the contemporary issues in Management
- to understand and appreciate the human behaviour in organisations

**UNIT - I**

Nature of Management - Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes

**UNIT – II**

An Overview of Staffing, Directing and Controlling Functions - Organising - Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic Vs Adoptive Structures - Formal and Informal Organisation

**UNIT – III**

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types-Process - Barriers - Making Communication Effective

**UNIT – IV**

Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

**UNIT – V**

Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

**REFERENCES**

**Koontz, Weirich & Aryasri**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2004*  
**Tripathi & Reddy**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2008*  
**Laurie Mullins**, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi, 2007*  
**Meenakshi Gupta**, PRINCIPLES OF MANAGEMENT, *PHI Learning, New Delhi, 2009*  
**Fred Luthans**, ORGANISATIONAL BEHAVIOUR, *Tata McGraw-Hill, New Delhi*

**Objectives**

- To introduce the economic concepts
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

**UNIT – I**

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

**UNIT-II**

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

**UNIT-III**

Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

**UNIT-IV**

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

**UNIT – V**

Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

**REFERENCES**

**Yogesh Maheswari**, MANAGERIAL ECONOMICS, *PHI Learning, NewDelhi, 2005*

**Gupta G.S.**, MANAGERIAL ECONOMICS, *Tata McGraw-Hill, New Delhi*

**Moyer & Harris**, MANAGERIAL ECONOMICS, *Cengage Learning, NewDelhi, 2005*

**PAPER –III  
ACCOUNTING FOR MANAGERS**

**Paper code: MBAC 1003**

**Objectives**

- To acquaint the students with the fundamentals principles of Financial, Cost and Management Accounting
- To enable the students to prepare, Analyse and Interpret Financial Statements and
- To enable the students to take decisions using Management Accounting Tools.

**UNIT-I**

Book-keeping and Accounting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts –Trading, Profit and Loss Account and Balance Sheet with adjustment entries, simple problems only - Capital and Revenue Expenditure and Receipts.

**UNIT-II**

Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method - Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios – Simple problems only.

**UNIT-III**

Funds Flow Analysis – Funds From Operation, Sources and Uses of Funds, Preparation of Schedule of Changes in Working Capital and Funds Flow Statements – Uses and Limitations - Cash Flow Analysis – Cash From Operation – Preparation of Cash Flow Statement – Uses and Limitations – Distinction between Funds flow and Cash Flow – only simple problems

**UNIT-IV**

Marginal Costing - Marginal cost and Marginal costing - Importance - Break-even Analysis - Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a foreign order, Deciding sales mix.

**UNIT-V**

Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet – Standard Costing – Variance Analysis – Material Variances – Labour Variances – simple problems related to Material and Labour Variances only

**[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40 i.e., Problem Questions: 60 % & Theory Questions: 40 %]**

**REFERENCES**

**Jelsy Josheph Kuppapally**, ACCOUNTING FOR MANAGERS, *PHI, Delhi, 2010.*

**Paresh shah**, BASIC ACCOUNTING FOR MANAGERS, *Oxford, Delhi, 2007*

**Ambrish Gupta**, FINANCIAL ACCOUNTING FOR MANAGEMENT, *Pearson, Delhi, 2004*

**Narayanaswamy R**, FINANCIAL ACCOUNTING , *PHI, Delhi, 2011*

## **MBA - I Semester**

### **PAPER-IV BUSINESS ENVIRONMENT AND LAW**

**Paper Code: MBAC 1004**

#### **Objectives**

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To relate the Impact of Environment on Business in an integrated manner, and
- To give an exposure to important commercial and industrial laws

#### **UNIT – I**

Dynamics of Business and its Environment – Technological, Political, Social and Cultural Environment - Corporate Governance and Social Responsibility - Ethics in Business - Economic Systems and Management Structure - Family Management to Professionalism - Resource Base of the Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues.

#### **UNIT - II**

Infrastructure - Economic- Social, Demographic Issues, Political context - Productivity Factors, Human Elements and Issues for Improvement - Global Trends in Business and Management - MNCs - Foreign Capital and Collaboration - Trends in Indian Industry - The Capital Market Scenario.

#### **UNIT - III**

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract - Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract - Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency.

#### **UNIT - IV**

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures - Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

#### **UNIT - V**

Factory Act – Licensing and Registration of Factories, Health, Safety and Welfare measures - Industrial Disputes Act – Objects and scope of the Act, Effects of Industrial Dispute, Administration under the Act- Minimum Wages Act - Workmen Compensation Act.

#### **REFERENCES**

**Pathak,** LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, New Delhi, 2010.

**Keith-Davis & William Frederick,** BUSINESS AND SOCIETY, *McGraw-Hill, Tokyo.*

**M.M. Sulphey & Az-har Basheer,** LAWS FOR BUSINESS, *PHI Learning Pvt. Ltd. New Delhi,* 2011

**Maheswari & Maheswari,** MERCANTILE LAW. *Himalaya Publishing House. Mumbai*

**PAPER-V  
RESEARCH METHODOLOGY**

**Paper code: MBAC 1005**

**Objectives**

- To enable the students to know about the information needs of Management
- To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry and
- To introduce the Statistical Tools of Data Analysis.

**UNIT-I**

Research – Qualities of Researcher – Components of Research Problem – Various Steps in Scientific Research – Types of Research – Hypotheses Research Purposes - Research Design – Survey Research – Case Study Research.

**UNIT-II**

Data Collection – Sources of Data – Primary Data – Secondary Data - Procedure Questionnaire – Sampling methods – Merits and Demerits – Experiments – Observation method – Sampling Errors - Type-I Error & Type-II Error.

**UNIT-III**

Statistical Analysis – Introduction to Statistics – Probability Theories – Conditional Probability, Poisson Distribution, Binomial Distribution and Properties of Normal Distributions – Hypothesis Tests – One Sample Test – Two Sample Tests / Chi-Square Test, Association of Attributes - Standard deviation – Co-efficient of variations .

**UNIT-IV**

Statistical Applications – Correlation and Regression Analysis – Analysis of Variance – Partial and Multiple Correlation – Factor Analysis and Conjoint Analysis – Multifactor Evaluation – Two-Factor Evaluation Approaches.

**UNIT-V**

Research Reports – Structure and Components of Research Report – Types of Report, characteristics of Good Research Report, Pictures and Graphs, Introduction to SPSS.

**[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]**

**REFERENCES**

**Panneerselvam, R.**, RESEARCH METHODOLOGY, *Prentice Hall of India, New Delhi, 2004.*  
**Kothari CR** , RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, *New Wiley Eastern Ltd., Delhi, 2009.*

**PAPER-VI  
FINANCIAL MANAGEMENT**

**Paper code: MBAC 2001**

**Objectives**

- To know the various sources of finance
- To understand the various uses for finance and
- To familiarize oneself with the techniques used in financial management.

**UNIT-I**

Financial Management – Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon's Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall).

**UNIT-II**

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

**UNIT-III**

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.

**UNIT- IV**

Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – Irrelevance Theory – M-M hypothesis - Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour.

**UNIT-V**

Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance – Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management.

**[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]**

**REFERENCES**

**Khan MY, Jain PK**, BASIC FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi* , 2005.

**Chandra, Prasanna**, FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi*.

**Bhabatosh Banerjee**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi*, 2010

## **UNIT-I MBA- II Semester**

### **PAPER-VII MARKETING MANAGEMENT**

**Paper Code: MBAC 2002**

#### **Objectives**

- To familiarize with the basic concepts, and techniques of marketing management
- To understand the behaviour of consumers
- To create awareness of marketing mix elements, and
- To analyse and solve marketing problems in the complex and fast changing business environment.

Introduction to Marketing and Marketing Management, Marketing Concepts - Marketing Process  
Marketing mix - Marketing environment. - Consumer Markets and buying behaviour - Market  
segmentation and targeting and positioning.

#### **UNIT-II**

Product Decisions - concept of a Product - Product mix decisions - Brand Decision - New  
Product Development – Sources of New Product idea - Steps in Product Development - Product  
Life Cycle strategies- Stages in Product Life Cycle,

#### **UNIT-III**

Price Decisions - Pricing objectives - Pricing policies and constraints - Different pricing method -  
New product pricing, Product Mix pricing strategies and Price adjustment strategy.

#### **UNIT-IV**

Channel Decision - Nature of Marketing Channels – Types of Channel flows - Channel  
functions - Functions of Distribution Channel – Structure and Design of Marketing Channels -  
Channel co-operation, conflict and competition – Retailers and wholesalers.

#### **UNIT - V**

Promotion Decision - Promotion mix - Advertising Decision, Advertising objectives -  
Advertising and Sales Promotion – Developing Advertising Programme – Role of Media in  
Advertising - Advertisement effectiveness - - Sales force Decision.

#### **REFERENCE**

**K.S. Chandrasekar**, MARKETING MANAGEMENT TEXT AND CASES, *Tata McGraw-Hill*  
*Publication, New Delhi.2010*

**Philip Kotler**, MARKETING MANAGEMENT- ANALYSIS PLANNING AND CONTROL, *Prentice*  
*Hall of India, New Delhi,*

**PAPER – VIII  
HUMAN RESOURCES MANAGEMENT**

**Paper Code: MBAC 2003**

**Objectives**

- To understand and appreciate the importance of the human resources vis-a-vis other resources of the organisation
- To familiarize the students with methods and techniques of HRM
- To equip them with the application of the HRM tools in real world business situations.

**UNIT-I**

Human Resources Management - Context and Concept of People Management in a Systems Perspective - Organisation and Functions of the HR and Personnel Department - HR Structure and Strategy; Role of Government and Personnel Environment including MNCs.

**UNIT – II**

Recruitment and Selection - Human Resource Information System [HRIS] - Manpower Planning - Selection – Induction & Orientation - Performance and Potential Appraisal - Coaching and Mentoring - HRM issues and practices in the context of Outsourcing as a strategy .

**UNIT-III**

Human Resources Development –Training and Development Methods - Design & Evaluation of T&D Programmes - Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - Retirement and Other Separation Processes.

**UNIT-IV**

Financial Compensation- -Productivity and Morale - Principal Compensation Issues & Management - Job Evaluation - Productivity, Employee Morale and Motivation - Stress Management - Quality of Work Life.

**UNIT – V**

Building Relationships – Facilitating Legislative Framework - Trade Unions - Managing Conflicts - Disciplinary Process - Collective Bargaining - Workers Participation in Management - Concept, Mechanisms and Experiences.

**REFERENCES**

**Venkata Ratnam C. S. & Srivatsava B. K.**, PERSONNEL MANAGEMENT AND HUMAN RESOURCES, *Tata Mc-Graw Hill, NewDelhi,*,  
**Aswathappa**, HUMAN RESOURCE MANGEMENT, *Tata McGraw Hill, NewDelhi, 2010*  
**Garry Dessler & Varkkey**, HUMAN RESOURCE MANAGEMENT, *Pearson, New Delhi, 2009*  
**Alan Price**, HUMAN RESOURCE MANAGEMENT, *Cengage Learning, NewDelhi, 2007*



**PAPER – IX  
OPERATIONS RESEARCH AND MANAGEMENT**

**Paper Code: MBAC 2004**

**Objectives**

- To familiarize the Operations Management concepts
- To introduce various optimization techniques with managerial perspective
- To facilitate the use of Operations Research techniques in managerial decisions.

**UNIT –I**

Introduction to Operations Management - Process Planning - Plant Location - Plant Lay out - Introduction to Production Planning.

**UNIT –II**

Stages of Development of Operations Research- Applications of Operations Research- Limitations of Operations Research- Introduction to Linear Programming- Graphical Method- Simplex Method - Duality.

**UNIT-III**

Transportation Problem- Assignment Problem - Inventory Control - Introduction to Inventory Management - Basic Deterministic Models - Purchase Models - Manufacturing Models with and without Shortages.

**UNIT-IV**

Shortest Path Problem - Minimum Spanning Tree Problem - CPM/PERT - Crashing of a Project Network.

**UNIT- V**

Game Theory- Two Person Zero-sum Games -Graphical Solution of  $(2 \times n)$  and  $(m \times 2)$  Games - LP Approach to Game Theory - Goal programming - Formulations - Introduction to Queuing Theory - Basic Waiting Line Models:  $(M/M/1):(GD/a/a)$ ,  $(M/M/C):GD/a/a$ .

**[Note: Distribution of Questions between Problems and Theory of this paper must be 60: 40 i.e, Problem Questions: 60 % & Theory Questions : 40 % ]**

**REFERENCES**

**Kanishka Bedi**, PRODUCTION & OPERATIONS MANAGEMENT, *Oxford, NewDelhi, 2007*

**Panneerselvam, R**, OPERATIONS RESEARCH, *Prentice-Hall of India, New Delhi, 2002.*

**G.Srinivasan**, OPERATIONS RESEARCH, *PHI Learning, NewDelhi,2010*

**PAPER-X  
STRATEGIC MANAGEMENT**

**Paper Code: MBAC 2005**

**Objectives**

- Integrating the knowledge gained in functional areas of management
- helping the students to learn about the process of strategic management, and
- helping the students to learn about strategy formulation and implementation

**UNIT-I**

Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies

**UNIT-II**

Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis

**UNIT-III**

Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice; Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Benchmarking, Service blue printing

**UNIT-IV**

Functional Strategies: Marketing, production/operations and R&D plans and policies- Personnel and financial plans and policies.

**UNIT-V**

Strategy Implementation - Inter - relationship between formulation and implementation - Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change - Strategy Evaluation- Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

**REFERENCES**

**Azhar Kazmi**, STRATEGIC MANAGEMENT & BUSINESS POLICY, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

**Vipin Gupta, Kamala Gollakota & Srinivasan**, BUSINESS POLICY & STRATEGIC MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi, 2008.*

**PAPER-XI**  
**TOURISM PRINCIPLES, POLICIES AND PRACTICES**

**Course Code: 46**

**Paper Code: MBTM 3001**

**Objectives**

- To realize the potential of tourism industry in India;
- To understand the various elements of Tourism Management; and
- To familiarize with the Tourism policies in the national and international context.

**UNIT- I**

Tourism; an overview: Elements, Nature and Characteristics - Typology of Tourism – Classification of Tourists - Tourism network - Interdisciplinary approaches to tourism - Historical Development of Tourism - Major motivations and deterrents to travel.

**UNIT-II**

Tourism Industry; Structure and Components: Attractions – Accommodation – Activities – Transportation - F&B – Shopping - Entertainment - Infrastructure and Hospitality – Emerging areas of tourism - Rural, Eco, Medical, MICE, Literary, Indigenous, Wellness, Film, Golf, etc., – Ideals of Responsible Tourism - Alternate Tourism - Case Studies on International Tourism.

**UNIT-III**

Tourism Impacts - Tourism Area Life Cycle (TALC) - Doxey's Index - Demonstration Effect – Push and Pull Theory - Tourism System - Mathieson and Wall Model & Leiper's Model - Stanley Plog's Model of Destination Preferences - Demand and Supply in tourism - Tourism regulations - Present trends in Domestic and Global tourism – MNC's in Tourism Industry.

**UNIT-IV**

Tourism Organizations: Role and Functions of World Tourism Organization (WTO), Pacific Asia Travel Association (PATA), World Tourism & Travel Council (WTTC) - Ministry of Tourism, Govt. of India, ITDC, Department of Tourism, Govt. of Puducherry, FHRAI, IHA, IATA, TAAI, IATO.

**UNIT-V**

Overview of Five Year Plans with special reference to Eleventh Five Year Plan for Tourism Development and Promotion, National Action Plan, National Tourism Policy - Code of conduct for safe and Sustainable Tourism for India.

**REFERENCES**

**Page J. Stephen & Brunt Paul (2007)**, TOURISM- A MODERN SYNTHESIS, *Thomson* London.  
**Chuck Y. Gee, James C. Makens & Dexter J. L. Choy (1989)**, THE TRAVEL INDUSTRY, *Van Nostrand Reinhold*, New York.  
**Ray Youell (1998)**, TOURISM-AN INTRODUCTION, *Addison Wesley Longman*, Essex.

**MBA (Tourism) - III Semester**

**PAPER-XII**

## GLOBAL TOURISM GEOGRAPHY

**Course Code: 46**

**Paper Code: MBTM 3002**

### **Objectives**

- To study the relationship of geography and tourism;
- To be familiar with major tourism destinations worldwide;
- To study locale and accessibility to major tourist destinations across the continents; and
- To be able to plan tour itineraries of various countries across time zones.

### **UNIT – I**

World Geography: Physiography, Drainage, Climate & Vegetation of North, South and Central America – Europe – Africa - Asia & Australasia.

### **UNIT – II**

Physical Geography of India: Physiography: Distribution of Rivers, Mountains, Plateaus & Plains - Climate and Vegetation.

### **UNIT – III**

Map Reading: Latitude, Longitude, International Date Line – Altitude – Direction - Scale Representation - GIS & Remote Sensing - Time Zones - Calculation of Time: GMT Variation - Concept of Elapsed Time & Flying Time.

### **UNIT – IV**

Tourism Transport Systems in the World: Air Transport; IATA Areas & Sub Areas - Global Indicators - Major Airports and Routes - Major Railway Systems and Networks - Water Transport: International Inland and Ocean Transport Networks - Road Transportation: Major Transcontinental, International and National Highways - Transport Systems in India.

### **UNIT – V**

Planning and development of Tourism in different climatic regions: Case Studies of China, Brazil, Hawaii, Madagascar, Switzerland, France, Italy, Malaysia, Maldives, Hong Kong, Sri Lanka and Papua New Guinea.

### **REFERENCES**

**Michael hall (1999)**, GEOGRAPHY OF TRAVEL AND TOURISM, *Routledge*, London.

**C. Michael Hall & Stephen J. Page (2006)**, THE GEOGRAPHY OF TOURISM AND RECREATION- ENVIRONMENT, PLACE AND SPACE, *Third Edition, Routledge*, London.

**Robinson H.A. (1976)**, *Geography of Tourism Mac Donald & Evans, ltd.*, India, Lonely Planet Publications.

**MBA (Tourism) - III Semester**

**PAPER-XIII**

## **TOURISM PRODUCTS OF INDIA**

**Course Code: 46**

**Paper Code: MBTM 3003**

### **Objectives**

- To study the vast Tourist resources of India;
- To conceptualize a tour itinerary based on variety of themes; and
- To identify and manage emerging tourist destinations.

### **UNIT - I**

Tourism products: Definition, Types and unique features - Tourism resources of India - Natural, Socio cultural, Diversities in Landform & Landscape - Outstanding Geographical features - Climate, Flora & Fauna.

### **UNIT – II**

Natural resources: Wildlife sanctuaries - National parks - Biosphere reserves - Mountain Tourist Resources and Hill stations – Islands – Beaches - Caves & Deserts of India.

### **UNIT – III**

Major tourism circuits of India: Inter State and Intra-State Circuits - Religious Circuits - Heritage Circuits - Wildlife Circuits. Cases of select destinations - Kerala, Rajasthan & Goa.

### **UNIT – IV**

Manmade resources: Adventure sports - Commercial attractions - Amusement Parks – Gaming - Shopping - Live Entertainments - Supplementary accommodation - House boats - Tree houses - Home stays - Tourism by rail - Palace on wheels - Deccan Odyssey & Golden chariot.

### **UNIT - V**

Emerging Tourism Destinations of India: Ecotourism - Rural Tourism - Golf Tourism - Wine Tourism - Camping Tourism - Medical Tourism - MICE Tourism - Pilgrimage Tourism.

### **REFERENCES**

**Stephen Ball (2007)**, *ENCYCLOPEDEA OF TOURISM RESOURCES IN INDIA*, B/H.

**Manoj Dixit (2002)**, *TOURISM PRODUCTS*, *New Royal Book Co.* Lucknow.

**Norman Douglas. Ed. (2001)**, *SPECIAL INTEREST TOURISM*, *John Wiley & Sons*, Australia.

## DESTINATION PLANNING AND DEVELOPMENT

Course Code: 46

Paper Code: MBTM 3004

### Objectives

- To facilitate the assessment of the tourism potential of a destination and prepare tourism development plan as well as marketing techniques;
- To familiarize with the destination branding practices; and
- To introduce advanced analysis and research in the field of destination development.

### UNIT-I

Destination Development - Types of destinations, Characteristics of destinations - Destinations and products - Destination Management Systems - Destination planning guidelines - Destination Selection Process - The Values of Tourism.

### UNIT-II

Destination Planning Process and Analysis - National and Regional Tourism Planning and Development - Assessment of tourism potential - Planning for Sustainable Tourism Development - Contingency Planning - Economic, Social, Cultural and Environmental considerations - Demand and supply match - Design and innovations.

### UNIT-III

Destination Image Development - Attributes of Destinations: Person's determined image, Destination determined image, measurement of destination image - Destination branding perspectives and challenges- Creating the Unique Destination Proposition - Place branding and destination image - Destination image formation process; unstructured image - Product development and packaging - Destination branding and the web - Case Study of Puducherry as a brand.

### UNIT-IV

Destination Promotion and Publicity - Six 'A's framework for tourism destinations - The dynamic wheel of tourism stakeholders - Destination Marketing Mix - Destination Competitiveness – Distribution Channels- Marketing Communication and Strategies.

### UNIT-V

Institutional Support: Public Private Partnership (PPP) - National Planning Policies for Destination Development- WTO Guidelines for Planners - Role of urban civic bodies: Town planning -Characteristics of rural tourism planning- **Environmental Management Systems – Destination Vision- The focus of Tourism Policy: the competitive sustainable destination - Destination Mapping (practical assignment).**

### REFERENCES

**Nigel Morgan, Annette Pritchard & Roger Pride (2001), DESTINATION BRANDING: CREATING THE UNIQUE PROPOSITION, Butterworth and Heinemann.**

**Richard W. Butler (2006), THE TOURISM AREA LIFE CYCLE: APPLICATIONS AND MODIFICATIONS, Channel View Publications.**

## **ECO TOURISM**

**Course Code: 46**

**Paper Code: MBTM 3005**

### **Objectives**

- To understand the significance of ecotourism;
- To comprehend the theories and practices of ecotourism;
- To be familiar with the model ecotourism projects; and
- To use the theoretical knowledge to manage ecotourism resources.

### **UNIT-I**

Fundamentals of Ecology- Basic Laws & ideas in Ecology- Function and Management of Ecosystem-Biodiversity and its Conservation-Pollution-Ecological Foot Prints - Relationship between Tourism & Ecology.

### **UNIT-II**

Ecotourism- Evolution, Principles, Trends and Functions of Ecotourism - Mass Tourism Vs Ecotourism -Typology of Eco-tourists - Ecotourism Activities & Impacts -Western Views of Ecotourism - Qubec Declaration 2002 - Kyoto Protocol 1997 - Oslo Declaration 2007.

### **UNIT-III**

Ecotourism Development - Sustainable Ecotourism - Resource Management - Socio-economic Development - Ecotourism Policies, Planning and Implementation - Eco-friendly Facilities and Amenities - Carrying Capacity - Alternative Tourism -Responsible ecotourism- Ecotourism Programming

### **UNIT-IV**

Conservation of Ecotourism - Protected Area Management through Ecotourism - Stakeholder Engagement - Community Participation - Types of Participation, Issues and Challenges - Ecotourism Projects - Case Studies on Periyar National Park, Thenmala Eco-Project, Similipal Ecotourism Project, Sunderban Ecotourism Project, Kaziranga National Park, Run of Kutch, Nandadevi Biosphere Reserve, Corbett National Park, Gulf of Mannar, Kruger National Park, South Africa.

### **UNIT-V**

Ecotourism Development Agencies- Role of the International Ecotourism Society - the UNWTO, UNDP, WWF - Department of Forest and Environment - Government of India, ATREE, EQUATIONS.

### **REFERENCES**

**Weaver, D. (2001)**, THE ENCYCLOPEDIA OF ECOTOURISM, *CABI Publication*.

**Fennel, D. A. (2002)**, ECOTOURISM POLICY AND PLANNING, *CABI Publishing, USA*

**.Sukanta K Chaudhury**, CULTURAL, ECOLOGY AND SUSTAINABLE DEVELOPMENT, *Mittal, New Delhi*.

**MBA (Tourism) -IV Semester**

**PAPER-XVI**

## **AIR FARES AND AIRLINES MANAGEMENT**

**Course Code: 46**

**Paper Code: MBTM 4001**

### **Objectives**

- To understand the structure and dynamics of airline industry;
- To understand the airport and airlines management linkages
- To study the international airfares, regulations and formalities to travel, and
- To study different organizations and their contributions to airlines management

### **UNIT-I**

Role of IATA and its functions – ICAO; role and functions – Airport Authority of India – Open sky Policy \_ International Conventions: Warsaw Convention, Chicago Convention

### **UNIT- II**

Management of Airlines: Types of Airlines – Airline personnel and revenue earning – Airport Management – Study of aircraft parts – The aircraft turnaround The control tower- Airport facilities and special passengers \_ Airport access \_ Check in facilities – Landing facilities for departing passengers – In-flight services – cabin component – Audio and video projection equipments – Emergency equipments for disembarkation – In-flight entertainment – Class of service with more comfort.

