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ನಗರ ವಿಶ್ವವಿದ್ಯಾನಿಲಯ



**BENGALURU
CITY UNIVERSITY**

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PhNo.080-22131385, E-mail: registrar@bcu.ac.in

No.BCU/BoS/PG-Diploma / 200 /2023-24

Date: 16.10.2023.

NOTIFICATION

Sub: Revised P.G. Diploma Syllabi in i) Business Administration ii) Human Resource Management iii) Marketing Management and iv) Financial Management of Bengaluru City University-reg.

- Ref: 1. University Notification No.BCU/BoS/PG-Diploma/331/2022-23 dated.13.12.2022.
2. Recommendations of the Board of Studies in the MMS, MTTM (Integrated) Diploma & PG Diploma.0
3. Approval of the Academic Council in its meeting held on 22.10.2023
4. Approval of the Vice-Chancellor dated.16.10.2023

In pursuance to the recommendations of the BoS in MMS, MTTM (Integrated) Diploma & PG Diploma and the approval of the Academic Council cited at reference (2&3) above, the revised Syllabus P.G. Diploma Course in i) Business Administration ii) Human Resource Management iii) Marketing Management and iv) Financial Management Syllabus of Bengaluru City University implementation from the academic year 2023-24 is hereby notified for information of the concerned.

The copy of each Syllabus is notified in the University Website: www.bcu.ac.in for information of the concerned.


REGISTRAR

To:

The Registrar (Evaluation), Bengaluru City University, Bengaluru.

Copy to;

1. The Dean, Faculty of Commerce, BCU.
2. The Chairman & Members of BoS in BHM, BTTM, MTTM (Integrated), Diploma & PG Diploma, BCU.
3. The P.S. to Vice-Chancellor/Registrar/Registrar (Evaluation), BCU.
4. Office copy / Guard file / University Website: www.bcu.ac.in



BENGALURU CITY UNIVERSITY

CHOICE BASED CREDIT SYSTEM

**Syllabus for i) Business Administration ii) Human Resource
Mgmt iii) Financial Mgmt iv) Marketing Mgmt**

(I & II Semester)

2023-24

Syllabus for Business Administration

(I & II Semester)

PROCEEDINGS OF THE MEETING OF THE BOS BHM, BTTM-MTTM (INTEGRATED), MTTM (PG) and PG DIPLOMA COURSES

Proceedings of BOS meeting for the courses BHM, BTTM-MTTM (Integrated), MTTM(PG) and PG Diploma held on 10th August at 2023 11.00 am in the Department of Commerce, PK Block, Bengaluru City University.

The draft syllabus was sent to the BOS members through email well in advance and the same was presented in the meeting for obtaining further inputs from the members. After detailed discussion on the Courses offered, members shared their views and opinions about the courses, the inputs provided by the members were incorporated and relevant changes were made. During the meeting it was discussed and decided that the syllabus for MTTM(PG) shall be adopted from Bangalore University. The syllabus of MTTM(PG) approved during the academic year 2020-2021 shall here forth be the syllabus for MTTM(PG) of Bengaluru City University, until revised by the BOS at BCU. Further board authorized the chairperson to make changes if required.

Members Present

1.	Dr.Jalaja.K.R	Dean and Chairperson, Faculty of Commerce and Management, Bengaluru City University, Bengaluru.	Chairperson
2.	Dr.Devendra M	Principal, Bengaluru Amirta College, Bengaluru.	Member
3.	Dr.Paramashivaiah P	Professor, Department of Commerce, Tumkur University, Tumkur.	Member
4.	Dr.Binoy T A	Department of Tourism Administration, Kuvempu University.	Member
5.	Dr.Y Venkata Roa	Professor, Department of Tourism Studies, Pondicherry University.	Member
6.	Prof. B Vijayalakshmi	Professor, Department of Business Management, Sri Padamavati Mahila Viswavidyalayam (Womens University) Tirupati.	Member

bili 12/09/23
Dr. JALAJA. K.R. M.COM., MBA., Ph.D
Dean & Chairperson
Department of Commerce
Bengaluru City University

Chairperson- BOS

Post Graduate Diploma in Business Administration (PGDBA)

1) ELIGIBILITY:

Candidates with 50 percent marks in aggregate in Bachelor's/Master's Degree of a recognized University are eligible for admission. Candidates studying in a regular course of study in any discipline are also eligible for admission. During admission Preference will be given to candidates sponsored by a business or industrial concern.

2) DURATION OF THE COURSE:

One Academic Year (2 SEMESTERS). The Course may be offered as Regular / Evening mode/ Weekend mode.

3) ATTENDANCE:

A Student shall be considered to have satisfied the requirement of attendance if he/she has attended not less than 75% of the total number of classes during the duration of the course. A Student who fails to fulfill the attendance requirement shall not be allowed to take the Internal Assessments /the University examination.

4) MEDIUM OF INSTRUCTION AND EXAMINATION:

The Medium of Instruction and Examination shall be in English.

5) COURSE MATRIX:

Annexure enclosed

6) SCHEME OF EXAMINATION:

There shall be university exam at the end of the each semester. The duration of exam for each paper shall be 3 hours. The maximum marks for each paper shall be 100 marks (60+40).

Particulars	*Internal Assessment	Theory Examination	Total Marks
Composition of marks in each paper	40	60	100

***INTERNAL ASSESSMENT FORMAT**

Activity/ Internal Assessment Test	10marks
Assignment	10marks
Attendance	10marks
Presentation/Case study	10marks
Total	40marks

Internal Evaluation Components:

Assignment, Presentation, Quizzes, Case Study etc

External Marks:

BCU will conduct subjective exam for external examination.

Question Paper Pattern

Section A

(Analytical Type)

Answer any **Six** questions out of ten questions. Each question carries five marks. (6X5=30)

1.

- a)
- b)
- c)
- d)
- e)
- f)
- g)
- h)
- i)
- j)

Section B

(Essay Type)

Answer any **Two** questions out of Four questions. Each question carries Ten marks.

(2X10=20)

- 2.
- 3.
- 4.
- 5.

Section C

(Case Study)

(1X10=10)

- 6.

7) PASSING REQUIREMENT:

A Candidate shall be declared to have passed the examination if he/she secures not less than that 35% of the maximum in each of the papers and 40% of the maximum in aggregate.

8) CLASSIFICATION OF SUCCESSFUL CANDIDATES:

Successful candidate securing not less than 60 percent of the aggregate marks shall be declared to have passed the examination in FIRST CLASS, provided they have passed the examination in every subject at the first appearance.

Candidates securing 50 percent and above but below 60 percent of the aggregate marks shall be declared to have passed the examination in SECOND CLASS, provided they have passed the examination in every subject at the first appearance.

Other successful candidates shall be declared to have passed the examination in PASS CLASS.

BENGALURU CITY UNIVERSITY
Post Graduate Diploma in Business Administration
Syllabus structure

PGDBA

Semester I						
Sl no	Subject code	Subject title	Credits	CIA	ESE	Total
1	PGDBA-01	Management Principles	4	40	60	100
2	PGDBA-02	Human Resource management	4	40	60	100
3	PGDBA-03	Financial Management	4	40	60	100
4	PGDBA-04	Marketing Management	4	40	60	100
5	PGDBA-05	Business Environment	4	40	60	100
			20	200	300	500
Semester II						
Sl no	Subject code	Subject title	Credits	CIA	ESE	Total
6	PGDBA-06	Communication Skills for Managers	4	40	60	100
7	PGDBA-07	Research Methodology	4	40	60	100
8	PGDBA-08	Corporate Laws	4	40	60	100
9	PGDBA-09	E-Commerce	4	40	60	100
10	PGDBA-10	Dissertation & viva-voce	8			*200
			24			600
		TOTAL CREDIT	44			1100

*for evaluation Criteria refer PGDBA-10 Blown up syllabus

Semester– I

PGDBA-01: MANAGEMENT PRINCIPLES

Course Objectives

- To develop an understanding of basic concept of management
- To enable the student manager to gain valuable insight into the working of business.
- To familiarize them with different components of organizational behavior.

Learning outcomes

- Understand basics of management theory, its functions and practice.
- Understand the functions of management.
- Understand individual, group and organizational components of organizational behavior.
- Learn and develop skills related to staffing and directing.

UNIT-I

Nature and Functions of Management - Importance and Process of Management - Historical Roots of Contemporary Management Practices: Pre-modern era-Classical Contributions - Development of Management Thoughts - Managerial Roles: Role of a Manager - Levels of Management - Managerial Skills - Social Responsibilities of Business.

UNIT-II

Nature and Importance of Planning -Types of Plans - Steps in Planning-Making Planning Effective - Strategic Considerations in Planning - Management by Objectives - Decision Making: Rationality in Decision Making - Decision Making and MIS - Forecasting: Techniques of Forecasting.

UNIT-III

Need for Organization - Principles and Process of Organizing - Span of Management - Organization Structure - Variables affecting Structure - Departmentalization - Authority, Delegation and Decentralization - Committees.

UNIT-IV

Staffing and Directing: Staffing as a Function of Management - Requirement of Effective Direction - Functions of Direction - Principles of Direction - Supervisor and his Qualities - Supervisor's Role and Functions - Effective Supervision.

UNIT-V

Co-Ordination - Need for Co-Ordination - Principles and Techniques of Co-ordination - Control: Need for Control - Steps in Control Process - Control Techniques.

References:

- Koontz, Weihrich, Aryasri. Principles of Management, TATA McGraw Hill, New Delhi, 2004.
- Samuel C. Certo, S. Trevis Certo, Modern management 10 Ed, PHI Learning, New Delhi, 2008.
- James A. Stoner, Edward Freeman, Daniel Gilbert, Management, PHI Learning, New Delhi, 2007.
- Williams/ Kulshrestha, Principles of Management, Cengage Learning, New Delhi, 2011.
- J.S. Chandan, Management Concepts and Strategies, Vikas Publishing House Private Limited, Delhi.

Semester– I

PGDBA-02: HUMAN RESOURCE MANAGEMENT

Course objectives:

- To develop the employment relations and knowledge to resolve the issues.
- To Designing the appreciate role of HR specialist for implementing HRM policies.
- To Managing the manpower to motivate and attract them to retain in the organization.
- To develop the responsibility of employer and legal system to manage the employment relations.

Course outcomes:

- Explain the importance of HRM in the organization through their roles responsibilities, challenges etc.
- Assess the major HRM functions and processes of HRM planning.
- Explain how training helps to improve the employee performance.
- Analyze the emerging trends, opportunities and challenges in performance appraisal.

UNIT-I

Human Resource Management – Objectives and Importance – Functions and Scope of HRM – Qualities of HR Managers –Changing role of HR managers - HR functions and Global Environment.

UNIT-II

HR Planning and Recruitment: HR Planning Process - Job Analysis - Recruitment and selection – Sources of Recruitment – Meaning and Process of Selection – Selection tests and interviews.

UNIT-III

Training and Development: Importance and Objectives of Training – Assessment of training needs – Methods of Training – Executive Development – Methods and techniques of Executive Development – Performance Appraisal – Uses and Process – Traditional and Contemporary methods of Performance Appraisal System.

UNIT-IV

Wage and Salary Administration: Objectives and Principles – Essentials of a sound wage structure - Methods of wage payments – Incentive Plans – Types of Incentive Plans – Profit Sharing - Job evaluation - Fringe benefits and services - Employee Welfare.

UNIT-V

Industrial Relations: Concept, Objectives and approaches – Causes and measures for industrial relations - Factors influencing industrial relations - - Role of Trade unions - Collective Bargaining - Workers' participation in management.

References:

- The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions – Shonna D. Waters PhD, Valerie Streets, Lindsay McFarlane, and Rachael Johnson -Murra
- Predictive HR Analytics: Mastering the HR Metric - Dr. Martin Edwards and Kirsten Edwards
- HR Analytics: Understanding Theories and Applications -By Dipak Kumar Bhattacharyya
- Human Resource Management: People, Data, and Analytics-By Talya Bauer, Berrin Erdogan, David E. Caughlin, and Donald M.Truxillo

Semester– I

PGDBA-03: FINANCIAL MANAGEMENT

Course Objectives:

- To familiarized with the various sources of finance which a business house can mobilize.
- To Develop the ability to measure the risk and return of the various portfolios
- To implement investment decisions, the process and methods of evaluation of various investment proposals.
- To develop the skills to analyze the impact of various financing alternatives on the wealth maximization/ valuation of the firm.

COURSE OUTCOMES:

- Identify the theoretical and practical role of financial management in business corporations.
- Evaluate different capital budgeting techniques & its application on investment decisions
- Assess the importance of risk within the context of financial decision making .
- Analyze the different pattern of capital structure of the firm & its impact on the shareholders wealth.

UNIT-I

Financial Management: Objectives and Functions – Scope of Financial Management - Role of Finance Manager – Risk-return trade off – Time value of money.

UNIT-II

Capital Budgeting: Features and Objectives – Need and Significance of Capital Budgeting - Capital budgeting process – Methods of capital expenditure appraisal: Payback period, Accounting rate of return, Net present value, Internal rate of return, Profitability Index – Risk Analysis in Capital Budgeting.

UNIT-III

Cost of Capital – Components of Cost of Capital – Importance of Cost of Capital - Factors affecting cost of capital – computation of cost of debt, cost of preference shares, cost of equity and weighted average cost of capital.

UNIT-IV

Capital Structure Planning – Optimum capital Structure – Factors determining capital structure – Theories of Capital Structure – NI Approach – NOI Approach - MM Approach – Dividend policy – Types of dividends – Factors determining Dividing Policy – Walter's Model – Gordon's Model – MM Hypothesis.

UNIT-V

Working Capital Management – Definition– Types of Working Capital – Significance of Working Capital – Sources of Working Capital – Factors affecting working capital requirements
– Forecasting working capital requirements.

Reference Books:

- John C. Hull; Options, Futures and other Derivative Securities: New Delhi, Prentice Hall of India Pvt. Ltd., 2nd ed., 1996.
- Pamela P. Peterson: Financial Management and Analysis, New York, McGraw Hill, Inc., International ed., 1994.
- Rao P.M: Financial Management: New Methods and Practices, New Delhi, Deep & Deep Publication (P) Ltd., 1999.
- Van Horne. James C: Financial Management and Policy, New Delhi, Prentice Hall of India Pvt. Ltd., 10th ed., 1996.

