



**NLC India Limited**  
(formerly Neyveli Lignite Corporation Limited)  
(‘Navratna’ - A Government of India Enterprise)



அண்ணாமலைப் பல்கலைக்கழகம்  
**Annammalai University**  
ACCREDITED WITH ‘A’ GRADE BY NAAC

**NIL.AU. (நிலவு) CENTRE, D-142, Block 18, ANNA ROAD,  
NEYVELI TOWNSHIP, NEYVELI. 607 803**

Admission, session, exam and all academic activities held in Neyveli. A one stop solution!  
Sun Rises in the evening, experience corporate transformation with our executive MBA.  
Register at [www.thecasecentre.org](http://www.thecasecentre.org) as an executive-student of our University to access the Coursepack



**2018-21**

**M**

**B**

**A**

**PART  
TIME  
SPECIALIZE  
IN  
Corporate  
Human  
Resource  
Finance**



Register: [http://www.annammalaiuniversity.ac.in/adm/appl\\_nlc.php](http://www.annammalaiuniversity.ac.in/adm/appl_nlc.php)  
Programme Administration

Dr. A. Selvarasu, B.Sc.Agr.,MBA., Ph.D., Marketing (Wharton), BOGN (INSEAD)  
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Classes held at Room No.110/117, Learning & Development Centre, NLC India Limited, Neyveli.  
Contact: [Coordinator/9442995980/emba17aunclil@gmail.com](mailto:Coordinator/9442995980/emba17aunclil@gmail.com) Visit:[www.annammalaiuniversity.ac.in](http://www.annammalaiuniversity.ac.in)



## OVERVIEW

Business has become more disruptive than ever before even in the public enterprises. Managing fresh graduates and employees with lack management education has paved way for introducing MBA-PEM by Annamalai University in association with NLC India Limited at the Learning & Development Centre in Neyveli.

The cross-functional teams with north and west Indian diverse cultural background; dealing with new renewable energy; being aware of the change of corporate expectations and latest business trends; sustaining power generation strategy and competitive advantages; creating and delivering innovations human resource performance management; and making decisions with the right financial management are key management challenges faced by executives and senior level Managers and Mining Technologists.

Part-Time Executive Management Programme designed by two organization of institution and industry viz., Annamalai University and NLC India Limited for public & private enterprises, business person, entrepreneurs and officers in the government services, is being offered to respond to those key management challenges and complexities faced by leaders in a business organizations.

## NAAC ACCREDITATION



### Executive M.B.A. Programme

Admission, Exams and all academic activities in Neyveli.

**A one stop solution!**

**Sun Rises in the evening!!**

**Experience corporate transformation!!!**

Enjoy the experience into the life of the Neyveli Township lifestyle. The busy work schedule in shift timings in the mining, thermal power stations and other materials purchase management will bring you incredible learning experiences. The MBA programme is designed with a focus on corporate management by covering 20 courses in total with six papers as elective papers for every specialization viz., Corporate Management (CM), Human Resource Management (HRM) and Financial Management (FM).

The Part-Time Executive Management Programme for Master of Business Administration (MBA-PEM), is a pioneer in the district on par with Institutes of Management. It deals with the key elements of the best and most needed knowledges and competencies in the era of Indian business.

It equips leaders, cross-functional managers, and technologists with strong foundations of management skills, not only to execute plans but also to be entrepreneurs or technopreneurs and to go beyond meeting the needs of creating new markets.

## IMPORTANT DATES

**Duration: July 2018-April 2021**

**Starting Date: August, 2018.**

**Application deadline:  
30th July, 2018.**

# PROGRAMME CONTENT

Semester Theme	Core Courses & Specialization Courses
<b>Semester I</b> <b>General Management</b>	<b>MBAPEM101 Management Process</b> <b>MBAPEM102 Accounting For Managers</b> <b>MBAPEM103 Managerial Economics</b> <b>MBAPEM104 Organizational Behaviour</b>
<b>Semester II</b> <b>Functional Management</b>	<b>MBAPEM201 .Marketing Management</b> <b>MBAPEM202 Human Resource Management</b> <b>MBAPEM203 Production &amp; Materials Management</b> <b>MBAPEM204 Financial Management</b>
<b>Semester III</b> <b>Operations &amp; Data analysis</b> <b>With specialization</b>	<b>MBAPEM301 Operations Research</b> <b>MBAPEM302 Data Analysis Management Information System</b> MBAPEM303 Specialization 303 C1/H1/F1 MBAPEM304 Specialization 304 C2/H2/F2 MBAPEM303C1 New & Renewable Energy Management MBAPEM304C2 Global Leadership Development MBAPEM303H1 Organizational Change and Development MBAPEM304H2 Performance Management MBAPEM303F1 Management of Financial Services MBAPEM304F2 Capital Markets
<b>Semester IV</b> <b>Sustainability-Electricity Act</b> <b>with specialization</b>	<b>MBAPEM401 Corporate Image Building &amp; Sustainability</b> <b>MBAPEM402 The Electricity Act, 2003 &amp;CERA</b> MBAPEM403C3 Power Project & Contract Management MBAPEM404C4 Continuous Quality Improvement MBAPEM403H3 Industrial Relation and Labour welfare Management MBAPEM404H4 Group Dynamics & Industrial psychology MBAPEM403F3 Accounting Software Practical-Tally MBAPEM404F4 Management of Funds
<b>Semester V</b> <b>Business Policy and strategy</b> <b>with specialization</b>	<b>MBAPEM501 Business Policy &amp; Strategic Management</b> <b>MBAPEM502 Research Methodology</b> MBAPEM503C5 Hazard, Safety & Disaster Management MBAPEM504C6 Power tariff, Energy Trading and Pricing MBAPEM503H5 Management of Training and Development MBAPEM504H6 Compensation Management MBAPEM503F5 Investment Securities and Portfolio Management MBAPEM504F6 Banking and Insurance Management
<b>Semester VI</b> <b>Project work</b>	Application of Management concepts & theories into practice in the form of field project work
<p><b>TARGET AUDIENCE</b> Executives from E1 to E6 and the Manager to CGMs in addition to any employee with two-years experience in corporate. The senior employees who are keen to set-up a culture of corporate management in the core area and also in the division of human resource and financial management of large and complex projects.</p>	

## PROGRAMME FEE

### PROGRAMME FEE

The MBA-PEM is one of the new programmes in the corporate levels of management. The tuition fee covers all instructions during the period of study; required books and other pedagogical materials including self-learning materials; coaching, tutoring and other intermodular support. Programme Fee of ₹2,40,000 does not include travel and living expenses. On Confirmation of admission ₹40,000 for the first semester have to be paid before the commencement of the classes.

### SELECTION CRITERIA

Participants will be selected based on qualifying graduation, professional achievement, two years of work experience, and organizational responsibility.

### AWARD OF MASTER OF BUSINESS ADMINISTRATION DEGREE CERTIFICATE

Upon completion of the programme, participants will be awarded a Degree certificate of completion of “**Master of Business Administration**” with specialization in Corporate Management (CM)/ Human Resource Management (HRM) / Financial Management (FM). from Annamalai University as per the approval of the Governor of Tamilnadu



## THE INSTITUTE-INDUSTRY INTERACTION (MoU signed on 15th August, 2017.)



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Annamalai University(AU) a University deemed to have been established during 1929 and amended under the Annamalai University Act, 2013, having its office at Annamalai Nagar, Chidambaram 608 002. The management education through the Department of Business Administration under the Faculty of Arts, Annamalai University has been established since 1978.

NLC INDIA LIMITED (formerly Neyveli Lignite Corporation Limited), a ‘Navaratna Government of India Enterprise, registered under the Companies Act, 1956, having its Corporate Office at Block-1, Neyveli 608 801, Tamilnadu, India and registered office at First Floor 8, Mayor Sathya Murthy Road, FSD, Egmore Complex, Food Corporation of India, Chetput, Chennai, Tamilnad India.

## ONLINE REGISTRATION OF APPLICATION

The organizations interested in nominating their employees and individuals interested in the Programme may apply online. Participants interested in the Programme may contact NIL.AU. (நிலவு) Centre and L&DC, NLC India Limited, Neyveli at the above-mentioned address for clarifications, if any. Once registration is accepted, cancellation /refund queries and requests will not be entertained. Web: <http://www.annamalaiuniversity.ac.in/> Email: [eMBA17aunlcil@gmail.com](mailto:eMBA17aunlcil@gmail.com)

**Contact: THE COORDINATOR**, NLC India Limited, Executive M.B.A. Programmes of Annamalai University.  
D142, Block-18, Neyveli Township, Neyveli. 607803 Phone: +91 - 9442995980 / 9080108099

**REGISTRAR (i/c),  
ANNAMALAI UNIVERSITY**





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*experience  
Corporate  
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**M.B.A. (Corporate Management),  
M.B.A. (Human Resource Management), M.B.A. (Financial Management).**

**MASTER'S PROGRAMME**

A Master's Programme consists of a number of courses. Master's Programme consists of a set of compulsory courses (Core Courses) and some specialization courses.