### **UNIT-III**

Familiarization with OAG: Three letter city and airport code, airline designated code – minimum connecting time – Global indicators – Familiarisation with Air tariff: Currency regulation, NUC conversion factors, General rules, Planning itinerary by air, Introduction to fare construction – Mileage principles – Fare construction with Extra Mileage allowances (EMA) – Extra Mileage surcharge (EMS).

### **UNIT-IV**

One Way and Return Trip – Circle trip journey – Open Jaw – Add-on mixed class journey- HIP check – Back Haul Minimum Check (BHC) – CTM check – Indirect Travel Limitation – Around the World fare – Special fares.

### **UNIT-V**

Issue of manual ticket – reservation procedure – MPD, MCO, PTA and their purposes – Universal Air Travel Plan: Types of air travel cards – Billing and Settlement Plan (BSP) – Case studies of selected Airlines' Modules

### **REFERENCES**

**Jagmohan Negi**, AIR TRAVEL TICKETING AND FARE CONSTRUCTION, *Kaniska*, New Delhi, 2005



## **TRAVEL AGENCY AND TOUR OPERATIONS MANAGEMENT**

**Paper Code: MBTM 4002**

### **Objectives**

Students will be able to:

- understand the significance of travel agency and tour operation business;
- know the current trends and practices in the tourism and travel trade sector; and
- develop adequate knowledge and skills applicable to travel industry.

### **UNIT-I**

Travel Trade - Historical Perspectives - Emergence of Thomas Cook and American Express Company - Types of Tour Operators - Wholesale and Retail Travel Agency business - Linkages and Integration with the Principal Service Providers - the Changing Scenario of Travel Trade.

### **UNIT-II**

Travel Agency and Tour Operation Business - Functions of Travel Agency - Setting up a full-fledged Travel Agency - Sources of Income of a travel agency - Diversification of Business - Travel Insurance, Forex, Cargo & MICE – Documentation - IATA Accreditation - Recognition from Government.

### **UNIT-III**

Itinerary Planning & Development - Meaning, Importance and Types of Itinerary - Resources and Steps for Itinerary Planning - Do's and Don'ts of Itinerary Preparation - Tour Formulation and Designing Process - FITs & Group Tour Planning and Components - Special Interest Tours (SITs).

### **UNIT-IV**

Tour Packaging & Costing - Importance of Tour Packaging – Classifications of Tour Packages - Components of Package Tours - Concept of costing - Types of costs - Components of tour cost - Preparation of cost sheet - Tour pricing - Calculation of tour price - Pricing strategies - Tour packages of Thomas Cook, SOTC, Cox & Kings and TCI.

### **UNIT-V**

Role and Responsibility of Travel Trade Associations: Objectives - Roles and functions of UFTAA, PATA, ASTA, TAAI, IATO, ATAOL, ADTOI, IAAI, FIYTO, TAFI.

### **REFERENCES**

**Holloway, J.C. (2002)**, THE BUSINESS OF TOURISM, *Prentice Hall*, London, pp.220-279.

**Roday. S, Biwal. A & Joshi. V. (2009)**, TOURISM OPERATIONS AND MANAGEMENT, *Oxford University Press*, New Delhi, pp-164-296.

## **EVENT MANAGEMENT**

**Course Code: 46**

**Paper Code: MBTM 4003**

### **Objectives**

- To familiarize the students with the essentials of Event Management;
- To understand the potential of MICE and Event Tourism; and
- To enable the students to take up project work in the above areas.

### **UNIT I**

Introduction to Events: Scope - Nature and Importance – Types of Events - Unique features and similarities – Practices in Event Management - Key steps to a successful event.

### **UNIT II**

The Dynamics of Event Management: Event Planning and organizing – Problem Solving and Crisis Management – Leadership and Participants Management – Managing People and Time – Site and Infrastructure Management.

### **UNIT III**

Introduction to MICE: Planning MICE, Components of the Conference Market, Characteristics of Conferences and Conventions, MICE as a supplement to Tourism, the nature and demand of Conference markets- The Economic and Social significance of Conventions, process of Convention Management.

### **UNIT IV**

Event Marketing – Customer care – Marketing equipments and tools – Promotion, Media Relations and Publicity - Event Co-ordination - Visual and Electronic Communication – Event Presentation – Event Evaluation – Case Studies of events of National and International importance.

### **UNIT V**

Travel Industry Fairs – Benefits of Fairs - ITB, WTM, BTF, TTW, FITUR, KTM, IITM, CII-Events, PATA Travel Mart.

### **REFERENCES**

**Bhatia A.K. (2001)**, EVENT MANAGEMENT, *Sterling Publishers*, New Delhi.

**David C. Watt (1998)**, EVENT MANAGEMENT IN LEISURE AND TOURISM, *Pearson*, UK.

**Joe Gold Blatt (1997)**, SPECIAL EVENTS- BEST PRACTICES IN MODERN EVENT MANAGEMENT, *John Wiley and Sons*, New York.

**PAPER-XIX**  
**CUSTOMER RELATIONSHIP AND SERVICES MANAGEMENT**

**Course Code: 46**

**Paper Code: MBTM 4004**

**Objectives**

- To understand the nuances of customer relationship management;
- To familiarize with the issues of service management and global context; and
- To be able to manage a market oriented service organization.

**UNIT I**

Customer Relationship Management in Tourism – Customer Acquisition and Retention – Customer Loyalty - Customer Profitability and value Modeling – Customer Satisfaction Measurement - Customer Feedback and Service Recovery.

**UNIT II**

Managing and Sharing Customer data - Customer Information Databases – Ethics and Legalities of data use – Data Warehousing and Data Mining – Data Analysis – Market Basket Analysis (MBA) – Click Stream Analysis - Personalization and Collaborative Filtering.

**UNIT III**

Marketing of Services – Tourism as a Service - Characteristics of Services – Classification of Services – Building Service Aspirations - Consumer Behaviour in Service Encounters.

**UNIT IV**

Tourism as a major component of Service Sector – Service Design and Development – Technology as an enabler of Service - Service Development and Design, Using Technology as an enabler of Service.

**UNIT V**

Service Delivery – Types and Causes of Service Quality Gaps – Measuring and Improving Service Quality - Strategies to resolve the gaps.

**REFERENCES**

**Zeithmal, Parasuraman & Berry**, DELIVERING QUALITY SERVICE, *The Free press*, New York.

**Andry Silmore (2001)**, SERVICES MARKETING & MANAGEMENT, RESPONSE BOOKS, *Sage Publications*, Delhi.

**Jagdish Seethi, Etal (2000)**, CUSTOMER RELATIONSHIP MANAGEMENT.

**MBA (Tourism) - IV semester**

**PAPER-XX**

## **E-TOURISM**

**Course Code: 46**

**Paper Code: MBTM 4005**

### **Objectives**

- To understand emerging business models in tourism and travel industry;
- To study the impact of Information Technology on tourism and travel sector; and
- To explore the scope of entrepreneurship in the emerging e-tourism business.

### **UNIT- I**

Introduction to E-tourism, Historical Development - Electronic technology for data processing and communication - Strategic, Tactical and operational use of IT in Tourism.

### **UNIT – II**

Global Distribution System: History & Evolution - GDS & CRS - Levels of CRS Participation - Hotel Distribution System - Cases of Amadeus - Galileo, World Span, Sabre, Abacus - Changing Business models of GDS.

### **UNIT – III**

Typologies of E-tourism: Business models - Business to Business (B2B) - Business to Consumer (B2C) - Consumer to Business (C2B) - Consumer to consumer (C2C) - Business to Employees (B2E) - & Business to Government (B2G).

### **UNIT- IV**

Payment Systems in E-tourism - Payment Gateway - Billing and Settlement Plan (BSP) - Security Issues and Certification -Future of E-tourism - Travel Blogs - E-marketing and promotion of Tourism Products - Challenges for conventional business models & Competitive strategies.

### **UNIT – V**

Amadeus Practical – Hands on Amadeus Software - Searching – Building, Retrieval, Display & Cancel of PNR – Fare display – Itinerary pricing – Issuance of tickets.

### **REFERENCES**

**Buhalis D. (2004)**, ETOURISM: INFORMATION TECHNOLOGY FOR STRATEGIC TOURISM MANAGEMENT, *Prentice Hall India*.

**Poon A. (1998)**, TOURISM, TECHNOLOGY AND COMPETITIVE STRATEGIES, *CABI*.

**(f) Procedure for admission, curriculum transaction and evaluation:**

#### **1. Eligibility Criteria for Admission:**

The Student should possess any Degree from a recognized University with a pass in any of the following streams:

- 10 + 2 + 3 (or)
- 11 + 1 + 3 (or)
- 11 + 2 + 2 system.

## 2. Fees Structure for MBA (TOURISM)

Fee Structure	Rs.
Registration Fee	200
Matriculation Fee	25
Recognition Fee (For Foreign University Degree – Rs.450)	200
Study Material Fee	3,500
University Development fund	1,000
Tuition Fee I year	Rs. 10,000 (5,000 per semester)
Tuition Fee II year	Rs. 10,000 (5,000 per semester)
<b>Total</b>	<b>24,925</b>

## 3. Evaluation:

- **Examination:** Examinations will be held twice a year in December and June.
- **Question Paper Pattern: Maximum Marks: 100 Time: 3 Hours**

Part – A (5 X 6 = 30 Marks) – Answer any Five Questions out of Eight Questions

Part – B (5 X 10 = 50 Marks) – Answer any Five Questions out of Eight Questions

Part – C (1 X 20 = 20 Marks) - One Case study (**Compulsory**)

- **Passing & Classification:** The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **50%**. Candidates securing 60% marks and above shall be placed in the **First Class**, and those who obtain marks between 50% and above but less than 60% shall be placed in the **Second Class**. Students' who obtain **75%** and

above marks in aggregate shall be placed in the category of **‘First class with Distinction’**.

- **Project Work:** The students must submit their projects at the end of fourth semester and the Vive-voce examination will be conducted for the project work. The maximum marks allotted for the project Report will be **100 marks**. No Viva-voce examination will be conducted.

**(g) Library Resources:**

A well stacked library is operational in the DDE building exclusively for Distance learning students of Pondicherry University. Students can avail this library facility during working hours of the University.

**(h) Cost Estimation of the Programme:**

**Study Material : Rs. 5,00,000 (approx. for 100 students’ enrolment)**

**PCP Class : Rs. 1,00,000 (approx. for 100 students’ enrolment)**

**(i) Quality Assurance Mechanism:**

Feedback about the programme, lectures and other issues will be collected in the written format from students during Personal contact programme. The curriculum will be revised in every five years.

# **PONDICHERRY UNIVERSITY**

## **DIRECTORATE OF DISTANCE EDUCATION**



### **Programme Project Report**

M.Com

Submitted for Approval of UGC

With effect from 2018 -19 ONWARDS

**(a) Programme's Mission & Objectives:**

**Mission:** M.Com Degree Programme provides ample exposure to subjects from the fields of Commerce and Accountancy. The course equips the students for specialized jobs in Industry, a key contributor to the economic development of the country.

**Objectives:** The aim of this programme is to equip the learners with strong mastering in functional areas of management (Financial management, Marketing management, along with a choice of Cost accounting, Finance, Marketing and Human Resources which enhances the prospects for career growth of students with thorough knowledge of Business Analytics concepts with variety of skills, tools and techniques to understand data, examine business problems and bring about key business solutions in a structured manner. Students are imparted commerce knowledge with data processing technique and to solve problems conceptually and practically from diverse industries, such as manufacturing, retail, banking and finance.

**(b) Relevance of the Programme with HEI's Mission and Goals:**

M.Com programme focuses predominantly in-depth knowledge and skills in Accounting, Commerce, Finance, Banking and Auditing which equips the students can pursue a career in Banking, Insurance, Investments, Equity Research Analyst, Financial Accounting & Auditing, Auditing & Cost Accounting, Company Secretarial Practice, Foreign Trade Practice & Procedures, Financial Consultancy, etc.

**(c) Nature of Prospective target group of learners:**

M.Com programme is offered for the candidates who aspire to acquire the knowledge and skills of Accounting and Commerce and those who wish to get jobs in the sectors of industry, banking and stock market etc.,. Further M.Com programme is auspicious for those who aspire to become Chartered Accountant (CA), Cost Accountant (ICWA), Company Secretary (ACS), Finance & Accounting Manager (MBA-Finance).

**(d) Learning Outcomes:**

Towards the end of the programme, students will be able to:

- Develop an ability to effectively communicate both orally and verbally



- Appreciate importance of working independently and in a team
- Have exposure of complex commerce problems and find their solution
- Understand required mathematical, analytical and statistical tools for financial and accounting analysis
- Develop an understanding of various commerce functions such as finance, accounting, Financial analysis, project evaluation, and cost accounting
- Develop self-confidence and awareness of general issues prevailing in the society

**(e) Instructional Design:**

**1. Duration of the Programme:**

The course shall be of two years duration spread over four semesters. The Maximum duration to complete the course shall be 4 years.

**2. Medium**

The medium of instruction shall be English.

**3. Instructional delivery mechanisms:**

**PCP** classes will be conducted at select centers based on the number of students enrolled for the program. The attendance is optional to PCP Classes.

**4. Faculty and support of Staff:**

- DDE faculty, University faculty from Commerce department and other college faculty will be engaged for handling classes of the first two semesters in Personal contact programme.
- Distance Education Staffs will be engaged for supporting other activities like dispatch of study materials.

**5. Media for instruction:**

- Printed study materials will be provided for all courses and the same will be uploaded in the University Website ([pondiuni.edu.in](http://pondiuni.edu.in)).
- Students can see all information's about DDE in the University website.
- The student support services like help desk (grievances) will be solved through in person, phone, email and group sms.

**6. Curriculum design**

## **M.Com (Course Structure)**

### **Non-Semester Pattern**

#### **1<sup>st</sup> Year**

<b>Code</b>	<b>Course Title</b>	<b>Min. Passing Marks</b>	<b>Max. Marks</b>
MCOM 1001	Corporate Accounting	50	100
MCOM 1002	Management Concepts and Organisational Behaviour	50	100
MCOM 1003	Marketing Management	50	100
MCOM 1004	Financial Management	50	100
MCOM 1005	Entrepreneurship Management	50	100
MCOM 1006	Business Environment and Law	50	100

#### **2<sup>nd</sup> Year**

<b>Code</b>	<b>Course Title</b>	<b>Min. Passing Marks</b>	<b>Max. Marks</b>
MCOM 2001	Managerial Decisions Accounting	50	100
MCOM 2002	Merchant Banking and Financial Services	50	100
MCOM 2003	Investment and Portfolio Management	50	100
MCOM 2004	Statistical Analysis	50	100
MCOM 2005	E - Commerce	50	100
MCOM 2006	International Trade and Finance	50	100

### **7. Detailed Syllabus:**

**PAPER I - CORPORATE ACCOUNTING**

**UNIT I**

Corporate Accounting: Importance and Scope - Basic Accounting Concepts and Conventions - Generally Accepted Accounting Principles and Practices (GAAPP) recommended by the ICAI - Accounting standards issues by ICAI; AS 4 : Contingencies and Events occurring after the Balance Sheet Date - AS 11: The Effects of Changes in Foreign Exchange Rates - AS 12: Accounting for Government Grants - AS 16: Borrowing Costs - AS 19: Leases - AS 20: Earnings Per Share - AS 26: Intangible Assets - AS 29: Provisions, Contingent Liabilities and Contingent Assets.

**UNIT II**

Preparation of Company Final accounts: Schedule VI Part I and Part II – Profit prior to Incorporation – Managerial Remuneration – Dividend declaration out of the past and the current profits – Issue of Bonus shares – Preparation of Balance Sheet; Financial Reporting and Disclosure Practices – Corporate Governance - Norms of SEBI relating to information Disclosure in Annual Reports; Professional Chartered Accountants' Functions and Services - Code of Conduct - Professional Ethics.

**UNIT III**

Valuation of Goodwill – Factors affecting value of Goodwill – Methods of Valuing Goodwill – Valuation of Shares – Methods of Valuation of Equity Shares.

**UNIT IV**

Amalgamation, Absorption and External Reconstruction of Companies – Purchase consideration – Accounting treatment – Books of Purchasing Company – Books of Vendor Company – Alteration of Share Capital and Internal Reconstruction – Scheme of Capital Reduction - Statements for Liquidation of Companies.

**UNIT V**

Accounting Systems and Preparation of Final Statements of Accounts of Banking and Insurance Companies.

**Note: Question Paper Shall covers 20% Theory and 80% Problems**

**REFERENCES:**

**Gupta R.L. and Others:** Advanced Accountancy, Sultan Chand Sons, New Delhi 2008.

**Jain S.P. and K.L. Narang:** Advanced Accounting, Kalyani Publishers, New Delhi 2009.

**Pillai R.S., Bagavathi S. Uma:** Advanced Accounting, S. Chand & Co., New Delhi. 2008

**Shukla M.C.:** Advanced Accounts S. Chand and Co., New Delhi 2009.

**PAPER II - MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR**

**UNIT – I**

Nature of Management: Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning → Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes.

**UNIT-II**

Organising: Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic vs Adoptive Structures - Formal and Informal Organisation.

**UNIT – III**

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types – Process - Barriers - Effective Communication.

**UNIT – IV**

Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

**UNIT – V**

Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

**REFERENCES**

**Fred Luthans**, ORGANISATIONAL BEHAVIOUR, *TataMcGraw-Hill, NewDelhi*  
**Koontz, Weirich & Aryasri**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, NewDelhi, 2004*  
**Laurie Mullins**, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, NewDelhi, 2007*  
**Meenakshi Gupta**, PRINCIPLES OF MANAGEMENT, *PHI Learning, NewDelhi, 2009*  
**Ricky Griffin**, MANAGEMENT: PRINCIPLES & APPLICATIONS, *Cengage, NewDelhi, 2008*  
**Stephen Robbins**, ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi*  
**Tripathi & Reddy**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2008*

**PAPER-III MARKETING MANAGEMENT**

**UNIT-I**

Introduction to Marketing and Marketing Management, Marketing Concepts - Strategic, Management and Marketing Process - Marketing environment. - Consumer Markets and buying behaviour - Market segmentation and targeting and positioning marketing mix.

**UNIT-II**

Product decisions - concept of a product - Product mix decisions - Brand decision - New product development strategies - Product life cycle strategies

**UNIT-III**

Price Decisions - Pricing objectives - Pricing policies and constraints - Different pricing method product line pricing and new product pricing.

**UNIT-IV**

Channel decision - Nature of Marketing channels - Types of Channel flows - Channel functions - Channel co-operation, conflict and competition - Direct Marketing →Telemarketing - Internet shopping.

**UNIT - V**

Promotion Decision - Promotion mix - Advertising Decision, advertising objective →advertising campaign - advertisement effectiveness sales promotion & publicity - Sales force decision.

**REFERENCES**

**Chandrasekar K.S.**, MARKETING MANAGEMENT TEXT AND CASES, *Tata McGraw-Hill Publication, New Delhi, 2010*

**Govindarajan**, MARKETING MANAGEMENT CONCEPTS, CASES, CHALLENGES AND TRENDS, *Prentice Hall of India, New Delhi. 2009*

**Philip Kotler**, MARKETING MANAGEMENT- ANALYSIS PLANNING AND CONTROL, *Prentice Hall of India, New Delhi,*

**Ramaswamy. V S & Namakumari. S**, MARKETING MANAGEMENT-PLANNING IMPLEMENTATION AND CONTROL, *Macmillan Business Books, New Delhi, 2002,*

**PAPER – IV FINANCIAL MANAGEMENT**

**UNIT I**

Financial Management: Meaning - Nature and Scope of Finance - Financial Goal - Profit vs. Wealth Maximization; Finance Functions - Investment, Financing and Dividend decisions.

**UNIT II**

Capital Budgeting: Nature of Investment Decisions; Investment Evaluation Criteria - Net Present Value, Internal Rate of Return, Profitability Index, Payback Period, Accounting Rate of Return: NPV and IRR comparison; Capital Rationing; Risk Analysis in Capital Budgeting. Cost of Capital: Meaning and significance of Cost of Capital - Calculation of Cost of Debt, Preference Capital, Equity Capital and Retained Earnings - Combined Cost of Capital (weighted); Cost of Equity and CAPM;

**UNIT III**

Operating and Financial Leverage: Measurement of leverages; Effects of Operating and Financial Leverage on Profit; Analyzing Alternate Financial Plans; Combined Financial and Operating Leverage. Capital Structure Theories: Traditional and M.M. Hypotheses - without taxes and with taxes; Determining capital structure in practice.

**UNIT IV**

Dividend Policies: Issues in Dividend Decisions - Walter's model - Gordon's model - M-M hypothesis - Dividend and Uncertainty - Relevance of Dividend - Dividend Policy in Practice; Forms of Dividends - Stability in Dividend Policy - Corporate Dividend Behaviour.

**UNIT V**

Management of working Capital: Meaning, significance and types of Working Capital - Calculating Operating Cycle Period and Estimation of Working Capital Requirements - Financing of Working Capital and Norms of Bank Finance - Sources of Working Capital - Factoring services; various committee Reports on Bank Finance - Dimensions of Working Capital Management.

**Note: Question Paper Shall covers 60% Theory and 40% Problems**

**REFERENCES:**

**Khan MY, Jain PK**, BASIC FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi*, 2005.

**Chandra, Prasanna**, FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi*.

**Bhabatosh Banerjee**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi*, 2010

**Chandra Bose D**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi*, 2010

**Preeti Singh**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *Ane*, 2011.

**PAPER – V ENTREPRENEURSHIP MANAGEMENT**

**UNIT-I**

Entrepreneurship – Definition, Role and expectations – Entrepreneurial styles and types – Characteristics of the Entrepreneur – Functions of an Entrepreneur – Promotion of Entrepreneurship – Role of Socio-Cultural, Economic and Political Environment – Growth of Entrepreneurship in Pre and Post independence era – Constraints for the Growth of Entrepreneurial Culture.

**UNIT-II**

Entrepreneurial Motivation Theories - Entrepreneurial Competencies – Developing Competencies – Role of Entrepreneur. Development Programs – Assistance Programme for Small Scale Units – Institutional Framework – Role of SSI Sector in the Economy – SSI Units – Failure, Causes and Preventive Measures – Turnaround Strategies.

**UNIT-III**

Identification of Business Opportunity – Preparation of Feasibility Report – Financial and Technical Evaluation – Project Formulation – Common Errors in Project Formulation – Specimen Project Report – Ownership Structures – Proprietorship, Partnership, Company, Co-operative, Franchise.

**UNIT-IV**

Corporate Entrepreneurship (Intrapreneurship) – Concepts – Need – Strategies - Corporate Practices – Select Cases – Dynamics of Competition – Plans for Survival and Growth.

**UNIT-V**

Women Entrepreneurship – Need – Growth of women Entrepreneurship – Problems faced by Women Entrepreneurs – Development of women Entrepreneurship – Entrepreneurship in Informal Sector – Rural Entrepreneurship – Entrepreneurship in Sectors like Agriculture, Tourism, health care, Transport and allied services.

**REFERENCES**

**Clifford M.Baumbach & Joseph R.Mancuso**, ENTREPRENEURSHIP AND VENTURE MANAGEMENT, *Prentice Hall*

**Gifford Pinchot**, INTRAPRENEURING, *Harper & Row*

**Ram K.Vepa**, HOW TO SUCCEED IN SMALL SCALE INDUSTRY, *Vikas*

**Richard M.Hodgets**, EFFECTIVE SMALL BUSINESS MANAGEMENT, *Academic Press*

**Dan Steinhoff & John F.Burgess**, SMALL BUSINESS MANAGEMENT – FUNDAMENTALS, *McGraw Hill*

**M.Com - 1<sup>st</sup> Year**

**PAPER CODE: MCOM 1006**

**PAPER – VI BUSINESS ENVIRONMENT AND LAW**

**UNIT – I**

Dynamics of Business and its Environment - Ethics in Business - Economic Systems and Management Structure - Economic Transition in India: Privatisation, Globalisation and Competition - Economic and Business Development and Environmental Issues.