Semester– I

PGDBA-04: MARKETING MANAGEMENT

Course Objectives

- To develop understanding of marketing concepts, philosophies and historical background
- To understand concepts related to STP, product attributes, and pricing strategies prevalent in domestic and international scenario.
- To study various tools and techniques of promoting the products in ethical manner.
- To understand emerging concepts of marketing in the emerging global markets.

COURSE OUTCOMES

The successful completion of this course shall enable the student to:

- Understand importance and nature of marketing, evolution of major marketing philosophies, marketing management tasks and process, meaning and impact of marketing environment on marketing decision making, and nature buying process of household and institutional customers.
- Describe target market selection and positioning process.
- Know issues and process involved with product planning and price determination.
- Describe issues and process involved with promotion planning and distribution strategy.

UNIT-I

Marketing management - marketing management process - assessing market opportunities - selecting target consumers - marketing mix - market segmentation - targeting and positioning - E marketing.

UNIT-II

Buyer Behaviour - influencing factors on Consumer Behaviour - buying decision process - industrial buyer behaviour - theories of buyer behaviour.

UNIT-III

Product policies - consumer and industrial product decisions - branding - packaging and labeling - new product development and product life cycle strategies.

UNIT-IV

Pricing - pricing strategies and approaches - Distribution - direct and indirect channel - retailing and whole selling - channel decision.

UNIT-V

Promotion - advertising - designing copy - media selection - sales promotion strategies -Marketing research - marketing research process - sales forecasting techniques.

References:

- Rajan Saxena, Marketing Management, 2nd edition, New Delhi, Tata Mcgraw Hill Publishing Co Ltd. 2001.
- V.S. Ramasamy and S.Namakumari, Marketing Management, Planning, Implementation & Control, New Delhi, Macmillan, ~~2002~~.
- Iacobucci Dawn, Kapoor Avinash, Marketing Management, LTR series, Cengage Learning, New Delhi, 2011
- Biplab S. Bose, Marketing Management, 3rd edition, Himalaya Publishing House, Mumbai, 2010.

Semester– I
PGDBA-05- BUSINESS ENVIRONMENT

Course Objectives

- To know factors that affect the business environment - Its nature and significance - Brief overview of political - Cultural - Legal - Economic and social environments and their impact on business and strategic decisions.

COURSE OUTCOMES

- To understand how Political Environment - Government and Business relationship in India - Provisions of Indian constitution pertaining to business have an influence on any organization.
- To understand how influences from the society, cultural heritage, social attitudes, foreign culture, castes and communities, joint family systems, linguistic and religious groups and types of social organizations impact organizations.
- To know how Economic Environment - Economic Systems influence organizations. To understand the impact from Macro-Economic Parameters - GDP - Growth Rate - Population - Urbanization - Fiscal deficit - Plan investment and Per capita Income.
- To know how Financial Environment - Financial System - Commercial banks - RBI - IDBI - Non-Banking Financial Companies NBFC's influence organizations

UNIT-I

The concept of Business Environment - Its nature and significance - Brief overview of political - Cultural - Legal - Economic and social environments and their impact on business and strategic decisions.

UNIT-II

Political Environment - Government and Business relationship in India - Provisions of Indian constitution pertaining to business.

UNIT-III

Social Environment - Cultural heritage - Social attitudes - impact of foreign culture - castes and communities - Joint family systems - Linguistic and Religious groups - Types of Social Organization.

UNIT-IV

Economic Environment - Economic Systems and their impact of Business - Macro Economic Parameters like GDP - Growth Rate - Population - Urbanization - Fiscal deficit - Plan investment - Per capita Income and their impact on business decisions

UNIT-V

Financial Environment - Financial System - Commercial banks - RBI - IDBI – Non Banking Financial Companies NBFC's

Reference Books

- Francis Cherunilam: Business Environment – Text and Cases, Himalaya Publishing House, New Delhi.
- A.C. Fernando, Business Environment, Pearson Ian Worthington and Chris Britton: The Business Environment, Prentice Hall
- Shaikh Saleem, Business Environment, Pearson
- Rudder Dutt and Sundharam, K.P.M.: Indian Economy, S. Chand & Company Limited, New Delhi.

Semester– II

PGDBA-06- COMMUNICATION SKILLS FOR MANAGERS

Course Objectives

- To train on public speaking skills.
- To understand importance of language required in writing and speaking.
- To familiarize the speech structures and developing the speech outline.
- To develop presentation skills

Course outcomes:

- Becomes good at public speaking skills and presentation skills.
- Become good at oral and written communication.
- Become good at pronunciation.
- Ability to communicate and develop presentation skills with confidence.
- Discover the impact of changing communication methods on society

UNIT-1:

Definition, Nature and Scope of Communication Importance and Purpose of Communication- Process of Communication-Types of Communication

UNIT II:

Non verbal Communication-Personal Appearance- Gestures- Postures- Facial Expression-Eye Contacts-Body Language (Kinesics)- Time language-Silence- Tips for Improving Non-Verbal Communication-Communication Networks-Verbal Communication (Oral-Aural)

UNIT III:

Verbal Communication (Written)

UNIT IV:

Communication as A Skill For Career Building- Preparing for a Career- Presentation Skills-Business Communication-Telephone Skills

UNIT V:

Soft Skills for Leadership and Team Management- Qualities of a Good Leader Leadership Styles- Decision Making- Intrapersonal skills- Interpersonal skills- Problem solving- Critical thinking- Negotiation skills

Reference Books

- Business Communication for managers – Payal Mehra, Pearson publisher, second edition 2016.
- Effective Business English and Correspondence. – Pattan Chetty and Ramesh, M.S.,
- Business Communication – N.S.Raghunathan & B.Santhanam, Margham
- Business Communication – Dr. K. Sundar, Vijay Nicole Publication.

Semester II

PGDBA-07: RESEARCH METHODOLOGY

Course Objectives:

The objective of this course is to develop their search skills of the students in investigating into the business problems with a view to arriving at objective findings and conclusions and interpreting the results of their investigation in the form of systematic reports.

Learning outcomes:

- To make students appreciate the role of research in business decisions.
- To equip students with tools and techniques of business research.
- To train students in scientifically collecting, processing and interpreting of data for managerial decisions.

Unit I: Basic Research Concepts

Business Research – Meaning, types, steps in research process - management problem, defining the research problem, formulating the research Hypothesis, developing the research proposals, research design formulation, sampling design, planning and collecting the data for research, data analysis and interpretation. Research Application in business decisions, Features of good research study.

Unit II- Research Design

Types of Business Research Design: Exploratory and Conclusive Research Design
Exploratory Research: Meaning, purpose, methods –secondary resource analysis, comprehensive case methods, expert opinion survey, focus group discussions.
Conclusive research Design - Descriptive Research - Meaning, Types –cross sectional studies and longitudinal studies. – Experimental research design –Meaning and classification of experimental designs – Pre experimental design, Quasi-experimental design, True experimental design, statistical experimental design. Observation Research – Meaning – Uses – Participation and Non-participation – Evaluation – Conducting an Observation study – Data collection.

Unit III- Sampling

Sampling: Concepts- Types of Sampling - Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling-Non Probability Sampling–convenience sampling- judgmental sampling, snowball sampling-quota sampling-Errors in sampling.

Unit IV-Data collection &Data Analysis

Primary and Secondary data, Primary data collection methods-Observations, survey, Interview and Questionnaire, Qualitative Techniques of data collection.

Questionnaire design – Meaning – process of designing questionnaire. Secondary data-Sources–advantages and disadvantages Preparing the Data for Analysis : Editing, Coding, Classification, Tabulation and Interpretation

Unit V– Hypothesis and Report Presentation

Hypothesis: Meaning, Types, characteristics, source, Formulation of Hypothesis, Errors in Hypotheses is Parametric and Non Parametric Test: T-Test, Z-Test, F-Test, U-Test, K-W Test (Theory Only)

Statistical Analysis: Bivariate Analysis (Chi-Square only), Multi variant Analysis (Theory Only) ANOVA: One-Way and Two Way Classification. (Theory Only) .

Report writing and presentation of results: Importance of report writing, types of research report, report structure, guidelines for effective documentation.

Reference books

- Research Methodology- CR Kothari, Vishwa Prakashan,2015
- Business Research Methods. Donald R. Cooper & Pamela s Schindler,9/e, TMH/2014
- ResearchMethodology–conceptsandcases–DeepakChawlaandNeenaSondhi-VikasPublication -2016
- Research Methods for Business ,Uma Sekaran&RogerBougie,6th Edition,Wiley,2013
- Business Research Methods-S LGuptha and Hetesh Guptha, McGrawhill-2012
- Marketing Research-Naresh KMalhotrs-5th Edition, Pearson Education/PHI2014

Semester– II

PGDBA-08- CORPORATE LAW

Course Objectives:

- This course is aimed at teaching students various Acts that impact Indian Corporations like Corporate Governance that is essential in today's Business World.

Learning outcome:

This course also deals with provisions of Competition Act, 2000 related to Companies.

- To educate students with regard to SEBI the listing procedures.
- To Impart Knowledge about provisions of FEMA Act help Companies that deal in International Trade.

UNIT – I

Corporate Laws – Corporate Personality – Corporate Governance – Concept – Corporate Governance Practices and Codes: Provisions under The Companies Act. – E-Governance

UNIT – II

Competition Act, 2000 – Introduction – Objectives – Important Definitions – Prohibition of Anti-Competitive Agreements – Prohibition of Abuse of Dominant position – Regulation of Combinations – Competition Commission of India – Composition – Duties, Powers and Functions – Penalties – Appellate Tribunal – Procedures & Powers – Powers of the Central Government.

UNIT – III

The Securities and Exchange Board of India Act, 1992 – Introduction – Objectives – Important Definitions – Definitions under Securities Contracts (Regulations) Act, 1956 - Powers and Functions of SEBI – Registration – Penalties – Adjudication – Appellate Tribunal – Appeals – Procedure and Powers of The Securities Appellate Tribunal – Power to make Rules and Regulations – SEBI Issue of Capital and Disclosure Requirements Regulations, 2018 – General conditions for Public Issues and Rights Issues – Conditions for Initial Public Offer – Conditions for Further Public Offer – Pricing - Promoters Contribution – Listing of Securities – Conditions for Listing – Types of Listing – Procedure for Listing Requirements – Benefits of Listing – Defects of listing - The SEBI (Prohibition of Insider Trading) Regulations, 2015

UNIT – IV

The Foreign Exchange Management Act, 1999 – Introduction – Objective – Differences and Similarities between FERA and FEMA - Important Definitions under the Act – Provisions related to Regulation and Management of Foreign Exchange – Authorised Person – Offences – Contraventions & Penalties – Adjudication & Appeals – Appellate Tribunal – Directorate of Enforcement

UNIT – V

Insolvency and Bankruptcy Code, 2016 – Introduction – Objectives – Applicability of the Code – Important Definitions – Relationship between Bankruptcy, Insolvency and Liquidation - Corporate Insolvency Resolution Process – Liquidation Process – Fast Track Insolvency Process for Corporate Persons – Voluntary Liquidation – Adjudicating Authority – Offences and Penalties – Insolvency and Bankruptcy Board of India – Insolvency Professional Agencies – Insolvency Professionals – Information Utilities – Powers of Central Government

Reference Books:

- K. Aswathappa & G. Sudarsana Reddy, Business Regulations, Himalaya Publishing House, Mumbai
- Dr. MR Sreenivasan, Business Law (Commercial Law), Margham Publications, Chennai
- Gulshan, S.S. A Hand book of Corporate Laws, S. Chand & Co, New Delhi
- J. Jayasankar, Corporate Laws, Margham Publications, Chennai
- Bharat Bhushan, N.D. Kapoor, Dr. Rajni Abbi & Rajiv Kapoor, N.D. Kapoor's Elements of Mercantile Law, Sultan Chand & Sons Pvt. Ltd., New Delhi

Semester– II
PGDBA-09- E-COMMERCE

Course Objectives:

- To gain an understanding of basic concepts, theories and business models underlying Ecommerce.

Learning outcome:

- To improve familiarity with current challenges and issues in E -commerce.
- To know the concept of Electronic Data Interchange.
- To enable the students to understand the data and message security.
- To know about the Electronic Payment Schemes and Digital Payment.

UNIT-I: ELECTRONIC COMMERCE

Meaning- Traditional Commerce – E. Commerce and its application in business. Basic Blocks of E Commerce, E Commerce consumer- Anatomy of E. commerce.

UNIT-II: NETWORK INFRASTRUCTURE

Global Information Distribution Networks – Components of the 1 – way – policy issues- Internetterminology- Internet Governance- An overview of Internet Applications.

UNIT-III: NETWORK LAYERS

Internet Protocol (IP) – Transmission Control Protocol (TCP) – Multimedia Concepts – Advantages of Internet. Electronic Data Interchange (EDI) - EDI and E. Commerce – EDI application in Business.

UNIT- IV: NETWORK SECURITY

Client Server Network security – Firewalls and Network Security- data and message Security –encrypted documents and Electronic Mail. Video conferencing.

UNIT-V: DIGITAL DOCUMENTS

Documents Library- Types of Digital Documents – corporate data warehouse – Electronic Payment Scheme – Intra-organizational Electronic Commerce

Reference Books:

- E-Commerce A managerial Perspective II, Micheal Changiac lee, David king , Epiram Turban Tata Mc Graw Hill.
- Murthy C.S.V., E-Commerce –Concepts, Models and Strategies, Himalaya Publishing House.
- Daniel Amor, E Business R (Evolution), Pearson Edude.
- Krishnamurthy, E-Commerce Management, Vikas Publishing House.
- David Whiteley, E-Commerce: Strategy, Technologies and Applications, Tata McGraw Hill.
- P. T. Joseph, E-Commerce: A managerial Perspectives, Tata McGraw Hill.

PGDBA-10: DISSERTATION and VIVA-VOCE

1.	Dissertation	140 Marks
2.	Viva-Voce Examination	60 Marks
3.	Total	200 Marks

Course Objectives:

- During the research process, the student is expected to learn about the organization and analyze and suggest solutions of a live problem.
- The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions

Learning outcomes:

- The course is designed to acquaint the students with methods of conducting systematic inquiry in the Business Administration of the Organization.
- The course familiarizing the students with the different research methods and techniques will also focus on the considerations which enter into every step of the research process and understand the usage and limitations of techniques in data analysis.
- Equip students with skills and knowledge needed to undertake the research project competently.
- The course will also enable the students to critically evaluate empirical literature in the field of management.