Core courses are basic courses required for each programme. The number and distribution of credits for core courses will be decided by the respective faculties.

Specialization courses will be suggested by the respective departments. Specialization courses are distributed from third to fifth semesters.

A course is divided into FIVE units to enable the students to achieve modular and progressive learning.

**SEMESTERS**

An academic year is divided into two semesters, odd semester and even semester. The normal semester periods are:

Odd Semester: July to November (90 Working days)

Even Semester: December to April (90 Working days)

**CREDITS**

The term credit is used to describe the quantum of syllabus for various programmes in terms of weightage and hours of study. It indicates differential weightage given according to the contents and duration of the courses in the curriculum design.

The minimum credit requirement for a Master's Programme shall be 90.

**COURSES**

Each course may consist of lectures/ cases discussion / tutorials/ laboratory work / seminars/ assignment / project work/ practical training/ report/ viva voce etc.

**COURSE WEIGHT**

One credit for each lecture period per week (or)

One credit for each tutorial per week (or)

One credit for every three periods of laboratory or practical work per week (or)

One credit for 3 contact hours of project work in a week

Ten credits for project work / dissertation.

**ELIGIBILITY FOR ADMISSION**

A candidate who has passed the Bachelor's Degree in any subject including the Professional Courses of this University or an examination of any other University accepted by the Syndicate as equivalent thereto. In addition, two years of Industrial experience is mandatory.



## **GRADING SYSTEM**

The term grading system indicates a 10 point scale of evaluation of the performance of students in terms of marks, grade points, letter grade and class.

## **DURATION**

The duration for completion of a Part-Time three year Executive Master's Programme in any subject is of six semesters.

## **STRUCTURE OF THE PROGRAMME**

The Master's Programme consists of:

- Core courses which are compulsory for all the students
- Students can choose specialization amongst from courses approved.
- Dissertation / Project Work / Practical Training / Field work, which can be done in an organization (Government, Industry, Firm, Public Enterprise etc.) approved by the department.
- Student can choose one specialization (2 courses) from semester 3 to semester 5. Specialization cannot be changed in the middle.

## **ATTENDANCE**

Every teaching faculty handling a course shall be responsible for the maintenance of attendance register for candidates who have registered for the course.

The instructor of the course must intimate the Head of the Department at least Seven Calendar days before the last instruction day in the semester about the particulars of all students who have secured an attendance of less than 80%.

A candidate who has attendance less than 80% shall not be permitted to sit for the End-Semester examination in the course in which the short fall exists. Based on the percentage of attendance reported for every student, internal marks is awarded for each course as given below.

<b>Attendance %</b>	<b>Marks</b>
90 and more	5
80-89	4
70-79	3

## **EXAMINATION**

There will be two sessional assessments and one End-Semester examination during each semester.

Sessional Test-I will be held during sixth week for the syllabi covered till then.

Sessional Test-I will be combination of a variety of tools such as class test, assignment, and paper presentation that would be suitable to the course. This requires an element of openness. The students are to be informed in advance about the nature of assessment and the procedures. However the tests are compulsory. Test I may be for two hour duration. The pattern of question paper will be decided by the respective Faculty. Sessional Test-I will carry 20% of marks out of the session marks 25.

Sessional Test-II will be held during eleventh week for the syllabi covered between seventh and eleventh weeks.

Sessional Test-II will be conducted with a variety of assessment tools. It will also have an element of openness. The students are to be informed in advance about the nature of assessment and the procedures. However the tests are compulsory. Test II may be for two hour duration. The pattern of question paper will be decided by the respective faculty. Sessional Test II carries 20% of marks out of the session marks 25.

There will be one end semester examination of 3 hours duration in each course.

The End Semester Examination will cover full syllabus of the course for 75% of marks.

## **EVALUATION**

Evaluation will be done on a continuous basis. Evaluation may be by objective type questions, Quiz, Short Answers, Essays or a combination of these, but at the End Semester Examination, it has to be a written examination.

The performance of a student in each course is evaluated in terms of Percentage of Marks (PM) with a provision for conversion to Grade Point (GP). The sum total performance in each semester will be rated by GPA while the continuous performance from the 2<sup>nd</sup> Semester onwards will be marked by (OGPA).

## **MARKS AND GRADING**

A Student cannot repeat the assessment of Sessional Test I and Sessional Test II. However, if for any compulsive reason, for the students could not attend the test, the prerogative of arranging a special test lies with the teacher in consultation with the Head of the Departments.

A minimum of 50% marks in each course is prescribed for a pass. A student has to secure 50% minimum in the End Semester Examination.

If a candidate who has not secured a minimum of 50% of marks in a course shall be deemed to have failed in that course.

The Student can repeat the End Semester Examination when it is offered next in the subsequent odd / even semester till the regulations are in force.

A candidate who has secured a minimum of 50 marks in all the courses prescribed in the programme and earned a minimum of 90 credits will be considered to have passed the Master's Programme.



## GRADING

A ten point rating scale is used for the evaluation of the performance of the student to provide letter grade for each course and overall grade for the Master's Programme.

Marks	Grade Point	Letter Grade	Class
90 and more	10	S	Exemplary
85-89	9.0	D	Distinction
80-84	8.5	D	Distinction
75-79	8.0	D	Distinction
70-74	7.5	A	First Class
65-69	7.0	A	First Class
60-64	6.5	A	First Class
55-59	6.0	B	Second Class
50-54	5.5	C	Second Class
49 or Less	-	F	Fail

The successful candidates are classified as follows.

First Class-60 % Marks and above in overall percentage of Marks (OPM).

Second Class-50-59% Marks in overall percentage of marks.

Candidates who obtain 75% and above but below 90% of marks (OPM) shall be deemed to have passed the examination in Distinction provided he/she passes all the courses prescribed for the programme at the first appearance.

Candidates who obtain 90% and above (OPM) shall be deemed to have passed the examination in FIRST CLASS Exemplary provided he/she passes all the courses prescribed for the programme at first appearance.

For the Internal Assessment Evaluation, the break up marks shall be as follows:

Test	—	10 Marks
Assignment/ Seminar/ Case Study/ Role Play/ Viva Voce / Short Answers	—	10 Marks
Attendance	—	5 Marks
Total	—	25 Marks

## COURSE-WISE LETTER GRADES

The percentage of marks obtained by a candidate in a course will be indicated in a letter grade.

A student is considered to have completed a course successfully and earned the credits if he/she secures an overall letter grade other than F. A letter grade F in any course implies a failure in that course. A course successfully completed cannot be repeated for the purpose of improving the Grade Point.

The F grade once awarded stays in the grade of the student and is not deleted even when he/she completes the course successfully later. The Grade acquired later by the student will be indicated in the grade sheet of the odd/even semester in which the candidate has appeared for clearance of the arrears.

A student who secures F grade in any course which is listed as a core course has to repeat it compulsorily when the course is offered next. If it is an elective course, the student has the option to repeat it when it is offered next or to choose a new elective if he/she so desires in order to get a successful grade.

When new elective is chosen in the place of failed elective, the failed elective will be indicated as dropped in the subsequent grade card.

If a student secures F grade in the Project Work/Practical Work/ Dissertation, either he/she shall improve it and resubmit it if it involves only rewriting or incorporating the clarifications of the evaluators or he/she can re-register and carry out the same in the subsequent semesters for evaluation.

### **GENERAL**

In-plant training is being offered for elective students in organizations. The students get the opportunity to interact with the officials in the company environment in their chosen field.

Major project in a company for 90 days by students is compulsory. The project develops research bent of mind among them. The students can select any topic in specialization areas. The faculty acts as internal guide. Department Library is equipped with 5000 volumes and a number of journals and back volumes. Laboratory and Computer wing function from 10.00 AM to 6.00 PM.

### **ACTIVITIES AS A PART OF MBA PROGRAMME**

- Organizing and participating programmes in other institutions.
- Manmeet and Newsletter.
- Leaders Lecture Programme Series.
- Guest Lectures.
- Annual Executive Sports Meet
- Marketing simulation games and exercises.
- Industrial Visits.
- Personality and Management Development Programmes.
- Conferences, Colloquiums, Workshops, Seminars and Symposium.
- Communication Development and Entrepreneur Development Programmes.
- Entrepreneurship Summit.
- Best Project Contest.