**UNIT – II**

Infrastructural Environment: Energy, Power, Transport, Communication - Social; Education, Demographic Issues - Political: Constitution, Electoral Issues, Democracy - Productivity Factors, Human Elements and Issues for Improvement - Total Quality - Management Issues - Global Trends in Business and Management - MNCs - Foreign Capital and Collaboration - Trends in Indian Industry - The Capital Market Scenario - Future Perspective of Indian Industry and Management.

**UNIT-III**

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract - Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract - Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency.

**UNIT-IV**

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures - Directors - Appointment - Powers and Duties - Meetings - Proceedings - Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

**UNIT-V**

Factory Act – Licensing and Registration of Factories, Health, Safety and Welfare Measures - Industrial Disputes Act: Objects and Scope of the Act, Effects of Industrial Dispute, Administration under the Act - Minimum Wages Act - Workmen Compensation Act.

**REFERENCES:**

**Keith-Davis & William Frederick:** BUSINESS AND SOCIETY, McGraw-Hill, Tokyo.

**Rudder Dutt & Sundaram:** INDIAN ECONOMY; Vikas, New Delhi

**Kapoor, N.D.:** ELEMENTS OF MERCANTILE LAW.

**Maheswari & Maheswari:** MERCANTILE LAW.

**Ramiah:** COMPANY LAW.



**PAPER – VII MANAGERIAL DECISIONS ACCOUNTING**

**UNIT – I**

Management Accounting as an area of Accounting: Objective - Nature, Management Accounting and Managerial Decisions - Management Accounts Position, Role and Responsibilities. Responsibility Centre - Cost Centre, Profit Centre and Investment Centre; Objective and Determinants of Responsibility Centre.

**UNIT – II**

Budgeting and Budgetary control: Sales Budget – Cash Budget – Operating Budget – Master Budget – Flexible Budgeting – Zero Base Budgeting – Performance Budgeting.

Marginal Costing: Concept - Cost Volume Profit Analysis - Break-Even Analysis; Decision making – Make or Buy, Own or Lease, Repair or Renovate, Sell or Scrap, Export Decision, Shut Down or Continue and Sales-Mix.

**UNIT – III**

Standard Costing and Variance Analysis: Material Cost Variance - Labour Cost Variance - Overhead Variance – Sales Variance - Profit Variance.

**UNIT – IV**

Financial Statement Analysis: Vertical, Horizontal and Trend Analysis - Ratio Analysis – Types of Ratios - Uses and Limitations – problems in Balance Sheet to Ratios and Ratios to Balance Sheet – DuPont Analysis. Cash Flow Statement Analysis - Current Trends in the preparation of Cash Flow Statement.

**UNIT – V**

Contemporary Issues in Managerial Decisions Accounting: Value Chain Analysis, Activity Based Costing (ABC), Transfer Pricing, Total Quality Management (TQM), Target and Life Cycle Costing, Just in Time (JIT), Backflush Costing, Six Sigma, Balanced Scorecard and Throughput Accounting (TA).

**Note: Question Paper Shall covers 20% Theory and 80% Problems**

**REFERENCES:**

**Arora M. N.**, “Cost and Management Accounting”, 8<sup>th</sup> Edition, Vikas Publishing House (P) Ltd  
**Jain and Narang**, Cost and Management Accounting, Ludhiana, Kalyani Publishers, 2002.  
**Sikdar P.K.**, “Advanced Cost and Management Accounting”, Oscar Publications.  
**Maheswari S.N.**, Principles of Management Accounting  
**Nigam L.and.Sharma G.L**, Cost Accounting

**PAPER – VIII MERCHANT BANKING AND FINANCIAL SERVICES**

**UNIT-I**

Financial Services Industry – Emergence – Developments – Fund Based and Non-fund based activities – modern activities – New Financial Products and Services, Innovative Financial Instruments – Challenges Ahead.

**UNIT-II**

Merchant Banking – Issues Management Intermediaries – Merchant Bankers/Lead Managers – Underwriters – Bankers, Brokers and Registrars to an Issue and Share Transfer Agents– Debenture /Trustees – Portfolio Managers – Issue Management Activities/Procedures – Eligibility norms – Pricing or Issues – Promoters’ contribution – Issue of Indian Depository Receipts (IDR) – Issue Advertisement – Issue of Debt Instruments – Book building – Green shoe Option – Initial Public Offer through Stock Exchange Online System – Preferential Issues – Qualified Institutional Placement.

**UNIT-III**

Factoring and Forfeiting - Modus Operandi, types, functions – Factoring in India - Bills Discounting – Real estate Industry – Housing Finance – Housing Finance system – National Housing Bank – Refinance scheme for HFCs – Asset Liability Management – Securitisation – Mortgage-Based Securitisation – Reverse Mortgage Loan (RML) Securitisation of Standard Assets.

**UNIT-IV**

Mutual Funds - Origin, Types of Mutual Funds, Importance, Mutual Funds Industry in India – SEBI’s directives for Mutual Funds, Private Mutual Funds, Asst Management company – Unit Trust of India – Evaluation of Performance of Mutual Funds – Money Market Mutual Funds – RBI Guidelines – Venture Capital: Meaning, Origin, Importance, Methods, India Scenario.

**UNIT-V**

Insurance – Meaning, Types, Insurance Industry in India and related reforms – Other Financial Services – Credit Cards – Credit Rating: Regulatory framework – Credit Rating Agencies – Rating Process and Methodology – Rating symbols/Grades – Pension Plan.

**REFERENCES:**

**Khan, M.Y.,** FINANCIAL SERVICES, *Tata McGraw Hill, New Delhi, 2001.*

**Gurusamy,** MERCHANT BANKING AND FINANCIAL SERVICES, *Tata McGraw Hill, Delhi, 2009.*

**Bhole L.M.,** Financial Institutions and Markets, *Tata McGraw Hill, 2002.*

**PAPER IX - INVESTMENT AND PORTFOLIO MANAGEMENT**

**UNIT -I**

Investment – Basics of Investment – Investment, Speculation and Gambling – Investment Categories – Investment avenues – Non marketable Financial Assets – Money Market Instruments – Bond/Debentures – Equity Shares – Schemes of LIC – Mutual Funds – Financial Derivatives – Real Assets – Real Estate – Art – antiques and others.

**UNIT- II**

Fundamental Security Analysis – Economic Analysis – significance and Interpretation of the Economic Indicators – Industry Analysis – Industry Growth Cycle - Company analysis – Marketing – Accounting policies – Profitability – Dividend Policy – Capital Structure – Financial Analysis – Operating Efficiency – Management – Fundamental Security Analysis – Changes in the Financing Patterns of Indian Companies – Debt-Equity Ratio for India Companies.

**UNIT-III**

Technical Analysis – Technical Tools - The Dow Theory – Primary Trend – The secondary Trend – Minor Trends – Support and Resistance Level – Indicators – Odd Lot Trading – Moving Average – Rate of Change – Charts – Technical indicators – Charting Techniques – Indicators of the Witchcraft Variety – Efficient Market Theory – Basic Concepts – Random-Walk Theory – Weak Form of EMH – Semi-strong Form – Strong Form – The Essence of the Theory – Market Inefficiencies.

**UNIT-IV**

Portfolio Analysis – Portfolio and Single asset Returns and Risk – Mean Variance Criterion – covariance – Beta (simple problems) – Portfolio Markowitz Model – simple Diversification – Risk and Return with Different correlation – Sharpe's Single Index Model – Sharpe's Optimal Portfolio – Construction of the Optimal Portfolio – Optimum Portfolio with short sales.

**UNIT-V**

Asset Pricing Model Portfolio Evaluation – Capital Asset Pricing Model (CAPM) – Security Market Line – Assumptions – Arbitrage Pricing Model (APT) – Portfolio Performance Models – Sharpe's Performance Index – Treynor's Performance Index – Jensen's Performance Index.

**REFERENCES**

**Punithavathy Pandian**, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, *Vikas Publications Pvt. Ltd, New Delhi, 2001.*

**Kevin .S**, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, *PHI, Delhi, 2011*

**Yogesh Maheswari**, INVESTMENT MANAGEMENT, *PHI, Delhi, 2011*

**Bhalla V K**, INVESTMENT MANAGEMENT: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, *S Chand, New Delhi, 2009*

**Prasanna Chandra**, PORTFOLIO MANAGEMET, *Tata McGraw Hill, New Delhi, 2008.*

**PAPER X – STATISTICAL ANALYSIS**

**UNIT I**

Univariate Analysis: An overview of Central Tendency, Dispersion and Skewness. Sampling and Data Collection: Sampling and Sampling (Probability and Non-Probability) methods; Sampling and non-sampling errors; Law of Large Number and Central Limit Theorem; Sampling distributions and their characteristics.

**UNIT II**

Probability Theory: Probability – Classical, Relative, and Subjective Probability: Addition and Multiplication Probability Models; Conditional Probability and Baye's Theorem Probability Distributions: Binomial, Poisson, and Normal Distributions their characteristics and applications.

**UNIT III**

Correlation and Regression Analysis: Two Variables Case

**UNIT IV**

Statistical Estimation and Testing: Point and interval estimation of population mean, proportion and variance; Statistical testing – hypotheses and errors; Sample size; Large and small sampling tests –Z tests, T tests, and F tests.

**UNIT V**

Non Parametric Tests: Chi-square tests; Sign tests Wilcoxon Signed – Rank tests; Wald – Wolfowitz tests; Kruskal – Wallis tests.

**Note: Question Paper Shall covers 20% Theory and 80% Problems**

**REFERENCES:**

**Arora & Arora**, Statistics for Management, Sultan Chand, New Delhi, 2009

**Gupta S.P.**, Statistical Methods, Sultan Chand, New Delhi 2009

**Levin, Richard I. and David S Rubin**, Statistics for Management, Prentice Hall, Delhi 2009

**Sonia Taylor**, Business Statistics, Palgrave Macmillan, 2009.

**Qaziahmed, Zubuirkhan, Shadabahmedkha**, Numerical and Statistical Techniques Ane, 2010

**PAPER XI – E-COMMERCE**

**UNIT I**

Introduction to E-Commerce: Meaning and concept: Electronic Commerce versus Traditional Commerce; Media convergence; E-commerce and E-Business; Channels of E-Commerce; Business application of E-Commerce; need for E-Commerce; E-Commerce Consumer applications, E-Commerce Organisation applications - Commerce as an Electronic Trading System - special features. Internet Concept and Technologies: Concept and Evolution of Internet; Web Technologies – Global Publishing Concept, Universal Reader Concept and Client Server Concept; Hypertext Publishing and Hypertext Information Network; Benefits of Hypertext, URLs, HTTP , HTTPD servers, HTML, HTML forms and CGI Gateway Service.

**UNIT II**

Business Models of E-Commerce and Infrastructure: E-Commerce Models; Supply Chain Management, Product and Service Digitations Remote Servicing, Procurement; on line Marketing and Advertising E-Commerce Resources and Infrastructure Resources and Planning for Infrastructure. E -Business: Workflow Management, Mass Customization and Product Differentiation; Organization Restructuring; Integrated Logistics and Distribution; Knowledge Management Issues and Role of E-Commerce Infrastructure.

**UNIT III**

Electronic Payment System: Special Features Required in Payment Systems for E- Commerce, Types of E-Payment Systems; E- Cash and Currency Servers, E-Cheques Digital Token Based Credit Cards, Smart Cards, Electronic Purses and Debit Cards; Business Issues and Economic Implications; Operational, Credit and Legal Risk Of E-Payment System; Risk Management Options in E-Payment System; Components of An Effective Electronic Payment System.

**UNIT IV**

Business to Business E-Commerce: Needs and alternative models of B2B E-Commerce; Technologies, EDI and paperless trading; EDI architecture, EDI standards, VANs, Costs of EDI Infrastructure, features of EDI Service Arrangement, Internet-based EDI and FTP-based messaging.

**UNIT V**

Security Issues in E-Commerce: Security Risks of E-Commerce, Exposure of Resources, Types of Threats, and Source of Threats, Security Tools and Risk-Management Approach E-Commerce Security and a Rational Security Policy for E-Commerce: Corporate Digital Library; I.T. Act 2000.

**REFERENCES:**

**Agarwal & Deeksha Ararwal**, Business on the Net; E-Commerce, Macmillan, Delhi, 2006  
**Diwan, Prag and Sunil Sharma**, Electronic Commerce E – Business Vanity Books, Delhi, 2002  
**Joseph P.T.**, E-Commerce, PHI, Delhi, 2007  
**Kalakafa Whinston**, Frontiers of electronic Commerce, Pearson  
**Minoli and Minol**, Web Commerce Technology Hand Book, Tata McGraw Hill, Delhi. 2007

**PAPER XII - INTERNATIONAL TRADE AND FINANCE**

**UNIT-I**

International Trade – Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – Indian EXIM Policy.

**UNIT-II**

Export and Import Finance: Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.,) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfaiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.

**UNIT-III**

Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting – Law of one price – PPP theory – Interest Rate Parity – Exchange rate Forecasting.

**UNIT-IV**

Export Trade Documents: Financial Documents – Bill of Exchange – Type – Commercial Documents – Proforma, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents - Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, GSPS – UPCDC Norms.

**UNIT-V**

Export Promotion Schemes – Government Organizations Promoting Exports – Export Incentives: Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts I Export Promotion – EPZ – EQU – SEZ and Export House.

**REFERENCES**

**Jeevanandam .C**, INTERNATIONAL BUSINESS, M/s Sultan & Chand, Delhi, 2008

**Sumathi Varma**, INTERNATIONAL BUSINESS, *Ane, Delhi, 2010*

**Levi, Maurice D**, International Finance, McGraw – Hill, International Edition, 2009

**O'Connor DJ, Bueso AT**, International Dimensions of Financial Management; Macmillan, New Delhi.

**(f) Procedure for admission, curriculum transaction and evaluation:**

**1. Eligibility Criteria for Admission:**

The student should possess B.Com / BBA/ BCS/ BBM/ BISM/ BA(Economics)/ MBA/ Commerce or Accountancy as a subject in UG Degree/ any degree with CA(Inter) or ICWA(Inter)/ CA/ ICWA from a recognized Institution with a mere pass in any of the following streams:

- 10 + 2 + 3 (or)
- 11 + 1 + 3 (or)
- 11 + 2 + 2 system.

**2. Fees Structure for**

Sl. No.	Fee Particulars	₹
1	Registration & Processing Fee	200
2	Matriculation Fee	25
3	University Development Fund	1,000
4	Recognition Fee (For Foreign University 450) ₹	200
5	Study Material & Handling Charges	2,000
6	Tuition Fee (per year Rs.4,000)	8,000
	<b>Total</b>	<b>11,425</b>

**3. Evaluation:**

**Examination:** Examinations will be held once in a year (Non-Semester Pattern).

- **Question Paper Pattern: Maximum Marks: 100 Time: 3 Hours**
- Part – A (5 X 8 = 40 Marks) – (Five out of Eight Questions)
- Part – B (5 X 12 =60 Marks) – (Five out of Eight Questions)
- **Passing & Classification:** The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **50%**. Candidates securing 60% marks and above shall be placed in the **First Class**, and those who obtain marks between 50% and above but less than 60% shall be placed in the **Second Class**. Students' who obtain **75%** and above marks in aggregate shall be placed in the category of '**First class with Distinction**'.

**(g) Library Resources:**

A well stacked library is operational in the DDE building exclusively for Distance learning students of Pondicherry University. Students can avail this library facility during working hours of the University.

**(h) Cost Estimation of the Programme:**

**Study Material : Rs. 3,00,000 (approx. for 100 students' enrolment)**

**PCP Class : Rs. 75,000 (approx. for 100 students' enrolment)**

**(i) Quality Assurance Mechanism:**

Feedback about the programme, lectures and other issues will be collected in the written format from students during Personal contact programme. The curriculum will be revised in every five years.



# **PONDICHERRY UNIVERSITY**

## **DIRECTORATE OF DISTANCE EDUCATION**



### **Programme Project Report**

### **Post Graduate Diploma in Business Administration (PGDBA)**

Submitted for Approval of UGC

With effect from 2018 -19 ONWARDS

## **Post Graduate Diploma in Business Administration (PGDBA)**

### **(a) Mission and objectives of this Program:**

The programme is designed to expose learners to the knowledge and understanding in the general area of business management functions and the basic managerial skills..

The main objectives of the program are:

- Understand the basic functions of management and managerial skills.
- Understand the role and importance of Human Resource Management.
- Understand the concept and functions of Marketing Management marketing.
- Understand the importance of Financial Management.

### **(b) Relevance of the program:**

Management is indispensable in all organizations whether a business firm, a government, a hospital, a college, etc. Management is a creative force which helps in the optimum utilization of resources. The importance of management has increased tremendously in recent years due to increase in the size and complexity of organizations, turbulent environment and growing responsibilities of business.

### **(c) Targeted Group of Learners:**

Fresh graduates, Working Executives/Professionals

### **(d) Appropriateness of programme to be conducted through Open and Distance Learning mode :**

The aim of our programme is to reach to the unreachable who could not fulfill their dreams due to some reason like employment, financial background etc. In Distance learning Programme there is no time specific or age criteria. Moreover it is cost effective. Therefore, it will be most suitable to provide them education under Distance Learning mode.

**(e) Instructional Design:** Initially curriculum and detail syllabi were designed by our internal Faculty members and which is reviewed by external experts. After thorough review it was placed in Board of Studies, subsequently it was approved by the Academic Council. Instructional

design, online delivery of material, student support system were also discussed and approved by Board of Studies and subsequently by the Academic Council.

**(f) Procedure of Admission:** Admission offered twice in a year, i.e. January (calendar year) and June (academic year).

### **Eligibility Criteria for Admission**

The Student should possess any Degree from a recognized University with a pass in the any of the following streams:

- 10 + 2 + 3 (or)
- 11 + 1 + 3 (or)
- 11 + 2 + 2 system.

### **Duration of the Course**

The course shall be of one year (Two semesters) duration. The Maximum duration to complete the course shall be 2 years.

### **Medium**

The medium of instruction shall be English.

### **Personal Contact Programme**

**PCP** classes will be conducted at select centers based on the number of students enrolled for the programme. The attendance is optional to PCP Classes.

### **Examination**

Examinations will be held twice a year in December and June.

### **Question Paper Pattern**

**Maximum Marks:** 100      **Time:** 3 Hours

Part – A (5 X 2 = 10 Marks) – Answer any Five Questions out of Eight Questions

Part – B (5 X 6 = 30 Marks) – Answer any Five Questions out of Eight Questions

Part – C (5 X 12 = 60 Marks) - Answer any Five Questions out of Eight Questions

### Passing & Classification

The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **50%**. Candidates securing 60% marks and above shall be placed in the **First Class**, and those who obtain marks between 50% and above but less than 60% shall be placed in the **Second Class**. Students who obtain **75%** and above marks in aggregate shall be placed in the category of '**First class with Distinction**'.

### Post Graduate Diploma in Business Administration (PGDBA)

#### I SEMESTER

#### CURRICULUM

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	PGBA1001	Management Concepts & Organisational Behaviour	100	50
2	PGBA1002	Managerial Economics	100	50
3	PGBA1003	Business Environment and Law	100	50
4	PGBA1004	Operations Research and Management	100	50
5	PGBA1005	Strategic Management	100	50

#### II SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	PGBA2001	Human Resources Management	100	50
2	PGBA2002	Financial Management	100	50
3	PGBA2003	Marketing Management	100	50
4	PGBA2004	Management Control System	100	50
5	PGBA2005	Entrepreneurship Management	100	50

## FEE STRUCTURE

Sl.No.	Fee Particulars	PG-Dip
1	Registration & Processing Fee	₹ 200
2	Matriculation Fee	25
3	University Development Fund	1,000
4	Recognition Fee (For Foreign University 450)	200
5	Study Material & Handling Charges	1,575
6	Tuition Fee	10,000
	<b>Total</b>	13,000

**(g) Requirement of the Laboratory Support and Library Resources:** In existing courses there are no practical components. However, there is well stacked Library for the students who can refer during University working hours.

**(h) Cost estimation of the programme and the provisions:**

(i) Study material Cost Rs. 300,000/ (approx. for 100 students' enrolment)

(ii) PCP classes Cost Rs. 75,000/ (approx. for 100 students' enrolment)

DDE is having sufficient fund for running the programme.

**(i) Quality assurance mechanism and expected programme outcomes:** Time to time curriculum are reviewed by the experts as and when there is any requirements to bring changes in the existing course material. However, every five year we review the syllabus and brings out the major changes

**PAPER – I  
MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR**

**Paper Code: PGBA1001**

**Objectives**

- to provide conceptual understanding of Management Concepts
- to familiarize the students with the contemporary issues in Management
- to understand and appreciate the human behaviour in organisations

**UNIT - I**

Nature of Management - Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes

**UNIT – II**

An Overview of Staffing, Directing and Controlling Functions - Organising - Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic Vs Adoptive Structures - Formal and Informal Organisation

**UNIT – III**

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types-Process - Barriers - Making Communication Effective

**UNIT – IV**

Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

**UNIT – V**

Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

**REFERENCES**

**Koontz, Weirich & Aryasri**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2004*

**Tripathi & Reddy**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2008*

**Laurie Mullins**, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi, 2007*

**Meenakshi Gupta**, PRINCIPLES OF MANAGEMENT, *PHI Learning, New Delhi, 2009*

**Fred Luthans**, ORGANISATIONAL BEHAVIOUR, *Tata McGraw-Hill, New Delhi*

**Stephen Robbins**, ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi*

**Ricky Griffin**, MANAGEMENT: PRINCIPLES & APPLICATIONS, *Cengage, New Delhi, 2008*

**Objectives**

- To introduce the economic concepts
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

**UNIT – I**

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

**UNIT-II**

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

**UNIT-III**

Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

**UNIT-IV**

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

**UNIT – V**

Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

**REFERENCES**

**Yogesh Maheswari**, MANAGERIAL ECONOMICS, *PHI Learning, NewDelhi, 2005*  
**Gupta G.S.**, MANAGERIAL ECONOMICS, *Tata McGraw-Hill, New Delhi*  
**Moyer & Harris**, MANAGERIAL ECONOMICS, *Cengage Learning, NewDelhi, 2005*  
**Geetika, Ghosh & Choudhury**, , MANAGERIAL ECONOMICS, *Tata McGrawHill, NewDelhi, 201*

**PAPER-III  
BUSINESS ENVIRONMENT AND LAW**

**Paper Code: PGBA1003**

**Objectives**

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To relate the Impact of Environment on Business in an integrated manner, and
- To give an exposure to important commercial and industrial laws

**UNIT – I**

Dynamics of Business and its Environment – Technological, Political, Social and Cultural Environment - Corporate Governance and Social Responsibility - Ethics in Business - Economic Systems and Management Structure - Family Management to Professionalism - Resource Base of the Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues.

**UNIT - II**

Infrastructure - Economic- Social, Demographic Issues, Political context - Productivity Factors, Human Elements and Issues for Improvement - Global Trends in Business and Management - MNCs - Foreign Capital and Collaboration - Trends in Indian Industry - The Capital Market Scenario.

**UNIT - III**

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract - Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract - Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency.

**UNIT - IV**

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures - Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

**UNIT - V**

Factory Act – Licensing and Registration of Factories, Health, Safety and Welfare measures - Industrial Disputes Act – Objects and scope of the Act, Effects of Industrial Dispute, Administration under the Act- Minimum Wages Act - Workmen Compensation Act.

**REFERENCES**

**Pathak**, LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, New Delhi, 2010.

**Keith-Davis & William Frederick**, BUSINESS AND SOCIETY, McGraw-Hill, Tokyo.

**M.M. Sulphey & Az-har Basheer**, LAWS FOR BUSINESS, PHI Learning Pvt. Ltd. New Delhi, 2011

**Maheswari & Maheswari**, MERCANTILE LAW. Himalaya Publishing House. Mumbai

**Rudder Dutt & Sundaram**, INDIAN ECONOMY, Vikas Publishing House, New Delhi.

**Veena Keshav Pailwar**, ECONOMIC ENVIRONMENT OF BUSINESS, PHI Learning Pvt. Ltd, New Delhi, 2010



**PAPER – IV  
OPERATIONS RESEARCH AND MANAGEMENT**

**Paper Code: PGBA1004**

**Objectives**

- To familiarize the Operations Management concepts
- To introduce various optimization techniques with managerial perspective
- To facilitate the use of Operations Research techniques in managerial decisions.