It will be essential for each candidate to submit the Dissertation before the examination for theory paper commences. The candidates who fail at the examination but obtain minimum 40% marks in Dissertation and Viva-voce will not be required to again submit Dissertation and re-appear at the Viva-voce while subsequently re-appearing for theory examinations.

Evaluation:

The research project report will carry 200 marks. The evaluation of the project report will be done by two external examiners and will consist of

1. Evaluation of project report (140 marks)
2. Viva on Project (60 marks).

The average of the marks awarded by the 2 examiners will be taken into account for the results. In case the difference in the awards given by the examiners is 30 or more marks, the project report will be referred to the third examiner. In such cases the average of two closer awards (given by three examiners) will be taken into account for the results.

Report Presentation:

The report will contain the objectives and scope of the study. Research Methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography.

A certificate of the supervisor and the College certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the College. The number of pages in the report will be minimum 75 to 100 max pages. The report should be typed in A-4 size paper.

Comprehensive Viva

The comprehensive viva voce is scheduled at the end of it at the end of the second semester in order to judge the understanding as well as application of the knowledge gained by the students by the end of the semester of the course. This is also to see the articulation of what is being learnt by them. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in two full semester and see their relevance not only in the practical field but also their inter relationship. The viva voce is of 60 marks each to be conducted by the external examiners appointed by the Controller of Examinations.

Syllabus for Human Resource Management

(I & II Semester)

PROCEEDINGS OF THE MEETING OF THE BOS BHM, BTTM-MTTM (INTEGRATED), MTTM (PG) and PG DIPLOMA COURSES

Proceedings of BOS meeting for the courses BHM, BTTM-MTTM (Integrated), MTTM(PG) and PG Diploma held on 10th August at 2023 11.00 am in the Department of Commerce, PK Block, Bengaluru City University.

The draft syllabus was sent to the BOS members through email well in advance and the same was presented in the meeting for obtaining further inputs from the members. After detailed discussion on the Courses offered, members shared their views and opinions about the courses, the inputs provided by the members were incorporated and relevant changes were made. During the meeting it was discussed and decided that the syllabus for MTTM(PG) shall be adopted from Bangalore University. The syllabus of MTTM(PG) approved during the academic year 2020-2021 shall here forth be the syllabus for MTTM(PG) of Bengaluru City University, until revised by the BOS at BCU.

Further board authorized the chairperson to make changes if required.

Members Present

- | | | | |
|----|-----------------------|---|-------------|
| 1. | Dr.Jalaja.K.R | Dean and Chairperson, Faculty of Commerce and Management, Bengaluru City University, Bengaluru. | Chairperson |
| 2. | Dr.Devendra M | Principal, Bengaluru Amirta College, Bengaluru. | Member |
| 3. | Dr.Paramashivaiah P | Professor, Department of Commerce, Tumkur University, Tumkur. | Member |
| 4. | Dr.Binoy T A | Department of Tourism Administration, Kuvempu University. | Member |
| 5. | Dr.Y Venkata Roa | Professor, Department of Tourism Studies, Pondicherry University. | Member |
| 6. | Prof. B Vijayalakshmi | Professor, Department of Business Management, Sri Padamavati Mahila Viswavidyalayam (Womens University) Tirupati. | Member |

bili 12/09/23
Dr. JALAJA. K.R. M.COM., MBA., Ph.D
Dean & Chairperson
Department of Commerce
Bengaluru City University

Chairperson- BOS

Post Graduate Diploma in Human Resource Management (PGDHRM)

1) ELIGIBILITY:

Candidates with 50 percent marks in aggregate in Bachelor's/Master's Degree of a recognized University are eligible for admission. Candidates studying in a regular course of study in any discipline are also eligible for admission. During admission Preference will be given to candidates sponsored by a business or industrial concern.

2) DURATION OF THE COURSE:

One Academic Year (2 SEMESTERS). The Course may be offered as Regular / Evening mode/ Weekend mode.

3) ATTENDANCE:

A Student shall be considered to have satisfied the requirement of attendance if he/she has attended not less than 75% of the total number of classes during the duration of the course. A Student who fails to fulfill the attendance requirement shall not be allowed to take the Internal Assessments /the University examination.

4) MEDIUM OF INSTRUCTION AND EXAMINATION:

The Medium of Instruction and Examination shall be in English.

5) COURSE MATRIX:

Annexure enclosed

6) SCHEME OF EXAMINATION:

There shall be university exam at the end of the each semester. The duration of exam for each paper shall be 3 hours. The maximum marks for each paper shall be 100 marks (60+40).

Particulars	*Internal Assessment	Theory Examination	Total Marks
Composition of marks in each paper	40	60	100

***INTERNAL ASSESSMENT FORMAT**

Activity/ Internal Assessment Test	10marks
Assignment	10marks
Attendance	10marks
Presentation/Case study	10marks
Total	40marks

Internal Evaluation Components:

Assignment, Presentation, Quizzes, Case Study etc

External Marks:

BCU will conduct subjective exam for external examination.

Question Paper Pattern

Section A

(Analytical Type)

Answer any **Six** questions out of ten questions. Each question carries five marks. (6X5=30)

1.

- a)
- b)
- c)
- d)
- e)
- f)
- g)
- h)
- i)
- j)

Section B

(Essay Type)

Answer any **Two** questions out of Four questions. Each question carries Ten marks.

(2X10=20)

- 2.
- 3.
- 4.
- 5.

Section C

(Case Study)

(1X10=10)

6.

7) PASSING REQUIREMENT:

A Candidate shall be declared to have passed the examination if he/she secures not less than that 35% of the maximum in each of the papers and 40% of the maximum in aggregate.

8) CLASSIFICATION OF SUCCESSFUL CANDIDATES:

Successful candidate securing not less than 60 percent of the aggregate marks shall be declared to have passed the examination in FIRST CLASS, provided they have passed the examination in every subject at the first appearance.

Candidates securing 50 percent and above but below 60 percent of the aggregate marks shall be declared to have passed the examination in SECOND CLASS, provided they have passed the examination in every subject at the first appearance.

Other successful candidates shall be declared to have passed the examination in PASS CLASS.

BENGALURU CITY UNIVERSITY
POST GRADUTION DIPLOMA IN HUMAN RESOURCE MANAGEMENT
Syllabus structure
PGDHRM

Semester I						
Sl no	Subject code	Subject title	Credits	CIA	ESE	Total
1	PGDHRM-01	Human Resource Management and Organisation Behaviour	4	40	60	100
2	PGDHRM-02	Human Resource Analytics	4	40	60	100
3	PGDHRM-03	Research Methodology	4	40	60	100
4	PGDHRM-04	Accounting and finance for Managers	4	40	60	100
5	PGDHRM-05	Labour Law I	4	40	60	100
			20	200	300	500
Semester II						
Sl no	Subject code	Subject title	Credits	CIA	ESE	Total
6	PGDHRM-06	Benchmarking and Human Resource Practices	4	40	60	100
7	PGDHRM-07	Strategic Human Resource Management	4	40	60	100
8	PGDHRM-08	Human Resource Development	4	40	60	100
9	PGDHRM-09	Labour Law II	4	40	60	100
10	PGDHRM-10	Dissertation, seminar, viva-voce	8			*200
			24			600
		TOTAL CREDIT	44			

*for evaluation Criteria refer PGDHRM-10 Blown up syllabus

SEMESTER – I

PGDHRM-01: HUMAN RESOURCE MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

Course objectives:

The learners will be able to conceptualize the components of individual and group behaviour, understand the various work situations and apply behavioral techniques.

Learning outcomes:

- Understand the implications of individual and group behaviour in organizational context.
- Understand the concept of organizational behaviour, the social organization and the diverse environment alongside with the management of groups and teams.
- Appreciate the concept of organizational culture and manage conflict amongst groups in a business environment.
- Comprehend and apply motivational theories in the workplace and identify changes within organizations and power and politics in organizations

Unit - I: Manpower Planning Recruitment and Selection

Objectives and Importance, Process of Manpower Planning - Concept of Recruitment, Sources of recruitment - Method or Technique of Recruitment, Recruitment Practices in India - Selection and Selection Procedure.

Unit - II: Training and Development

Training and Development Concept of Training and Development - Objectives and Importance of Training - Identification of Training Needs - Designing and Conducting training - Types of Training Methods, Evaluation of Training.

Unit - III: Performance Appraisal

Performance Management Concept of Performance appraisal - Importance of Performance appraisal, Process and methods of Performance appraisal - Concept and types of promotion, Promotion Policy - Types of Transfer and Separation. The Concept of Career, Career Stages Effective Career Planning.

Unit - IV: Personality and Perception

Personality – Types – Factors Affecting Personality – Perception – Importance – Factors influencing Perception – Learning – Types of Learning Styles – The Learning Process. Leadership – Meaning – Importance, Leadership Styles – Leaders Vs Managers; Power and Politics – Sources Of Power

Unit - V: Motivation and Group Behaviour

Motivation – Theories – Importance – Types – Values And Attitudes – Characteristics – Components – Formation And Measurement – Group Dynamics – Group Behaviour – Formation – Types Of Groups – Stages of Group Development – Conflict Management – Nature of Conflict – Types of Conflict

References:

- Prasad L M., “Organizational Behaviour”, Sultan Chand & Sons, 2017
- Stephen Robbins, “Organisational Behaviour”, Pearson Education, 2013
- Bhattacharya, “Organization Behaviour”, Oxford University Press, 2013.
- Blum, M.L. and Naylor, J.C ‘Industrial Psychology’, CBS Publishers and Distributors. New Delhi, 1984

SEMESTER – I

PGDHRM 02: HUMAN RESOURCE ANALYTICS

Course objectives:

- To groom and develop HR Leadership Capabilities and Competencies by focusing on employee engagement and measure outcome driven through data profiling along with identifying effective data sources and applying results in support of organizational strategy and tactics.

Learning outcomes:

- Understanding importance of HR Management related business decisions taken in an organisation.
- Examine the importance of employee engagement and key drivers that affect it.
- Leveraging Data/Analytics to match Management decisions.
- Deriving key insights using HR Management and Analytics to take crucial business decisions.

Unit - 1: INTRODUCTION TO PEOPLE ANALYTICS

Introduction to HR analytics, HR evolution, Meaning, Core concepts, past future analysis, need for HR reporting, HR metrics, setting up HR analytics, Analytical models, stages in analytics, Tools and software used, Social media Impact.

Unit - 2: STAFFING PRACTICES

Recruitment and Selection Analytics: Evaluating Reliability and validity of selection models, finding out selection bias, Predicting the performance and turnover. Downsizing- Meaning, Process, Steps. Diversity and Inclusion Programs, Working Arrangements

Unit - 3: PERFORMANCE ANALYSIS

Why performance matters? Steps in performance evaluation system, setting objectives and measuring performance, Modern performance appraisal methods, Setting KPI's, Benefits of employee performance evaluations-Protection against litigation, Optimizing selection and promotion decisions.

Unit - 4: EMPLOYEE LEARNING AND DEVELOPMENT

Meaning, Strategies, Methods. Training- Meaning, types, benefits, advantages, disadvantages. Employee Retention- Meaning, strategies, factors. Employee Motivation- Meaning, theories.

Unit - 5: DIGITAL HR

HR digital transformation journey, work force of the future, Data and use, Change management and its process, Virtual Onboarding- Benefits, Stages, principles. Impact of AI, L & T using digital platforms, Cases in digital HR

References:

- The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions- Shonna D. Waters PhD, Valerie Streets, Lindsay McFarlane, and Rachael Johnson-Murray
- Predictive HR Analytics: Mastering the HR Metric- Dr. Martin Edwards and Kirsten Edwards
- HR Analytics: Understanding Theories and Applications- By Dipak Kumar Bhattacharyya
- Human Resource Management: People, Data, and Analytics- By Talya Bauer, Berrin Erdogan, David E. Caughlin, and Donald M. Truxillo

SEMESTER I

PGDHRM-03: RESEARCH METHODOLOGY

Course objectives:

- The objective of this course is to develop the research skills of the students in investigating into the business problems with a view to arriving at objective findings and conclusions and interpreting the results of their investigation in the form of systematic reports.

Learning outcomes:

- To make students appreciate the role of research in business decisions.
- To equip students with tools and techniques of business research.
- To train students in scientifically collecting, processing and interpreting of data for managerial decisions.

Unit - I: Basic Research Concepts

Business Research – Meaning, types, steps in research process - management problem, defining the research problem, formulating the research Hypothesis, developing the research proposals, research design formulation, sampling design, planning and collecting the data for research, data analysis and interpretation. Research Application in business decisions, Features of good research study.

Unit - II: Research Design

Types of Business Research Design: Exploratory and Conclusive Research Design
Exploratory Research: Meaning, purpose, methods –secondary resource analysis, comprehensive case methods, expert opinion survey, focus group discussions. Conclusive research Design - Descriptive Research - Meaning, Types – cross sectional studies and longitudinal studies. – Experimental research design – Meaning and classification of experimental designs- Pre experimental design, Quasi-experimental design, True experimental design, statistical experimental design. Observation Research – Meaning – Uses – Participation and Non-participation – Evaluation – Conducting an Observation study – Data collection .

Unit - III: Sampling

Sampling: Concepts- Types of Sampling - Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non Probability Sampling – convenience sampling- judgmental sampling, snowball sampling- quota sampling - Errors in sampling.

Unit – IV: Data collection & Data Analysis

Primary and Secondary data, Primary data collection methods - Observations, survey, Interview and Questionnaire, Qualitative Techniques of data collection.

Questionnaire design – Meaning - process of designing questionnaire. Secondary data - Sources – advantages and disadvantages

Preparing the Data for Analysis: Editing, Coding, Classification, Tabulation and Interpretation

Unit -V: Hypothesis and Report Presentation

Hypothesis: Meaning, Types, characteristics, source, Formulation of Hypothesis, Errors in Hypothesis Parametric and Non Parametric Test: T-Test, Z-Test, F-Test, U-Test, K-W Test (Theory Only)

Statistical Analysis: Bivariate Analysis (Chi-Square only), Multivariate Analysis (Theory Only) ANOVA: One- Way and Two Way Classification. (Theory Only).

Report writing and presentation of results: Importance of report writing, types of research report, report structure, guidelines for effective documentation.