**M.B.A. – SCHEME OF EXAMINATIONS**

Semester	Course No.	Course Code	Course Title	Course Type	Credit	University Exam Marks	Internal Marks	Total Marks	
<b>FIRST YEAR SEMESTER - I</b>									
I	1.	MBAPEM101	1. Management Process	Core	4	75	25	100	
I	2.	MBAPEM102	2. Accounting For Managers	Core	4	75	25	100	
I	3.	MBAPEM103	3. Managerial Economics	Core	4	75	25	100	
I	4.	MBAPEM104	4. Organizational Behaviour	Core	4	75	25	100	
<b>FIRST YEAR SEMESTER - II</b>									
II	5.	MBAPEM201	1. Marketing Management	Core	4	75	25	100	
II	6.	MBAPEM202	2. Human Resource Management	Core	4	75	25	100	
II	7.	MBAPEM203	3. Production & Materials Management	Core	4	75	25	100	
II	8.	MBAPEM204	4. Financial Management	Core	4	75	25	100	
<b>SECOND YEAR SEMESTER - III</b>									
III	9.	MBAPEM301	1. Operations Research	Core	4	75	25	100	
III	10	MBAPEM302	2. Data Analysis Management Information System	Core	4	75	25	100	
III	11.	MBAPEM303	3. Specialization 303 C1/H1/F1	Spl-1	4	75	25	100	
III	12.	MBAPEM304	4. Specialization 304 C2/H2/F2	Spl-2	4	75	25	100	
<b>SECOND YEAR SEMESTER – IV</b>									
IV	13.	MBAPEM401	1. Corporate Image Building & Sustainability	Core	4	75	25	100	
IV	14.	MBAPEM402	2. The Electricity Act, 2003 & CERA	Core	4	75	25	100	
IV	15..	MBAPEM403	3. Specialization 403 C3/H3/F3	Spl-3	4	75	25	100	
IV	16.	MBAPEM404	4. Specialization 404 C4/H4/F4	Spl-4	4	75	25	100	
<b>THIRD YEAR SEMESTER - V</b>									
V	17.	MBAPEM501	1. Business Policy & Strategic Management	Core	4	75	25	100	
V	18.	MBAPEM502	2. Research Methodology	Core	4	75	25	100	
V	19.	MBAPEM503	3. Specialization 503 C5/H5/F5	Spl-5	4	75	25	100	
V	20.	MBAPEM504	4. Specialization 504 C6/H6/F6	Spl-6	4	75	25	100	
<b>THIRD YEAR SEMESTER - VI</b>									
VI	21.	MBAPEM601	1. Project Work	Project	10	150	50	200	
<b>TOTAL MARKS</b>						90	1650	550	2200

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

<b>Specialization - Semester III</b>								
<b>Corporate Management</b>								
III	1.	MBAPEM303C1	1. New & Renewable Energy Management	Spl-1	4	75	25	100
III	2.	MBAPEM304C2	2. Global Leadership Development	Spl-2	4	75	25	100
<b>Human Resource Management</b>								
III	1.	MBAPEM303H1	1. Organizational Change and Development	Spl-1	4	75	25	100
III	2.	MBAPEM304H2	2. Performance Management	Spl-2	4	75	25	100
<b>Financial Management</b>								
III	1.	MBAPEM303F1	1. Management of Financial Services	Spl-1	4	75	25	100
III	2.	MBAPEM304F2	2. Capital Markets	Spl-2	4	75	25	100

<b>Specialization - Semester IV</b>								
<b>Corporate Management</b>								
IV	1.	MBAPEM403C3	1. Power Project & Contract Management	Spl-3	4	75	25	100
IV	2.	MBAPEM404C4	2. Continuous Quality Improvement	Spl-4	4	75	25	100
<b>Human Resource Management</b>								
IV	1.	MBAPEM403H3	1. Industrial Relation and Labour welfare management (Revision needed)	Spl-3	4	75	25	100
IV	2.	MBAPEM404H4	2. Group Dynamics & Industrial Psychology	Spl-4	4	75	25	100
<b>Financial Management</b>								
IV	1.	MBAPEM403F3	1. Accounting Software Practical - Tally	Spl-3	4	75	25	100
IV	2.	MBAPEM404F4	2. Management of Funds	Spl-4	4	75	25	100

<b>Specialization - Semester V</b>								
<b>Corporate Management</b>								
V	1.	MBAPEM503C5	1. Hazard, Safety & Disaster Management	Spl-5	4	75	25	100
V	2.	MBAPEM504C6	2. Power tariff, Energy Trading and Pricing	Spl-6	4	75	25	100
<b>Human Resource Management</b>								
V	1.	MBAPEM503H5	1. Management of Training and Development	Spl-5	4	75	25	100
V	2.	MBAPEM504H6	2. Compensation Management	Spl-6	4	75	25	100
<b>Financial Management</b>								
V	1.	MBAPEM503F5	1. Investment Securities and Portfolio Management	Spl-5	4	75	25	100
V	2.	MBAPEM504F6	2. Banking and Insurance Management	Spl-6	4	75	25	100

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

**SYLLABUS**  
**FIRST YEAR : FIRST SEMESTER**  
**MBAPEM101 : MANAGEMENT PROCESS**

**Objective**

The Objective of this paper is to familiarize the student with basic management concepts and behavioural process in the organization

**Teaching Methods**

Lecture, Seminar, Role Play and Case Study.

**Unit-I : Introduction**

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

**Unit-II : Planning**

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

**Unit-III : Organising**

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

**Unit-IV : Staffing and Directing**

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

**Unit-V : Supervising Control and MBO**

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

## References

- 1) Bhushan, Y.K., *Fundamentals of Business Organization and Management*, Sultan Chand & Sons, New Delhi, 2013.
- 2) Gupta, C.B., *Management Theory and Practice*, Sultan Chand & Sons, New Delhi, 2011.
- 3) Heinz Wehrich, and Mark V. Cannice, Harold Koontz, *Management*, (12th Edition) Tata McGraw Hill, New Delhi, 2008.
- 4) Radha R Sharma, *Change Management and Organizational Transformation*, 2<sup>nd</sup> Edition, McGraw Hill, New Delhi, 2012.
- 5) Ramasamy. T., *Principles of Management*, Himalaya Publishing House, Mumbai, 2004.
- 6) Samuel C. Certo and S. Trevis Certo, *Modern Management*, PHI learning, New Delhi, 2008.
- 7) Stoner J., *Management*, 6<sup>th</sup> Ed., New Delhi, Prentice Hall of India, 1996.



## **MBAPEM102 : ACCOUNTING FOR MANAGERS**

### **Objective**

The purpose of this course is to acquaint the students with the various concepts, techniques, methods, process of accounting data analysis and interpretation, decision making in the areas of Financial and Management Accounting.

### **Teaching Methods**

Lectures and Balance sheet Analysis.

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

### **Unit-I : Introduction to Management Accounting and Financial Accounting**

Introduction – Principles – Concept – Accounting conventions – Management accounting – Its origin – Role – Function – Growth – Cost accounting – Financial accounting – Difference between various accounting – Financial Accounting – Journal – Ledger – Trail Balance – Trading – Profit and Loss account – Balance sheet.

### **Unit-II : Financial Statement Analysis, Ratio Analysis, Fund and Cash Flow Analysis**

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

### **Unit-III : Marginal Costing, Budget and Budgetary Control**

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

### **Unit-IV : Capital Budgeting**

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

### **Unit-V : Reporting**

Reporting to management – Objectives of reports – Reports for different levels of management – Preparation of reports – Uses of Reports – General Principles of a good reporting.

### **References**

- 1) Bhattacharya. Ashishik, *Financial Accounting for Business Managers*, Prentice Hall of India, 2003.
- 2) Gunasekaran, E., *Accounting for Management*, Lakshmi Publication, Chennai, 2012.
- 3) Khan. M.Y. and P.K. Jain, *Management Accounting*, Tata McGraw Hill Pub., 2004.
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- 6) Pandikumar, *Management Accounting*, Excel Books, New Delhi, 2008.
- 7) Sharma. R.K. and Shashi. K. Gupta, *Management Accounting*, Kalyani Publishers, 2004.

## **MBAPEM103 : MANAGERIAL ECONOMICS**

### **Objective**

The Objective of this course is to enable the students with concepts and techniques used in micro and some aspects of macro economic theories to apply the subject knowledge in future planning and business decision. The subject will enable the students to understand functional management areas in planning and decision making. Micro economics related to firm theory and macro economics related to economic policy enable the students to acquire business skills.

### **Teaching Methods**

Lecture and Case Method.

### **Unit-I : Basic Concepts**

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

### **Unit-II : Cost Analysis**

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

### **Unit-III : Pricing Decisions**

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

### **Unit-IV : Profit Analysis**

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

### **Unit-V : Macro Economics and Business Decision**

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

### **References**

- 1) Ahuja, H.L., *Managerial Economics*, S. Chand & Company Ltd., New Delhi, 2007.
- 2) Joel Dean, *Managerial Economics*, PHI Learning Private Ltd., New Delhi, 2008.
- 3) Maheshwari, *Managerial Economics*, Sultan & Chand, New Delhi, 2003.
- 4) Mithani, D.M., *Managerial Economics*, Himalaya Publishing House, New Delhi, 2009.
- 5) Moti Paul S. Gupta, *Managerial Economics*, Tata McGraw Hill Pub., New Delhi, 2007.
- 6) Narayanan Nadar, E. and S. Vijayan, *Managerial Economics*, PHI Learning Private Ltd., New Delhi, 2009.
- 7) Petersen & Lewis, *Managerial Economics*, 4<sup>th</sup> edition, Prentice Hall of India (P) Ltd., New Delhi, 2003.