**UNIT –I**

Introduction to Operations Management - Process Planning - Plant Location - Plant Lay out - Introduction to Production Planning.

**UNIT –II**

Stages of Development of Operations Research- Applications of Operations Research- Limitations of Operations Research- Introduction to Linear Programming- Graphical Method- Simplex Method - Duality.

**UNIT-III**

Transportation Problem- Assignment Problem - Inventory Control - Introduction to Inventory Management - Basic Deterministic Models - Purchase Models - Manufacturing Models with and without Shortages.

**UNIT-IV**

Shortest Path Problem - Minimum Spanning Tree Problem - CPM/PERT - Crashing of a Project Network.

**UNIT- V**

Game Theory- Two Person Zero-sum Games -Graphical Solution of  $(2 \times n)$  and  $(m \times 2)$  Games - LP Approach to Game Theory - Goal programming - Formulations - Introduction to Queuing Theory - Basic Waiting Line Models:  $(M/M/1): (GD/a/a)$ ,  $(M/M/C): GD/a/a$ .

**[Note: Distribution of Questions between Problems and Theory of this paper must be 60: 40 i.e, Problem Questions: 60 % & Theory Questions : 40 % ]**

**REFERENCES**

**Kanishka Bedi**, PRODUCTION & OPERATIONS MANAGEMENT, *Oxford, NewDelhi, 2007*

**Panneerselvam, R**, OPERATIONS RESEARCH, *Prentice-Hall of India, New Delhi, 2002.*

**G.Srinivasan**, OPERATIONS RESEARCH, *PHI Learning, NewDelhi, 2010*

**Tulsian & Pandey**, QUANTITATIVE TECHNIQUES, *Pearson, NewDelhi, 2002*

**Vohra**, QUANTATIVE TECHNIQUES IN MANAGEMENT, *Tata McGrawHill, NewDelhi*

**PAPER-V  
STRATEGIC MANAGEMENT**

**Paper Code: PGBA1005**

**Objectives**

- Integrating the knowledge gained in functional areas of management
- Helping the students to learn about the process of strategic management, and
- Helping the students to learn about strategy formulation and implementation

**UNIT-I**

Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies

**UNIT-II**

Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis

**UNIT-III**

Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice; Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Benchmarking, Service blue printing

**UNIT-IV**

Functional Strategies: Marketing, production/operations and R&D plans and policies- Personnel and financial plans and policies.

**UNIT-V**

Strategy Implementation - Inter - relationship between formulation and implementation - Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change - Strategy Evaluation- Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

**REFERENCES**

**Azhar Kazmi**, STRATEGIC MANAGEMENT & BUSINESS POLICY, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

**Vipin Gupta, Kamala Gollakota & Srinivasan**, BUSINESS POLICY & STRATEGIC MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi, 2008.*

**Amita Mittal**, CASES IN STRATEGIC MANAGEMENT, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

**Fred R. David**, STRATEGIC MANAGEMENT CONCEPT AND CASES, *PHI Learning Private Limited, New Delhi, 2008.*

**PAPER – VI  
HUMAN RESOURCES MANAGEMENT**

**Paper Code: PGBA2001**

**Objectives**

- To understand and appreciate the importance of the human resources vis-a-vis other resources of the organisation
- To familiarize the students with methods and techniques of HRM
- To equip them with the application of the HRM tools in real world business situations.

**UNIT-I**

Human Resources Management - Context and Concept of People Management in a Systems Perspective - Organisation and Functions of the HR and Personnel Department - HR Structure and Strategy; Role of Government and Personnel Environment including MNCs.

**UNIT – II**

Recruitment and Selection - Human Resource Information System [HRIS] - Manpower Planning - Selection – Induction & Orientation - Performance and Potential Appraisal - Coaching and Mentoring - HRM issues and practices in the context of Outsourcing as a strategy

**UNIT-III**

Human Resources Development –Training and Development Methods - Design & Evaluation of T&D Programmes - Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - Retirement and Other Separation Processes.

**UNIT-IV**

Financial Compensation- -Productivity and Morale - Principal Compensation Issues & Management - Job Evaluation - Productivity, Employee Morale and Motivation - Stress Management - Quality of Work Life.

**UNIT – V**

Building Relationships – Facilitating Legislative Framework - Trade Unions - Managing Conflicts - Disciplinary Process - Collective Bargaining - Workers Participation in Management - Concept, Mechanisms and Experiences.

**REFERENCES**

**Venkata Ratnam C. S. & Srivatsava B. K.**, PERSONNEL MANAGEMENT AND HUMAN RESOURCES, *Tata Mc-Graw Hill, NewDelhi,,*

**Aswathappa**, HUMAN RESOURCE MANGEMENT, *Tata McGraw Hill, NewDelhi, 2010*

**Garry Dessler & Varkkey**, HUMAN RESOURCE MANAGEMENT, *Pearson, Delhi, 2009*

**Alan Price**, HUMAN RESOURCE MANAGEMENT, *Cengage Learning, NewDelhi, 2007*

**Pravin Durai**, HUMAN RESOURCE MANGEMENT, *Pearson, New Delhi, 2010*

**Snell, Bohlander & Vohra**, HUMAN RESOURCES MANAGEMENT, *Cengage, Delhi, 2010*

**PAPER-VII  
FINANCIAL MANAGEMENT**

**Paper Code: PGBA2002**

**Objectives**

- To know the various sources of finance
- To understand the various uses for finance and
- To familiarize oneself with the techniques used in financial management.

**UNIT-I**

Financial Management – Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon's Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall).

**UNIT-II**

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

**UNIT-III**

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.

**UNIT- IV**

Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – Irrelevance Theory – M-M hypothesis - Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour.

**UNIT-V**

Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance – Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management.

**[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]**

**REFERENCES**

- Khan MY, Jain PK**, BASIC FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi* , 2005.  
**Chandra, Prasanna**,. FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi*.  
**Bhabatosh Banerjee**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi*, 2010  
**Chandra Bose D**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi*, 2010  
**Preeti Singh**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *Ane*, 2011.

**Objectives**

- To familiarize with the basic concepts, and techniques of marketing management
- To understand the behaviour of consumers
- To create awareness of marketing mix elements, and
- To analyse and solve marketing problems in the complex and fast changing business environment.

**UNIT-I**

Introduction to Marketing and Marketing Management, Marketing Concepts - Marketing Process  
Marketing mix - Marketing environment. - Consumer Markets and buying behaviour - Market segmentation and targeting and positioning.

**UNIT-II**

Product Decisions - concept of a Product - Product mix decisions - Brand Decision - New Product Development – Sources of New Product idea - Steps in Product Development - Product Life Cycle strategies- Stages in Product Life Cycle,

**UNIT-III**

Price Decisions - Pricing objectives - Pricing policies and constraints - Different pricing method - New product pricing, Product Mix pricing strategies and Price adjustment strategy.

**UNIT-IV**

Channel Decision - Nature of Marketing Channels – Types of Channel flows - Channel functions - Functions of Distribution Channel – Structure and Design of Marketing Channels - Channel co-operation, conflict and competition – Retailers and wholesalers.

**UNIT - V**

Promotion Decision - Promotion mix - Advertising Decision, Advertising objectives - Advertising and Sales Promotion – Developing Advertising Programme – Role of Media in Advertising - Advertisement effectiveness - Sales force Decision.

**REFERENCE**

**K.S. Chandrasekar**, MARKETING MANAGEMENT TEXT AND CASES, *Tata McGraw-Hill Publication, New Delhi.2010*

**Govindarajan**, MARKETING MANAGEMENT CONCEPTS, CASES, CHALLENGES AND TRENDS, *Prentice Hall of India, New Delhi. 2009*

**Philip Kotler**, MARKETING MANAGEMENT- ANALYSIS PLANNING AND CONTROL, *Prentice Hall of India, New Delhi,*

**Ramaswamy. V S & Namakumari. S**, MARKETING MANAGEMENT-PLANNING IMPLEMENTATION AND CONTROL, *Macmillan Business Books, New Delhi, 2002,*

**PAPER- IX  
MANAGEMENT CONTROL SYSTEMS**

**Paper Code: PGBA2004**

**Objectives**

- To provide conceptual understanding of Management Control System
- To familiarize the students with the traditional instrument of control in organizations
- To understand and appreciate the new dimensions in management control system

**UNIT I: The conceptual foundations of control systems**

Meaning, Nature and purpose of control systems – The new paradigms of Management Control Systems, four elements of control, organizational structure, organizational goals, organizational climate, strategic planning – Balancing the four levers of control, balancing the tensions in control systems, six sources of tensions in control systems, opportunities and limitations of the span of control, key control variables, delegation and decentralization, mutual supportive management systems.

**UNIT II : The traditional instruments of control in organizations**

External audit, internal controls, internal audit, role of financial controllers, multiple roles of an auditor, management control process, budgetary control, flexible budget, zero base budget, performance budgeting, master budget, analysis of variance, accounting aspect of control, management audit, marketing and distribution control, different types of audit.

**UNIT III: Accountability in organizations**

Dual focus and accountability, differentiate between product costing and accountability, the concept of responsibility centre, management control structure, responsibility accounting, cost centre, profit centre, investment centre, ABC costing, transfer prices, CVP analysis, process control.

**UNIT IV: The new dimensions of control with strategies**

Behavioral aspect of management control, motivations, morale, participative management, learning curves, HR accounting, knowledge management control, management control with reference to risk management, differentiated controls for different situations, measuring performance to match strategy, balanced score cards.

**UNIT V: Management Control in Specialized organizations**

Sectoral applications, controlling the financial sector, the banking sector, the balance sheet concept, the concept of schedule of advances, the use of ABC costing standard, insurance, system of insurance accounts, non-profit organizations, legal environment of non-profit organization, public service organizations, public utility accounts, holding company accounts, government and co-operative business, control in projects, the twelve step process of designing controlling system.

**REFERENCES**

**Antony R.N. and Govindarajan V** , MANAGEMENT CONTROL SYSTEMS

**Gosh P.K. and Gupta**, COST ANALYSIS AND CONTROL

**Hersey P and Balanchard H.B**, MANAGEMENT OF ORGANIZATIONAL BEHAVIOR

**Emmanuel**, ACCOUNTING FOR MANAGEMENT CONTROL

**PAPER- X**  
**ENTREPRENEURSHIP MANAGEMENT**

**Paper Code: PGBA2005**

**Objectives**

- To provide conceptual understanding of Entrepreneurship management
- To familiarize the students with the different motivational theories
- To understand and appreciate the corporate and women entrepreneurship

**UNIT-I**

Entrepreneurship – Definition, Role and expectations – Entrepreneurial styles and types – Characteristics of the Entrepreneur – Functions of an Entrepreneur – Promotion of Entrepreneurship – Role of Socio-Cultural, Economic and Political Environment – Growth of Entrepreneurship in Pre and Post independence era – Constraints for the Growth of Entrepreneurial Culture.

**UNIT-II**

Entrepreneurial Motivation Theories - Entrepreneurial Competencies – Developing Competencies – Role of Entrepreneur. Development Programs – Assistance Programme for Small Scale Units – Institutional Framework – Role of SSI Sector in the Economy – SSI Units – Failure, Causes and Preventive Measures – Turnaround Strategies.

**UNIT-III**

Identification of Business Opportunity – Preparation of Feasibility Report – Financial and Technical Evaluation – Project Formulation – Common Errors in Project Formulation – Specimen Project Report – Ownership Structures – Proprietorship, Partnership, Company, Co-operative, Franchise.

**UNIT-IV**

Corporate Entrepreneurship (Intrapreneurship) – Concepts – Need – Strategies - Corporate Practices – Select Cases – Dynamics of Competition – Plans for Survival and Growth.

**UNIT-V**

Women Entrepreneurship – Need – Growth of women Entrepreneurship – Problems faced by Women Entrepreneurs – Development of women Entrepreneurship – Entrepreneurship in Informal Sector – Rural Entrepreneurship – Entrepreneurship in Sectors like Agriculture, Tourism, health care, Transport and allied services.

**REFERENCES**

**Donald L. Sexton & Raymond W. Smilor**, THE ART AND SCIENCE OF ENTREPRENEURSHIP, *Ballinger*

**Clifford M. Baumbach & Joseph R. Mancuso**, ENTREPRENEURSHIP AND VENTURE MANAGEMENT, *Prentice Hall*

**Gifford Pinchot**, INTRAPRENEURING, *Harper & Row*

**Ram K. Vepa**, HOW TO SUCCEED IN SMALL SCALE INDUSTRY, *Vikas*

**Richard M. Hodgets**, EFFECTIVE SMALL BUSINESS MANAGEMENT, *Academic Press*

**Dan Steinhoff & John F. Burgess**, SMALL BUSINESS MANAGEMENT – FUNDAMENTALS, *McGraw Hill*.





**PONDICHERRY UNIVERSITY**

**DIRECTORATE OF DISTANCE EDUCATION**



**Programme Project Report**

**Post Graduate Diploma in Financial Management (PGDFM)**

Submitted for Approval of UGC

With effect from 2018 -19 ONWARDS

**(a) Programme's Mission & Objectives:**

**Mission:** This programme is tailor made to build the strengths of human resources in the areas of Finance and Accounts and to create competent finance managers for meeting hazardous challenges in the Global era.

**Objectives:** PG-Diploma (Financial Management) programme is to strengthen the student's knowledge and comprehension in the disciplines of Accounting and Finance. The programme aims to assist public and private organizations by:

- Building the strengths of human resources in the areas of Finance and Accounts
- Meeting the requirement of the skilled human resources in the areas of accounting in corporate and private sectors.

**(b) Relevance of the Programme with HEI's Mission and Goals:**

This Programme is designed in such a way to enable the learner to understand and acquire basic knowledge in the area of Financial Management. This programme is primarily aimed at developing financial and managerial skills, to equip students to meet the demand for specialists and leaders in the financial sector.

**(c) Nature of Prospective target group of learners:**

The programme is offered for the candidates who aspire to acquire the knowledge and skills in the field of Financial Management and those who wish to get jobs in the sectors of industry, banking and stock market etc.,. Further the programme is tailor made and auspicious for those who aspire to become Finance Manager.

**(d) Learning Outcomes:**

The successful student will gain an overall financial and business perspective which will provide them with a competitive advantage for employment and prepare them for further studies in this field.

**(e) Instructional Design:****1. Duration of the Course**

The course shall be of one year (two semesters) duration. The Maximum duration to complete the course shall be 2 years.

**2. Medium**

The medium of instruction shall be English.

**3. Instructional delivery Mechanisms:** The delivery of the programme is through conduct of Personal Contact Programme. In total 40 Hours PCP classes for every semester will

be conducted at select centers based on the number of students enrolled for the program and the attendance is not mandatory.

**4. Faculty and support of Staff:**

- DDE faculty, University faculty from School of Management and Affiliated College faculty will be engaged for handling classes in Personal contact programme.
- Distance Education Staffs will be engaged for supporting other activities like dispatch of study materials.

**5. Media for instruction:**

- Printed study materials will be provided for all courses and the same will be uploaded in the University Website (pondiuni.edu.in).
- Students can see all information's about DDE in the University website.
- The student support services like help desk (grievances) will be solved through in person, phone, E-mail and group Sms.

**6. Curriculum design:**

**Post Graduate Diploma in Financial Management (PGDFM )**

**I SEMESTER**

**CURRICULUM**

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	PGHR1001	Management Concepts & Organisational Behaviour	100	50
2	PGHR1002	Managerial Economics	100	50
3	PGHR1003	Business Environment & Law	100	50
4	PGHR1004	Operations Research & Management	100	50
5	PGHR1005	Accounting for Manager	100	50

**II SEMESTER**

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	PGHR2001	Banking and Indian Financial System	100	50
2	PGHR2002	Financial Management	100	50
3	PGHR2003	Merchant Banking and Financial Services	100	50
4	PGHR2004	Investment and Portfolio Management	100	50
5	PGHR2005	Global Financial Management	100	50

## **7. Detailed Syllabus of the Programme:**

### **PGDFM - I Semester**

#### **PAPER – I**

#### **MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR**

##### **Objectives:**

**Paper Code: PGFM1001**

- to provide conceptual understanding of Management Concepts
- to familiarize the students with the contemporary issues in Management
- to understand and appreciate the human behaviour in organisations

##### **UNIT - I**

Nature of Management - Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes

##### **UNIT – II**

An Overview of Staffing, Directing and Controlling Functions - Organising - Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic Vs Adoptive Structures - Formal and Informal Organisation

##### **UNIT – III**

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types- Process - Barriers - Making Communication Effective

##### **UNIT – IV**

Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

##### **UNIT – V**

Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

##### **REFERENCES**

**Koontz, Weirich & Aryasri**, PRINCIPLES OF MANAGEMENT, *Tata McG-Hill, Delhi, 2004*  
**Tripathi & Reddy**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2008*  
**Laurie Mullins**, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, Delhi,*  
**Meenakshi Gupta**, PRINCIPLES OF MANAGEMENT, *PHI Learning, New Delhi, 2009*  
**Fred Luthans**, ORGANISATIONAL BEHAVIOUR, *Tata McGraw-Hill, New Delhi*  
**Stephen Robbins**, ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi*  
**Ricky Griffin**, MANAGEMENT: PRINCIPLES & APPLICATIONS, *Cengage, Delhi, 2008*

## **PGDFM - I Semester**

### **PAPER – II MANAGERIAL ECONOMICS**

**Paper Code: PGFM 1002**

#### **Objectives**

- To introduce the economic concepts
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

#### **UNIT – I**

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

#### **UNIT-II**

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

#### **UNIT-III**

Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

#### **UNIT-IV**

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

#### **UNIT – V**

Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

#### **REFERENCES**

**Yogesh Maheswari**, MANAGERIAL ECONOMICS, *PHI Learning, NewDelhi, 2005*

**Gupta G.S.**, MANAGERIAL ECONOMICS, *Tata McGraw-Hill, New Delhi*

**Moyer & Harris**, MANAGERIAL ECONOMICS, *Cengage Learning, NewDelhi, 2005*

**Geetika, Ghosh & Choudhury**, , MANAGERIAL ECONOMICS, *Tata McGrawHill, NewDelhi, 2011*

## **PGDFM – I Semester**

### **PAPER – III BUSINESS ENVIRONMENT AND LAW**

**Paper code: PGFM 1003**

#### **Objectives**

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To relate the Impact of Environment on Business in an integrated manner, and
- To give an exposure to important commercial and industrial laws

#### **UNIT – I**

Dynamics of Business and its Environment – Technological, Political, Social and Cultural Environment - Corporate Governance and Social Responsibility - Ethics in Business - Economic Systems and Management Structure - Family Management to Professionalism - Resource Base of the Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues.

#### **UNIT - II**

Infrastructure - Economic- Social, Demographic Issues, Political context - Productivity Factors, Human Elements and Issues for Improvement - Global Trends in Business and Management - MNCs - Foreign Capital and Collaboration - Trends in Indian Industry - The Capital Market Scenario.

#### **UNIT - III**

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract - Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency.

#### **UNIT - IV**

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures - Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

#### **UNIT - V**

Factory Act – Licensing and Registration of Factories, Health, Safety and Welfare measures - Industrial Disputes Act – Objects and scope of the Act, Effects of Industrial Dispute, Administration under the Act- Minimum Wages Act - Workmen Compensation Act.

#### **REFERENCES**

**Pathak**, LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, New Delhi, 2010.

**Keith-Davis & William Frederick**, BUSINESS AND SOCIETY, McGraw-Hill, Tokyo.

**M.M. Sulphey & Az-har Basheer**, LAWS FOR BUSINESS, PHI Learning Pvt. Ltd. New Delhi, 2011

**Maheswari & Maheswari**, MERCANTILE LAW. Himalaya Publishing House. Mumbai

**Rudder Dutt & Sundaram**, INDIAN ECONOMY, Vikas Publishing House, New Delhi.

**Veena Keshav Pailwar**, ECONOMIC ENVIRONMENT OF BUSINESS, PHI Learning Pvt. Ltd, New Delhi, 2010

**PAPER –IV  
OPERATIONS RESEARCH AND MANAGEMENT**

**Paper Code: PGFM1004**

**Objectives**

- To familiarize the Operations Management concepts
- To introduce various optimization techniques with managerial perspective
- To facilitate the use of Operations Research techniques in managerial decisions.

**UNIT –I**

Introduction to Operations Management - Process Planning - Plant Location - Plant Lay out - Introduction to Production Planning.

**UNIT –II**

Stages of Development of Operations Research- Applications of Operations Research- Limitations of Operations Research- Introduction to Linear Programming- Graphical Method- Simplex Method - Duality.

**UNIT-III**

Transportation Problem- Assignment Problem - Inventory Control - Introduction to Inventory Management - Basic Deterministic Models - Purchase Models - Manufacturing Models with and without Shortages.

**UNIT-IV**

Shortest Path Problem - Minimum Spanning Tree Problem - CPM/PERT - Crashing of a Project Network.

**UNIT- V**

Game Theory- Two Person Zero-sum Games -Graphical Solution of  $(2 \times n)$  and  $(m \times 2)$  Games - LP Approach to Game Theory - Goal programming - Formulations - Introduction to Queuing Theory - Basic Waiting Line Models:  $(M/M/1):(GD/a/a)$ ,  $(M/M/C):GD/a/a$ .

**[Note: Distribution of Questions between Problems and Theory of this paper must be 60: 40 i.e, Problem Questions: 60 % & Theory Questions : 40 % ]**

**REFERENCES**

**Kanishka Bedi**, PRODUCTION & OPERATIONS MANAGEMENT, *Oxford, NewDelhi, 2007*

**Panneerselvam, R**, OPERATIONS RESEARCH, *Prentice-Hall of India, New Delhi, 2002.*

**G.Srinivasan**, OPERATIONS RESEARCH, *PHI Learning, NewDelhi,2010*

**Tulsian & Pandey**, QUANTITATIVE TECHNIQUES, *Pearson, NewDelhi, 2002*

**Vohra**, QUANTATIVE TECHNIQUES IN MANAGEMENT, *Tata McGrawHill, NewDelhi, 2010*

**PAPER –V**  
**ACCOUNTING FOR MANAGERS**

**Paper code: PGFM1005**

**Objectives**

- To acquaint the students with the fundamentals principles of Financial, Cost and Management Accounting
- To enable the students to prepare, Analyse and Interpret Financial Statements and
- To enable the students to take decisions using Management Accounting Tools.

**UNIT-I**

Book-keeping and Accounting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts –Trading, Profit and Loss Account and Balance Sheet with adjustment entries, simple problems only - Capital and Revenue Expenditure and Receipts.

**UNIT-II**

Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method - Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios – Simple problems only.

**UNIT-III**

Funds Flow Analysis – Funds From Operation, Sources and Uses of Funds, Preparation of Schedule of Changes in Working Capital and Funds Flow Statements – Uses and Limitations - Cash Flow Analysis – Cash From Operation – Preparation of Cash Flow Statement – Uses and Limitations – Distinction between Funds flow and Cash Flow – only simple problems

**UNIT-IV**

Marginal Costing - Marginal cost and Marginal costing - Importance - Break-even Analysis - Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a foreign order, Deciding sales mix.

**UNIT-V**

Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet – Standard Costing – Variance Analysis – Material Variances – Labour Variances – simple problems related to Material and Labour Variances only

**[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40 i.e., Problem Questions: 60 % & Theory Questions: 40 %]**

**REFERENCES**

**Jelsy Josheph Kuppapally**, ACCOUNTING FOR MANAGERS, *PHI, Delhi, 2010.*

**Paresh shah**, BASIC ACCOUNTING FOR MANAGERS, *Oxford, Delhi, 2007*

**Ambrish Gupta**, FINANCIAL ACCOUNTING FOR MANAGEMENT, *Pearson, Delhi, 2004*

**Narayanaswamy R**, FINANCIAL ACCOUNTING , *PHI, Delhi, 2011*



**PAPER-VI  
BANKING AND INDIAN FINANCIAL SYSTEM**

**Paper code: PGFM2001**

**Objectives**

- To get an insight into the constitutions, structure, objectives and working of the Banking Institutions in India
- To evaluate the performance of Banking Institutions and their contribution to the growth of Indian Corporate Sector and
- To have a Bird's view of the Indian Financial System and in the context of Global Indian Banking System.

**UNIT- I**

Banking Systems – Definitions – Functions – Types – Central Banking – Structure of Banking System- Rural Financing – Banker and Customer Relationship – Deposit Mobilization – Loans and Advances – Assets and Liabilities Management – Secured Advances – Endorsement and Crossing of Cheques – Payment of Cheques – Collection of Cheques.