Reference books:

- Research Methodology- C R Kothari, Vishwa Prakashan,2015
- Business Research Methods. Donald R. Cooper & Pamela s Schindler, 9/e, TMH /2014
- Research Methodology – concepts and cases – Deepak Chawla and NeenaSondhi - Vikas Publication - 2016
- Research Methods for Business, Uma Sekaran& Roger Bougie, 6th Edition, Wiley, 2013
- Business Research Methods-SL Gupta and HeteshGuptha, McGraw hill - 2012
- Marketing Research- Naresh K Malhotra- 5th Edition, Pearson Education /PHI 2014

Semester I

PGDHRM-04: ACCOUNTING AND FINANCE FOR HR MANAGERS

Course objectives:

- To explain fundamental accounting concepts, the elements of financial statements, and basic accounting vocabulary
- To prepare basic financial statements and explain the articulation between the basic statements.
- To analyze a company's financial statements and come to a reasoned conclusion about the financial situation of the company

Learning outcomes:

- Enhance knowledge on modern costing methods
- Familiarize the students with modern management accounting techniques and applicability
- Familiarize the students with Advanced Financial analysis and decision making.
- Enable students to analyze financial risk and take investment decisions.

Unit – I: Accounting for Management

Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing, Reconciliation of Cost and Financial Accounting.

Unit - II: Cost Accounting

Scope and Classification of costs, Absorption costing, marginal costing. Methods of valuing material issues. Break Even Analysis, Use of Cost-data in managerial Decision-making with special reference to pricing and make or buy decisions.

Standard Costing and Variance Analysis - Cost Control Techniques-Preparation of budgets and their control - Responsibility accounting.

Unit - III: Human Resource Accounting

Development of the Concept of HRA - An Historical Score Card - Meaning and Definition of HRA - Importance and objectives - Limitations - HRA for managers & HR Professionals - Investment in Human Resources - Quality of Work Force and Organizations - Performance - Efficient use of Human Resource - Enumerating the Assets - Calculating the Market Value of Assets - Human Capital.

Unit - IV: HR Budgeting

Cost Benefit Analysis of important HR functions Labour turnover & Productivity & Cost associated Ideal Labour - Elements of compensation, Principles of determination of compensation Incentives, its place in compensation. Indian Industry, Practices of Incentives, Designing sound incentive scheme. Incentive Schemes for direct and indirect workers Incentive schemes for employees in service industries.

Unit - V: Basics of Financial Management

Objectives and functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship- Time value of money concepts - Indian Financial system - Legal, Regulatory and tax framework. Sources of Long term finance - Features of Capital market development in India - Role of SEBI in Capital Issues. Capital Budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting.

Reference Books:

- Arora M N (2015).Methods and techniques of Cost Accounting(4th ed.).India. Himalaya Publishing House.
- S.N.Maheshwari.(2015) Advanced Cost Accounting . New Delhi: Sultan Chand Publishing House
- Pillai and Bahavathi (2013) Cost accounting. (Reprint 2013) New Delhi. Sultan Chand Publishing House
- Khan and Jain (2015), Management Accounting, Tata McGraw Hill, New Delhi.
- I M Pandey (2013) Financial Management. Vikas Publication
- S N Maheshwari (2013) Financial Management Principles and Practice, Sultan Chand
- Journal -: Cost Accounting Standards issued by ICWAI, Kolkata

SEMESTER I
PGDHRM-05: LABOUR LAW I

Course Objectives:

- The objective of this paper is to familiarize the students with basics of Labour Laws.

Learning outcomes:

- Implement statutes and employers obligations under different acts.
- Integrate employers and employees rights and duties and their compliance.
- Integrate the powers of the appropriate government/authorities under the Act

Unit – 1: The Code of Wages 2019

The Ministry of Labour & Employment ,Government of India has introduced the Code of Wages 2019. Part of 4 Labour codes, this code has been passed by both houses of Parliament and has also got the Assent of the President of India in Aug 2019. However it is YET TO BE NOTIFIED . This Code consolidates , transforms and subsumes 4 Central Labour Laws related to wages.- [1] The Minimum Wages Act, 1948, [2] Payment of Wages Act, 1936, [3] Payment of Bonus Act, 1965 and [4] Equal remuneration Act, 1976.

Unit – 2: Payment& Wages

- a) **The Minimum Wages Act, 1948** Objectives, Definitions Adolescent, Child, Competent authority, Cost of living index, Employer, Wages, Employee, Fixation and revision of wages, Procedure and fixing of minimum rate of wages, Advisory Board and Central Board, Safeguards in payment of minimum wages, Acts implementation, Exemption in certain cases, Powers of governments.
- b) **Payment of Wages Act, 1936** Definitions: Industrial Establishment, Wages, Responsibility, Time and deductions for payment of wages, Recovery of Amount, Appeals, Conditions where attachment of property can be made, Penalties.
- c) **Payment of Bonus Act, 1965** Definitions: Accounting year, Allocable surplus, available surplus, direct tax, employee, employer, Wage, Computation of gross profits, Computation of available surplus, Eligibility and disqualification for bonus, Minimum and Maximum Bonus, Set on Set Off of allocable surplus, Time limit for payment of bonus, Calculation , Forfeiture of Bonus and Bonus in case of New Establishments, Penalties.

Unit - 3: Factories Act, 1948

Definitions, Welfare Measures under the act, Safety Measures under the act, Working hours for adults, Employment of [Young persons, Women], Annual leave with wages, Penalties and Procedures. [Practical case laws will be discussed in depth]

Unit - 4: Shops and Establishments Act

Karnataka Shops and Establishments Act 1961, Activities of Karnataka Labor Welfare Board, Documents to be filed by Shops and Owners in Karnataka, Documents to be filed for registration and its process, Plantation Act[Employers obligations on Welfare, Leave and Safety

Unit - 5: Child and Contract Labour Acts

a) Child Labour Prohibition and Regulation Act, 1986, Objects, Definitions of [Child Labor, Employer], Prohibition of Children in Certain Occupations, Hours and periods of work, Conditions of Work, Safety, Welfare and Health Measures for Children, Penalties if Children are Employed

b) Contract Labour (Regulation and Abolition Act), 1986 Definitions [Contract Labor, Contractor, and Principal Employer], and Procedure for Registration of Establishment, Licensing, Obligations of employers to provide certain amenities, payment of wages, Penalties if this act is violated.

{NOTE: All modules will be evaluated through CASE STUDIES, presentations, group discussions and industry related written assignments. Due emphasis will be given to ethics, environmental protection, court procedures and steps to take remedial actions where required.}

References:

- Kapoor N.D. (2012). *Elements of industrial law* (11thed.). New Delhi: Sultan Chand & Sons.
- Sarma A.M., (2013). *Industrial Relations and Labour Laws* (2nded.). Mumbai: Himalaya
- Singh B.D., *Labour Laws for Managers*, (2015), Excel Publications.
- Prasad H and Kharbanda V.K.(1987) *Labour Laws Digest*, Law Publication.
- Misra Surya Narayan, MisraSudhir Kumar(2001) *Labour and Industrial Laws*, Central Law
- Law, Ethics and Communication, ICAI (IPCC) 2016 -2017 Publication

SEMESTER – II

PGDHRM-06: BENCHMARKING AND HR PRACTICES

Course objectives:

The learners will be able to Identify each phase of the HR Analytics Process Model and its purpose along with developing skills necessary to identify HR benchmarks and metrics relevant to organisations mission and goals.

Learning outcomes:

- Understand the various metrics tracked across an employee's journey.
- Analyse the concepts of workforce planning, the steps involved and the metrics tracked.
- To having an understanding of Human capital Benchmarking
- Describe best practices using HR analytics to support data-driven decision making

Unit -1: INTRODUCTION TO BENCHMARKING

Meaning, Features and terminologies, Benchmarking process, types, stages, strategies, Ethical benchmarking of HR analytics, HR benchmarking reports, Benchmarking gap analysis model

UNIT – 2: TOOLS AND TECHNIQUES OF BENCHMARKING

Tools used in benchmarking- Brainstorming, 5S method, Pareto charts, Value stream mapping, VOC gathering, 5 whys, Fishbone diagram (Meaning, Features, advantages and disadvantages)

Unit-3: WORKFORCE PLANNING

Workforce Planning and its Use, Steps to Workforce Planning- Supply, Demand, Gap and Solution Analysis (Markov Chain, Scatter Plot, Trend Analysis), Job Analysis - Steps to come out with JD, Types of Job Evaluation - Concepts and Metrics, Types of Job Redesign - Concepts and Metrics

Unit- 4: TALENT ENGAGEMENT ANALYTICS

Employee Engagement- Meaning, Categories, Importance, Major Drivers of Employee Engagement, Process, Employee Engagement Levels in Teams. How to measure employee engagement, Tools and software used, best practices of Employee Engagement

Unit -5: HR REGULATIONS AND REPORTING

Introduction, HR Policies in India, Procedures and Guidelines, Staff development policies, Key Regulations and Reporting Requirements, Connecting Missions or Goals to HR Benchmarks and Metrics, Morals in HR practices

References:

- The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions- Shonna D. Waters PhD, Valerie Streets, Lindsay McFarlane, and Rachael Johnson- Murray
- Predictive HR Analytics: Mastering the HR Metric- Dr. Martin Edwards and Kirsten Edwards
- HR Analytics: Understanding Theories and Applications- By Dipak Kumar Bhattacharyya
- Human Resource Management: People, Data, and Analytics- By Talya Bauer, Berrin Erdogan, David E. Caughlin, and Donald M. Truxillo

SEMESTER – II

PGDHRM - 07: STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Objectives:

- To understand the strategic value of Human resource function in the organization. To understand and focus on the domains of top level decision making which needs to aligned with human resource management.

Learning Outcomes:

- Students to understand the relationship between top level strategy and human resource management.
- Enhance the student's skill by making him aware of strategic dimension of Human Resource decisions.

Unit-I: Introduction

Functional Importance of human resources at organizations. Human resources in relationship to top management goals, Company strategy, and organization culture.

Unit – II: Strategy Formulation

Conceptual Strategy formulation. Foundations, Human Resource Theoretical Contributions to strategy, International strategy,

Unit – III: Planning

Functional Human resource planning, The strategic role, Management issues. Selecting forecasting techniques, Forecasting supply of human resources, Forecasting demand for human resources.

Unit – IV: Implementation

Functional Strategy implementation: Workforce utilization and Employment practices. Efficient utilization of human resources, dealing with employee strategies, selection of employees, Dealing with employee surplus, Special implementation challenges. Functional Strategy implementation: Reward & development systems. Strategically oriented performance measurement systems, Compensation systems, Employee development– Balance score card.

Unit –V: Impact of HR Practice

Working The performance impact of human resource practices - Individual high performance practices, Limitations of individual practices, Evolution of practices. Functional Human resource evaluation - Overview of evaluation, Approaches to evaluation, evaluating strategic contributions of traditional areas, Emerging areas.

Reference books:

- Charles.R.Greer.,(2015). Strategic Human Resource Management. Pearson Education.
- Fred.K.Faulkes.,(2016). Strategic Human Resource Management. Prentice Hall.
- RajibLochanDhar.,(2015). Strategic Human Resource Management, Excel Books.
- AzharKazmi, (2014) Strategic Management & Business Policy, Tata McGraw Hill, Third Edition
- Thomas L. Wheelen, J.David Hunger and Krish Rangarajan, (2015) Strategic Management and Business policy, Pearson Education.

SEMESTER – II

PGDHRM- 09: LABOUR LAW II

Course Objectives:

The course is offered as a human resource elective in the second year. The pedagogy helps the students to understand the legal aspect of the Human resources in the organization. The teaching methods develops the awareness about the various acts and legal compliances required for smooth functioning of an organization

Learning outcomes:

- Implement statutes and employers obligations under different acts.
- Integrate employers and employees rights and duties and their compliance.
- Integrate the powers of the appropriate government/authorities under the Act and their analysis.

Unit I: The Labour Codes

- Industrial Relations Code
- Social Security Code
- Occupational Safety, Health and Working Conditions Code

The Ministry of Labour & Employment , Government of India has introduced 4 Labour codes, of which 3 labour code bills were passed by Parliament in September 2020—the Industrial Relations Code (IRC) Bill, 2020, the Code on Social Security (CSS) Bill, 2020, and the Occupational Safety, Health and Working Conditions Code (OSHWCC) Bill, 2020—and one, the Code on Wages (CW) Bill was enacted in 2019. The four labour code bills, first introduced in Parliament in 2019, consolidate 29 central labour laws. The Government expects these new Codes will reduce complexities, improve ease of compliance, usher in more transparency and accountability, and help both employers and workers.

The Patents Act, 1970: Scope of the act, Definitions, Inventions Not Patentable, Applications for Patents, Provisions for Secrecy of Certain Inventions, Grant of Patents and Rights conferred thereby, Restoration of Lapsed Patents , Surrender and Revocation of Patents , Patent Office and Its Establishment, Penalties. IPR and ethics.

Unit II: Maternity Benefits, Sexual Harassment at Workplace Acts

The Maternity Benefit Act, 1961: Scope of the act, Definitions Child, Delivery, Employer, Establishment, Miscarriage, Wages, Prohibition of Employment, Right to Maternity Benefit, Payment of maternity benefit in certain cases, Dismissal during absence of pregnancy, Leave and nursing breaks, Penalties. Domestic Enquiry: Definition, Preliminary investigation, Rules of natural justice, procedure.

The Sexual harassment of women at work place (Prevention, Prohibition and Redressal) Act, 2013 Definitions, Constitution of Internal Complaints Committee, Constitution of Local Complaints Committee, Complaint, Inquiry and complaint, Duties of Employer, Duties and powers of District Officer, Penalties and Provisions

Unit III Provident Funds and Miscellaneous Acts

The Employees Provident Funds and Miscellaneous Provisions Act, 1952: Objectives, Definitions Authorized officer, Basic Wages, Contribution, Controlled industry, Employer, Employee, Exempted Employee, Recovery officer], Employee Provident Fund Schemes, Contributions, Statutory rate of contribution, retaining allowance, calculation, Employees **Pension Scheme:** Establishment of Employees Pension Fund, Grant By central Government, Employees Deposit Linked Insurance Scheme, Framing and its functioning, circumstances under which employers contribution can be recovered, Attachment of properties, Penalties: Offences by companies.