## **MBAPEM104: ORGANIZATIONAL BEHAVIOUR**

### **Objective**

The aim of this course is to understand organizational behaviour concepts and models, moving from individual behaviour to group behaviour and to an organization as a whole. At the end of the course the students will have the ability to understand concepts of organizational behaviour and develop effective Human Relations Policies for effective performance.

### **Unit-I : Introduction and Individual Behaviour**

Organization Behavior – Definition and Meaning – Models of Organizational Behavior – Hawthorne Experiments – Personality Determinants – Type A/B personality – Theories of Personality – Values – Types of Values – Perception – Elements of Perception – Perceptual Errors – Learning – Theories of Learning – Learning Curve.

### **Unit-II : Work Attitude, Motivation and Job Satisfaction**

Attitudes – The ABC Model – Work attitudes – Motivation – Process – Theories of Motivation – Job Satisfaction – Causes of Dissatisfaction EVLP framework.

### **Unit-III : Leadership and Counselling**

Leadership – Leaders Vs Manager – Leadership theories – Leadership styles – Power – Sources of power – Conflict – Causes – Resolution strategies and Types of conflict – Interpersonal / Intra Group Conflict – Transactional Analysis – Johari Window – Counselling – Types of Counselling.

### **Unit-IV : Group Dynamics**

Defining and Classifying Groups – Work group behaviour – Techniques for group decision making – Advantages and disadvantages of group decision making – Participation in decision making – Factors that influence group effectiveness – Empowerment and self managed teams.

Stress – Causes of stress – Stress reduction strategies.

### **Unit-V : Organisation Change and OD**

Organization change – Meaning – Models of change – Resistance to change – Managing planned change organizational culture – Factors influencing Organizational Culture – Organizational Climate – Dimensions of Organizational Development – OD Cycle.

### **References**

- 1) Debra L. Nelson, James Campbell Quick, Preetam Khandelwal, *Organizational Behavior*, Cengage Learning, New Delhi, 2012.
- 2) Jarold Greenberg, Robert A Baron, *Organizational Behavior*, PHI Learning, New Delhi, 2010.
- 3) John Newstrom, Keith Davis, *Organizational Behavior – Human Behaviour at Work*, Tata McGraw Hill Publication, New Delhi, 2006.
- 4) Kavita Singh, *Organizational Behavior*, Pearson, New Delhi, 2012.
- 5) Margie Parikh, Rajen Gupta, *Organizational Behavior*, Tata McGraw Hill, New Delhi, 2010.
- 6) Ricky W. Griffin, Gregorej Moorhead, *Organizational Behavior*, Biztantra, New Delhi, 2009.
- 7) Stephen P. Robbins, Timothy Judge, *Organizational Behavior*, Phi Learning, New Delhi, 2007.

**FIRST YEAR : SECOND SEMESTER**  
**MBAPEM201 : MARKETING MANAGEMENT**

**Objective**

To acclimatize the participants about the environment of market, consumer behavior and to develop the ability to design the best marketing strategy by analyzing the factors influencing the consumer decision.

**Teaching Methods**

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

**Unit-I : Marketing and its Environment**

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

**Unit-II : Market Analysis and Segmentation**

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

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

**Unit-III : Product and Pricing Strategies**

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

**Unit-IV : Physical Distribution and Promotion**

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

**Unit-V : Consumer Behaviour and CRM**

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



## **References**

- 1) Carl Mc. Daniel, Charles W. Lamb and Joseph F. Hair, *MKTG, Cengage Learning*, New Delhi, 2011.
- 2) Dhruv Grewal, Michael Lerg, *Marketing Management*, Tata McGraw Hill, New Delhi, 2011.
- 3) Gupta, G.B. and N. Rajan Nair., *Marketing Management*, Sultan Chand & Sons, New Delhi, 2011.
- 4) Joel R. Evans and Barry Berman, *Marketing Management*, Cengage Learning, New Delhi, 2007.
- 5) Karen Webb, *Consumer Behaviour*, 2<sup>nd</sup> Edition, Tata McGraw Hill, New Delhi, 2011.
- 6) Philipkotler, Kevinkeller, Abraham Koshy and Jha, *Marketing Management*, 14<sup>th</sup> Edition, Pearson Education, New Delhi, 2012.
- 7) Philipkotler, Keller, *A Frame Work of Marketing Management*, 5<sup>th</sup> Edition, Prentice Hall, 2011.
- 8) Ramaswamy, V.S. and S. Namakumari, *Marketing Management, Global Perspective Indian Context*, Macmillan, New Delhi, 2009.

## **MBAPEM202 : HUMAN RESOURCE MANAGEMENT**

### **Objective**

The objective of the course is to enlighten the students with the challenges that organization face today like organization downsizing, workforce diversity, shortages of skilled workers and other concerns. It is the people who staff and manage organization. HRM involves the application of management functions and principles which are applied towards acquisition, development, retention and compensation of employees in organization.

### **Teaching Methods**

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

### **Unit-I : Introduction**

Human Resource Management – Importance – Challenges – Line and Staff aspect – HR management activities – Role of personnel manager – Images and qualities of HR manager – Integration of employee/management interests –Environment of Human Resource Management – External forces, Internal forces, HR measurement and audit.

### **Unit-II : Job Analysis, Job Design and Human Resource Planning**

Job analysis – Content, steps in job analysis, methods of collecting job data, potential problems with job analysis – Factors affecting job design – Job design approaches – Job specification – Human resource Planning – Importance – future personnel needs, creating talented personnel, foundations for personnel functions – Factors affecting HRP – HR supply/demand forecast – Recruitment – Factors affecting recruitment – Recruitment policy – Internal/External sources of recruitment – Methods of recruitment – Selection procedure – Orientation program.

### **Unit-III : Training and Performance Appraisal**

Distinction between training, development education – Inputs in T&D – Skills, Development, Ethics, Attitudinal Changes, Decision making skills – Gaps in training – Principles of learning – Learning curve –Training process – Evaluation of the job and off the job training methods. Training techniques – Management Development – Factors of Appraisal – Traditional methods – Modern methods – MBO process – Appraisal techniques failure – Ethics of appraisal – Potential appraisal – Potential attributes – Career planning and development – Succession planning – Retention determinants – Organizational components and organizational career opportunities – Attrition.

### **Unit-IV : Promotion, Job Evaluation and Compensation**

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

## **Unit-V : Quality of work life and Participative Management**

Scope and ways of participation – Staff council, joint council, collective bargaining, Job enlargement/enrichment, suggestion schemes and quality circle – Total quality management – Structure of participative management – Nature and benefits of participation – Managing diversity – Gender issues in equal employment – Quality of work life – Role of supervisor in QWL – Safety – Types of accidents – Safety programs – Work place health issues – Work place violence – Outsourcing HR activities.

### **References**

- 1) Aswathappa K., and Sadhna Dash, *International Human Resource Management*, 2<sup>nd</sup> Edition, Mc Graw Hill, New Delhi, 2013.
- 2) Aswathappa, K., *Human Resource Management*, McGraw Hill, 2013.
- 3) Cynthia D. Fischer, Lyle F Schoenfeldt, James B Shaw, *Human Resource Management*, Biztantra, New Delhi, 2004.
- 4) Gary Dessler, *Human Resource Management*, Pearson Education, New Delhi, 2011.
- 5) Gupta. C.B., *Human Resource Management*, Sultan Chand & Sons, New Delhi, 2011.
- 6) Luiz R. Gomez Mejia, David B. Balkin, Robert L. Cardy, *Managing Human Resource*, PHI Learning, New Delhi, 2009.
- 7) Mamoria, C.B. and S.V. Gankar, *Human Resource Management*, Himalaya Publishing House, Mumbai, 2006.
- 8) Rao, P.L., *Comprehensive Human Resource Management*, Excel Books, New Delhi, 2006.

## **MBAPEM 203: PRODUCTION AND MATERIALS MANAGEMENT**

### **Objective**

The key objective of this course is to acquaint students with the needed skills and knowledge for making effective and efficient purchase, storage and flow of materials in manufacturing and service organizations. Purchasing procedure and legal issues are covered in this course.

### **Teaching Methods**

Lecture and Case Study.

### **Unit-I : Production Function**

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

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

### **Unit-II : Plant Layout and Maintenance**

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

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

### **Unit-III : Production Planning and Control**

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

### **Unit-IV : Materials Management and Materials Management Information System**

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

### **Unit-V : Store and Purchase Function**

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

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



## References

- 1) Adam, EE & Ebert, R., *Production and Operations Management*, PHI Learning, 6<sup>th</sup> ed., New Delhi, 1995.
- 2) Buffa, E.S., *Modern Production Management*, Engle Wood Cliff, New Jersey, Wiley, 1993.
- 3) Chary, S.N., *Production and Operations Management*, Tata McGraw Hill, New Delhi, 1999.
- 4) Dutta, A.K., *Integrated Materials Management*, New Delhi, PHI Learning, 2000.
- 5) Gopalakrishnan Sundaresan, *Materials Management*, PHI Learning, New Delhi, 2003.
- 6) Nair, N.K., *Purchasing and Materials Management*, Vikas Publishing House, New Delhi, 2005.
- 7) Paneer Selvam, R., *Production and Operations Management*, PHI Learning, 2007.
- 8) Shridhara Bhat, K., *Production and Materials Management*, Himalaya Publishing house, Mumbai, 2003.