**UNIT-II**

Central Banking System – Nature- Organization and Management- Functions – Methods of Credit Controls – Objects of Monetary Policy – Autonomy of Central Bank Systems – Indian Money Market – Indian Capital Market – New Issue Market- Banking Legislations in India.

**UNIT-III**

Industrial and Agricultural Banking System – All Indian Development Banks – Investment Institutions- State Level Institutions – Specialized Financial Institutions – International Finance Institutions – IBRD – IFC – IDA – NABARD – NHB – Micro Financing Institutions.

**UNIT-IV**

Financial systems - Overview of Indian Financial System – savings and Financial Intermediation – Financial Markets – Listing Regulations – Primary Markets – Secondary Markets – Mutual Funds – Indian Fiscal Systems.

**UNIT-V**

Foreign Investments – Foreign Capital – Foreign Collaboration – Foreign Direct Investment – foreign Institutional Investors – Offshore Country Funds – Overseas Venture Capital Investments – International Capital Market.

**REFERENCES**

**M.Y. Khan**, INDIAN FINANCIAL SYSTEM, *Tata Mc Graw Hill, Delhi, 2008*

**Jeff Madura**, FINANCIAL MARKETS AND INSTITUTIONS, *CenGage, Delhi, 2008*

**H.R. Machiraju**, INDIAN FINANCIAL SYSTEM, *Vikas Publishing House, Delhi, 2009*

**Pathak**, THE INDIAN FINANCIAL SYSTEM, *Pearson Education India, 2007*

**PAPER-VII  
FINANCIAL MANAGEMENT**

**Paper code: PGFM2002**

**Objectives**

- To know the various sources of finance
- To understand the various uses for finance and
- To familiarize oneself with the techniques used in financial management.

**UNIT-I**

Financial Management – Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon's Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall).

**UNIT-II**

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

**UNIT-III**

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.

**UNIT- IV**

Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – Irrelevance Theory – M-M hypothesis - Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour.

**UNIT-V**

Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance – Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management.

**[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]**

**REFERENCES**

- Khan MY, Jain PK**, BASIC FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi*, 2005.  
**Chandra, Prasanna**, FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi*.  
**Bhabatosh Banerjee**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi*, 2010  
**Chandra Bose D**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi*, 2010  
**Preeti Singh**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *Ane*, 2011.

**PAPER -VIII  
MERCHANT BANKING AND FINANCIAL SERVICES**

**Paper code: PGFM2003**

**Objectives**

- To examine Financial Services management as an important and contemporary area of financial management
- To understand the various financial services and their future and
- To determine the most suitable financial service, given the situations and contingencies

**UNIT-I**

Financial Services Industry – Emergence – Developments – Fund Based and Non-fund based activities – modern activities – New Financial Products and Services, Innovative Financial Instruments – Challenges Ahead.

**UNIT-II**

Merchant Banking – Issues Management Intermediaries – Merchant Bankers/Lead Managers – Underwriters – Bankers, Brokers and Registrars to an Issue and Share Transfer Agents– Debenture /Trustees – Portfolio Managers – Issue Management Activities/Procedures – Eligibility norms – Pricing of Issues – Promoters' contribution – Issue of Indian Depository Receipts (IDR) – Issue Advertisement – Issue of Debt Instruments – Book building – Green shoe Option – Initial Public Offer through Stock Exchange Online System – Preferential Issues – Qualified Institutional Placement.

**UNIT-III**

Factoring and Forfeiting - Modus Operandi, types, functions – Factoring in India - Bills Discounting – Real estate Industry – Housing Finance – Housing Finance system – National Housing Bank – Refinance scheme for HFCs – Asset Liability Management – Securitisation – Mortgage-Based Securitisation – Reverse Mortgage Loan (RML) Securitisation of Standard Assets.

**UNIT-IV**

Mutual Funds - Origin, Types of Mutual Funds, Importance, Mutual Funds Industry in India – SEBI's directives for Mutual Funds, Private Mutual Funds, Asst Management company – Unit Trust of India – Evaluation of Performance of Mutual Funds – Money Market Mutual Funds – RBI Guidelines – Venture Capital: Meaning, Origin, Importance, Methods, India Scenario.

**UNIT-V**

Insurance – Meaning, Types, Insurance Industry in India and related reforms – Other Financial Services – Credit Cards – Credit Rating: Regulatory framework – Credit Rating Agencies – Rating Process and Methodology – Rating symbols/Grades – Pension Plan.

**REFERENCES**

**Khan, M.Y.,** FINANCIAL SERVICES, *Tata McGraw Hill, New Delhi, 2001.*

**Gurusamy,** MERCHANT BANKING AND FINANCIAL SERVICES, *Tata McGraw Hill, Delhi, 2009.*

**PAPER –IX  
INVESTMENT AND PORTFOLIO MANAGEMENT**

**Paper code: PGFM2004**

**Objectives**

- To have understanding on investment and avenues of investment
- To have exposure on analysis techniques of capital market and
- To understand various theories of portfolio management

**UNIT -I**

Investment – Basics of Investment – Investment, Speculation and Gambling – Investment Categories – Investment avenues – Non marketable Financial Assets – Money Market Instruments – Bond/Debentures – Equity Shares – Schemes of LIC – Mutual Funds – Financial Derivatives – Real Assets – Real Estate – Art – antiques and others.

**UNIT- II**

Fundamental Security Analysis – Economic Analysis – significance and Interpretation of the Economic Indicators – Industry Analysis – Industry Growth Cycle - Company analysis – Marketing – Accounting policies – Profitability – Dividend Policy – Capital Structure – Financial Analysis – Operating Efficiency – Management – Fundamental Security Analysis – Changes in the Financing Patterns of Indian Companies – Debt-Equity Ratio for India Companies.

**UNIT-III**

Technical Analysis – Technical Tools - The Dow Theory – Primary Trend – The secondary Trend – Minor Trends – Support and Resistance Level – Indicators – Odd Lot Trading – Moving Average – Rate of Change – Charts – Technical indicators – Charting Techniques – Indicators of the Witchcraft Variety – Efficient Market Theory – Basic Concepts – Random-Walk Theory – Weak Form of EMH – Semi-strong Form – Strong Form – The Essence of the Theory – Market Inefficiencies.

**UNIT-IV**

Portfolio Analysis – Portfolio and Single asset Returns and Risk – Mean Variance Criterion – covariance – Beta (simple problems) – Portfolio Markowitz Model – simple Diversification – Risk and Return with Different correlation – Sharpe's Single Index Model – Sharpe's Optimal Portfolio – Construction of the Optimal Portfolio – Optimum Portfolio with short sales.

**UNIT-V**

Asset Pricing Model Portfolio Evaluation – Capital Asset Pricing Model (CAPM) – Security Market Line – Assumptions – Arbitrage Pricing Model (APT) – Portfolio Performance Models – Sharpe's Performance Index – Treynor's Performance Index – Jensen's Performance Index.

**REFERENCES**

**Punithavathy Pandian**, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, *Vikas, Delhi*.  
**Kevin .S**, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, *PHI, Delhi, 2011*  
**Yogesh Maheswari**, INVESTMENT MANAGEMENT, *PHI, Delhi, 2011*  
**Bhalla V K**, INVESTMENT MANAGEMENT: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, *S Chand, Delhi, 2009*  
**Prasanna Chandra**, PORTFOLIO MANAGEMET, *Tata McGraw Hill, New Delhi, 2008*.

**PAPER - X  
GLOBAL FINANCIAL MANAGEMENT**

**Paper code: PGFM2005**

**Objectives**

- To have exposure on International Monetary System
- To understand about Balance of Payments and currency Exposure and
- To introduce and familiarize the International Financial Markets and Instruments.

**UNIT-I**

Globalisation - Implications of Globalisation – Goals of International Financial Management - scope of International Finance – International Monetary System – Bimetallism – Gold Standard – Bretton Woods System – Floating Exchange Rate Regime – European Monetary System – IMF – WTO – GATT .

**UNIT-II**

Balance of Payments – The Current Account – The Capital Account – significance - Balance of Payments in the World – Balance of Payments Account of India

**UNIT-III**

International Financial Markets – Sources of International Funds – Multilateral Development Banks – Governments/ Governmental Agencies – International Banks – Security Markets Instruments of International Financial Markets– International Equities – GDRs – ADRs - International Money Market and Bond Market Instruments – Euro Bonds – Repos – Euro Commercial Paper – Medium Term Notes – Floating Rate Notes – Loan Syndicates – Euro Deposits – Euro Issues in India.

**UNIT-IV**

Currency Risk and Exposure – Types of Currency Risk – Management of Currency Risk – Concept and Measurement of Transaction Exposure - Techniques of Transaction Exposure Management – Translation Exposure – methods – Transaction Exposure Vs. Translation Exposure – Exchange Risk Management –Operating Exposure – measuring and managing Operating Exposure.

**UNIT-V**

Foreign Direct Investment (FDI) – Forms of FDIs – FDI in World – purpose of overseas investment – Benefits to the Host Countries – Effects of FDI – Political Risk.

**REFERENCES**

**Joseph Anbarasu**, GLOBAL FINANCIAL MANAGEMENT, *Ane, Delhi, 2010*

**Kevin S**, FUNDAMENTALS OF INTERNATIONAL FINANCIAL MANAGEMENT, *PHI, Delhi, 2010*

**Jeff Madura**, INTERNATIONAL FINANCIAL MANAGEMENT, *Cengage learning, Delhi, 2008*

## **(f) Procedure for Admission, Curriculum transaction and Evaluation**

### **1. Eligibility Criteria for Admission**

The Student should possess any Degree from a recognized University with mere pass in the stream of:

- 10 + 2 + 3 or
- 11 + 1 + 3 or
- 11 + 2 + 2 system.

### **2. Fees Structure for PGDFM Programme:**

<b>Sl.No.</b>	<b>Fee Particulars</b>	<b>PG-Dip</b>
1	Registration & Processing Fee	₹ 200
2	Matriculation Fee	25
3	University Development Fund	1,000
4	Recognition Fee (For Foreign University 450)	200
5	Study Material & Handling Charges	1,575
6	Tuition Fee	10,000
	<b>Total</b>	13,000

### **3. Evaluation:**

- **Examination**

Examinations will be held twice a year in December and June.

- **Question Paper Pattern**

Maximum Marks : 100      Time: 3 Hours

Part – A (5 X 2 = 10 Marks) – Answer any Five Questions out of Eight Questions

Part – B (5 X 6 = 30 Marks) – Answer any Five Questions out of Eight Questions

Part – C (5 X 12 = 60 Marks) - Answer any Five Questions out of Eight Questions

- **Passing & Classification**

The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **50%**. Candidates securing 60% marks and above shall be placed in **First Class**, and those who obtain marks between 50% and above but less than 60% shall be placed in **Second Class**. Students' who obtain **75%** and above marks in aggregate shall be placed in the category of '**First class with Distinction**'.

**(g) Library Resources:**

A well stacked library is operational in the DDE building exclusively for Distance learning students of Pondicherry University. Students can avail this library facility during working hours of the University.

**(h) Cost Estimation of the Programme:**

**Study Material** : **Rs. 3,00,000** (approx. for 100 students' enrolment)

**PCP Class** : **Rs. 75,000** (approx. for 100 students' enrolment)

**(i) Quality Assurance Mechanism:**

Feedback about the programme, lectures and other issues will be collected in the written format from students during Personal contact programme. The curriculum will be revised in every five years.

PONDICHERRY UNIVERSITY

DIRECTORATE OF DISTANCE EDUCATION



PROGRAMME PROJECT REPORT

**Post Graduate Diploma in Human Resource Management  
(PGDHRM)**

**SUBMITTED FOR APPROVAL OF UGC**

**WITH EFFECT FROM 2018-19 ONWARDS**



**(a) Programme's Mission & Objectives:**

**Mission:** PG-diploma in Human Resource Management programme is a distinctive which seeks to enable the learners to develop the necessary skills, competencies and knowledge for an effective career in Human Resource Management.

**Objectives:** It aims to develop the learners for a professional career in HR by developing knowledge and understanding of the disciplines of HR, encouraging critical reflective thinking and developing independent personal development skills.

**(b) Relevance of the Programme with HEI's Mission and Goals:**

This Programme is designed in such a way to enable the learner to understand and acquire basic knowledge in the area of Human Resource Management. This programme is primarily aimed at developing knowledge and understanding of the disciplines of HR, to equip the learners to meet the demand for specialists and leaders in the Industrial sectors.

**(c) Nature of Prospective target group of learners:**

The programme is offered for the candidates who aspire to acquire the knowledge and skills in the field of Human Resource Management and those who wish to get jobs in industrial sectors. Further it is tailor made and auspicious for those who aspire to become HR Manager.

**(d) Learning Outcomes:**

The Postgraduate Diploma in Human Resource Management provides learners with a contemporary focus and offers a rigorous academic programme for success in the HR profession.

**(e) Instructional Design:**

**1. Duration of the Course**

The course shall be of one year (two semesters) duration. The Maximum duration to complete the course shall be 2 years.

**2. Medium**

The medium of instruction shall be English.

**3. Instructional delivery Mechanisms:** The delivery of the programme is through conduct of Personal Contact Programme. In total 40 Hours PCP classes for every semester will be conducted at select centers based on the number of students enrolled for the program and the attendance is not mandatory.

**4. Faculty and support of Staff:**

- DDE faculty, University faculty from School of Management and Affiliated College faculty will be engaged for handling classes in Personal contact programme.
- Distance Education Staffs will be engaged for supporting other activities like dispatch of study materials.

**5. Media for instruction:**

- Printed study materials will be provided for all courses and the same will be uploaded in the University Website (pondiuni.edu.in).
- Students can see all information's about DDE in the University website.
- The student support services like help desk (grievances) will be solved through in person, phone, E-mail and group Sms.

**6. Curriculum design:**

**Post Graduate Diploma in Human Resource Management (PGDHRM )**

**I SEMESTER**

**CURRICULUM**

Sl. No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	PGHR1001	Management Concepts & Organisational Behaviour	100	50
2	PGHR1002	Managerial Economics	100	50
3	PGHR1003	Business Environment & Law	100	50
4	PGHR1004	Operations Research & Management	100	50
5	PGHR1005	Strategic Management	100	50

**II SEMESTER**

Sl. No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	PGHR2001	Human Resources Management	100	50
2	PGHR2002	Human Resource Development	100	50
3	PGHR2003	Performance Management	100	50
4	PGHR2004	Employee Legislation	100	50
5	PGHR2005	Organisational Development and Change	100	50

## **7. Detailed Syllabus of the Programme:**

### **PGDHRM – I Semester**

#### **PAPER – I**

#### **MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR**

**Paper code: PGHR 1001**

#### **Objectives**

- To provide conceptual understanding of Management Concepts
- To familiarize the students with the contemporary issues in Management
- To understand and appreciate the human behaviour in organisations

#### **UNIT - I**

Nature of Management - Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes

#### **UNIT – II**

An Overview of Staffing, Directing and Controlling Functions - Organising - Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic Vs Adoptive Structures - Formal and Informal Organisation

#### **UNIT – III**

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types-Process - Barriers - Making Communication Effective

#### **UNIT – IV**

Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

#### **UNIT – V**

Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

#### **REFERENCES**

**Koontz, Weirich & Aryasri**, PRINCIPLES OF MANAGEMENT, *Tata McG-Hill, Delhi, 2004*  
**Tripathi & Reddy**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2008*  
**Laurie Mullins**, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, Delhi,*  
**Meenakshi Gupta**, PRINCIPLES OF MANAGEMENT, *PHI Learning, New Delhi, 2009*  
**Fred Luthans**, ORGANISATIONAL BEHAVIOUR, *Tata McGraw-Hill, New Delhi*  
**Stephen Robbins**, ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi*

## **PGDHRM – I Semester**

### **PAPER – II MANAGERIAL ECONOMICS**

**Paper Code: PGHR 1002**

#### **Objectives**

- To introduce the economic concepts
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

#### **UNIT – I**

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

#### **UNIT-II**

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

#### **UNIT-III**

Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

#### **UNIT-IV**

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

#### **UNIT – V**

Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

#### **REFERENCES**

**Yogesh Maheswari**, MANAGERIAL ECONOMICS, *PHI Learning, NewDelhi, 2005*  
**Gupta G.S.**, MANAGERIAL ECONOMICS, *Tata McGraw-Hill, New Delhi*  
**Moyer & Harris**, MANAGERIAL ECONOMICS, *Cengage Learning, NewDelhi, 2005*  
**Geetika, Ghosh & Choudhury**, , MANAGERIAL ECONOMICS, *Tata McGrawHill, NewDelhi, 2011*

## **PGDHRM – I Semester**

### **PAPER – III BUSINESS ENVIRONMENT AND LAW**

**Paper code: PGHR 1003**

#### **Objectives**

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To relate the Impact of Environment on Business in an integrated manner, and
- To give an exposure to important commercial and industrial laws

#### **UNIT – I**

Dynamics of Business and its Environment – Technological, Political, Social and Cultural Environment - Corporate Governance and Social Responsibility - Ethics in Business - Economic Systems and Management Structure - Family Management to Professionalism - Resource Base of the Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues.

#### **UNIT - II**

Infrastructure - Economic- Social, Demographic Issues, Political context - Productivity Factors, Human Elements and Issues for Improvement - Global Trends in Business and Management - MNCs - Foreign Capital and Collaboration - Trends in Indian Industry - The Capital Market Scenario.

#### **UNIT - III**

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract - Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency.

#### **UNIT - IV**

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures - Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

#### **UNIT - V**

Factory Act – Licensing and Registration of Factories, Health, Safety and Welfare measures - Industrial Disputes Act – Objects and scope of the Act, Effects of Industrial Dispute, Administration under the Act- Minimum Wages Act - Workmen Compensation Act.

#### **REFERENCES**

**Pathak,** LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, New Delhi, 2010.

**Keith-Davis & William Frederick,** BUSINESS AND SOCIETY, McGraw-Hill, Tokyo.

**M.M. Sulphrey & Az-har Basheer,** LAWS FOR BUSINESS, PHI Learning Pvt. Ltd. New Delhi, 2011

**Maheswari & Maheswari,** MERCANTILE LAW. Himalaya Publishing House. Mumbai

**Rudder Dutt & Sundaram,** INDIAN ECONOMY, Vikas Publishing House, New Delhi.

**Veena Keshav Pailwar,** ECONOMIC ENVIRONMENT OF BUSINESS, PHI Learning Pvt. Ltd, New Delhi, 2010

**PGDHRM – I Semester**

**PAPER – IV  
OPERATIONS RESEARCH AND MANAGEMENT**

**Paper code: PGHR 1004**

**Objectives**

- To familiarize the Operations Management concepts
- To introduce various optimization techniques with managerial perspective
- To facilitate the use of Operations Research techniques in managerial decisions.

**UNIT –I**

Introduction to Operations Management - Process Planning - Plant Location - Plant Lay out - Introduction to Production Planning.

**UNIT –II**

Stages of Development of Operations Research- Applications of Operations Research- Limitations of Operations Research- Introduction to Linear Programming- Graphical Method- Simplex Method - Duality.

**UNIT-III**

Transportation Problem- Assignment Problem - Inventory Control - Introduction to Inventory Management - Basic Deterministic Models - Purchase Models - Manufacturing Models with and without Shortages.

**UNIT-IV**

Shortest Path Problem - Minimum Spanning Tree Problem - CPM/PERT - Crashing of a Project Network.

**UNIT- V**

Game Theory- Two Person Zero-sum Games -Graphical Solution of (2 x n) and (m x 2) Games - LP Approach to Game Theory - Goal programming - Formulations - Introduction to Queuing Theory - Basic Waiting Line Models: (M/M/1):(GD/a/a), (M/M/C):GD/a/a).

**[Note: Distribution of Questions between Problems and Theory of this paper must be 60: 40 i.e, Problem Questions: 60 % & Theory Questions : 40 % ]**

**REFERENCES**

**Kanishka Bedi**, PRODUCTION & OPERATIONS MANAGEMENT, *Oxford, NewDelhi, 2007*

**Panneerselvam, R**, OPERATIONS RESEARCH, *Prentice-Hall of India, New Delhi, 2002.*

**G.Srinivasan**, OPERATIONS RESEARCH, *PHI Learning, NewDelhi,2010*

**Tulsian & Pandey**, QUANTITATIVE TECHNIQUES, *Pearson, NewDelhi, 2002*

**Vohra**, QUANTATIVE TECHNIQUES IN MANAGEMENT, *Tata McGrawHill, NewDelhi, 2010*

**Objectives**

- Integrating the knowledge gained in functional areas of management
- helping the students to learn about the process of strategic management, and
- helping the students to learn about strategy formulation and implementation

**UNIT-I**

Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies

**UNIT-II**

Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis

**UNIT-III**

Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice; Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Benchmarking, Service blue printing

**UNIT-IV**

Functional Strategies: Marketing, production/operations and R&D plans and policies- Personnel and financial plans and policies.

**UNIT-V**

Strategy Implementation - Inter - relationship between formulation and implementation - Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change - Strategy Evaluation- Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

**REFERENCES**

- Azhar Kazmi**, STRATEGIC MANAGEMENT & BUSINESS POLICY, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*
- Vipin Gupta, Kamala Gollakota & Srinivasan**, BUSINESS POLICY & STRATEGIC MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi, 2008.*
- Amita Mittal**, CASES IN STRATEGIC MANAGEMENT, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

**Objectives**

- To understand and appreciate the importance of the human resources vis-a-vis other resources of the organisation
- To familiarize the students with methods and techniques of HRM
- To equip them with the application of the HRM tools in real world business situations.

**UNIT-I**

Human Resources Management - Context and Concept of People Management in a Systems Perspective - Organisation and Functions of the HR and Personnel Department - HR Structure and Strategy; Role of Government and Personnel Environment including MNCs.

**UNIT – II**

Recruitment and Selection - Human Resource Information System [HRIS] - Manpower Planning - Selection – Induction & Orientation - Performance and Potential Appraisal - Coaching and Mentoring - HRM issues and practices in the context of Outsourcing as a strategy .

**UNIT-III**

Human Resources Development –Training and Development Methods - Design & Evaluation of T&D Programmes - Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - Retirement and Other Separation Processes.

**UNIT-IV**

Financial Compensation- -Productivity and Morale - Principal Compensation Issues & Management - Job Evaluation - Productivity, Employee Morale and Motivation - Stress Management - Quality of Work Life.

**UNIT – V**

Building Relationships – Facilitating Legislative Framework - Trade Unions - Managing Conflicts - Disciplinary Process - Collective Bargaining - Workers Participation in Management - Concept, Mechanisms and Experiences.

**REFERENCES**

**Venkata Ratnam C. S. & Srivatsava B. K.**, PERSONNEL MANAGEMENT AND HUMAN RESOURCES, *Tata Mc-Graw Hill, NewDelhi,*,  
**Aswathappa**, HUMAN RESOURCE MANGEMENT, *Tata McGraw Hill, NewDelhi, 2010*  
**Garry Dessler & Varkkey**, HUMAN RESOURCE MANAGEMENT, *Pearson, New Delhi, 2009*  
**Alan Price**, HUMAN RESOURCE MANAGEMENT, *Cengage Learning, NewDelhi, 2007*  
**Pravin Durai**, HUMAN RESOURCE MANGEMENT, *Pearson, New Delhi, 2010*  
**Snell, Bohlander & Vohra**, HUMAN RESOURCES MANAGEMENT, *Cengage, NewDelhi, 2010*



**PAPER – VII  
HUMAN RESOURCE DEVELOPMENT**

**Paper code: PGHR 2002**

**Objectives:**

- To understand the evolution and functions of HRD
- To identify the content, process and the outcomes of HRD applications
- To evaluate and understand diversity issues and their impact on organizations

**UNIT I**

Human Resource Development – Evolution of HRD - Relationship with HRM - Human Resource Development Functions - Roles and Competencies of HRD Professionals - Challenges to Organization and HRD professionals – Employee Behaviour – External and Internal Influence – Motivation as Internal Influence – Learning and HRD – Learning Strategies and Styles

**UNIT II**

Frame work of Human Resource Development - HRD Processes - Assessing HRD Needs - HRD Model - Designing Effective HRD Program - HRD Interventions- Creating HRD Programs - Implementing HRD programs - Training Methods - Self Paced/Computer Based/ Company Sponsored Training - On-the-Job and Off-the-Job - Brain Storming - Case Studies - Role Plays - Simulations - T-Groups - Transactional Analysis.

**UNIT III**

Evaluating HRD programs - Models and Frame Work of Evaluation - Assessing the Impact of HRD Programs - Human Resource Development Applications - Fundamental Concepts of Socialization - Realistic Job Review - Career Management and Development.