The Employee State Insurance Act, 1948: Objectives, Definitions Benefit period, confinement, Contribution period, dependant, employment injury, Employee, Exempted Employee, Immediate employment, Disablement (partial and permanent, wages, exclusion of wages, Applicability of the act, Contribution and Contribution calculation, Registration of establishments, Benefits, Restrictions, Protection, Penalties

Unit IV Compensation and Gratuity Acts:

The Employees Compensation Act, 1923: Scope of the act, Definitions Dependent, Employer, Disablement, Wages, Workman and Contract of Employment], Rules regarding employment Personal injury by accident, Theory of notional extension], Occupational Diseases, Amount of compensation, Calculation of Compensation for death, permanent total disablement, permanent partial disablement, temporary disablement, Compensation when due, distribution of compensation.

The Payment of Gratuity Act, 1972: Scope of the act, Applicability of the act, Definitions Completed years of service, Employee, Wages, Retirement, Controlling authority, employer, employee, Superannuation, Family, Payment of gratuity on termination, forfeiture of gratuity, compulsory insurance and payment of gratuity, nomination, determination and recovery of gratuity, Penalties.

Unit V Interstate workmen act

The Inter-State Migrant Workmen (Regulation of employment and conditions of Service) Act, 1979 Definitions, Registration, Licensing of contractors, Revocation and suspension of licenses, Duties of contractors, Welfare activities, Responsibility of payment of wages, Duties of inspecting staff, Contraventions of provisions of the act and Penalties.

The Building & Other Construction Workers (Regulation of employment and conditions of Service) Act, 1996 Definitions, registration of establishments, Licensing of contractors, duties and obligations of contractors, Wages and welfare, Responsibility of inspecting staff, Penalties.

{NOTE: All modules will be evaluated through CASE STUDIES, presentations, group discussions and industry related written assignments. Due emphasis will be given to ethics, environmental protection, court procedures and steps to take remedial actions where required.}

References:

- Padhi P.K., (2015) Labour and Industrial Laws(2nd edition), New Delhi, Prentice Hall of India.
- Sarma A.M., (2013). Industrial Relations and Labour Laws (2nd ed.). Mumbai: Himalaya Publishing House.

SEMESTER II

PGDFM - 10: DISSERTATION AND VIVA

1.	Dissertation	140 Marks
2.	Viva-Voce Examination	60 Marks
3.	Total	200 Marks

Course Objectives:

- During the research process, the student is expected to learn about the organization and analyse and suggest solutions of a live problem.
- The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions

Learning outcomes:

- The course is designed to acquaint the students with methods of conducting systematic inquiry in the Human Resource Management.
- The course familiarizing the students with the different research methods and techniques will also focus on the considerations which enter into every step of the research process and understand the usage and limitations of techniques in data analysis.
- Equip students with skills and knowledge needed to undertake the research project competently.
- The course will also enable the students to critically evaluate empirical literature in the field of management.

It will be essential for each candidate to submit the Dissertation before the examination for theory paper commences. The candidates who fail at the examination but obtain minimum 40% marks in Dissertation and Viva-voce will not be required to again submit Dissertation and re-appear at the Viva-voce while subsequently re-appearing for theory examinations.

Evaluation:

The research project report will carry 200 marks. The evaluation of the project report will be done by two external examiners and will consist of

- (1) Evaluation of project report (140 marks)
- (2) Viva on Project (60 marks).

The average of the marks awarded by the 2 examiners will be taken into account for the results. In case the difference in the awards given by the examiners is 30 or more marks, the project report will be referred to the third examiner. In such cases the average of two closer awards (given by three examiners) will be taken into account for the results.

Report Presentation:

The report will contain the objectives and scope of the study. Research Methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography.

A certificate of the supervisor and the College certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the College. The number of pages in the report will be minimum 75 to 100 max pages. The report should be typed in A-4 size paper.

Comprehensive Viva:

The comprehensive viva voce is scheduled at the end of it at the end of the second semester in order to judge the understanding as well as application of the knowledge gained by the students by the end of the semester of the course. This is also to see the articulation of what is being learnt by them. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in two full semester and see their relevance not only in the practical field but also their inter relationship. The viva voce is of 60 marks each to be conducted by the external examiners appointed by the Controller of Examinations.

Syllabus for Financial Management
(I & II Semester)

PROCEEDINGS OF THE MEETING OF THE BOS BHM, BTTM-MTTM (INTEGRATED), MTTM (PG) and PG DIPLOMA COURSES

Proceedings of BOS meeting for the courses BHM, BTTM-MTTM (Integrated), MTTM(PG) and PG Diploma held on 10th August at 2023 11.00 am in the Department of Commerce, PK Block, Bengaluru City University.

The draft syllabus was sent to the BOS members through email well in advance and the same was presented in the meeting for obtaining further inputs from the members. After detailed discussion on the Courses offered, members shared their views and opinions about the courses, the inputs provided by the members were incorporated and relevant changes were made. During the meeting it was discussed and decided that the syllabus for MTTM(PG) shall be adopted from Bangalore University. The syllabus of MTTM(PG) approved during the academic year 2020-2021 shall here forth be the syllabus for MTTM(PG) of Bengaluru City University, until revised by the BOS at BCU.

Further board authorized the chairperson to make changes if required.

Members Present

- | | | | |
|----|-----------------------|---|-------------|
| 1. | Dr.Jalaja.K.R | Dean and Chairperson, Faculty of Commerce and Management, Bengaluru City University, Bengaluru. | Chairperson |
| 2. | Dr.Devendra M | Principal, Bengaluru Amirta College, Bengaluru. | Member |
| 3. | Dr.Paramashivaiah P | Professor, Department of Commerce, Tumkur University, Tumkur. | Member |
| 4. | Dr.Binoy T A | Department of Tourism Administration, Kuvempu University. | Member |
| 5. | Dr.Y Venkata Roa | Professor, Department of Tourism Studies, Pondicherry University. | Member |
| 6. | Prof. B Vijayalakshmi | Professor, Department of Business Management, Sri Padamavati Mahila Viswavidyalayam (Womens University) Tirupati. | Member |


Dr. JALAJA. K.R. M.COM., MBA., Ph.D
Dean & Chairperson
Department of Commerce
Bengaluru City University

Chairperson- BOS

Post Graduate Diploma in Financial Management (PGDFM)

1) ELIGIBILITY:

Candidates with 50 percent marks in aggregate in Bachelor's/Master's Degree of a recognized University are eligible for admission. Candidates studying in a regular course of study in any discipline are also eligible for admission. During admission Preference will be given to candidates sponsored by a business or industrial concern.

2) DURATION OF THE COURSE:

One Academic Year (2 SEMESTERS). The Course may be offered as Regular / Evening mode/ Weekend mode.

3) ATTENDANCE:

A Student shall be considered to have satisfied the requirement of attendance if he/she has attended not less than 75% of the total number of classes during the duration of the course. A Student who fails to fulfill the attendance requirement shall not be allowed to take the Internal Assessments /the University examination.

4) MEDIUM OF INSTRUCTION AND EXAMINATION:

The Medium of Instruction and Examination shall be in English.

5) COURSE MATRIX:

Annexure enclosed

6) SCHEME OF EXAMINATION:

There shall be university exam at the end of the each semester. The duration of exam for each paper shall be 3 hours. The maximum marks for each paper shall be 100 marks (60+40).

Particulars	*Internal Assessment	Theory Examination	Total Marks
Composition of marks in each paper	40	60	100

***INTERNAL ASSESSMENT FORMAT**

Activity/ Internal Assessment Test	10marks
Assignment	10marks
Attendance	10marks
Presentation/Case study	10marks
Total	40marks

Internal Evaluation Components:

Assignment, Presentation, Quizzes, Case Study etc

External Marks:

BCU will conduct subjective exam for external examination.

Question Paper Pattern

Section A

(Analytical Type)

Answer any **Six** questions out of ten questions. Each question carries five marks. (6X5=30)

1.

- a)
- b)
- c)
- d)
- e)
- f)
- g)
- h)
- i)
- j)

Section B

(Essay Type)

Answer any **Two** questions out of Four questions. Each question carries Ten marks.

(2X10=20)

2.

3.

4.

5.

Section C

(Case Study)

(1X10=10)

6.

7) PASSING REQUIREMENT:

A Candidate shall be declared to have passed the examination if he/she secures not less than that 35% of the maximum in each of the papers and 40% of the maximum in aggregate.

8) CLASSIFICATION OF SUCCESSFUL CANDIDATES:

Successful candidate securing not less than 60 percent of the aggregate marks shall be declared to have passed the examination in FIRST CLASS, provided they have passed the examination in every subject at the first appearance.

Candidates securing 50 percent and above but below 60 percent of the aggregate marks shall be declared to have passed the examination in SECOND CLASS, provided they have passed the examination in every subject at the first appearance.

Other successful candidates shall be declared to have passed the examination in PASS CLASS.

BENGALURU CITY UNIVERSITY
POST GRADUTION DIPLOMA IN FINANCIAL MANAGEMENT
Syllabus structure
PGDFM

Semester I						
Sl No	Subject code	Subject title	Credits	CIE	SEE	Total
1	PGDFM -01	Financial Decisions	4	40	60	100
2	PGDFM -02	Financial Markets & Services	4	40	60	100
3	PGDFM -03	Financial risk management	4	40	60	100
4	PGDFM -04	Derivatives management	4	40	60	100
5	PGDFM -05	Research Methodology	4	50	50	100
Total			20	210	290	500
Semester II						
Sl No	Subject code	Subject title	Credits	CIE	SEE	Total
6	PGDFM -06	International Financial Management	4	40	60	100
7	PGDFM -07	Behavioral Finance	4	40	60	100
8	PGDFM -08	Security Analysis And Portfolio Management	4	40	60	100
9	PGDFM -09	Mergers and Corporate Restructuring	4	40	60	100
10	PGDFM -10	Dissertation, seminar, viva-voce	8			*200
Total			24			600
TOTAL CREDIT			44			1100

*for evaluation Criteria refer PGDFM -10 Blown up syllabus

SEMESTER I

PGDFM 01: FINANCIAL DECISIONS

Course Objectives:

- To provide systematic input of knowledge to the students with regard to Capital Investment and Financial Decisions.

Learning outcomes:

- Students can understand the concept of time value of money in financial decisions; Also they study different techniques of financial and investment decisions;
- Understand relationship between capital structure and the value of the firm and to explore the sources of long term finance & design financial strategies.

Unit – I: Introduction to Financial Management

Meaning of financial Management- Objectives of Financial Management-Scope of financial management- Sources of Finance-Advantages & Disadvantages-Role of Finance Manger

Unit – II: Financing decisions

Capital Structure – Capital structure theories – Net income approach, Net operating income approach, Modigliani & Miller approach, Traditional approach- factors influencing capital structure- Difference between capital structure & financial structure.

Unit – III: Investment decisions

Capital Budgeting - Need & Importance of capital budgeting- capital budgeting process- Methods for evaluation of Investment decisions- Lease financing – Lease Vs Buy decision – Hire Purchase and installment decision – Hire Purchase Vs Lease Decision- Investment decisions under conditions of uncertainty – Risk analysis in Investment decisions

Unit – IV: Dividend Decisions

Meaning of Dividend- Types – Forms- Factors determining dividend policy- types of Dividend Policy- Dividend decisions

Unit – V: Financial distress

Consequences, Issues, Bankruptcy, Credit Analysis using Altman Z score - Financial scams- case study.

References:

- Prasanna Chandra, Financial Management, Tata McGraw-Hill, 2012
- Prasanna Chandra, Projects : planning, Analysis, Financing implementation and review, TMH, New Delhi
- Bodie, Kane, Warcus: Investments Tata McGraw-Hill, New Delhi, 2012,
- I.M. Pandey, Financial Management, Vikas Publishing House,2015.
- MY Khan and PK Jain, Financial Management: Text and Problems, Tata Mc Graw-Hill Publishing Co, 2016.
- V. K. Kapoor, Operations Research, Sultan Chand & Sons, New Delhi, 2015.

SEMESTER I

PGDFM 02: FINANCIAL MARKETS AND SERVICES

Course Objectives:

The course aims at providing the students, advanced knowledge about the Finance markets, and various services provided in those markets. The syllabus is structured in a way which provides adequate information about the roles of intermediaries and its regulating bodies. The course also provides information about the prevailing financial system in India.

Learning outcomes:

- Understand the financial markets and the trading mechanism in the stock exchanges.
- Gain comprehensive knowledge of all aspects relating to financial services industry in India

Unit – I: Capital Markets

Capital markets- meaning; Classification of capital market; growth of stock exchange, stock brokers, functions of stock exchange, Margin trading, Forward trading, Sensex, Nifty, OTCEI (over the counter exchange of India), Depositories-Role of NSDL and CDSL, Clearing Corporations, SEBI as capital market regulator - Objectives, Functions, Powers, Organization, SEBI and government, SEBI guidelines on primary markets, secondary markets, book building, buyback of shares. Derivatives in India- Introduction to Financial and Commodity Derivatives.

Unit –II: Money Markets

Definition, Money Market and Capital Market and their Features, Objectives, Features of a Developed Money Market, Importance of Money Market, Composition of Money Market, Money Market Instruments, Structure of Indian Money Market, Features of Indian Money Market, Call Money Market, Recent Developments, the role of RBI and Commercial Banks in the Indian Money market.

Unit – III: Introduction to Financial Services

Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Framework of Financial Services- Financial Services Industry – Emergence – Growth & Development of Financial Services in India – Fund Based and Non-fund-based activities – Modern activities – New Financial Products and Services – Challenges Ahead.

Unit –IV: Other Financial Services

Credit Rating – Concept, Benefits, Functions – Credit Rating Process– Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Venture Capital – Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital, Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing. Securitisation – Mortgage Based Securitisation – Reverse Mortgage Loan (RML)

Unit –V: Mutual Funds

Mutual Funds – Concept and Objectives, Functions, Organization and Management, Types – Schemes – Role of private and Public sector Funds – Evaluation of Performance of Fund Manager – SEBI Guidelines on Mutual Funds. Debt Securitisation – Concept and Application – De-mat Services-need and Operations.

References:

- M.Y.Khan, Financial Services– Tata McGraw –Hill, 3 rd Edition.
- J.C.Verma, A Manual of Merchant Banking , Bharath Publishing House, New Delhi.
- Bhalla. V.K.-Management of Financial Services – Mnmol, New Delhi.
- Bhole&Mahakud, Financial Institutions and Market, TMH, New Delhi
- V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai

SEMESTER I

PGDFM 03: FINANCIAL RISK MANAGEMENT

Course Objectives:

- The basic purpose of this course is to acquaint the participants with the principles and of financial risk management to deal with financial risks faced by large institutions.