## **MBAPEM204 : FINANCIAL MANAGEMENT**

### **Objective**

Finance is concerned with everything that takes place in the conduct of the business. Obviously this subject seeks to develop and acquaint the students with the various concepts, techniques, methods of planning, forecasting, effective utilisation of appraisal evaluations. This will develop and improve the decision making ability in the area of finance.

### **Teaching Methods**

Lectures and Seminar Presentation.

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

### **Unit-I : Introduction to Financial Management**

Finance function: Meaning – Definition – Scope of Finance function – Executive functions and Incidental functions – Goals of Financial Management – Profit maximisation and Wealth maximisation.

### **Unit-II : Short – Term Financing**

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

### **Unit-III : Long – Term Financing**

Sources of long term financing – Nature of long term financing – Common stock – Preferred stock – Debt financing: Secured and Unsecured debts – Repurchase of shares – Under writing of shares – Rights issue: Meaning – Procedure – Pricing – Underwriting of rights – Dilution of market price rights – Market price of shares.

### **Unit-IV : Dividend Policy Decision and Cost of Capital**

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

Cost of Capital – Significance – Determining component of Cost of Capital – Weighted Average Cost of Capital – Flotation Costs.

### **Unit-V : Capital Structure and Leasing**

Capital Structure – Features of an appropriate capital structure – Determinants of the capital structure – Modigliani–Miller Hypothesis under No taxes – MM Hypothesis under corporate taxes – Analysis of capital structure in practice (simple problems).

Leasing: Characteristics of leasing – Leasing as a source of finance – Types of Leasing – Leasing arrangements – Advantages and Disadvantages – Hire-Purchase – Meaning and Characteristics – Hire-purchase Vs Instalment payment – Fixation aspects.

**References**

- 1) Prasanna Chandra, *Financial Management: Theory and Practice*, Tata McGraw Hill, 2012.
- 2) Eugene F. Brigham & Joel F. Houston, *Fundamentals of Financial Management*, Cengage, 2011.
- 3) Hanif M, A Mukherjee, *Financial Accounting, Volume III*, Mc Graw Hill, New Delhi, 2013.
- 4) Khan, M.Y. and P.K. Jain, *Financial Management – Text and Problems*, 4<sup>th</sup> ed., Tata McGraw Hill Publishing Co., New Delhi.
- 5) Kuchhal, S.C., *Financial Management*, Allahabad, Chaitanya Publishing House, 2004.
- 6) Pandey, I.M., *Financial Management*, (9<sup>th</sup> Edition), Vikas Publishing House, 2009, New Delhi.
- 7) Srivastava. R.M., *Financial Management*, Himalaya Publication House, Mumbai, 2010.
- 8) VanVan Horne. James C and Sanjat Dhamija, *Financial Management and Policy*, Pearson, New Delhi, 2012.

**SECOND YEAR : THIRD SEMESTER**  
**MBAPEM 301 : OPERATIONS RESEARCH**

**Objective**

The Objective of this course is to develop an understanding of basic management science techniques and their role in managerial decision making.

**Teaching Methods**

Lecture.

**Unit-I : Introduction**

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

**Unit-II : Linear Programming**

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

**Special Purpose Algorithms**

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

**Unit-III : Inventory Models**

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

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

**Unit-IV : Game Theory**

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

**Network Models**

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

**Unit-V : Replacement Models**

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

**Sequencing**

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

## **References**

- 1) Budnik, Frank S. Dennis MgKaney and Richard Mojena, *Principles of Operations Research*, All India Traveller Bookseller, New Delhi, 1995.
- 2) Gould, F.C. etc., *Introduction to Management Science*, Englewood Chiffs, Prentice Hall Inc., New Jersey, 1993.
- 3) Kapoor, V.K., *Operations Research*, Sultan Chand & Sons, New Delhi, 2011.
- 4) Panneerselvam, *Operations Research*, Prentice Hall of India, New Delhi, 2003.
- 5) Paul Loomba N., *Management A Quantitative Perspective*, Collier Macmillan Publishing Co., New York, 1990.
- 6) Richard I. Levin and Charles A. Krikpatrick, *Quantitative Approaches to Management*, 6<sup>th</sup> Edition, McGraw Hill Kogakuha Ltd., Tokyo, 1998.
- 7) Sharma, J.K., *Operation Research: Theory & Application*, Macmillan India Ltd., New Delhi, 2001.
- 8) Taha, *Operations Research – An Introduction*, Prentice Hall of India, New Delhi, 2003.

## **MBAPEM302 : DATA ANALYSIS AND MANAGEMENT INFORMATION SYSTEM**

### **Objective**

This course is designed to provide business students a real-world understanding of information systems and Decision Support System application in business. The course imparts a firm foundation and background needed in the field of information systems, based on which the students can study current Information System technologies. Also, the course gives students the right balance of conceptual background, technical information and real-world applications.

### **Unit-I : Basic MIS and DSS concepts**

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

### **Unit-II : Design and development of MIS and DSS**

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

### **Unit-III : Infrastructure for MIS and DSS**

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

### **Unit-IV : MIS in Functional Components and System Security**

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

### **Unit-V : IT infrastructure Management**

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

## References

- 1) Effy Oz., *Management Information Systems*, Centage Learning India Pvt.Ltd., New Delhi, 2009.
- 2) Efrem G. Mallach., *Decision Support Systems and Data Warehouse Systems*, 10<sup>th</sup> Edition, Tata McGraw-Hill ltd, New Delhi, 2011
- 3) Gelinas, Sutton, and Hunton, *Accounting Information Systems with Acquiring, Developing and Implementing Guide*, Sixth Edition, Thomson Learning International Student Edition, New Delhi, 2007.
- 4) Goyal, D.P., *Management Information Systems Managerial Perspectives*, Macmillan, New Delhi, 2011.
- 5) James O Brien and George M Marakas., *Management Information Systems*, 10<sup>th</sup> Edition, Tata McGraw-Hill ltd, New Delhi 2011
- 6) Janakiraman and Sarukeshi, *Decision Support Systems*, 12<sup>th</sup> Edition, Prentice Hall of India., New Delhi, 2011.
- 7) Kennet C. Laundon, and Jane P.Laundon., *Management Information Systems- Managing Digital Firms*, 12<sup>th</sup> Edition, Prentice Hall of India., New Delhi, 2011.
- 8) Rajesh Ray., *Enterprise Resource Planning Text & Cases*, Sultan Chand & Sons, New Delhi, 2011.



## **MBAPEM 303C – NEW & RENEWABLE ENERGY MANAGEMENT**

### **OBJECTIVE:**

The paper seeks to teach the students with the need for new and renewable energy generation and distribution. It further seeks to familiarize the way of thinking in dealing with practical legal issues and challenges.

### **UNIT-I**

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

### **Unit II**

Solar thermal power, photovoltaic technology, Biomass Power, Dual fuel cycles, CO<sub>2</sub> reduction potential of Renewable Energy

### **Unit III**

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

### **Unit IV**

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

### **Unit V**

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

### **References**

1. S.C.Patra, B.C.Kusre and R.C.Kataki, *Renewable energy and Energy Management*, 2007.
2. Louis J. Godman, *Biomass Energy Project*, Pergamon Press, 1981.
3. R.H. Taylor, *Alternative Energy Sources*, Adam Hilger Ltd. Bristol, 1994.
4. G.D. Rai, *Non Conventional Energy Sources*, Dhanpat Rai and sons, 1997.

## **MBAPEM303H- ORGANIZATIONAL CHANGE AND DEVELOPMENT**

### **Objectives**

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

### **Unit-I : Introduction**

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

### **Unit-II : Change Methods**

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

### **Unit-III : Organisational Development**

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

### **Unit-IV : Organisational Development Interventions**

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

### **Unit-V : Contemporary Organisational Development**

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

### **References**

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

## **MBAPEM 303 F-MANAGEMENT OF FINANCIAL SERVICES**

### **Objective**

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

### **Teaching Methods**

Lectures, Case Study and Seminar Presentation.

### **Unit-I : Indian Financial System**

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

### **Unit-II : Merchant Banking and Consumer Finance**

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

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

### **Unit-III : Mutual Funds Concept and Regulations**

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

### **Unit-IV : Capital Market, Money Market and Factoring Services**

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

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

### **Unit-V : Venture Capital and Credit Rating**

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

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

### **References**

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

## **MBAPEM 304 C - GLOBAL LEADERSHIP DEVELOPMENT**

### **Objective:**

The objective of this paper is to familiarize and enlighten the student with basic concepts of leadership and help them to take decisions in global level.