**UNIT IV**

Management Development - Employee counseling and wellness services – Counseling as an HRD Activity - Counseling Programs - Issues in Employee Counseling - Employee Wellness and Health Promotion Programs - Organizational Strategies Based on Human Resources.

**UNIT V**

Work Force Reduction, Realignment and Retention - HR Performance and Bench Marking - Impact of Globalization on HRD- Diversity of Work Force - HRD programs for diverse employees - Expatriate & Repatriate support and development.

**REFERENCES**

**Werner & Desimone**, HUMAN RESOURCE DEVELOPMENT, *Cengage Learning*, 2006

**William E. Blank**, HANDBOOK FOR DEVELOPING COMPETENCY BASED TRAINING PROGRAMMES, *Prentice-Hall, New Jersey*, 1982.

**Uday Kumar Halder**, HUMAN RESOURCE DEVELOPMENT, *Oxford University Press*, 2009

**Srinivas Kandula**, STRATEGIC HUMAN RESOURCE DEVELOPMENT, *PHI Learning*, 2001

**Objectives:**

- To understand the importance of employee performance to achieve the organisational goals
- To identify the process of performance management applications.

**UNIT-I**

Quality Performance Management - Concept - Dimensions - Facilitating Organisations for Performance - Organizational Dynamics and Employee Performance – Job Analysis

**UNIT-II**

Work Place and Its Improvement Through 5S - Modern Management Techniques and Management of Employee Performance - Team Building - Concept, Culture, Methods, Effectiveness & Empowerment Problems - Potential and Perspectives.

**UNIT-III**

Organizational Structure and Employee Motivation and Morale - Contemporary Thinking on Employment Practices and Work Schedules - Related Performance Appraisal Systems – Reward Based – Team Based – Competency Based- Leadership Based -Quality Circle - Features - Process.

**UNIT-IV**

Industrial Restructuring - Reward System and Employee Productivity – Performance Counseling – Performance Evaluation & Monitoring – Methods of Performance Evaluation - Performance Management in Multi National Corporations

**UNIT-V**

Indian and Western Thoughts - Performance Management in the perspective of Indian Ethos – Ethical Issues and Dilemmas in Performance Management

**REFERENCES**

**Srinivas Kandula**, PERFORMANCE MANAGEMENT, *Prentice Hall India, NewDelhi, 2006*

**Dewakar Goel**, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, *Prentice Hall India, NewDelhi, 2008*

**Robert Cardy**, PERFORMANCE MANAGEMENT, *Prentice Hall India, NewDelhi, 2004*

**S.K. Chakravarthy**, MANAGERIAL EFFECTIVENESS AND QUALITY OF WORK LIFE – INDIAN INSIGHTS, *Tata-McGraw Hill , New Delhi*

## **PGDHRM – II Semester**

### **PAPER - IX EMPLOYEE LEGISLATION**

**Paper code: PGHR 2004**

#### **Objectives:**

- To enable the students to familiarise the legal frame work governing the Human Resources within which the industries function
- To make the students understand the importance and ideology of legal structure prevailing in India

#### **UNIT -I**

Introduction to the Historical Dimensions of Labor & Employee Legislation in India - Labor Protection & Welfare - Social Security & Social Justice - System of Economic Governance - Principles of Labour Legislation – Labour and the Constitution

#### **UNIT -II**

Factories Act 1948 – Maternity Act 1961 - Contract Labour Act 1970 – The Shops and Establishment Act 1947 – The Trade Union Act 1926 – The Industrial Disputes Act 1947.

#### **UNIT -III**

Payment of Wages Act 1936 – Payment of Bonus Act 1965 – Payment of Gratuity Act 1972.

#### **UNIT -IV**

The Role of Human Capital – Organised and Unorganised Labour – Unorganised Labour Act - Workmen's Compensation Act – The Employees Pension Scheme.

#### **UNIT -V**

Quality of Life of Workers - Governance of Enterprises – Views on the Role of Labor Legislation - Gender Dimensions of Labor Laws – Pros and Cons of Legal System

#### **References**

*P.L. Malik, INDUSTRIAL LAW, Eastern Book Company, New Delhi, 2011*

**C.S. Venkata Ratnam**, GLOBALIZATION AND LABOUR-MANAGEMENT RELATIONS - DYNAMICS OF CHANGE, *Response Books, 2001*

**Biswajeet Pattanayak**, HUMAN RESOURCE MANAGEMENT, *PHI Learning, New Delhi*

**Vipin Gupta** Et al, CREATING PERFORMING ORGANIZATIONS: INTERNATIONAL PERSPECTIVES FOR INDIAN MANAGEMENT, *Response Books*

**PAPER – X  
ORGANIZATIONAL DEVELOPMENT AND CHANGE**

**Paper Code: PGHR 2005**

**Objectives:**

- To emphasise and understand the necessity for change
- To understand the resistance to change and the process of change
- To familiarise the concepts and techniques of OD

**UNIT-I**

Change - Stimulating Forces - Change Agents - Planned Change - Unplanned Change – Models of Organisational Change - Lewin's Three Step Model.

**UNIT-II**

Resistance to Change - Individual Factors - Organisational Factors – Techniques to Overcome Change

**UNIT-III**

Change Programs – Effectiveness of Change Programs - Change Process - Job Redesign - Socio-Technical Systems.

**UNIT-IV**

OD - Basic Values - Phases of OD - Entry - Contracting - Diagnosis – Feedback - Change Plan - Intervention - Evaluation - Termination.

**UNIT-V**

OD Interventions - Human Process Interventions - Structure and Technological Interventions - Strategy Interventions - Sensitivity Training - Survey Feedback - Process Consultation – Team Building - Inter-group Development - Innovations - Learning Organisations.

**REFERENCES**

**Kondalkar**, ORGANIZATION EFFECTIVENESS AND CHANGE MANAGEMENT, *PHI Learning, New Delhi, 2009*

**French & Bell**, ORGANISATIONAL DEVELOPMENT, *McGraw-Hill*

**Deepak Bhattacharyya**, ORGANIZATIONAL CHANGE AND DEVELOPMENT, *Oxford University Press, New Delhi, 2011*

## **(f) Procedure for Admission, Curriculum transaction and Evaluation**

### **1. Eligibility Criteria for Admission**

The Student should possess any Degree from a recognized University with mere pass in the stream of:

- 10 + 2 + 3 or
- 11 + 1 + 3 or
- 11 + 2 + 2 system.

### **2. Fees Structure for PGDHRM Programme:**

Sl.No.	Fee Particulars	PG-Dip
1	Registration & Processing Fee	₹ 200
2	Matriculation Fee	25
3	University Development Fund	1,000
4	Recognition Fee (For Foreign University 450)	200
5	Study Material & Handling Charges	1,575
6	Tuition Fee	10,000
	Total	13,000

### **3. Evaluation:**

- **Examination**

Examinations will be held twice a year in December and June.

- **Question Paper Pattern**

Maximum Marks : 100      Time: 3 Hours

Part – A (5 X 2 = 10 Marks) – Answer any Five Questions out of Eight Questions

Part – B (5 X 6 = 30 Marks) – Answer any Five Questions out of Eight Questions

Part – C (5 X 12 = 60 Marks) - Answer any Five Questions out of Eight Questions

- **Passing & Classification**

The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **50%**. Candidates securing 60% marks and above shall be placed in **First Class**, and those who obtain marks between 50% and above but less than 60% shall be placed in **Second Class**. Students' who obtain **75%** and above marks in aggregate shall be placed in the category of '**First class with Distinction**'.

**(g) Library Resources:**

A well stacked library is operational in the DDE building exclusively for Distance learning students of Pondicherry University. Students can avail this library facility during working hours of the University.

**(h) Cost Estimation of the Programme:**

**Study Material** : **Rs. 3,00,000** (approx. for 100 students' enrolment)

**PCP Class** : **Rs. 75,000** (approx. for 100 students' enrolment)

**(i) Quality Assurance Mechanism:**

Feedback about the programme, lectures and other issues will be collected in the written format from students during Personal contact programme. The curriculum will be revised in every five years.

**PONDICHERRY UNIVERSITY**

**DIRECTORATE OF DISTANCE EDUCATION**



**Programme Project Report**

**Post Graduate Diploma in Intellectual Property Rights (PGDIPR)**

Submitted for Approval of UGC

With effect from 2018 -19 ONWARDS

## **Post Graduate Diploma in Intellectual Property Rights (PGDIPR)**

### **(a) Mission and objectives of this Program:**

Innovation has been the barometer of social progress. Innovation has also led to new products and services and new markets to these products and services. Protected markets for protected goods and services have projected Intellectual Property Rights (IPRs) as the fulcrum of globalization. IPRs are not merely rights but valuable assets that determine the rank and competitiveness of nations and corporate organizations in the global knowledge economy. This course is designed to cater to the needs of the stakeholders of knowledge economy the PG Diploma in Intellectual Property Rights is designed.

### **(b) Relevance of the program:**

Intellectual Property is an important and an effective policy instrument relevant to a wide range of socio-economic, technological and political concerns. IP education is promoted by the policy makers.

### **(c) Targeted Group of Learners:**

Intellectual Property Rights is designed for those interested in pursuing a career in IPR, which opens opportunities in the fields of IP Analysts, IP Attorneys, IP Consultants, IP Managers and the like.

### **(d) Appropriateness of programme to be conducted through Open and Distance Learning mode :**

The aim of our programme is to reach to the unreachable who could not fulfill their dreams due to some reason like employment, financial background etc. In Distance learning Programme there is no time specific or age criteria. Moreover it is cost effective. Therefore, it will be most suitable to provide them education under Distance Learning mode.

**(e) Instructional Design:** Initially curriculum and detail syllabi were designed by our internal Faculty members and which is reviewed by external experts. After thorough review it was placed in Board of Studies, subsequently it was approved by the Academic Council. Instructional



design, online delivery of material, student support system were also discussed and approved by Board of Studies and subsequently by the Academic Council.

**(f) Procedure of Admission:** Admission offered twice in a year, i.e. January (calendar year) and June (academic year).

### **Eligibility Criteria for Admission**

The Student should possess any Degree from a recognized University with a pass in the any of the following streams:

- 10 + 2 + 3 (or)
- 11 + 1 + 3 (or)
- 11 + 2 + 2 system.

### **Duration of the Course**

The course shall be of one year (Two semesters) duration. The Maximum duration to complete the course shall be 2 years.

### **Medium**

The medium of instruction shall be English.

### **Personal Contact Programme**

**PCP** classes will be conducted at select centers based on the number of students enrolled for the programme. The attendance is optional to PCP Classes.

### **Examination**

Examinations will be held twice a year in December and June.

### **Question Paper Pattern**

**Maximum Marks:** 100      **Time:** 3 Hours

Part – A (5 X 2 = 10 Marks) – Answer any Five Questions out of Eight Questions

Part – B (5 X 6 = 30 Marks) – Answer any Five Questions out of Eight Questions

Part – C (5 X 12 = 60 Marks) - Answer any Five Questions out of Eight Questions

### Passing & Classification

The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **50%**. Candidates securing 60% marks and above shall be placed in the **First Class**, and those who obtain marks between 50% and above but less than 60% shall be placed in the **Second Class**. Students who obtain **75%** and above marks in aggregate shall be placed in the category of '**First class with Distinction**'.

### Post Graduate Diploma in Business Administration (PGDBA )

#### I SEMESTER

#### CURRICULUM

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	PGIP1001	General Principles of Intellectual Property Rights	100	50
2	PGIP1002	Law of Patent	100	50
3	PGIP1003	Trademarks and Geographical Indications	100	50
4	PGIP1004	Industrial Designs and Layout Designs of Integrated Circuits and Utility Models	100	50

#### II SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	PGIP2001	Law of Copyright and Allied Rights	100	50
2	PGIP2002	Trade Secrets and Competition Law	100	50
3	PGIP2003	Protection of Traditional Knowledge, Plant Varieties and Biotechnology	100	50
4	PGIP2004	Management of IPRs	100	50

## FEE STRUCTURE

Sl.No.	Fee Particulars	PG-Dip
1	Registration & Processing Fee	₹ 200
2	Matriculation Fee	25
3	University Development Fund	1,000
4	Recognition Fee (For Foreign University 450)	200
5	Study Material & Handling Charges	1575
6	Tuition Fee	10,000
	<b>Total</b>	<b>13,000</b>

**(g) Requirement of the Laboratory Support and Library Resources:** In existing courses there are no practical components. However, there is well stacked Library for the students who can refer during University working hours.

**(h) Cost estimation of the programme and the provisions:**

(i) Study material Cost Rs. 300,000/ (approx. for 100 students enrollment)

(ii) PCP classes Cost Rs. 75,000/ (approx. for 100 students enrollment)

DDE is having sufficient fund for running the programme.

**(i) Quality assurance mechanism and expected programme outcomes:** Time to time curriculum are reviewed by the experts as and when there is any requirements to bring changes in the existing course material. However, every five year we review the syllabus and brings out the major changes.

## **SEMESTER – I**

### **PAPER - I**

#### **GENERAL PRINCIPLES OF INTELLECTUAL PROPERTY RIGHTS**

**Paper Code: PGIP1001**

##### **Unit I: Introduction**

Origin and Development of IPR – Historical and theoretical basis for protection of IPR –  
Analysing and understanding the Interpretation of IP laws – Need for Protecting IP

##### **Unit II: Concept of Property**

Theories on concept of property – Nature – Public Vs. Private – Tangible Vs. Intangible  
– Industrial Vs. Intellectual

##### **Unit III: International IP Regime**

World Intellectual Property Organisation (WIPO) – Functions of WIPO – Membership –  
GATT Agreement – Major Conventions on IP – Berne Convention – Paris Convention – TRIPS  
agreement.

##### **Unit IV: Indian IP Regime**

Overview of IP laws in India – Major IP Laws in India – International treaties signed by  
India. IPR and Constitution of India.

##### **Unit V: Forms of IPR**

Forms of IPR – Copyright – Trademark – Patents – Industrial Designs – Trade Secrets –  
Geographical Indications - Application of different forms of IPR.

#### **Reference Books**

1. *International Encyclopaedia of Laws: Intellectual Property* (Kluwer Law International, 1997) (looseleaf). I, MON K 1401 .I5828 1997 vols. 1-5
2. V.K.Ahuja, *Law relating to Intellectual Property rights*, 2<sup>nd</sup> Edition, (2013) LexisNexis.
3. Barrett, Margreth, *Intellectual Property*, 2009/3<sup>rd</sup>, New York Aspen publishers.
4. Nard , Craig Allen, *Law of Intellectual Property*, 2008/2<sup>nd</sup>, New York Aspen publishers

## **SEMESTER – I**

### **PAPER - II**

#### **LAW OF PATENTS**

**Paper Code: PGIP1002**

##### **Unit I: Introduction:**

Concept of Patent – Historical view of Patent system in India and International Scenario  
– Evolution of Patent Laws in India – Legal basis of Patent Protection.

##### **Unit II: Patentability**

Patentable Inventions - Process and Product (Biotechnology / Pharmaceutical Products / Software programme) – Patent protection of computer programme – Inventions NOT patentable.

##### **Unit III: Procedure of Patenting**

Process of Obtaining a Patent – Application- Examination – Acceptance - Opposition – Sealing of Patents – Preservation of Patents- Documentation – Register of Patents.

##### **Unit IV: Rights and Obligations of a Patentee**

Duration of Patents – Rights of Patentee – Limitation of rights - Use and exercise of Rights – Right to Secrecy – Compulsory Licenses – Special Categories

##### **Unit V: Infringement and Enforcement**

Infringement – Criteria of Infringement – Modes of Infringement (Doctrine of Colourable Variation) - Onus of Proof – Defences in suits of Infringement – Injunctions and related remedies.

#### **Reference Books**

1. Fisher, Matthew (ed.), *Fundamentals of Patent Law: Interpretation and Scope of Protection*, 2010, New Delhi, Mohan law House.
2. Miller, Joseph Scott (ed.), *Patents*, 2010, UK, Edward Elgar.
3. Kankanala, Kalyan C., *Indian Patent Law and Practice*, 2010, India, Oxford University Press
4. Dr. Bhandari, M.K. Law relating to IPR, Central Law Publication, (4<sup>th</sup> Edition 2015)

## **SEMESTER – I**

### **PAPER - III**

#### **TRADEMARKS AND GEOGRAPHICAL INDICATIONS**

**Paper Code: PGIP1003**

##### **Unit I: Introduction:**

Definition – Concept of Trademarks – Rationale behind the protection of trademarks – Agreement on TRIPs and Trademark – Trademarks Act, 1999.

##### **Unit II: Registrability**

Protection of Well-known marks- Doctrine of honest Con-current User – Doctrine of Deceptive Similarity – Property mark Vs. Trade mark - Recent Trends in Trademark protection.

##### **Unit III: Procedure for Registration**

Procedure for Registration: Submission of application, Acceptance, Advertisement, Rejection – Effect of Registration – Conditions for Registration – Registrar of Trademarks.

##### **Unit IV: Infringement and Remedies**

Infringement- Passing off – Criteria of Infringement- Offences - Remedies: temporary and Permanent Injunctions, Compensations, etc.

##### **Unit V: Geographical Indications**

Geographical Indications of Goods (Registration and Protection) Act, 1999 - Objects and Reasons of the Act – Agreement on TRIPS - Registrations – Cancellation – Rectification – Correction of Register – Infringement – Offences & Penalties - Remedies.

#### **Reference Books**

1. Arora, *Manish*, Guide to Trademarks, 2007/2nd ed., Delhi, Universal.
2. Ryder, Rodney D., *Trademarks, Advertising and Brand Protection*, 2006, New Delhi, McMillan.
3. Cornish, *William Intellectual Property: Patents*, Copyright, Trademarks and allied rights, 2010/7<sup>th</sup> ed., London Sweet & Maxwell.
4. Hyde William Cornish, *Intellectual Property Right*, New Delhi: Global Vision Publication House.

## **SEMESTER – I**

### **PAPER - IV**

#### **INDUSTRIAL DESIGNS AND LAYOUT DESIGNS OF INTEGRATED CIRCUITS AND UTILITY MODELS**

**Paper Code: PGIP1004**

##### **Unit I: Introduction**

Concept and Origin of Industrial Designs – Introduction- evolution – Legal protection -  
Layout Designs – Integrated circuits – Utility Models – Protection of Industrial Designs

##### **Unit II: Concept of Industrial Designs and Layout Designs**

Industrial Designs – Subject matter of Design – Exclusion of Designs – Novelty and  
originality – Rights in Industrial Designs: Nature, Acquisition and duration of rights.

##### **Unit III: Process and Procedure**

Procedure for registration of Lay-out Design: Submission, advertisement, opposition and  
Registration – Duration of registration.

##### **Unit IV: Law Relating to Industrial Designs and Layout Designs**

The Semiconductor Integrated Circuits Layout-Design Act, 2000 – salient features of the  
Act – Layout design Appellate Board – Registrar of Semiconductor Integrated Circuits Layout  
Design and his Powers.

##### **Unit V: Infringement and Enforcement Mechanisms**

Infringement of Lay-out Designs – Exemptions – Use of Layout design – Penalties –  
Offences - remedies

#### **Reference Books**

1. Prof.A Chandrasekaran, *Intellectual Property Law*, Sitaraman &Co. July 2004
2. Arora, *Manish*, Guide to Trademarks, 2007/2nd ed., Delhi, Universal Publications
3. Cornish, *William Intellectual Property: Patents*, Copyright, Trademarks and allied rights, 2010/7<sup>th</sup> ed., London Sweet & Maxwell
4. Dr. Wadehra, B.L.W. “Law relating to IPR” Universal Publication, (5<sup>th</sup> Edition, 2011)

## **SEMESTER - II**

### **PAPER - V**

#### **LAW OF COPYRIGHT AND ALLIED RIGHTS**

**Paper Code: PGIP2001**

##### **Unit I: Introduction**

Concept of Copyright – Historical Evolution of Copyright – Evolution of Copyright Laws: a comparative perspective. (UK, USA and India).

##### **Unit II: Concept of Copyright**

Meaning of Copyright – Idea Vs Expression Dichotomy – Copyright Vs Moral rights – Performer's right - Copyright in Literary, Drama, and musical works – Sound Records – Cinematograph films – computer programme.

##### **Unit III: Law relating to Copyright and allied rights**

Copyright Act, 1957 – Salient features of the Act (Amendment Act 2012) - Ownership of copyright – Assignment of Copyright – Term of Copyright – Copyright Office – Copyright Board – registration of Copyright

##### **Unit IV: Infringement**

Principles relating to Infringement - Notion of Infringement – Criteria of Infringement – Importation and Infringement – Fair Use provisions in Copyright- Piracy in Internet.

##### **Unit V: Remedies**

Remedies and Reliefs available – Injunction – Anton pillar Injunctive relief in India – Judiciary and Copyright – Copyright in the Commercial world

#### **Reference Books**

1. Sterling, J. L. A., *World copyright law*, 2008/3<sup>rd</sup> ed, London, Sweet & Maxwell.
2. Ahuja, V. K. , *Law of Copyright and Neighbouring Rights*, 2007, New Delhi, Lexis Nexis
3. Prasad, Akhil, *Copyright Law Desk Knowledge, Access and Development*, 2009, Delhi.
4. Mendis, Dinusha Kishani, *Universities and Copyright Collecting Societies*, 2009, Hague, T.M.C. Asser press



## **SEMESTER - II**

### **PAPER - VI**

#### **TRADE SECRETS AND COMPETITION LAW**

**Paper Code: PGIP2002**

##### **Unit I: Introduction**

Trade Secrets: Concept and origin – Need to protect Trade secrets – Essentials and Misuse of Trade Secrets - How to protect Trade secrets - Concept of Competition Law – (Un) Fair Competition – Origin and Objectives of Competition Law – Scope and Limitations.

##### **Unit II: Sources of Competition Law**

Competitions Law in a Comparative perspective (EU, US, India) – MRTP Act, 1969 – EC Competition Law – The Clayton's Act – The Sherman's Act – The Competition Act, 2002.

##### **Unit III: Prohibited Activities under Competition Law**

Anti-competitive agreement – Abuse of Dominant position – Unfair Trade Practices – Bid Rigging – Predatory Pricing – Tieing.

##### **Unit IV: Authorities and Enforcement of Competition Law**

Competition Commission of India – Constitution of Commission – Powers and Functions. Competition Appellate Tribunal (ComAT) – Constitution and Jurisdiction. Judicial Review by High Court and the ComAT

##### **Unit V: Competition Law: The way forward**

Merger Control Regulations – Interface between Competition Law and IPRs – Approaches to Competition law- Welfare measures.

#### **Reference Books**

1. Beebe, Barton, *Trademarks, Unfair Competition and Business Torts*, 2011, Newyork, Aspen Publishers.
2. T. Ramappa, *Competition Law in India*, 2<sup>nd</sup> ed., Oxford, 2009.
3. Vinod Dhall (ed.), *Competition Law Today*, Oxford, 2007.
4. Pradeep S. Mehta (ed.), *Towards Functional Competition Policy for India*, Academic Foundation, 2005

## **SEMESTER - II**

### **PAPER - VII**

#### **PROTECTION OF TRADITIONAL KNOWLEDGE, PLANT VARIETIES AND BIOTECHNOLOGY**

**Paper Code: PGIP2003**

##### **Unit I: Introduction**

Meaning and Scope of traditional Knowledge – Interface between IP and traditional Knowledge – Need and Significance of protection - International instruments on Traditional Knowledge – Developments in WIPO.

##### **Unit II: Recognition and Documentation**

Recognition and Documentation of Traditional Knowledge – Databases – Traditional Knowledge Digital Library “TKDL” – AYUSH Systems of Medicines – Biodiversity Register.

##### **Unit III: Statutory Protection of Traditional knowledge in India**

Traditional Knowledge as Property – Nature of Property in genetic Resources and associated traditional Knowledge - Ownership in Traditional Knowledge: Nature and Elements of Ownership – Exclusivity and Protection –Benefit Sharing.

##### **Unit IV: Plant Varieties Protection**

Protection of Plant Varieties and Farmer’s rights – GM Corps – Objectives of Plant Varieties Act – registration of Plant Varieties – Duration and effect of Registration – Infringement – Offences – Remedies.

##### **Unit V: Biotechnological and Pharmaceutical**

Introduction - Protection of Biological Inventions – Plant Patent Protection in India – Biotech Patents in India - Research and Development in Biotechnology – NCE – Vaccine – Antibodies – GM.