Learning outcomes:

- Analyse the nature and sources of various risk exposure of the institutions
- Formulate strategies to deal with Market Risks, Credit Risks and other Risks faced by the institutions
- Evaluate the integrated risk environment of the organisation.

Unit I: Introduction to Financial Risk

Value Creation and Risk Management. Types of risks faced by modern organisations. Nature, sources and measures of financial risks.

Unit II: Management of Market Risks

Concept of Market Risk. Sources of market risks. Measures of market risk. Value at Risk. Risk Metrics Approach. Historic Simulations. Monte Carlo Simulations. Portfolio Risk Measure. Portfolio Risk Budgeting. Stress Testing and Back Testing. Capital Charges.

Unit III: Management of Credit Risks

Concept of Credit Risk. Individual Loan Risks. Measurement of Credit Risk. Default Risk Models. Loan Portfolio and Concentration Risk. Credit Ratings. Credit Derivatives. Capital Charges.

Unit IV: Management of Other Institutional Risks

Other types of financial risks faced by the institutions. Measures and handling of Off Balance-sheet risks, foreign exchange risks, sovereign risk, liquidity risk, technology and other operational risks. Risk hedging and management. Capital charges.

Unit V: Enterprise Risk Management

Concept of Enterprise Risk Management (ERM). Principal terms in Enterprise Risk Management. Integrated Approach to Risk Management. Framework for risk management and control. Risk frameworks under regulatory environments.

References:

- Bhalla, V. K. (2012). *Investment Management*. Delhi: S. Chand.
- Christoffersen, P. F. (2016). *Elements of Financial Risk Management*. London: Academic Press.
- Crouhy, M., Galai, D., & Mark, R. (2014). *The Essentials of Risk Management*. USA: McGraw-Hill Education.
- Hull, J. C. (2018). *Risk Management and Financial Institutions*. New Jersey: John Wiley & Sons.
- Jorion, P. (2011). *Financial Risk Manager Handbook*. New Jersey: John Wiley & Sons.
- Professional Risk Managers' International Association. (2015). *PRM Handbook Volume III: Book 1-3*. USA: PRMIA Publications.
- Resti, A., & Sironi, A. (2007). *Risk Management and Shareholders' Value in Banking*. England: John Wiley & Sons.
- Saunders, A., & Cornett, M. M. (2017). *Financial Institutions Management*. New York: McGraw-Hill Education.

SEMESTER I

PGDFM 04: DERIVATIVES MANAGEMENT

Course Objectives:

- To acquaint with the nature of Derivatives Market
- To familiarize the determination of futures price and options price
- To help exposure on options strategies and swaps

Learning outcomes:

- Provide students with a conceptual and analytical framework of Financial Modelling and enable the students to build further on the concepts which were learnt through traditional valuation techniques.

Unit - I: Derivatives Markets

Derivatives Markets - Derivatives: Meaning, History & functions of derivatives market, participants in Derivative market, Legal framework of derivatives market in India with respect to Stock, Currency and Commodity derivatives Futures market, Forwards and Futures contract, Similarities & Differences, Options, Types, American and European, In-the-money, At-the money, Out-of-the money options, Listed Options, Futures and Options on Indices, Stock, Commodities, Energy, Foreign Exchange and Interest rate

Unit – II: Determination of Futures price

Determination of Futures price: Stock, Commodity and Currency: Cost of carry, Basis, Spot – Futures parity theorem, Spreads, Forward Vs futures pricing. Future prices vs Expected spot prices, Expectation hypothesis, Normal backwardation, Contango - Mechanics of trading in derivatives: Clearing house, SPAN Margin, Marking to Market, Cash Vs Actual delivery, Regulations.

Unit – III: Option Prices

Option Prices: Factors affecting call & put option prices, Determinants of Option values/premium, Restriction of option values, Black – Scholes formula, Call option valuation, Put option valuation, Hedge ratios, Binomial model.,

Unit – IV: Option strategies

Option strategies & prices: Protective put, covered call, straddle, Spreads, Collars.
Option valuation: Introduction, Intrinsic and time values- Hedging using Strategies:
Protective puts, protective calls, covered calls, spreads, combinations, delta hedging.

Unit - V: Swaps

Swaps: Swaps-Evolution, Types, Interest rate swap, Designing and valuation, Currency swaps: designing and valuation, Swap pricing, Credit risk and swap market, Swap variations. Interest rate futures: Hedging interest rate risk using interest rate futures

References:

- John Hull, Fundamentals of Futures and Options Markets (7th Edition), Pearson Higher Education (2010)
- Options, Futures, and Other Derivatives , (7th Edition), John C Hull, Pearson Higher Education (2010)
- NCFM – Derivatives Dealers Module book, National Stock Exchange of India Ltd, 2009
- NCFM - Options Trading Strategies Module book, National Stock Exchange of India Ltd, 2009
- Varma A., Derivative and Risk Management (1st Edn.) Tata Mgra Hill

SEMESTER I
PGDFM 05: RESEARCH METHODOLOGY

Course Objectives:

The objective of this course is to develop the research skills of the students in investigating into the business problems with a view to arriving at objective findings and conclusions and interpreting the results of their investigation in the form of systematic reports.

Learning outcomes:

- To make students appreciate the role of research in business decisions.
- To equip students with tools and techniques of business research.

Unit I: Basic Research Concepts

Business Research – Meaning, types, process of research- management problem, defining the research problem, formulating the research Hypothesis, developing the research proposals, research design formulation, sampling design, planning and collecting the data for research, data analysis and interpretation. Research Application in business decisions, Features of good research study.

Unit II - Research Design

Types of Business Research Design: Exploratory and Conclusive Research Design
Exploratory Research: Meaning, purpose, methods –secondary resource analysis, comprehensive case methods, expert opinion survey, focus group discussions. Conclusive research Design - Descriptive Research - Meaning, Types – cross sectional studies and longitudinal studies. – Experimental research design – Meaning and classification of experimental designs- Pre experimental design, Quasi-experimental design, True experimental design, statistical experimental design. Observation Research – Meaning – Uses – Participation and Non- participation – Evaluation – Conducting an Observation study – Data collection.

Unit III - Sampling

Sampling: Concepts- Types of Sampling - Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non Probability Sampling – convenience sampling- judgemental sampling, snowball sampling- quota sampling - Errors in sampling.

Unit IV - Data collection

Primary and Secondary data Primary data collection methods - Observations, survey, Interview and Questionnaire, Qualitative Techniques of data collection.

Questionnaire design – Meaning - process of designing questionnaire. Secondary data - Sources – advantages and disadvantages

Preparing the Data for Analysis: Editing, Coding, Classification, Tabulation, Validation Analysis and Interpretation

Unit V – Hypothesis and analysis and report Presentation

Hypothesis: Meaning, Types, characteristics, source, Formulation of Hypothesis, Errors in Hypothesis Parametric and Non Parametric Test: T-Test, Z-Test, F-Test, U-Test, K-W Test (Theory Only)

Statistical Analysis: Bivariate Analysis (Chi-Square only), Multivariate Analysis (Theory Only) ANOVA: One- Way and Two Way Classification. (Theory Only) Report writing and presentation of results: Importance of report writing, types of research report, report structure, guidelines for effective documentation.

Reference books

- Research Methodology- C R Kothari, Vishwa Prakashan,2015
- Business Research Methods. Donald R. Cooper & Pamela s Schindler, 9/e, TMH /2014
- Research Methodology – concepts and cases – Deepak Chawla and Neena Sondhi - Vikas Publication - 2016
- Research Methods for Business, Uma Sekaran & Roger Bougie, 6th Edition, Wiley, 2013
- Business Research Methods-SL Gupta and Hetesh Gupta, McGraw hill - 2012
- Marketing Research- Naresh K Malhotra- 5th Edition, Pearson Education /PHI 2014
- Business Research Methodology – J K Sachdeva – 2nd Edition - HPH, 2015

SEMSTER II

PGDFM 06: INTERNATIONAL FINANCIAL MANAGEMENT

Course Objectives:

To familiarize the students with International Financial environment, instruments and institutions. To help students analyze international risk and skills to manage that.

Learning outcomes:

- Understand the factors that motivate the business organization to pursue international business and methods of doing business internationally.
- Understand the functions and structure of foreign exchange market and determination of foreign exchange rates
-

Unit – I: An introduction to International Financial Management

Scope of International financial Management - Relevance of IFM- International Financial Management & Domestic Management- Scope of International finance- International business activities & methods-Motivation for international business- Input market- output market

Unit – II: Foreign exchange market

Foreign exchange market-market participants- Functions of Forex market- Information and communication systems -Forex rates- Forex quotations- Cross rates- Problems on conversion of direct to indirect, cross rate calculation, spread & spot forward transactions- Arbitrage- simple problems on two-point arbitrage and three point arbitrage- Nostro, Vostro accounts –Forward and Future spot rates- simple problems-Foreign Exchange Theories.

Unit – III: Managing Foreign Exposure Risk

Exchange risk-types of exposure-Tools & techniques of foreign exchange risk management- Management of Translation exposure-Functional versus reporting currency- Translation methods (simple problems related to methods of translation)-Management of Transaction exposure-Risk management products-Management of Economic exposure- Managing economic exposure- Marketing management of exchange risk-production management of exchange risk.

Unit – IV: International working capital management

Capital Budgeting for MNCs - Working Capital Management for MNCs - Foreign Direct Investment - International Portfolio Investment- Cash management-Objectives of effective international cash management systems-Netting.

Unit –V: Legal regulations and structure for FDI

FII, Regulations – FDI, advantages and disadvantages – ADR and GDR – Issue Structure. FOREX market, types of rate & participants and risk management in FOREX

References:

- Eietemanetal David K., (2015) Multinational Business Finance. Pearson Education.
- Vij Madhu.,(2012). International Financial Management. New Delhi: Excel Books.
- Avadhani B.K (2015) International Finance Theory and Practice, Himalaya Publishing House, New Delhi
- Aswathanarayana T & K. Rajeswari (2013) International Finance – Vision Book House
- Timothy Carl Kesta (2014), Case and Problems in International Finance, TMH
- R.M Srivastava (2015) Multinational Financial Management, Pragathi Publications

SEMESTER II

PGDFM 07: BEHAVIOURAL FINANCE

Course Objectives:

The objective of this paper is to introduce the students to the role of human behavior in financial decision making. This will enable them to understand some psychological biases which lead to various anomalies.

Learning outcomes:

- Understand and critically discuss the differences between a behavioural finance perspective and a traditional finance perspective
- Understand and critically discuss the cognitive biases and errors of judgment that affect financial decisions and critically evaluate behavioural influences involving individuals investment decisions

Unit – I: Introduction to Behavioural Finance

Behavioral Finance-Meaning, Definition, Standard Finance vs Behavioral Finance, History of Behavioral Finance, Investor behavior and asset Allocation, Trading and Investment Strategies in Behavioral Finance

Unit – II: Prospect Theory & Mental Accounting

Prospect Theory - Meaning, Concept, Types of Prospect theory, Characteristics of Loss Aversion theory, Prospect theory & Loss Aversion: How Users make decisions.

Mental Accounting- Meaning, Definition, Concept of Mental Accounting, Advantages & Disadvantages of Mental Accounting, Examples of Mental Accounting.

Unit – III: Heuristics and Biases in Behavioral Finance -I

Loss Aversion Bias, Endowment Bias, Affinity Bias, Anchoring and Adjustment Bias, Outcome Bias, Snake Bite Effect, Illusion of Control, Availability Bias, Self-Attribution Bias, Recency Bias.

Unit – IV: Heuristics and Biases in Behavioral Finance- II

Cognitive Dissonance Bias, Self-Control Bias, Confirmation Bias, Hindsight Bias, Narrative Bias, Representativeness Bias, Overconfidence Bias, Paradox of Choice, Herd Behavior.

Unit – V: Individual Investors Behavior in Financial Market

Financial Literacy & Behavior, Market Friction Effects on Household Investment Behavior, The Effects of Behavioral Biases on Household Investment Behavior, Risk Taking Behavior, Gender Differences in Decision making, Demographic and Socioeconomic Factors of Investors, Money and Happiness: Implications for Investor Behavior, Financial Therapy, Neuro finance.

Reference books:

- Nofsinger, J. (2014), The Psychology of Investing, 5th edition (international edition), Pearson
- Kahneman, Daniel & Tversky, Amos. (2012). Choices, Values and Frames. Cambridge University Press
- Shleifer, Andrei. (2014) Inefficient Markets-An Introduction to Behavioral Finance. Oxford University Press
- Ackert, L. and Deaves, R. (2010), Behavioral Finance: Psychology, Decision-Making, and Markets, 1st edition, South-Western
- Baker, K. and Nofsinger, J. (2010), Behavioral Finance: Investors, Corporations, and Markets, John Wiley
- Montier, J. (2010), Behavioural Finance, John Wiley

SEMESTER II

PGDFM 08: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Objectives:

- To familiarize the students about investment decisions and Portfolio Management.
- To help students in having a clear idea about portfolio decisions.

Learning outcomes:

- Students gain knowledge of framework of different financial instruments, their risk and returns and their usefulness while constructing portfolios.
- It familiarize students with portfolio construction and management techniques and strategies.

Unit - I: Macro Analysis and Micro-Valuation Of Stock Market

Macro market Analysis – Economic Activity and Security Markets - Economic series and Stock prices; the cyclical Indicator approach etc.

Industry Analysis –The business cycle and Industry sectors - Structural Economic changes - Evaluating the Industry Life Cycle - Company Analysis and Stock Valuation – Company analysis versus valuation of stock - Company analysis - Estimating intrinsic value - Additional measures of relative value - Analysis of Growth companies - Valuation of Alternative Investments .

Technical Analysis – Advantages - Technical Trading rules - indicators Efficient Capital Markets–Alternative Efficient Market Hypotheses - Tests and results of EMH - Implications of Efficient Capital Markets

Unit – II: Portfolio Management Theory

introduction to Portfolio Management - Some background assumptions - Markowitz Portfolio Theory - introduction to Asset Pricing Models – Capital Market Theory - The Capital Asset Pricing Model - Expected Return and Risk - Relationship between Systematic Risk and Return - The Market Portfolio - Theory Vs Practice Multifactor Models of Risk and Return – Arbitrage Pricing Theory.

Unit – III: Portfolio Management Strategies

Equity Portfolio Management Strategies – Passive Vs Active Management; Overview of Passive Equity Portfolio Management Strategies; Overview of Active Equity Portfolio Management Strategies; An overview of style analysis; Asset allocation strategies

Unit –IV: Bond Valuation and Bond Portfolio Management Strategies

Bond Valuation; Computing Bond Yields, Calculation of future bond prices; Yield curve, Determination of interest rates, Passive and Active Bond Portfolio Management Strategies.