### **Unit I**

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

### **Unit II**

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

### **Unit III**

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

### **Unit IV**

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

### **Unit V**

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

### **References**

1. Marshall Goldsmith, Cathy Greenberg, Alastair Robertson and Maya Hu-Chan, *Global Leadership: The Next Generation* NJ: Financial Times Prentice Hall, 2003.
2. Mendenhall, M., Osland, J., Bird, A., Oddou, G., and Maznevski, M., *Global Leadership: Research, Practice and Development*, New York: Routledge, 2nd Edition, 2012.
3. Moran, Rober T, Neil Remington Abramson, and Sarah V Moran, *Managing cultural Differences*, 9<sup>th</sup> Edition, NY: Routledge, 2014.

## **MBAPEM 304 H – PERFORMANCE MANAGEMENT**

### **Objective:**

This course is designed with the purpose of making the students to learn the methods performance appraisal used in industries. Students will understand the significance rewards given to employees and various techniques to enhance performance.

### **Unit-I : Introduction**

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

### **Unit-II : Management Techniques**

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

### **Unit-III : Motivation and Performance Appraisal**

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

### **Unit-IV : Problems and Rewards**

The Potential Problems in Performance Management – Opposition to Evaluation – System Design and Operating Problems – Rater Problems – Eliminating Rater Errors – Avoiding Problems with Employees – Evaluating Techniques Failure – Ethics in Performance Evaluation – Feedback Interviews.

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

### **Unit-V : Quality Performance**

Quality Performance Management – Indian and Western Thought in an Market era - Integrated Studies Dealing with Methods, Techniques, and Processes, potential appraisal, assessment centres, career and succession planning.

### **References**

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

## **MBAPEM 304 F – CAPITAL MARKETS**

### **Objective**

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

### **Teaching Methods**

Lectures, Case Study and Seminar presentation.

### **Unit-I : Introduction**

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

### **Unit-II : Functions of Various Markets**

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

### **Unit-III : Capital Issues**

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

### **Unit-IV : New Issue Market**

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

### **Unit-V : Shares and Fixed Deposits**

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

### **References**

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

**SECOND YEAR SEMESTER -IV**  
**MBAPEM 401 – CORPORATE IMAGE BUILDING & SUSTAINABILITY**

**Objective:**

This course aims at exposing the students to the need for establishing corporate image to face competition. Various methods of enhancing the image are incorporated in this course. Students will understand the importance of sustaining the business performance in the long run.

**UNIT I Corporate Image**

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

**UNIT II Corporate Social Responsibility**

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

**UNIT III Corporate Governance**

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

**UNIT IV Public Relations**

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

**UNIT V Business and Sustainability**

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



**References:**

1. Bhattacharya, C.B. Leveraging CR, *The Stakeholder Route to Maximizing Business and Social Value*, Cambridge Press, 2011.
2. Jackson, J. and Stephen Crawshaw, *Small Acts of Resistance: How Courage, Tenacity and Ingenuity Can Change the World*, Union Square Publishing, 2010.
3. *Increasing Impact, Enhancing Value -- A Practitioner's Guide to Leading Corporate Philanthropy*, Council on Foundations, May 2012.
4. Andrew J. Hoffman, *Competitive environmental strategy: a guide to the changing business landscape*, Island Press, 2000.
5. McDonough, William and Braungart, Michael, *Cradle to Cradle: Remaking the Way We Make Thing*, North Point Press, 2002.
6. Ottman, Jacquelyn, *The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding*, Berrett-Koehler, 2011.
7. Sanjay K. Agarwal, *Corporate Social Responsibility in India*, Response Books – Business Books from SAGE, New Delhi, 2008.
8. Mick Blowfield, *Business and Sustainability*, UK: Oxford, 2013.

## **MBAPEM 402 – THE ELECTRICITY ACT, 2003 & CERC**

### **Objective:**

This course seeks to equip the students with the enactments of acts to govern the generation and distribution of electricity. It further seeks to familiarize the way of thinking and dealing with practical legal issues and challenges.

### **Unit-I**

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

### **Unit-II**

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

### **Unit-III**

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

### **Unit-IV**

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

### **Unit-V**

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

### **References**

- 1) Indian Electricity Act, 1910.
- 2) Indian Electricity (Supply) Act, 1948.
- 3) Electricity Act, 2003.
- 4) Central Regulatory Commission Act, 1998.
- 5) Energy Conservation Act, 2001.
- 6) Raj Singh Niranjana, Electricity Laws in India, Universal Publishing, 2004.
- 7) S L Rao, Governing power, The Energy and Resources Institute, TERI, 2004.
- 8) Sushanta Kumar Chatterjee, Commentary on Electricity Laws of India, 2<sup>nd</sup> Revised Edition, Delhi Law House, 2007.
- 9) Ram Vinay Shahi, Indian Power Sector: Challenge and Response : Compilation of Papers Presented During 1991-2001, Excel Books India, 2006.
- 10) Sarkar and Bhatnagar, Law of Electricity in India, 8<sup>th</sup> Edition, Orient Publishing company, 2015.
- 11) Shiva Gopal's Law relating to Electricity, Revised by Justice V.K. Mehrotra, 6<sup>th</sup> Edition, Eastern Book Company, 2001.
- 12) Bharucha and Naushir, Guide to Electricity Law, 4<sup>th</sup> Edition, Wadhwa Book Company, 2004.
- 13) R.M.Vats, Law Relating to Electricity with Special Reference to Consumer Protection Law, Universal Law Publishing Co. Pvt. Ltd., 2002.

## **MBAPEM 403 C – POWER PROJECT & CONTRACT MANAGEMENT**

### **Objective**

The basic purpose of this course is to understand the frame work for planning, analyzing and evaluating the project and also make the students to know about contract management.

### **Unit-I : Project Planning**

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

### **Unit-II : Project Feasibility and Project Finance and Evaluation**

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

### **Unit – III: Project Evaluation and Monitoring**

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

### **Unit – IV: Contract**

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

### **Unit –V: Contract Bidding**

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

### **References**

- 1) Clifford F. Gray and Erik W. Larson, *Project Management*, Tata McGraw Hill, New Delhi, 2007.
- 2) Gobalakrishnan, P. & V.E. Ramamoorthy, *Project Management*, MacMillan India Ltd, New Delhi, 2006.
- 3) Nagarajan, K., *Project Management*, New Age International Publishers, New Delhi, 2007.
- 4) Prasanna Chandra, *Projects*, Tata McGraw Hill, New Delhi, 2007.
- 5) Sonatakki, V.C., *Project Management*, Himalayas Publishing House, New Delhi, 2008.
- 6) B.S.Ramasamy, *Contract and their Management*, lexis Nexis India limited, New delhi, 2008.
- 7) Ray Carter, Steve Kirby and Alan oxenbury, *Practical Contract Management*, Kindle edition, 2012.

## **MBAPEM 403 H – INDUSTRIAL RELATION AND LABOUR WELFARE MANAGEMENT**

### **Objective**

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

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

### **Teaching Methods**

Lecture and Case Study.

### **Unit-I : Introduction**

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

### **Unit-II : Trade Unions and Discipline**

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

### **Unit-III : Negotiation and Collective Bargaining**

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

### **Unit-IV: Labour Welfare**

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

### **Unit-V : NCL and Workers Participation Management**

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

### **References**

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

## **MBAPEM403 F – ACCOUNTING SOFTWARE PRACTICAL – TALLY**

### **Objective**

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

### **Accounting Software**

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

### **Unit-I : Basics of Accounting**

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

### **Unit-II : Fundamentals of Tally.ERP 9**

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

### **Unit-III : Inventory in Tally.ERP 9**

- Order Processing
- Reorder Levels
- Tracking Numbers
- Batch wise Details
- Additional Cost Details
- Bill of Materials
- Price List.

### **Unit-IV : Value Added Tax (VAT)**

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

### **Unit-V : Central Sales Tax (CST)**

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

**References**

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

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

## **MBAPEM404 C- CONTINUOUS QUALITY IMPROVEMENT**

### **Objective:**

This paper seeks to equip the students with the tools and techniques of continuous improvement. It further seeks to familiarize the way of thinking in dealing with practical quality issues and challenges.

### **Unit I: Continuous Improvement**

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

### **Unit II: Quality Improvement Tools**

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

### **Unit III: Value Creation and Project Management**

Value Creation - 8 Types of Waste - 5-Step Process - Review Established System - Implementation - Basic Tools - New Tools - Kaizen - DMAIC (Define, Measure, Analyze, Improve and control) - Change Management - Project Management - Project Organization – Use of Pareto charts, histograms and scatter plots in a CQI project

### **Unit IV: Lean and Six sigma**

Lean Management – Definitions - The Lean Idea - Customer Focus - Business Perspective - Objectives of Lean - Lean Principles - Lean Methods  
Six Sigma: History of Six Sigma - The Sigma Levels - Six Sigma Principles - Project Sources - Six Sigma Belts

### **Unit V: TQM**

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

### **References**

1. Aritstide van Aartsengel and Selahattin Kurtoglu, *Handbook on Continuous Improvement Transformation – The Lean, Six sigma framework and Systematic Methodology for Implementation*” Springer Science and Business Media, 2013.
2. Jeffrey K. Liker and James K. Franz, *The Toyota Way to Continuous Improvement* US: McGraw Hill, 2011.
3. Wayne Scott Ross, *Continuous Improvement*, Management Books Limited, 2002.
4. Brassard, M., Ritter, D. *The memory jogger II: Tools for continuous improvement and effective planning*. F. Oddo (Ed.). Salem, NH: GOAL/QPC, 2010.
5. Best, M., & Neuhauser, D. Joseph Juran: *Overcoming resistance to organizational change*. *Quality & Safety in Health Care*, 15, 380-382.
6. George, M.L., Rowlands, D., Kastle, B. *What is lean six sigma?* Columbus, OH: McGraw-Hill, 2003.