#### **Reference Books**

1. Christoph Antons (ed.) *Traditional Knowledge, Traditional Cultural Expressions and*
2. *Intellectual Property Law in the Asia Pacific Region*, Kluwer Max Planck Series, (2009)  
*Indigenous Heritage and Intellectual Property: Genetic Resources, Traditional Knowledge and Folklore*, Kluwer Law International, (2008)
3. Iver.P. Cooper, *Biotechnology and the Law*, South Asian Edition

## SEMESTER - II

### PAPER - VIII

#### MANAGEMENT OF IPRs

Paper Code: PGIP2004

##### Unit I: Introduction

Economics of Innovation: Classical Theories – Neo-classical Theories – Exogenous and Endogenous Growth Theories – Schumpeterian Growth Theories – Human Capital Theories – Evolutionary Growth Theories

##### Unit II: Domain of Public funded research

Industrial Classification: Traditional Vs Knowledge Based Industries – Intangible Assets – Definition & Characteristics – Intangible Assets & Accounting Standards – Intellectual Property as Strategic Corporate Assets

##### Unit III: Commercialization of Intellectual Property:

Traditional IP and Evolving IP - Assignment – Licensing – Cross License – Patent Pool – Negotiations – Defensive Publications – Technical Disclosures – Patent Pooling – Patent Trolling - Brand Management- Brand and Pricing Strategies – Patent Mining – Patent Landscaping and Patent Mapping

##### Unit IV: Strategic Management of Intellectual Property:

Defensive & Offensive Strategies – Intellectual Asset Management - Intellectual Property Audit – Identification & Grouping of Intangible Assets into Bundles - Intangible Asset Management Plan – Value Maximization Strategies – Value Extraction Strategies – Licensing Process and Management

##### Unit V: Valuation of Intellectual Property:

Need for IP Valuation – Approaches of IP Valuation – Cost Approach – Income Approach – Market Approach – Methods of IP Valuation – "25% Rule" Method - Industry Standards Methods - Ranking Method - Surrogate Methods - Disaggregation Methods - Monte Carlo Method - Real Options Methods - The CAV Method - Market Value Method -Collateralization of IPA

#### Reference Books

1. Sunita K. Sreedhararn , *An Introduction to Intellectual Asset Management*.
2. Patrick H. Sullivan, *Profiting from Intellectual Capital: Extracting Value from Innovation*
3. Tulika Rastogi, *IP Audit: Your Way to Healthy Organisation*
4. Gordon V. Smith and Russell L. Parr, *Valuation of Intellectual Property and Intangible Assets*, 3rd Edition
5. Bruce Berman, *From Assets to Profits: Competing for IP Value and Return (Intellectual Property-General, Law, Accounting & Finance, Management, Licensing, Special Topics)*.
6. Loganathan, E.T. "IPR" (IPRS), TPIPS Agreement and Indian Laws.

# **PONDICHERRY UNIVERSITY**

## **DIRECTORATE OF DISTANCE EDUCATION**



### **Programme Project Report**

### **Post Graduate Diploma in Marketing Management (PGDMM)**

Submitted for Approval of UGC

With effect from 2018 -19 ONWARDS

## **Post Graduate Diploma in Marketing Management (PGDMM)**

### **(a) Mission and objectives of this Program:**

This programme is designed to expose learners to the knowledge and understanding of basic management functions and basic managerial skills in special areas in marketing like Retail Marketing, Rural Marketing,, Logistics and Supply Chain and Services Marketing.

The main objectives of the program are:

- Understand the basic functions of management and managerial skills.
- Understand the basic concepts of marketing and its function.
- Understand the role and importance of retail marketing.
- Understand the importance of rural marketing and its relevance.

### **(b) Relevance of the program:**

Marketing is dynamic subject which is exciting, challenging, and rewarding. It offers many great career opportunities in areas such as product and brand management, logistics and supply chain management, retail management etc. In this sector there is very high employability potential for the graduates.

### **(c) Targeted Group of Learners:**

- Anyone who are interested to make career in Marketing Management.
- Candidates who are responsible for Sales and Marketing
- Marketing Managers, Sales Executive, Product managers
- Those who are involved in Advertising and Sales Promotion

### **(d) Appropriateness of programme to be conducted through Open and Distance Learning mode:**

Most our candidates are working group who are involved in Sales and Marketing activities. As most of them are currently working directly or indirectly with some organization, it will be difficult for them to attend regular mode of teaching. Therefore, it will be most suitable to provide them education under Distance Learning mode.

**(e) Instructional Design:** Initially curriculum and detail syllabi were designed by our internal Faculty members and which is reviewed by external experts. After thorough review it was placed in Board of Studies, subsequently it was approved by the Academic Council. Instructional design, online delivery of material, student support system were also discussed and approved by Board of Studies and subsequently by the Academic Council.

**(f) Procedure of Admission:** Admission offered twice in a year, i.e. January (calendar year) and June (academic year).

### **Eligibility Criteria for Admission**

The Student should possess any Degree from a recognized University with a pass in the any of the following streams:

- 10 + 2 + 3 (or)
- 11 + 1 + 3 (or)
- 11 + 2 + 2 system.

### **Duration of the Course**

The course shall be of one year (Two semesters) duration. The Maximum duration to complete the course shall be 2 years.

### **Medium**

The medium of instruction is English.

### **Personal Contact Programme**

**PCP** classes will be conducted at select centers based on the number of students enrolled for the programme. The attendance is optional to PCP Classes.

### **Examination**

Examinations will be held twice a year in December and June.

### **Question Paper Pattern**

**Maximum Marks:** 100      **Time:** 3 Hours

Part – A (5 X 2 = 10 Marks) – Answer any Five Questions out of Eight Questions

Part – B (5 X 6 = 30 Marks) – Answer any Five Questions out of Eight Questions

Part – C (5 X 12 = 60 Marks) - Answer any Five Questions out of Eight Questions

### Passing & Classification

The maximum marks for the examination for each paper is 100. The **minimum marks** for a pass is **50%**. Candidates securing 60% marks and above shall be placed in the **First Class**, and those who obtain marks between 50% and above but less than 60% shall be placed in the **Second Class**. Students who obtain **75%** and above marks in aggregate shall be placed in the category of '**First class with Distinction**'.

### Post Graduate Diploma in Marketing Management (PGDMM)

#### CURRICULUM

#### I SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	PGMM1001	Management Concepts & Organisational Behaviour	100	50
2	PGMM1002	Managerial Economics	100	50
3	PGMM1003	Business Environment and Law	100	50
4	PGMM1004	Operations Research and Management	100	50
5	PGMM1005	Strategic Management	100	50

#### II SEMESTER

Sl.No.	Code	Course Title	Max. Marks	Minimum Passing Marks
1	PGMM2001	Retail Marketing	100	50
2	PGMM2002	Rural Marketing	100	50
3	PGMM2003	Marketing Management	100	50
4	PGMM2004	Services Marketing	100	50
5	PGMM2005	Logistics & Supply Chain Management	100	50

## FEE STRUCTURE

Sl.No.	Fee Particulars	PG-Dip
1	Registration & Processing Fee	₹ 200
2	Matriculation Fee	25
3	University Development Fund	1,000
4	Recognition Fee (For Foreign University 450)	200
5	Study Material & Handling Charges	1575
6	Tuition Fee	10,000
	<b>Total</b>	<b>13,000</b>

**(g) Requirement of the Laboratory Support and Library Resources:** In existing courses there are no practical components. However, there is well stacked Library for the students who can refer during University working hours.

**(h) Cost estimation of the programme and the provisions:**

(i) Study material Cost Rs. 300,000/ (approx. for 100 students' enrolment)

(ii) PCP classes Cost Rs. 75,000/ (approx. for 100 students' enrolment)

DDE is having sufficient fund for running the programme.

**(i) Quality assurance mechanism and expected programme outcomes:** Time to time curriculum are reviewed by the experts as and when there is any requirements to bring changes in the existing course material. However, every five year we review the syllabus and brings out the major changes



**PAPER – I**  
**MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR**  
**Paper Code: PGMM1001**

**Objectives**

- To provide conceptual understanding of Management Concepts
- To familiarize the students with the contemporary issues in Management
- To understand and appreciate the human behaviour in organisations

**UNIT - I**

Nature of Management - Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes

**UNIT – II**

An Overview of Staffing, Directing and Controlling Functions - Organising - Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic Vs Adoptive Structures - Formal and Informal Organisation

**UNIT – III**

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types-Process - Barriers - Making Communication Effective

**UNIT – IV**

Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

**UNIT – V**

Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

**REFERENCES**

**Koontz, Weirich & Aryasri**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2004*

**Tripathi & Reddy**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2008*

**Laurie Mullins**, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi, 2007*

**Meenakshi Gupta**, PRINCIPLES OF MANAGEMENT, *PHI Learning, New Delhi, 2009*

**Fred Luthans**, ORGANISATIONAL BEHAVIOUR, *Tata McGraw-Hill, New Delhi*

**Stephen Robbins**, ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi*

**Ricky Griffin**, MANAGEMENT: PRINCIPLES & APPLICATIONS, *Cengage, New Delhi, 2008*

**PAPER – II  
MANAGERIAL ECONOMICS**

**Paper Code: PGMM1002**

**Objectives**

- To introduce the economic concepts
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

**UNIT – I**

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

**UNIT-II**

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

**UNIT-III**

Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

**UNIT-IV**

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

**UNIT – V**

Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

**REFERENCES**

**Yogesh Maheswari**, MANAGERIAL ECONOMICS, *PHI Learning, NewDelhi, 2005*

**Gupta G.S.**, MANAGERIAL ECONOMICS, *Tata McGraw-Hill, New Delhi*

**Moyer &Harris**, MANAGERIAL ECONOMICS, *Cengage Learning, NewDelhi, 2005*

**Geetika, Ghosh & Choudhury**, , MANAGERIAL ECONOMICS, *Tata McGrawHill, NewDelhi, 2011*

**PAPER-III**  
**BUSINESS ENVIRONMENT AND LAW**

**Paper Code: PGMM1003**

**Objectives**

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To relate the Impact of Environment on Business in an integrated manner, and
- To give an exposure to important commercial and industrial laws

**UNIT – I**

Dynamics of Business and its Environment – Technological, Political, Social and Cultural Environment - Corporate Governance and Social Responsibility - Ethics in Business - Economic Systems and Management Structure - Family Management to Professionalism - Resource Base of the Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues.

**UNIT - II**

Infrastructure - Economic- Social, Demographic Issues, Political context - Productivity Factors, Human Elements and Issues for Improvement - Global Trends in Business and Management - MNCs - Foreign Capital and Collaboration - Trends in Indian Industry - The Capital Market Scenario.

**UNIT - III**

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract - Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency.

**UNIT - IV**

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures - Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

**UNIT - V**

Factory Act – Licensing and Registration of Factories, Health, Safety and Welfare measures - Industrial Disputes Act – Objects and scope of the Act, Effects of Industrial Dispute, Administration under the Act- Minimum Wages Act - Workmen Compensation Act.

**REFERENCES**

**Pathak**, LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, New Delhi, 2010.

**Keith-Davis & William Frederick**, BUSINESS AND SOCIETY, McGraw-Hill, Tokyo.

**M.M. Sulphery & Az-har Basheer**, LAWS FOR BUSINESS, PHI Learning Pvt. Ltd. New Delhi, 2011

**Maheswari & Maheswari**, MERCANTILE LAW. Himalaya Publishing House. Mumbai

**Rudder Dutt & Sundaram**, INDIAN ECONOMY, Vikas Publishing House, New Delhi.

**Veena Keshav Pailwar**, ECONOMIC ENVIRONMENT OF BUSINESS, PHI Learning Pvt. Ltd, New Delhi, 2010

**PAPER –IV  
OPERATIONS RESEARCH AND MANAGEMENT**

**Paper Code: PGMM1004**

**Objectives**

- To familiarize the Operations Management concepts
- To introduce various optimization techniques with managerial perspective
- To facilitate the use of Operations Research techniques in managerial decisions.

**UNIT –I**

Introduction to Operations Management - Process Planning - Plant Location - Plant Lay out - Introduction to Production Planning.

**UNIT –II**

Stages of Development of Operations Research- Applications of Operations Research- Limitations of Operations Research- Introduction to Linear Programming- Graphical Method- Simplex Method - Duality.

**UNIT-III**

Transportation Problem- Assignment Problem - Inventory Control - Introduction to Inventory Management - Basic Deterministic Models - Purchase Models - Manufacturing Models with and without Shortages.

**UNIT-IV**

Shortest Path Problem - Minimum Spanning Tree Problem - CPM/PERT - Crashing of a Project Network.

**UNIT- V**

Game Theory- Two Person Zero-sum Games -Graphical Solution of  $(2 \times n)$  and  $(m \times 2)$  Games - LP Approach to Game Theory - Goal programming - Formulations - Introduction to Queuing Theory - Basic Waiting Line Models:  $(M/M/1):(GD/a/a)$ ,  $(M/M/C):GD/a/a$ ).

**[Note: Distribution of Questions between Problems and Theory of this paper must be 60: 40 i.e, Problem Questions: 60 % & Theory Questions : 40 % ]**

**REFERENCES**

**Kanishka Bedi**, PRODUCTION & OPERATIONS MANAGEMENT, *Oxford, NewDelhi*, 2007

**Panneerselvam, R**, OPERATIONS RESEARCH, *Prentice-Hall of India, New Delhi*, 2002.

**G.Srinivasan**, OPERATIONS RESEARCH, *PHI Learning, NewDelhi*,2010

**Tulsian & Pandey**, QUANTITATIVE TECHNIQUES, *Pearson, NewDelhi*, 2002

**Vohra**, QUANTATIVE TECHNIQUES IN MANAGEMENT, *Tata McGrawHill, NewDelhi*, 2010

**PAPER-V  
STRATEGIC MANAGEMENT**

**Paper Code: PGMM1005**

**Objectives**

- Integrating the knowledge gained in functional areas of management
- Helping the students to learn about the process of strategic management, and
- Helping the students to learn about strategy formulation and implementation

**UNIT-I**

Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies

**UNIT-II**

Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis

**UNIT-III**

Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice; Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Benchmarking, Service blue printing

**UNIT-IV**

Functional Strategies: Marketing, production/operations and R&D plans and policies- Personnel and financial plans and policies.

**UNIT-V**

Strategy Implementation - Inter - relationship between formulation and implementation - Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change - Strategy Evaluation- Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

**REFERENCES**

- Azhar Kazmi**, STRATEGIC MANAGEMENT & BUSINESS POLICY, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*
- Vipin Gupta, Kamala Gollakota & Srinivasan**, BUSINESS POLICY & STRATEGIC MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi, 2008.*
- Amita Mittal**, CASES IN STRATEGIC MANAGEMENT, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*
- Fred R. David**, STRATEGIC MANAGEMENT CONCEPT AND CASES, *PHI Learning Private Limited, New Delhi, 2008.*

**Objectives**

- To understand the concept, process and management of retail business
- To develop an understanding of the retail strategy and planning process, and
- To have an understanding of merchandise process

**UNIT – I**

An overview of Retailing - Types of stores - Product Retailing vs. Service Retailing - Non store Retailing - Retail strategy - Achieving competitive advantage and positioning Retailing environment - Legal, Social, Economic, Technological, issues - Trends in the Indian Retailing Industry.

**UNIT-II**

Retail store location and layout - Country/Region analysis - Trade area analysis - Site evaluation and selection - Store design and layout - Comprehensive store planning - Exterior design and layout - Interior store design and layout - Interior design elements.

**UNIT-III**

Planning merchandise needs and merchandise budgets - Methods for determining inventory evaluation - Assortment planning, buying and vendor relations - Merchandise pricing - Price strategies - Psychological pricing - Mark-up and markdown strategies.

**UNIT-IV**

Communicating with the retail customer - Retail promotion mix-Advertising - Sales promotion - Publicity - Retail selling process - Retail database- In-store customer service.

**UNIT - V**

Globalization and changing retail formats – Online retailing - International Retailing – Opportunities and Challenges - Market entry formulas - New customized formats (customized stores, portable stores, merchandise depots, retail theater, service malls, customer-made stores, interactive kiosk 'shopping arcades')

**REFERENCES**

**Chetan Bajaj, Tuli & Srivastava**, RETAIL MANAGEMENT, *Oxford University Press, New Delhi.2010*

**Giridhar Joshi**, INFORMATION TECHNOLOGY FOR RETAIL, *Oxford University Press, New Delhi.2009*

**Swapna Pradhan**, RETAIL MANAGEMENT, TEXT & CASES, *Tata McGraw-Hill Publishing company, New Delhi, 2008*

**Ron Hasty and James Reardon**, RETAIL MANAGEMENT. *McGraw-Hill Publication, International Edition.*

**Fernie**, PRINCIPLES OF RETAILING, *Elsevier Publishing, 2010*

**PAPER-VII  
RURAL MARKETING**

**Paper Code: PGMM2002**

**Objectives**

- To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context
- To familiarize with the special problems related to sales in rural markets, and
- To help understand the working of rural marketing institutions.

**UNIT- I**

Rural Economy - Rural - Urban disparities-policy interventions required - Rural face to Reforms - The Development exercises in the last few decades.

**UNIT-II**

Rural Marketing - Concept and Scope - Nature of rural markets - attractiveness of rural markets - Rural Vs Urban Marketing - Characteristics of Rural consumers - Buying decision process - Rural Marketing Information System - Potential and size of the Rural Markets.

**UNIT-III**

Selection of Markets - Product Strategy - Product mix Decisions - Competitive product strategies for rural markets.

**UNIT-IV**

Pricing strategy - pricing policies - innovative pricing methods for rural markets - promotion strategy - appropriate media - Designing right promotion mix - promotional campaigns.

**UNIT - V**

Distribution - Logistics Management - Problems encountered - selection of appropriate channels - New approaches to reach out rural markets – Electronic choupal applications.

**REFERENCES**

**Balaram Dogra & Karminder Ghuman**, RURAL MARKETING: CONCEPT & CASES, *Tata McGraw-Hill Publishing Company, New Delhi, 2008*

**A.K. Singh & S. Pandey**, RURAL MARKETING: INDIAN PERSPECTIVE, *New Age International Publishers, 2007*

**CSG Krishnamacharylu & Laitha Ramakrishna**, - RURAL MARKETING, *Pearson Education Asia. 2009*

**Philip Kotler**, MARKETING MANAGEMENT, *Prentice - Hall India Ltd. New Delhi*

**Agarwal A.N**, INDIAN ECONOMY, *Vikas Publication , New Delhi.*

**Ruddar Dutt Sundaram**, INDIAN ECONOMY, *Tata McGraw Hill. Publishers , New Delhi*

**PAPER-VIII  
MARKETING MANAGEMENT**

**Paper Code: PGMM2003**

**Objectives**

- To familiarize with the basic concepts, and techniques of marketing management
- To understand the behaviour of consumers
- To create awareness of marketing mix elements, and
- To analyse and solve marketing problems in the complex and fast changing business environment.

**UNIT-I**

Introduction to Marketing and Marketing Management, Marketing Concepts - Marketing Process  
Marketing mix - Marketing environment. - Consumer Markets and buying behaviour - Market segmentation and targeting and positioning.

**UNIT-II**

Product Decisions - concept of a Product - Product mix decisions - Brand Decision - New Product Development – Sources of New Product idea - Steps in Product Development - Product Life Cycle strategies- Stages in Product Life Cycle,

**UNIT-III**

Price Decisions - Pricing objectives - Pricing policies and constraints - Different pricing method - New product pricing, Product Mix pricing strategies and Price adjustment strategy.

**UNIT-IV**

Channel Decision - Nature of Marketing Channels –. Types of Channel flows - Channel functions - Functions of Distribution Channel – Structure and Design of Marketing Channels - Channel co-operation, conflict and competition – Retailers and wholesalers.

**UNIT - V**

Promotion Decision - Promotion mix - Advertising Decision, Advertising objectives - Advertising and Sales Promotion – Developing Advertising Programme – Role of Media in Advertising - Advertisement effectiveness - - Sales force Decision.

**REFERENCES**

**K.S. Chandrasekar**, MARKETING MANAGEMENT TEXT AND CASES, *Tata McGraw-Hill Publication, New Delhi.2010*

**Govindarajan**, MARKETING MANAGEMENT CONCEPTS, CASES, CHALLENGES AND TRENDS, *Prentice Hall of India, New Delhi. 2009*

**Philip Kotler**, MARKETING MANAGEMENT- ANALYSIS PLANNING AND CONTROL, *Prentice Hall of India, New Delhi,*

**Ramaswamy. V S & Namakumari. S**, MARKETING MANAGEMENT-PLANNING IMPLEMENTATION AND CONTROL, *Macmillan Business Books, New Delhi, 2002,*



**PAPER-IX  
SERVICES MARKETING**

**Paper Code: PGMM2004**

**Objectives**

- To familiarize with the special characteristics of services relevant for marketing
- To analyze the customer satisfaction and complaint management in services
- To evaluate the financial implications of improvement in services, and
- To acquaint with CRM application in service marketing.

**UNIT-I**

Marketing of Services - Introduction - Growth of the Service Sector - The Concept of Service - Characteristics of Services - Classification of Services - Designing the Service Blueprinting, Using Technology - Developing Human Resources - Building Service Aspirations.

**UNIT-II**

Marketing mix in services marketing - The seven Ps - Product Decisions - Pricing Strategies and Tactics - Promotion of Services and Placing or Distribution Methods for Services - Additional Dimensions in Services Marketing - People, Physical Evidence and Process – Internet as a service channel.

**UNIT-III**

Strategic Marketing Management for Services - Matching Demand and Supply through Capacity Planning and Segmentation - Internal Marketing of a Service - External versus Internal Orientation of Service Strategy.

**UNIT-IV**

Delivering Quality Services - Causes of Service-Quality Gaps - The Customer Expectations versus Perceived Service Gap - Factors and Techniques to Resolve this Gaps in Service - Quality Standards, Factors and Solutions - The Service Performance Gap Key Factors and Strategies for Closing the Gap - Developing Appropriate and Effective Communication about Service Quality.

**UNIT – V**

Marketing of Services with special reference to Financial Services - Health Services - Hospitality Services including Travel, Hotels and Tourism - Professional Services - Public Utility Services - Communication Services - Educational Services.

**REFERENCES**

**Ravi Shanker**, SERVICES MARKETING: THE INDIAN PERSPECTIVE, *Excel Books, Delhi, 2008*

**Rajendra Nargundkar**, SERVICES MARKETING: TEXT & CASES, *Tata McGraw-Hill Publishing Company, New Delhi, 2008*

**Christopher H. Lovelock**, SERVICES MARKETING: PEOPLE, TECHNOLOGY, STRATEGY, *Pearson Education Asia.*

**R. Srinivasan**, SERVICES MARKETING, *Prentice Hall of India Private Limited, New Delhi.*

**Zcithaml, Parasuraman & Berry**, DELIVERING QUALITY SERVICE, *Free Press, Macmillan. 2008*

**PAPER-X**  
**LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

**Paper Code: PGMM2005**

**Objectives**

- To introduce process and functions of physical distribution system
- To introduce the major building blocks, functions, business process, performance metrics and decision making in supply chain network, and
- To provide an insight into the role of Internet Technologies and electronics commerce in supply chain management

**UNIT - I**

Physical distribution : Participation in the physical distribution functions – The environment of physical distribution – Channel design strategies and structures – electing channel members – Setting distribution objectives and tasks – Target markets and channel design strategies.

**UNIT - II**

Managing the marketing channel - Product, Pricing and Promotion issues in channel Management and Physical Distribution - Motivating channel members - Evaluating channel member performance - Vertical marketing systems - Retail co-operatives, Franchise systems and corporate marketing systems.

**UNIT - III**

Supply Chain: Building Blocks of a Supply Chain Network – Performance Measures in Decisions in the Supply chain World – Models for Supply chain Decision Making.

**UNIT - IV**

Supply Chain Inventory Management: Economic Order quantity Models – Recorder Point Models – Multichannel Inventory systems – Supply chain Facilities Layout – Capacity Planning – Inventory optimization – Dynamic Routing and Scheduling.

**UNIT-V**

Relation to ERP: E-procurement – E-Logistics – Internet Auctions – E-markets – Electronic Business Process – Optimization Business Object in SCM.