Unit – V: Evaluation of Portfolio Performance

Evaluation of Portfolio performance – Composite Portfolio Performance measures; Application of Portfolio performance measures; Evaluation of bond portfolio performance.

References:

- Reilly & Brown, (2016) Investment Analysis & Portfolio Management , New Delhi: Thomson Publications,
- Chandra Prasanna, (2015) Investment Analysis and Portfolio Management, New Delhi: Tata McGraw – Hill Publications
- Fischer and Jordan. (1975). Security Analysis and Portfolio Management. Prentice Hall.
- Joseph R, Perella, (2009), Investment banking:Valuation, Leveraged buyout, & Merger and Acquisitions,Wiley finance.
- Joshua Rosenbaun, (2009), Investment banking:Valuation, Leveraged buyout, & Merger and Acquisitions, Wiley finance.

SEMESTER II

PGDFM 09: MERGERS AND CORPORATE RESTRUCTURING

Course Objectives:

- The objective of this course is to provide an in-depth understanding of financial, accounting, regulatory and valuation aspects relating to corporate restructuring. Understanding the linkages between corporate restructuring and financial markets and the impact of the same on the share price and on the business.

Learning Outcomes:

After successfully completing this course, the participants will be able to –

- Able to understand the various methods available for corporate restructuring as a mode of consolidation.
- Able to do valuation of various tangible and intangible assets.
- Able to understand various tax aspects associated with the corporate restructuring.

Unit I:

Meaning of corporate restructuring- Needs, scope, modes of restructuring, Indian and global scenario, Strategies Mergers acquisitions-Takeovers, Disinvestments, Strategic alliances, Demerger and hive offs, Slump sale, Asset sale, Reserve demerger, Concepts, modes, regulatory, tax, accounting aspects.

Unit II:

Merger and Amalgamation- Meaning, AS 14, pooling of interest method, purchase method, treatment of goodwill and capital reserve, Purchase consideration, inter companies holdings accounting and tax aspects, legal aspects, stamp duty, financial aspects, swap ratio, impact on EPS, MPS and P/E ratio, gains and synergy of merger, Cost of merger. Books of selling and purchasing companies, Realization Account.

Unit III:

Takeovers- Meaning, types of takeovers, legal aspects, SEBI regulations, financial accounting and tax aspects, stamp duty, payment of consideration, bailout takeovers, takeover of sick units.

Unit VI:

Financial restructuring-Reorganization of share capital, Internal Reconstruction, - accounting, financial and tax aspects.

Unit V:

Approaches to Valuation- Valuation of Shares, Valuation of Business, Valuation of Intangibles, Valuing Private Companies, Valuing firms with Negative Earnings, Valuing start-up firms, Value enhancement: A discounted cash flow Valuation framework, EVA, CFROI and other tools.

References:

- Arzac, E.R. (2008). Valuation for Mergers, Buyouts and Restructuring (2nd ed.). John Wiley and Sons, Inc.
- Brealey, Myers & Allen. (2018) Principles of Corporate Finance. (12th ed.). McGraw Hill.
- Chandra P. (2015). Corporate Creation. New Delhi Tata Mc-Graw Hill.
- Damodaran, A. (2012). Damodaran on Valuation: Security Analysis for Investment and Corporate Finance. (2nd ed.). John Wiley and Sons, Inc.
- Damodaran, A. (2017). The Dark Side of Valuation. (2nd ed.): Financial Times Press.
- De Pamphilis, D.M. (2008). Mergers, Acquisitions, and Other Restructuring Activities. (4th ed.): Academic Press, Elsevier Inc.
- ICWAI. Financial Analysis & Business Valuation (Final study material). (Latest Editions) Gaughan, P.A. (2007) Mergers, Acquisitions and Corporate Restructurings (4th ed.). : John Wileys& Sons.
- Hayward, R. (2015). Valuation: Principles into Practice (6th ed.). Routledge
- Hunt, P.A. (2007). Structuring Mergers & Acquisitions: A Guide to Creating Shareholder Value. (3rd ed.): Wolters Kluwer, Law &Business, Aspen Publishers.
- Reed, S.F. Alexander, L. & Nesvold, H.P. (2007). The Art of M&A: A Merger Acquisition Buyout. (4th ed.). McGraw-Hill.
- Rosenbaum, J. & Pearl, J. (2009) Investment Banking: Valuation, Leverages Buyouts, and Mergers & Acquisitions. John Wiley and Sons, Inc.
- Shapiro, E. Mackmin, D & Sams, G. (2018) Modern Methods of Valuation, 12th Editions: Routledge

SEMESTER II

PGDFM - 10: DISSERTATION AND VIVA

1.	Dissertation	140 Marks
2.	Viva-Voce Examination	60 Marks
3.	Total	200 Marks

Course Objectives:

- During the research process, the student is expected to learn about the organization and analyse and suggest solutions of a live problem.
- The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions

Learning outcomes:

- The course is designed to acquaint the students with methods of conducting systematic inquiry in the Financial Management.
- The course familiarizing the students with the different research methods and techniques will also focus on the considerations which enter into every step of the research process and understand the usage and limitations of techniques in data analysis.
- Equip students with skills and knowledge needed to undertake the research project competently.
- The course will also enable the students to critically evaluate empirical literature in the field of management.

It will be essential for each candidate to submit the Dissertation before the examination for theory paper commences. The candidates who fail at the examination but obtain minimum 40% marks in Dissertation and Viva-voce will not be required to again submit Dissertation and re-appear at the Viva-voce while subsequently re-appearing for theory examinations.

Evaluation:

The research project report will carry 200 marks. The evaluation of the project report will be done by two external examiners and will consist of

- (1) Evaluation of project report (140 marks)
- (2) Viva on Project (60 marks).

The average of the marks awarded by the 2 examiners will be taken into account for the results. In case the difference in the awards given by the examiners is 30 or more marks, the project report will be referred to the third examiner. In such cases the average of two closer awards (given by three examiners) will be taken into account for the results.

Report Presentation:

The report will contain the objectives and scope of the study. Research Methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography.

A certificate of the supervisor and the College certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the College. The number of pages in the report will be minimum 75 to 100 max pages. The report should be typed in A-4 size paper.

Comprehensive Viva:

The comprehensive viva voce is scheduled at the end of it at the end of the second semester in order to judge the understanding as well as application of the knowledge gained by the students by the end of the semester of the course. This is also to see the articulation of what is being learnt by them. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in two full semester and see their relevance not only in the practical field but also their inter relationship. The viva voce is of 60 marks each to be conducted by the external examiners appointed by the Controller of Examinations.

Syllabus for Marketing Management

(I & II Semester)

PROCEEDINGS OF THE MEETING OF THE BOS BHM, BTTM-MTTM (INTEGRATED), MTTM (PG) and PG DIPLOMA COURSES

Proceedings of BOS meeting for the courses BHM, BTTM-MTTM (Integrated), MTTM(PG) and PG Diploma held on 10th August at 2023 11.00 am in the Department of Commerce, PK Block, Bengaluru City University.

The draft syllabus was sent to the BOS members through email well in advance and the same was presented in the meeting for obtaining further inputs from the members. After detailed discussion on the Courses offered, members shared their views and opinions about the courses, the inputs provided by the members were incorporated and relevant changes were made. During the meeting it was discussed and decided that the syllabus for MTTM(PG) shall be adopted from Bangalore University. The syllabus of MTTM(PG) approved during the academic year 2020-2021 shall here forth be the syllabus for MTTM(PG) of Bengaluru City University, until revised by the BOS at BCU.

Further board authorized the chairperson to make changes if required.

Members Present

- | | | | |
|----|-----------------------|---|-------------|
| 1. | Dr.Jalaja.K.R | Dean and Chairperson, Faculty of Commerce and Management, Bengaluru City University, Bengaluru. | Chairperson |
| 2. | Dr.Devendra M | Principal, Bengaluru Amirta College, Bengaluru. | Member |
| 3. | Dr.Paramashivaiah P | Professor, Department of Commerce, Tumkur University, Tumkur. | Member |
| 4. | Dr.Binoy T A | Department of Tourism Administration, Kuvempu University. | Member |
| 5. | Dr.Y Venkata Roa | Professor, Department of Tourism Studies, Pondicherry University. | Member |
| 6. | Prof. B Vijayalakshmi | Professor, Department of Business Management, Sri Padamavati Mahila Viswavidyalayam (Womens University) Tirupati. | Member |


Dr. JALAJA. K.R. M.COM., MBA., Ph.D
Dean & Chairperson
Department of Commerce
Bengaluru City University

Chairperson- BOS

Post Graduate Diploma in Marketing Management (PGDMM)

1) ELIGIBILITY:

Candidates with 50 percent marks in aggregate in Bachelor's/Master's Degree of a recognized University are eligible for admission. Candidates studying in a regular course of study in any discipline are also eligible for admission. During admission Preference will be given to candidates sponsored by a business or industrial concern.

2) DURATION OF THE COURSE:

One Academic Year (2 SEMESTERS). The Course may be offered as Regular / Evening mode/ Weekend mode.

3) ATTENDANCE:

A Student shall be considered to have satisfied the requirement of attendance if he/she has attended not less than 75% of the total number of classes during the duration of the course. A Student who fails to fulfill the attendance requirement shall not be allowed to take the Internal Assessments /the University examination.

4) MEDIUM OF INSTRUCTION AND EXAMINATION:

The Medium of Instruction and Examination shall be in English.

5) COURSE MATRIX:

Annexure enclosed

6) SCHEME OF EXAMINATION:

There shall be university exam at the end of the each semester. The duration of exam for each paper shall be 3 hours. The maximum marks for each paper shall be 100 marks (60+40).

Particulars	*Internal Assessment	Theory Examination	Total Marks
Composition of marks in each paper	40	60	100

***INTERNAL ASSESSMENT FORMAT**

Activity/ Internal Assessment Test	10marks
Assignment	10marks
Attendance	10marks
Presentation/Case study	10marks
Total	40marks

Internal Evaluation Components:

Assignment, Presentation, Quizzes, Case Study etc

External Marks:

BCU will conduct subjective exam for external examination.

Question Paper Pattern

Section A
(Analytical Type)

Answer any **Six** questions out of ten questions. Each question carries five marks. (6X5=30)

1.

- a)
- b)
- c)
- d)
- e)
- f)
- g)
- h)
- i)
- j)

Section B
(Essay Type)

Answer any **Two** questions out of Four questions. Each question carries Ten marks. (2X10=20)

- 2.
- 3.
- 4.
- 5.

Section C
(Case Study)

(1X10=10)

6.

7) PASSING REQUIREMENT:

A Candidate shall be declared to have passed the examination if he/she secures not less than that 35% of the maximum in each of the papers and 40% of the maximum in aggregate.

8) CLASSIFICATION OF SUCCESSFUL CANDIDATES:

Successful candidate securing not less than 60 percent of the aggregate marks shall be declared to have passed the examination in FIRST CLASS, provided they have passed the examination in every subject at the first appearance.

Candidates securing 50 percent and above but below 60 percent of the aggregate marks shall be declared to have passed the examination in SECOND CLASS, provided they have passed the examination in every subject at the first appearance.

Other successful candidates shall be declared to have passed the examination in PASS CLASS.

BENGALURU CITY UNIVERSITY
POST GRADUTION DIPLOMA IN MARKETING MANAGEMENT
Syllabus structure
PGDMM

Semester I						
Sl no	Subject code	Subject title	Credits	CIA	ESE	Total
1	PGDMM -01	Research Methodology	4	40	60	100
2	PGDMM-02	Marketing for managers	4	40	60	100
3	PGDMM-03	Strategic marketing management	4	40	60	100
4	PGDMM-04	Product and Brand Management	4	40	60	100
5	PGDMM-05	Retail marketing	4	40	60	100
			20	200	300	500
Semester II						
Sl no	Subject code	Subject title	Credits	CIA	ESE	Total
6	PGDMM-06	Advertisement and media management	4	40	60	100
7	PGDMM-07	Consumer Behaviour	4	40	60	100
8	PGDMM-08	Customer Relationship Marketing	4	40	60	100
9	PGDMM-09	Digital Marketing	4	40	60	100
10	PGDMM-10	Dissertation, seminar, viva-voce	8			*200
			24			600
		TOTAL CREDIT	44			

*for evaluation Criteria refer PGDMM-10 Blown up syllabus

SEMESTER I

PGDMM 01: RESEARCH METHODOLOGY

Course Objectives:

The objective of this course is to develop the research skills of the students in investigating into the business problems with a view to arriving at objective findings and conclusions and interpreting the results of their investigation in the form of systematic reports.

Learning outcomes:

- To make students appreciate the role of research in business decisions.
- To equip students with tools and techniques of business research.

Unit I: Basic Research Concepts

Business Research – Meaning, types, process of research- management problem, defining the research problem, formulating the research Hypothesis, developing the research proposals, research design formulation, sampling design, planning and collecting the data for research, data analysis and interpretation. Research Application in business decisions, Features of good research study.

Unit II - Research Design

Types of Business Research Design: Exploratory and Conclusive Research Design
Exploratory Research: Meaning, purpose, methods –secondary resource analysis, comprehensive case methods, expert opinion survey, focus group discussions. Conclusive research Design - Descriptive Research - Meaning, Types – cross sectional studies and longitudinal studies. – Experimental research design – Meaning and classification of experimental designs- Pre experimental design, Quasi-experimental design, True experimental design, statistical experimental design. Observation Research – Meaning – Uses – Participation and Non- participation – Evaluation – Conducting an Observation study – Data collection.

Unit III - Sampling

Sampling: Concepts- Types of Sampling - Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non Probability Sampling – convenience sampling- judgemental sampling, snowball sampling- quota sampling - Errors in sampling.

Unit IV - Data collection

Primary and Secondary data Primary data collection methods - Observations, survey, Interview and Questionnaire, Qualitative Techniques of data collection.

Questionnaire design – Meaning - process of designing questionnaire. Secondary data - Sources – advantages and disadvantages

Preparing the Data for Analysis: Editing, Coding, Classification, Tabulation, Validation Analysis and Interpretation

Unit V – Hypothesis and analysis and report Presentation

Hypothesis: Meaning, Types, characteristics, source, Formulation of Hypothesis, Errors in Hypothesis Parametric and Non Parametric Test: T-Test, Z-Test, F-Test, U-Test, K-W Test (Theory Only)

Statistical Analysis: Bivariate Analysis (Chi-Square only), Multivariate Analysis (Theory Only) ANOVA: One- Way and Two Way Classification. (Theory Only) Report writing and presentation of results: Importance of report writing, types of research report, report structure, guidelines for effective documentation.