## **MBAPEM 404 H –GROUP DYNAMICS & INDUSTRIAL PSYCHOLOGY**

### **Objective**

This Group Dynamics and Industrial Psychology course is intended to explicate the extensive field of Group Dynamics. It integrates the theory and research, basic science and application, classic and contemporary work and also psychology and sociological analyses of the groups. It incorporates the science of industrial psychology and the practice or profession of industrial psychology. It addresses the wide spectrum of human problems that arise in the industrial/organizational unit and the application of knowledge, insight and methods of psychology to those human problems.

### **UNIT I – Introduction to Group Dynamics**

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

### **UNIT II – Group Formation and Development**

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

### **UNIT III – Inter Group Relations**

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

### **UNIT IV – Industrial Psychology**

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

### **Human Abilities and their Measurement**

Job Analysis – Recruitment and Selection – Motivation – Morale – Motivation Theories – Job Satisfaction – Stress Management – Organizational Culture – Productive and Counter Productive Employee Behaviour - Employee Training and Development – Performance Evaluation

### **UNIT V – Work Environment and Engineering Psychology**

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

### **Reference Books**

- 1) Donelson R. Forsyth, *Group Dynamics*, 5<sup>th</sup> Edition, Wadsworth Cengage Learning, 2010.
- 2) Timothy M. Franz, *Group Dynamics and Team Interventions*, Willey – Blackwell, 2012.
- 3) Daniel Levi, *Group Dynamics for Teams*, Sage Publications, 2011.
- 4) Michael G. Aamodt, *Industrial Psychology*, 7<sup>th</sup> Edition, Wadsworth Cengage Learning, 2013.
- 5) Dhameja, *Industrial Psychology*, S. K. Kataria & Sons, New Delhi, 2012.
- 6) Narendar Singh, *Industrial Psychology*, Tata McGraw Hill, New Delhi, 2011.
- 7) Shweta Garg, Satya Dev Garg, Sharda Agarwal, *Industrial Psychology*, S. Chand & Company, 2011.
- 8) Luthans Fred, *Organizational Behavior*, McGraw Hill, 2008.

## **MBAPEM404 F – MANAGEMENT OF FUNDS**

### **Objective**

The main objective of this course is to help students to learn the various approaches of funds management and their role in the over all financial system. This course also focuses on making the students to understand how to design the capital structure for effective returns.

### **Teaching Methods**

Lectures, Case Study and Seminar Presentation.

### **Unit-I : Introduction**

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

### **Unit-II : Capital Structure**

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

### **Unit-III : Types of Analysis for Investment**

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

### **Unit-IV : Human Resource Accounting**

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

### **Unit-V : Institutions and Sources of Finance**

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

## References

- 1) James C. Van Horne, *Fundamentals of Financial Management*, Eleventh Edition, Prentice Hall of India (P) Ltd., New Delhi, (2010).
- 2) Khan & Jain, *Financial Management*, Tata McGraw Hill Publication, New Delhi, 2005.
- 3) Kuchhal, S.C., *Financial Management*, Chaitanya Publishing House, Allahabad, 2006.
- 4) Kulkarani. P.V., *Financial Management*, Himalaya Publishing House, Mumbai, 2007.
- 5) Pandey, I.M., *Capital Structure and the Cost of Capital*, Vikas Publishing House Pvt., Ltd., New Delhi, 2006.
- 6) Prasana Chandra, *Fundamentals of Financial Management*, Tata McGraw Hill Publication, New Delhi, 2005.
- 7) Preeti Singh, *Fundamentals of Financial Management*, Published by Ane Books India, New Delhi, 2008.
- 8) Thomas, Susan (Ed.) *Fund Management in India*, Tata McGraw Hill, 2009.

**THIRD YEAR: SEMESTER - V**  
**MBAPEM 501 – BUSINESS POLICY & STRATEGIC MANAGEMENT**

**Objective**

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

**Unit-I : Basic concepts of Business Policy**

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

**Unit-II : Business Analysis**

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

**Unit-III : Basic concept of strategy**

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

**Unit-IV : Business Development Strategies**

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

**Unit-V : Business Vs Social**

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

**References**

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

## **MBAPEM 502 – RESEARCH METHODOLOGY**

### **Objective**

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

### **Teaching Methods**

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

### **Unit-I : Introduction to Research and Research Methodology**

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

### **Unit-II : Data Collection**

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

### **Unit-III : Research Tools**

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

### **Unit-IV : Application of Statistics in Research**

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

### **Unit-V : Report Preparation**

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

### **References**

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

## **MBAPEM 503 C – HAZARD, SAFETY AND DISASTER MANAGEMENT**

### **Objective:**

The paper seeks to equip the students with the assessment of predictable risks and natural disaster. It further seeks to introduce the skill sets and tools to mitigate and draft a risk and disaster management plan.

### **Unit 1**

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

### **Unit II**

Safety management, Consequence analysis, Health and risk assessment.

### **Unit III**

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

### **Unit IV**

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

### **Unit V**

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

### **References**

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

## **MBAPEM503H – MANAGEMENT OF TRAINING AND DEVELOPMENT**

### **Objective**

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

### **Teaching Methods**

Lectures and Case Study.

### **Unit-I : Introduction**

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

### **Unit-II : Training Techniques**

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

### **Unit-III : Career – Planning**

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

### **Unit-IV : MDP and Training Institutions**

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

### **Unit-V : MDP Institutions**

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

### **References**

- 1) Rao, PL., *HRD through In-House Training*, Vikas Publishing House (P) Ltd., New Delhi, 1998.
- 2) Raymond A Noe, and Amitabh Deo Kodwani., *Employee Training and Development*, 5<sup>th</sup> Edition, Mc Graw Hill, New Delhi, 2012.
- 3) Raymond A. Noe, Amitabh Deokodwani, *Employee Training & Development*, Tata McGraw Hill, New Delhi, 2012.
- 4) Reid, M.A., *Training Interventions: Managing Employee Development*, IPM, 3<sup>rd</sup> ed., London, 1992.
- 5) Rolf Lynton and Udai Pareek, *Training for Development*, Sage Publications India (P) Ltd., New Delhi, 1990.



## **MBAPEM503F – INVESTMENT SECURITIES AND PORTFOLIO MANAGEMENT**

### **Objective**

The Objective of this course is to impose knowledge to students regarding the theory and practice of security analysis and making investment decisions. This course also aims to enhance the knowledge of the students to differentiate between speculation and investment.

### **Teaching Methods**

Lecture, Case Study and Seminar Presentation.

### **Unit-I : Nature, Scope of Investment Management and Listing of Securities**

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

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

### **Unit-II : Common Stock Analysis**

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

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

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

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

### **Unit-III : Technical Analysis and the Efficient Market Theory**

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

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

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

### **Unit-IV : Portfolio Management**

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

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

## **Unit-V : Financial Derivatives Markets**

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

Swaps – Basic Swap structures – Interest Rate Swap – Fixed Rate Currency Swaps – Currency Coupon Swap – Basis Rate Swaps.

### **References**

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

## **MBAPEM504C- POWER TARIFF, ENERGY TRADING AND PRICING**

### **Objective:**

The paper seeks to teach the students with knowledge about electricity power tariff, energy trading and its pricing. It further seeks to familiarize the way of thinking in dealing with practical administrative issues and challenges.

### **UNIT-I**

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

### **UNIT-I**

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

### **UNIT III**

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

### **UNIT-IV**

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

### **UNIT V**

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

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

### **References**

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

## **MBAPEM504H – COMPENSATION MANAGEMENT**

### **Objectives**

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

### **Unit-I : Wage Determination**

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

### **Unit-II : Job Evaluation for Personnel**

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

### **Unit-III**

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

### **Unit-IV**

Fundamentals and Relational for Wage Incentives – Incentive Plans – Individual and Group.

Group Incentives: Case Studies: (i) Bank Wiring Observation Room, (ii) British Coal Mine – Productivity Bargaining – Indian Situation.

Incentive for Supervisory and Managerial Personnel – Profit Sharing and Stock Ownership – Fringe Benefits.

### **Unit-V : Managerial Remuneration**

Managerial Remuneration: Fundamentals – Managerial Remuneration: Situation in India.