**REFERENCES**

- N. Chandrasekaran**, SUPPLY CHAIN MANAGEMENT, *Oxford University Press*, 2010  
**D.K. Agarwal**, LOGISTICS & SUPPLY CHAIN MANAGEMENT, *Macmillan pub. Delhi*, 2008  
**Sunil chopra, Meindl & Kalra**, SUPPLY CHAIN MANAGEMENT, *Pearson Education*, India, 2009  
**Bowersox & Closs**, LOGISTICAL MANAGEMENT, *Tata McGraw Hill. New Delhi*, 2008  
**Satish K. Kapoor & Purva Kansal**, BASICS OF DISTRIBUTION MANAGEMENT - A LOGISTICAL APPROACH, *Prentice-Hall India*, 2003.  
**Richard R. Still, Edward W. Cundiff & Norman A.P. Govani**, SALES MANAGEMENT, *Prentice-Hall India*.

ITEM NO:95.29 TO APPROVE THE PROGRAMME FOR STARTING DISTANCE EDUCATION STUDIES AND TO MEET THE EXPENDITURE ON INFRASTRUCTURE FROM NON-PLAN FUNDING THE INSTITUTE BECOMING SELF-GOVERNING AFTER INSTALLING THE SYSTEM

NOTE:

A proposal has been under the consideration of the University to start a programme on "Distance Education" in this University from the ensuing academic year 1995-96. In order to meet the expenditure on preliminary activities of the Institute of Distance Education, a sum of Rs.5 lakhs is required as initial estimate. We have also informed the Finance Committee which met on 9.8.94, our intention to start the Distance Education Programme by way of justification while seeking increased provision under the minor head "Other charges" of the Major Head III "Academic Programme". Therefore, the initial expenditure on preliminary activities may be met from Non Plan funds, which can be recouped as and when the institute starts earning its own income and thus becomes fully self-governing in every aspect.

The matter is placed before the Executive Council for approval please.

95.29 TO APPROVE THE PROGRAMME FOR STARTING DISTANCE  
EDUCATION STUDIES AND TO MEET THE EXPENDITURE ON  
INFRASTRUCTURE FROM NON-PLAN PENDING THE INSTITUTE  
BECOMING SELF-GOVERNING AFTER INSTALLING THE SYSTEM

Approved.

~~95.30~~ TO ~~CONSIDER AND APPROVE THE GRANT OF FIXED MEDICAL  
ALLOWANCE AT A UNIFORM RATE TO ALL EMPLOYEES OF THE  
UNIVERSITY IN LIEU OF REIMBURSEMENT OF MEDICAL EXPENSES  
AT PRESENT ALLOWED UNDER THE MEDICAL ATTENDANCE RULES~~

~~Resolved to defer the item.~~

  
**REGISTRAR**  
**PONDICHERRY UNIVERSITY**  
**PUDUCHERRY - 605 014.**





राष्ट्रीय मूल्यांकन एवं प्रत्यायन परिषद  
विश्वविद्यालय अनुदान आयोग का स्वयत्त संस्थान

NATIONAL ASSESSMENT AND ACCREDITATION COUNCIL  
An Autonomous Institution of the University Grants Commission

# *Certificate of Accreditation*

*The Executive Committee of the  
National Assessment and Accreditation Council  
on the recommendation of the duly appointed  
Peer Team is pleased to declare the  
Pondicherry University  
R. Venkataraman Nagar, Kalapet, Puducherry as  
Accredited  
with CGPA of 3.15 on four point scale  
at A grade  
valid up to November 29, 2016*

*Date : November 30, 2011*



*H. Aravamudan*  
Director



*Paragomian*  
REGISTRAR  
PONDICHERRY UNIVERSITY  
PUDUCHERRY - 605 014.

EC/57/RAR/82

#### iv) Academic Calendar

[Important dates to remember]

Particulars	Date	
	Academic Year	Calendar year
Tentative date of commencement of issue of Applications forms & Admission	01st May	1st December
Tentative last date for Admission (All courses)	30th June	31st January
Students should have received Confirmation of Admission card, ID Card and Study Materials on or before [in case of discrepancy please contact Directorate after this date]	25th October	25th March
Tentative PCP Dates for MBA	April/May [weekends]	Nov/Dec [Weekends]
Tentative PCP Dates for PG	April/May [weekends]	-NA-
MBA Semester Fee Payment	<b>For II &amp; IV Sem:</b> Without fine – 31 Jan With fine – 28 Feb	<b>For II &amp; IV Sem:</b> Without fine – 31 Jul With fine – 31 Aug
	<b>For III Sem:</b> Without fine – 31 Jul With fine – 31 Aug	<b>For III Sem:</b> Without fine – 31 Jan With fine – 28 Feb
PG Fee Payment	Without fine – 31 Jul With fine – 31 Aug	-NA-

*Responsible*  
**REGISTRAR**  
**PONDICHERRY UNIVERSITY**  
**PUDUCHERRY - 605 014.**



The Directorate has filled the proforma given by the DEB, UGC. As per the requirement the Directorate has prepared the Programme Project Report for all the courses proposed to be offered from next Academic Year. The Directorate has to upload the following documents for approval.

- 10360 17



S. V. Smith DVB  
Director

PL/VCS/6975

✓ Anisabasheer  
14.10.17

Proposition

REGISTRAR  
PONDICHERRY UNIVERSITY  
PUDUCHERRY - 605 014.

AD

**EXTRACT OF THE AGENDA OF THE 69<sup>TH</sup> AC MEETING:**

2011.69.09

**TO CONSIDER THE RECOMMENDATIONS MADE BY THE PG BOARD OF STUDIES IN MANAGEMENT COURSES IN DDE AT ITS MEETING HELD ON 11<sup>th</sup> AUGUST 2011.**

The Board recommended the Syllabus and Regulations for the following courses of the Directorate of Distance Education to be implemented from the Academic Year 2012-13 onwards:

Existing Courses:

1. M.B.A. GENERAL
2. M.B.A. FINANCE
3. M.B.A. MARKETING
4. M.B.A. HUMAN RESOURCE MANAGEMENT
5. M.B.A. INTERNATIONAL BUSINESS

New Courses:

6. M.B.A. RETAIL MANAGEMENT
7. M.B.A. TOURISM

For consideration of the Council

Annexure - 09 (a) to (g)

**EXTRACT OF THE MINUTES OF THE AC MEETING:**

**2011.69.09 To consider the recommendations made by the PG Board of Studies in Management Courses in DDE at its meeting held on 11<sup>th</sup> August 2011**

Approved. It was also resolved to explore the feasibility of offering MBA Retail Management as regular programme.



**REGISTRAR**  
**PONDICHERY UNIVERSITY**  
**PUDUCHERRY - 605 014.**



2013.73.10

TO RATIFY THE DECISION TAKEN BY HON'BLE VICE-CHANCELLOR TO APPROVE THE MINUTES OF BOARD OF STUDIES OF DIRECTORATE OF DISTANCE EDUCATION

It is submitted that the Governing Board of DDL in its IX meeting held on 07-03-2013 had approved to start the following new courses from the academic year 2013-14.

- M B A - Insurance
- M B A - Operations & Supply Chain Management
- M B A - Hospital Management
- P.G. Diploma in Human Resource Management (PGDHRM)
- P.G. Diploma in Business Administration (PGDBA)
- P.G. Diploma in Marketing Management (PGDMM)
- P.G. Diploma in Financial Management (PGDFM)

The above programmes were also approved by the Academic Council and Executive Council. The Board of Studies of Directorate of Distance Education in its meeting held on 16-05-2013 had framed the Syllabus and Regulations of the above courses and fee structure. The Board has also recommended increase in the course fee of existing MBA courses to bring at par with the above MBA courses. The minutes of Board of Studies of DDE are placed in 'Annexure'.

The Vice-Chancellor had approved the minutes of Board of Studies with the direction that all the programmes approved by the Academic Council and Executive Council to be commenced from July 2013. Accordingly, courses have been started from this academic year 2013-14.

The minutes of the Board of Studies of DDE is submitted for ratification of the Academic Council.

ANNEXURE-6

*[Signature]*  
 REGISTRAR  
 PONDICHERRY UNIVERSITY  
 PUDUCHERRY - 605 014.

MINUTES OF THE SEVENTY THIRD MEETING OF THE ACADEMIC  
COUNCIL HELD ON 24.9.2013

2013.73.10 To ratify the decision taken by Hon'ble Vice-Chancellor to  
approve the minutes of Board of Studies of Directorate of  
Distance Education.

Ratified.



REGISTRAR  
PONDICHERRY UNIVERSITY  
PUDUCHERRY - 605 014.

2014-75-34

TO CONSIDER AND APPROVE THE REGULATIONS, SYLLABUS AND SCHEME OF THE EXAMINATION FOR THE NEW COURSES TO BE OFFERED IN THE DIRECTORATE OF DISTANCE EDUCATION FROM THIS ACADEMIC YEAR 2014-15

It is submitted that the Governing Board of DDE in its X meeting held on 12-08-2014 had approved to start the following new courses from the academic year 2014-15.

- Bachelor of Business Administration (BBA)
- Bachelor of Commerce (B.Com.)
- Bachelor of Arts in Hindi
- Bachelor of Arts in Sanskrit
- Post Graduate Diploma in Event Management (PGDEM)
- Post Graduate Diploma in Psychology (PGDPH)
- Post Graduate Diploma in Journalism & Mass Communication (PGDJMC)
- Post Graduate Diploma in Tourism Management (PGDTM)
- Post Graduate Diploma in Retail Management (PGDRM)
- Post Graduate Diploma in Patent Law (PGDPL)
- MBA- Entrepreneurship
- Master of Commerce
- Master of Arts in English
- Master of Arts in Hindi
- Master of Arts in Sociology
- MBA (Marketing) Lateral Entry
- MBA (Finance) Lateral Entry
- MBA (Human Resource Management) Lateral Entry
- MBA (General) Lateral Entry

The Post Graduate and Under Graduate Board of studies of DDE had framed the Regulations, Syllabus and Scheme of the Examination for the above new courses.

Submitted to the Council for approval of the Regulations, Syllabus and Scheme of the Examination for the above new courses offered in DDE from the academic year 2014-15.

*P. Vasanthini*  
REGISTRAR  
PONDICHERRY UNIVERSITY  
PUDUCHERRY - 605 014

*P. Vasanthini*  
12/10/17  
REGISTRAR  
PONDICHERRY UNIVERSITY  
PUDUCHERRY - 605 014

MINUTES OF THE SEVENTY FIFTH MEETING OF THE ACADEMIC  
COUNCIL HELD ON 22.11.2014

- 2014/2015 To consider and approve the Regulations, Syllabus and Scheme of the Examination for the new courses to be offered in the Directorate of Distance Education from the academic year 2014-15

Resolved to approve.

*P. S. Srinivasan*

REGISTRAR  
PONDICHERRY UNIVERSITY  
PUDUCHERRY - 605 014



1 FORMAT -A

Format for providing details of teaching staff (faculty) engaged for ODL programmes  
on full time and dedicated basis  
Academic Staff

Sr. no.	Name of the permanent academic staff	Designation	Name of ODL programme	Appointment letter reference number and date	Working at (Headquarter/ Regional Centre /Study Centre )
1	Prof. Sibnath Deb	Director i/c	MBA	PU/Estt.(T)/ET-2/2010-11/493 dated 08-02-2011	Head Quarter
2	Dr. A. Punitha	Assistant Professor	MBA	PU/DDE/VII/2008-09/474 dated 01-09-2008	Head Quarter
3	Dr. V. Umasri	Assistant Professor	MBA	PU/DDE/VII/2008-09/475 dated 01-09-2008	Head Quarter
4	Dr. Sk. Md. Nizamuddin	Assistant Professor	MBA	PU/DDE/VII/2008-09/473 dated 01-09-2008	Head Quarter
5	Dr. Arvind Gupta	Assistant Director	M.Com.	DDE/PU/Estt./TL/97-97/1 dated 12-09-1997	Head Quarter

*Sibnath Deb*  
24.4.18  
Director

*P. S. Srinivasan*  
REGISTRAR  
PONDICHERRY UNIVERSITY  
PUDUCHERRY - 605 014.

## 2 FORMAT-B

Format for providing details of administrative staff engaged for ODL programmes on full time and dedicated basis

### Administrative Staff

Sr. No.	Name of the administrative staff	Designation	Appointment letter reference number and date	Working at (Headquarter/ Regional Centre /Study Centre )
<b>DDE- Main</b>				
1	Dr. N. Ravi	Assistant Registrar	PU/Estt/E-3/I-1/89/8465 dated 19-09-1989	Headquarter
2	Dr. L. Veerappan	Section Officer	CUP/Estt/A2-19/85-86/2671 dated 20-06-86	Headquarter
3	K. Petchiammal	Private Secretary	PU/Estt/E-3/I-9/87/7847 dated 25-06-87	Headquarter
4	Dr. A. Madhavi Latha	Academic Coordinator Level-I	DDE/PU/Estt./REC(T)/RP/96-97/3 dated 22-11-1996	Headquarter
5	P. Nibedita	Academic Coordinator Level-I	DDE/PU/Estt./REC(P)/RP/96-97/1 dated 22-11-1996	Headquarter
6	P. Arumugam	Senior Assistant	CUP/Estt./A2-19/85-86/2643 dated 20-06-86	Headquarter
7	K. Veeraiyan	Professional Assistant	PU/Estt./E4/86-87/7136 dated 19-05-1987	Headquarter
8	A. Ramamoorthy	Assistant	PU/Estt./NT7/1/9/94-95/47 dated 25-04-1994	Headquarter
10	P. Jayanthi	Junior Assistant	PU/Estt./NT-2/97-98/97 dated 03-10-1997	Headquarter
11	P. Kanimozhi	Data Entry Operator	PU/Estt./NT-4/19/99-2000/126 dated 19-05-1999	Headquarter
12	R. Sivaraman	Data Entry Operator	PU/DDE/II/08-09/499 dated 13-08-2008	Headquarter
13	P. Sattiarangam	Data Entry Operator	PU/DDE/II/08-09/499 dated 13-08-2008	Headquarter
14	D. Parthiban	Office Attendant	PU/Estt/NT7/1/9/94-95/25 dated 25-04-1994	Headquarter
15	Nagarajan	Horticulture Attendant	PU/Estt/NT14/15-16/43 dated 04-03-2016	Headquarter
<b>DDE Exam Wing</b>				
1	V. Parthasarathy	Assistant Registrar	PU/Estt/E3-1(E)/86-87/4973 dated 26-12-1986	Headquarters
2	K. Ramachandran	Section Officer	PU/Estt/E3/I-8/87/7920 dated 30-06-1987	Headquarters
3	K. Kaliperumal	Senior Assistant	PU/Estt/E4/I-3/87/7774 dated 23-06-1987	Headquarters
4	V. Selvaganapathy	Senior Assistant	PU/Estt/E4/I-4/87/8430 dated 24-07-1987	Headquarters

5	P. Ramalingam	Assistant	PU/Estt./NT4/NMR Regularisation Gardner/90/9800 dated 27-11-1990	Headquarters
6	P. Kumari	Assistant	PU/Estt./NT7/1/9/95-96/26 dated 19-04-1995	Headquarters
7	C. Abdul Rahman	Junior Assistant	PU/Estt./NT4/90/9697 dated 29-11-1990	Headquarters
8	S. Gothandapani	Junior Assistant	PU/Estt./NT7/1/9/94-95/280 dated 22-02-1995	Headquarters
9	T. Valarmathy	Office Attendant	PU/Estt./NT7/2002-03 dated 31-03-2003	Headquarters
10	J. Rajakumar	Horticulture Attendant	PU/Estt./NT14/15-16/43 dated 04-03-2016	Headquarters
11	A. Sivaramakrishnan	Senior Technical Assistant	PU/Estt./NT8/2006-07/430 dated 27-02-2007	Headquarters
12	B. Tilagavady	Data Entry Operator	PU/Estt./NT7/2008-09/428 dated 24-02-2009	Headquarters
13	G. Vasantha	Data Entry Operator	PU/Estt./NT7/2008-09/302 dated 17-02-2008	Headquarters

*S. G. N. R. S.*

Director

*P. S. G. N. R. S.*  
**REGISTRAR**  
 PONDICHERRY UNIVERSITY  
 PUDUCHERRY - 605 014.



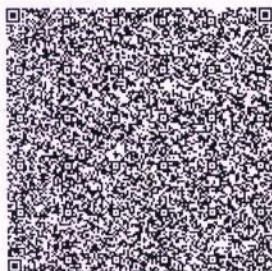


सत्यमेव जयते

# INDIA NON JUDICIAL Government of Puducherry

## e-Stamp

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-----Please write or type below this line-----

I, **Dr.K. Tharanikkarasu**, Registrar of Pondicherry University, Kalapet, Puducherry-605014 do hereby solemnly affirm and declare as under:

1. That our university namely Pondicherry University, Puducherry wish to apply for the recognition of programmes to be offered under Open and Distance Learning mode with effect from the academic session 2018-19 beginning in July, 2018.
2. I have fully understood the clauses, terms and conditions as stipulated in the University Grants Commission (Open and Distance Learning) Regulations, 2017 along with two amendments thereon notified on 11.10.2017 and 06.02.2018.

X *Tharanikkarasu*  
**REGISTRAR**  
**PONDICHERRY UNIVERSITY**  
**PUDUCHERRY - 605 014.**

Statutory Alert

1. The authenticity of this Stamp Certificate should be verified at [www.shcilstamp.com](http://www.shcilstamp.com). Any discrepancy in the details on this Certificate and as available on the website renders it invalid.
2. The onus of checking the legitimacy is on the users of the certificate.
3. In case of any discrepancy please inform the Competent Authority.



UP 0003371922



3. That university has submitted the proposal as per the University Grants Commission (Open and Distance Learning) Regulations, 2017 and its amendments as mentioned in para 2 above.
4. That university has submitted the proposal ONLINE through the designated portal and is also submitting duly certified three hard copies of the same proposal along with all the annexures, within the specified period, to UGC.
5. That university is eligible in all respect to apply for offering education through open and distance learning mode as per UGC (ODL) Regulations, 2017 and its amendments as mentioned in para 2 above.
6. It is also declared that academic and instructional facilities at its Regional Centres and Learning Support Centres (Study Centres) meet all the conditions of UGC (ODL) Regulations, 2017, its amendments as mentioned in para 2 above and guidelines issued from time to time, and are commensurate with the number of academic programmes and learner's strength thereto. It is also declared that these are as per the other applicable Regulations of UGC.
7. That the university has not been offering education through open and distance learning mode so far.

**OR**

That the University has been offering education through open and distance learning mode with the approval of UGC/erstwhile DEC and has not violated any of the terms and conditions as stipulated in the approval / recognition letter No. F. UGC /DEB/PU/PUDU/ 2016 dated 5<sup>th</sup> July, 2016 and norms issued by the relevant / concerned statutory bodies from time to time.

8. That the university shall scrupulously abide by UGC (ODL) Regulations, 2017 and its amendments as mentioned in para 2 above while imparting education through open and distance learning mode after getting the approval of UGC. 2
9. That all the information given by the university in the proposal submitted to UGC is complete, true and correct.
10. That I am fully aware of the consequences, if the University fails to abide by UGC (ODL) Regulations, 2017 and its amendments as mentioned in para 2 above.
11. That I am fully aware that in case any information, documentary evidence submitted / produced by the University is found to be false or fake at a later stage or in case of any violation, the recognition of University shall be withdrawn and UGC may also take other punitive measures mentioned in UGC (ODL) Regulations, 2017 and its amendments as mentioned in para 2 above. I am also fully aware that it is the sole responsibility of the University for the career consequences of students, if any, arising out of the same.

**Verification:** I, the above named deponent do hereby verify on 23-04-2018 at Puducherry that the contents mentioned above are correct and true statements.

*[Signature]*  
**DEPONENT**  
**REGISTRAR**  
**PONDICHERRY UNIVERSITY**  
**PUDUCHERRY - 605 014.**

*[Signature]*  
**DEPONENT**  
**REGISTRAR**  
**PONDICHERRY UNIVERSITY**  
**PUDUCHERRY - 605 014.**



*[Signature]* 23/04/18.  
**L. SAI RAJA GOPAL, B.A., LL.B.**  
**ADVOCATE & NOTARY PUBLIC**  
**GOVERNMENT OF INDIA**  
**6, 2nd CROSS STREET, RAINBOW NAGAR**  
**PUDUCHERRY-11**  
**Phone: 93 45 45 81 32**

### Declaration

I have fully understood the clauses, terms and conditions as stipulated in the University Grants Commission (Open and Distance Learning) Regulations, 2017.

I am fully aware that in case any information, documentary evidence submitted/produced by the University is found to be false or fake at a later stage, the recognition of University shall be withdrawn and/or along with other punitive measures mentioned in UGC (ODL) Regulations, 2017. The University concerned shall be solely responsible for the career consequences, if any arising out of the same.

1. It is certified that academic and Instructional facilities at our RCs/ LSCs meet all the conditions of UGC(ODL) Regulations 2017, as amended and guidelines issued from time to time.
2. The facilities provided are commensurate with the number of academic programme and students strength thereto.
3. It is certified that HEI has proper Grievance Redressal System and procedure has been uploaded on the website of HEI.
4. It is certified that HEI will upload, on its website, a copy of complete proposal along with all annexures submitted to the UGC for its ODL Programmes..
5. Nomenclature of all the proposed programmes are as per UGC Notification on specification of Degrees, 2014.
6. No Diploma and Certificate Programme has been Proposed in the application.
7. HEI will operate within the territorial jurisdiction, as defined in the UGC(ODL) Regulation, 2017.



Registrar  
**REGISTRAR**  
**PONDICHERRY UNIVERSITY**  
**PUDUCHERRY - 605 014.**



# PONDICHERRY UNIVERSITY

(A Central University)

## DIRECTORATE OF DISTANCE EDUCATION PUDUCHERRY

**Prof. Sibnath Deb, Ph.D., D.Sc.**  
**Director i/c**

**University Campus, R. V. Nagar**  
**Kalapet Pondicherry – 605 014**  
Email: director.dde@pondiuni.edu.in  
Office : 0413-2654565  
Mobile : 8489797876

Ref: PU/DDE/DIR/2017-18/ 721

Date: 30-04-2018

To  
The Joint Secretary  
Distance Education Bureau,  
University Grants Commission,  
35, Feroze Shah Road,  
Delhi-110001

Sir,

Sub: Forwarding hard copy of proposal submitted for offering ODL  
programmes from the academic session beginning in July, 2018-  
Registration no. DEB/PON/143/2017/179 -Reg.

Ref: Your Public Notice no. F.No.74 -1/2018 (DEB-IV) dated 28.03.2018

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With reference to subject cited above we wish to inform that this Directorate of Distance Education, Pondicherry University bearing registration no. DEB/PON/143/2017/179 has submitted its proposal through online on 28-04-2018 for offering ODL programmes from the academic session beginning from July, 2018. Now, as per your direction, we are forwarding three sets of hard copy of the proposal with all the Annexures. This directorate has applied for the approval of the nine existing courses and 10 new courses as indicated below:

### Existing courses

Sl. No.	Name of the course
1.	Master of Business Administration in Marketing
2.	Master of Business Administration in Finance
3.	Master of Business Administration in International Business
4.	Master of Business Administration in Human Resource Management
5.	Master of Business Administration in General
6.	Master of Commerce in Finance
7.	Master of Arts in English
8.	Master of Arts in Sociology
9.	Master of Arts in Hindi

### New Courses

1.	Bachelor of Business Administration
2.	Bachelor of Commerce
3.	Master of Business Administration in Tourism
4.	Master of Business Administration in Hospital Management
5.	Master of Business Administration in Operations and Supply Chain Mgmt.
6.	Post Graduate Diploma in Business Administration
7.	Post Graduate Diploma in Marketing Management
8.	Post Graduate Diploma in Financial Management
9.	Post Graduate Diploma in Human Resource Management
10.	Post Graduate Diploma in Intellectual Property Rights.

I request that approval may be accorded for offering the above programmes by the Directorate of Distance Education, Pondicherry University through distance mode from the academic session beginning from July, 2018. If you have any query or you require any more information, please feel free to write to us. I would be pleased to provide required information immediately.

With regards,

Yours faithfully

  
Director 30.4.18

### Annexures:

- i. Copy of Resolution of the HEI for the establishment of Directorate of Distance Education
- ii. Copy of NAAC Accreditation Certificate
- iii. Copy of Academic Planner for 2018-19
- iv. Copy of Programme Project Report (PPR) for each programme
- v. Copy of approval of Statutory bodies for all PPR
- vi. Copy of Statutory bodies approval for SLM
- vii. Copy of faculty details- Format 'A'
- viii. Copy of Administrative staff details- Format 'B'
- ix. Copy of Affidavit on stamp paper of Rs. 100, notarized and duly signed by the Registrar