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

### **References**

- 1) David W. Belcher, *Wages and Salary Administration*, Prentice Hall, New Delhi, 1962.
- 2) Elizabeth Lanham, *Administration of Wage and Salaries*, Harper & Row 2011.
- 3) Famulare, *Handbook of Modern Personnel Administration*, McGraw Hill, 1972.
- 4) Pramod Verma, *Wage Determination Concepts and Cases*, Wiley Eastern, 1980.
- 5) Richar I, Henderson, *Compensation Management: Rewarding Performance in the Modern Organisation*, Reston Publication Company, 1985.
- 6) Suri, G.K. Wage, *Incentives: Theory and Practice. Shri Ram Centre of Industrial Relations and Human Resources*, 1973.

## **MBAPEM 504 F – BANKING AND INSURANCE MANAGEMENT**

### **Objective**

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

### **Teaching Methods**

Lectures, Case Study and Seminar presentation.

### **Unit-I : Introduction**

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

### **Unit-II : Private Sector Banks**

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

### **Unit-III : Recent Trends in Indian Banking**

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

### **Unit-IV : Insurance Concepts**

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

### **Unit-V : Classifications and Legal Aspects of Insurance Business**

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

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

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

### **References**

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

**THIRD YEAR SEMESTER - VI**  
**MBAPEM601 : PROJECT VIVA-VOCE**

**Project Training**

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

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

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

**Project Related Activities**

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

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

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

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

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

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

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

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

TEACHING NOTE-MBA-PEM'17-20

(Theory-Key concepts-Assessment - Case Illustration-Assessment -Essay Questions-Reference)

**MBA-PEM 101: Management Process**

<b>Topic of the session: MBAPEM101-Management Process</b>
<b>Unit -I Introduction to Management</b>
1. Evolution of Management thought
2. Managerial process, Functions, Skills and Roles in an Organization
3. Decision making and Problem solving
4. Understanding and managing group processes
5. Group decision making
<b>Unit -II Planning</b>
6. Distinction between operational and strategic planning
7. Types of plans –Grouping of various types of plans
8. Steps in planning
9. Importance of policies, Types of policies and Principles of policy making
10. Policy formulation and Administration- Basic area of policy making
<b>Unit-III Organizing</b>
11. Authority Relationships – Line & Staff authority
12. Line organization: Pure line and Departmental line organization
13. Staff relationships, Line and Staff organization
14. Functional and Committee organization
15. Definition of Authority, Components of authority,
16. Rational authority, Traditional authority, Charismatic authority and Limits of authority
17. Delegation of authority – Process of delegation.
18. Principles of Delegation
19. Centralization and Decentralization
<b>Unit - IV Staffing and Directing</b>
20. Staffing Function, Nature and Purpose, Importance,
21. Components of Staffing
22. Selection and Training
23. The Direction Function- Leadership
24. Co-ordination and Need for co-ordination
25. Types of Co-ordination: Pooled, Sequential, Reciprocal and Interdependence
26. Principles of Co-ordination – Approaches achieving effective Co-ordination
27. Problems of Co-ordination
<b>Unit –V Supervising, Control and MBO</b>
28. Supervision Function – Position of a supervisor
29. Qualities of a good supervisor – Role of a Supervisor
30. Key Man – Man in the middle – Middle marginal man – Human relations specialist
31. Essential requirements of effective supervision
32. Rensis Likert studies of supervision – Effectiveness
33. Concept of control – Importance of control – Span of control- An Integrated Control System
34. Management By Objective – Process- Hierarchy of Objective- Qualitative and Quantitative Objective
35. Management by Exception

TEACHING NOTE-MBA-PEM'17-20

(Theory-Key concepts-Assessment - Case Illustration-Assessment -Essay Questions-Reference)

**MBA-PEM 102: Accounting for Managers**

<b>Topic of the session: MBAPEM102-Accounting For Managers</b>
<b>Unit -I Management Accounting and Financial Accounting</b>
1. Introduction – Principles – Concept
2. Accounting conventions
3. Management accounting – Its origin – Role – Function – Growth
4. Cost accounting-Financial accounting
5. Differences in various accounting
6. Journal – Ledger
7. Trail Balance
8. Trading account
9. Profit and Loss account
10. Balance sheet
<b>Unit -II Financial Statement, Ratio, Fund and Cash Flow Analysis</b>
11. Analysis and interpretation of financial statements
12. Analysis of Comparative Balance sheet – Common size statement
13. Ratio Analysis – Nature – Classification
14. Limitations – Interpretations of Ratios
15. Funds flow analysis – Concept – Merits and Demerits
16. Cash flow analysis – Concept – Merits and Demerits
<b>Unit-III Marginal Costing, Budget and Budgetary Control</b>
17. Marginal Costing – Concept – Advantages and Disadvantages
18. Break even analysis – Cost volume profit analysis
19. Budget and Budgetary control – Objectives
20. Type of budgets
21. Preparation of Sales, Cash, flexible and master budgets
<b>Unit - IV Capital Budgeting</b>
22. Capital Budgeting
23. Methods of ranking Investment proposals
24. Payback method
25. Average Rate of Return method
26. Discounted Cash Flow Method
27. IRR method
28. NPV method
29. Excess present value method
<b>Unit -V Reporting</b>
30. Reporting to management
31. Objectives of reports
32. Reports for different levels of management
33. Preparation of reports
34. Uses of Reports
35. General Principles of a good reporting



TEACHING NOTE-MBA-PEM'17-20

(Theory-Key concepts-Assessment - Case Illustration-Assessment -Essay Questions-Reference)

**MBA-PEM 103: Managerial Economics**

<b>Unit -I Basic Concepts in Managerial Economics</b>
1. Nature and Scope of Managerial Economics, Economic theory and Managerial Economics
2. Demand Analysis and Demand determinants
3. Demand Distinctions
4. Demand Forecasting
5. Capital budgeting
<b>Unit -II Cost Analysis</b>
6. Cost concepts and classifications
7. Cost output relationship in the long run
8. Cost output relationship in the short run
9. Economies (Internal and External)
10. Diseconomies of scale
11. Cost control and Cost reduction
12. Production function – Isoquants
13. Isocost curves
14. Least cost combination
<b>Unit-III Pricing Decisions</b>
15. Pure competition
16. Perfect competition Policies and Practices
17. Pricing and output decisions under imperfect competition
18. Pricing Policies – Price discrimination
19. Methods of Pricing – Monopolistic Competition
20. Methods of Pricing – Oligopoly Competition
<b>Unit - IV Profit Analysis</b>
21. Profit theories – profit policy
22. Profit budget
23. Break even analysis
24. Break even chart
25. Theory of profit maximization
<b>Unit –V Macro Economics and Business Decision</b>
26. Business Cycle
27. Business Policies
28. Current Industrial Policy
29. Monetary Policy and Fiscal Policy
30. National Income and Methods of its Estimation
31. Large Scale Industries
32. Small Scale Enterprises
33. Financial Institutions
34. Inflation: Nature and Causes – Meaning: Effects and cost – Inflation
35. Anticipated and Unanticipated – Inflation: Measures to control inflation

TEACHING NOTE-MBA-PEM'17-20

(Theory-Key concepts-Assessment - Case Illustration-Assessment -Essay Questions-Reference)

**MBA-PEM 104: Organizational Behaviour**

<b>Topic of the session: MBAPEM104-Organizational Behaviour</b>
<b>Unit -I Introduction to Individual Behaviour</b>
1. Organization Behavior – Definition and Meaning – Models of Organizational Behavior
2. Hawthorne Experiments
3. Personality Determinants – Type A/B personality
4. Theories of Personality
5. Values – Types of Values
6. Perception – Elements of Perception – Perceptual Errors
7. Learning – Theories of Learning
8. Learning Curve
<b>Unit -II Work Attitude, Motivation and Job Satisfaction</b>
9. Attitudes – The ABC Model – Work attitudes
10. Motivation – Process – Theories of Motivation
11. Job Satisfaction – Causes of Dissatisfaction EVLP framework
<b>Unit-III Leadership and Counselling</b>
12. Leadership – Leaders Vs Manager
13. Leadership theories – Leadership styles
14. Power – Sources of power
15. Conflict – Causes – Resolution strategies
16. Types of conflict – Interpersonal / Intra Group Conflict
17. Transactional Analysis
18. JOHARI Window
19. Counselling – Types of Counselling
<b>Unit - IV Group Dynamics</b>
20. Defining and Classifying Groups – Work group behaviour
21. Techniques for group decision making
22. Advantages and disadvantages of group decision making
23. Participation in decision making –
24. Factors that influence group effectiveness
25. Empowerment and self managed teams
26. Stress – Causes of stress – Stress reduction strategies
27. Defining and Classifying Groups – Work group behaviour
<b>Unit –V Organization Change and Organization Development</b>
28. Organization change – Meaning – Models of change
29. Resistance to change
30. -Managing planned change
31. organizational culture –
32. Factors influencing Organizational Culture
33. Organizational Climate
34. Dimensions of Organizational Development
35. OD Cycle



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**Programme Direction**

**Dr. C. Samudhra Rajakumar**  
Professor & Head  
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