Reference books

- Research Methodology- C R Kothari, Vishwa Prakashan,2015
- Business Research Methods. Donald R. Cooper & Pamela s Schindler, 9/e, TMH /2014
- Research Methodology – concepts and cases – Deepak Chawla and Neena Sondhi -Vikas Publication - 2016
- Research Methods for Business, Uma Sekaran & Roger Bougie, 6th Edition, Wiley, 2013
- Business Research Methods-SL Gupta and Hetesh Guptha, McGraw hill - 2012
- Marketing Research- Naresh K Malhotrs- 5th Edition, Pearson Education /PHI 2014
- Business Research Methodology – J K Sachdeva – 2nd Edition - HPH, 2015

SEMESTER I

PGDMM 02: MARKETING FOR MANAGERS

Course Objectives:

- To develop skills and qualities of marketing among students. To increase the knowledge of marketing aspects and its importance to business.

Learning outcomes:

- To make students appreciate the role in marketing management.
- To equip students with tools and techniques of marketing.

Unit 1: Introduction to Marketing

Introduction-Nature-Scope-Importance of Marketing; Concepts & Approaches of Marketing; Need-Want-Demand-Customer Value-Customer Creation; Evolution of marketing; selling vs. Marketing; Marketing Environment: Concept-importance-Micro and Macro Environment. Marketing Management-Meaning-importance.

Unit - II Consumer Behavior & Market segmentation

Consumer Behaviour: Nature and Importance-Consumer buying decision process; Factors influencing consumer buying behavior; Market segmentation: Concept, importance and bases; Target market selection-Positioning concept-Importance and bases; Product differentiation vs. market segmentation. Marketing Mix: Product-Price-Place & Promotion.

Unit - III Product and Pricing

Product: Concept and importance-Product classifications-Concept of product mix; Branding-packaging and labelling; Product-Support Services; Product life-cycle; New Product Development Process; Consumer adoption process. Pricing: Significance. Factors affecting price of a product. Pricing policies and strategies.

Unit – IV Promotion and Distribution

Promotion: Nature and importance of promotion; Communication process; Types of promotion: advertising, personal selling, public relations & sales promotion, and their distinctive characteristics; Promotion mix and factors affecting promotion mix decisions. Distribution Channels and Physical Distribution: Channels of distribution – meaning and importance; Types of distribution channels; Functions of middle man; Factors affecting choice of distribution channel; Wholesaling and retailing; Types of Retailers; e-retailing, Physical Distribution.

Unit – V Recent Developments in marketing

Social Marketing, online marketing, direct marketing, services marketing, green marketing, Rural marketing; Consumerism, Search Engine Marketing-Mobile Marketing-Marketing Analytics-Social Media Marketing-Email Marketing-Live Video Streaming Marketing- Network Marketing, any other recent developments in Marketing.

References:

- Philip Kotler, Marketing Management, Prentice Hall.
- Lovelock Christopher, Services Marketing: People, Technology, Strategy, PHI, New Delhi
- William J. Stanton, Michael J. Etzel, Bruce J Walker, Fundamentals of Marketing, McGraw Hill
- Bose Biplab, Marketing Management, Himalaya Publishers.
- J.C. Gandhi, Marketing Management, Tata McGraw Hill.

SEMESTER I

PGDMM 03: Strategic Marketing Management

Course Objectives:

- To provide systematic input of knowledge to the students with regard to importance of strategic marketing management

Learning outcomes:

- Develop an understanding of the manner in which business dealings work.
- Develop negotiation skills in business.
- Understand and develop entrepreneurial strategies affecting startups.

Unit - I Introduction to Strategic management

Definition, meaning, relevance, characteristics, A Model of strategic management process, Approaches to strategic decisions making. Pitfalls in strategic management, Strategists and their roles in strategic management.

Unit - II Strategy Formulation

Definition of Strategy Formulation, Developing Strategic Vision & Mission for a Company, Business Policies, Objectives, Goals, Balance Score card, Strategic Intent-hierarchy, Merging Strategic Vision, Objectives, strategy to Strategic Plan

Unit - III External Environment analysis of Business

External Environment analysis of Business Definition, strategically important components Environmental scanning, International Environment Macro Environmental forces-PESTELD, Industry Analysis- Industry dominant economic features, Competitive Analysis-Porters 5 force Model-6th force, Strategic group.

Unit - IV Generic competitive strategy

Generic competitive strategy Low cost, Differentiation, focus, strategic alliances, Mergers and acquisition strategy. Grand strategies-stability, Growth/Expansion, diversification, Retrenchment Strategy.

Unit – V Strategic Implementation

Strategic Implementation Operational strategy, steps in Implementation, Annual Objectives, Developing functional strategies developing and communicating policies, Matching, Implementation issues, Mc Kinsey's 7s model, Structure to strategy, Leadership and culture..

References:

- Bodie, Kane, Warcus: Investments Tata McGraw-Hill, New Delhi, 2012, Starting a business from Home by Colin Barrow – second edition
- Entrepreneurship and Small Business Management by Dr C B Gupta and Dr S.S Khanka first edition
- Starting a business from Home by Colin Barrow – second edition
- Starting a Successful Business by Michael Morris by seventh

SEMESTER I

PGDMM 04: PRODUCT AND BRAND MANAGEMENT

Course Objectives:

- The course aims at providing the students, advanced knowledge about the product and brand management and its importance in marketing.

Learning outcomes:

- Understand the importance of product management to influence customers.
- Gain comprehensive knowledge of all aspects relating to branding and product management.

Unit I – Introduction to Product Management

Introduction to Product Management: Define roles; Define responsibilities. The Product Management Process: An overview of the Product development life cycle, Product concepts, Product classifications, strategies of Product development in Business.

Unit -II Product planning and development

Product planning and development, Product planning and strategies, Price planning in product development, Break even point analysis, Communications planning, Advertising planning Distribution planning

Unit III – Brand Management

Brand; Brand management, objectives, Brand equity, Brand Positioning, Brand Loyalty, Brand Extension, Building a brand, Brand strategies, Types of Branding.

Unit IV – Brand management strategies for business

Brand; Brand Development: Extension, Rejuvenation, Re launch; Product Vs Brands; Brand challenges and opportunities; Brand equity; Brand values. Identity and image; Steps of brand building and promotion; Brand positioning;

Unit V – Branding in startup Business

Innovation-Meaning and types of innovation. Logistics and SCM Activities: Warehousing Material Storage, Material Handling, order processing, information, Procurement, Transportation and Packaging, Strategic Supply Chain Management. Prototyping, Teambuilding , Creativity and Brand Building.

Text Book:

1. Product Strategy and Management, Michael Baker and Susan Hart, Pearson Education, Second Edition.
2. Strategic Brand Management, Kevin Lane Keller, M.G. Rameswaram and Isaac Jacob, Pearson Education, Third Edition.

Reference Books:

1. Product Management, Donald R. Lehmann and Russell S. Winer, Fourth Edition, TMH
2. Innovation Management and New Product Development, Paul Trott, Fourth Edition, Pearson
3. Strategic Brand Management, Kapferer, J.-N. (1997). London: Kogan Page Limited
4. Building Brand Value : Five Steps of Building Powerful Brands, M. G. Parameswaran, 2006, New Delhi: Tata McGraw Hill
5. Brand Management, , H. V. Verma, 2004, New Delhi: Excel Books
6. Branding, A reference guide to solving your toughest branding problems and strengthening your market position, B. VanAuken, 2007. Jaico Publishing House
7. Managing Indian Brands-Concepts and Strategies, S Ramesh Kumar, 2001, Vikas Publications
8. Successful Branding, Prank K Chaudhary, University (India) Press Limited, Hyderabad, 2001

SEMESTER I

PGDMM 05: RETAIL MARKETING

Course Objectives:

- To understand the concept, process and management of retail business
- To develop an understanding of the retail strategy and planning process, and
- To have an understanding of merchandise process

Learning outcomes:

- Learners will perceive about the retail management concepts and its operations.
- Learners will cognize about the understanding of retail management and types of retailers
- Learners will procure an understanding of retail management terminology including merchandize management, store management and retail strategy
- Learners will acquire information related to legal and ethical aspects of retail management
- Learners will be aware of the latest trends in retail industry

Unit - I: Introduction to Retailing

Introduction to Retailing: Definition, Characteristics, emerging trends in retailing, Evolution of retailing in India, Factors behind the change of Indian retail industry. Retail Formats: Retail institutions by ownership, Retail institutions by Store-Based Strategy Mix, Web, Non-store based, and other forms of Non-traditional Retailing.

Unit – II: Choosing a Store Location

Choosing a Store Location: Trading-Area analysis, characteristics of trading areas, Site selection, Types of locations, location and site evaluation.

Store Planning: Design & Layout, Retail Image Mix, effective retail space management, floor space management.

Unit - III: Retail Marketing

Retail Marketing: Retail Marketing Mix, Advertising & Sales Promotion, Store Positioning, CRM. Retail Merchandising: Buying Organization Formats and Processes, Devising Merchandise Plans, Shrinkage in retail merchandise management, Markup & Markdown in merchandise management

Unit - IV: Merchandise Pricing

Merchandise Pricing: Concept of Merchandise Pricing, Pricing Objectives, External factors affecting a retail price strategy, Pricing Strategies, Types of Pricing. Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager Responsibilities, Inventory Management, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security.

UNIT – V: International Retailing

Globalization and changing retail formats – Online retailing - International Retailing – Opportunities and Challenges - Market entry formulas - New customized formats (customized stores, portable stores, merchandise depots, retail theater, service malls, customer-made stores, interactive kiosk 'shopping arcades')

Reference Books:

- Berman & Evarv: Retail Management, Prentice Hall.
- Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing House.
- Cullen & Newman: Retailing Environment & Operations, Cengage Learning EMEA
- Bajaj, Tuli & Srivastava: Retail Management- Oxford University Publications
- Harjit Singh: Retail Management, S. Chand Publication

SEMSTER II

PGDMM 06: ADVERTISING AND MEDIA MANAGEMENT

Course Objectives:

- To familiarize the students with advertising and media strategies in business and its importance in market.

Learning outcomes:

- This subject is focused to develop the skills among students to know the actual trends to be used in the area of advertising and media to support their career opportunity.
- Understand the functions and structure of advertising and determination of its benefits and impact in business.

Unit I - Introduction to Advertising

Introduction to Advertising: Introduction; Changing concept of advertising: Nature and scope of Advertising, Evolutions of advertising; Role of advertising in modern society; Socio and economic impact of advertising, Advertising in India and abroad, Law, ethics, morality in relation to advertising.; Planning advertising Campaigns

Unit II - Types of Advertising

Types of Advertising: Types of advertising, Product, services, Institutional, Public Services, Financial and Industrial

Unit III - Advertising Planning & Decision making

Advertising Planning & Decision Making: Planning Framework; Marketing strategy and Situational analysis; Marketing Plan; Communication Process; DAGMAR approach; The advertising Plan; facilitating agencies; personal selling ,sales promotion, publicity, identifying prospects, Ad Appeals, Stimulating & expanding demand , Other functions of advertising.

Unit IV- Advertising Agency

Advertising Agency; Origin development of the agency, organization, structure, functions, and Departments: Client agency relationship; the advertising budget, evaluating advertising – research. Some typical and Agency problem

Unit V Media Strategy

Media Strategy: Role of Media, setting media Budget, Types of Media, Media Research and advertising Decisions, Mediavehicle decision, Media Option Decisions, Scheduling and Timing Decisions, Media Buying and Organisation

References:

- Advertising: An Introductory Text', S.A. Chunawalla, Edition 2004, Himalaya Publishing House, India.
- Advertising & Integrated Brand Promotion', O'Guinn, Edition 2004, Cengage Learning.
- Advertising Management', Batra, Myers & Aaker, 5th Edition, PHI Learning Private Limited.
- Advertising: Planning and Implementation', Sharma and Singh, PHI Learning Pvt. Ltd.

SEMESTER II

PGDMM 07: Consumer Behaviour

Course Objectives:

- The objective of this paper is to introduce the students to the role of consumer behavior in business.
- This will enable them to understand some psychological biases which lead to various impacts on marketing.

Learning outcomes:

- Understand and critically the importance of consumer behaviour in marketing.
- Understand and examine the need of consumer behavior to strengthen the relationship among customers.

Unit I - Introduction to Consumer Behaviour

Introduction : Meaning and Definition - Why study Consumer Behaviour, Scope of Consumer Behaviour, Nature and Characteristics of consumers, Factors Influencing Consumer Behaviour, Theories of Consumer Behaviour Psychology of Consumer, Online Consumer Behaviour, Organizational Buying Behaviour

Unit II - Consumer Perception and Learning

Consumer Perception and Learning : Perception, Dynamics of Perception, Product Image, Self Image and Consumer Behaviour, Learning, Principles of Learning, Learning Theories, Marketing Strategies.

Unit III - Consumer Motivation and Values

Consumer Motivation and Values : Motivation as a psychological force, The Dynamics of Motivation, Motivational Directions, Motivational Conflicts, Types of Needs, Classification of Consumer Needs, Values, Applications of values to Consumer Behaviour.

Unit IV - Consumer Attitudes, Personality and Lifestyle

Consumer Attitudes, Personality and Lifestyle : Nature of Consumer Attitudes- Functions of Attitudes, Changing Attitudes through Communication, Brand Switching Behaviour, Nature of Personality, Personality and Understanding Consumer Diversity, Brand Personality, Lifestyles, Lifestyle Concepts, Personal Values i.e. Self and Self Image.

Unit V Influence of Group Dynamics, Social Class & Culture

Influence of Group Dynamics, Social Class & Culture: Meaning and Nature of Group Dynamics, Types of Groups, Consumer Relevant Groups, Reference Groups, Factors affecting Reference Group Influence, Opinion Leaders, Family, Role and Functions of Family, Family Decision Making, Children as Decision Makers, Meaning and Definition of Social Class, Components of Social Class, Social Class and Purchase Decisions, Consumer Spending and Economic Behaviour, Culture, Sub Culture, Cross cultural Marketing Analysis, Indian and International Core Values, Transferring product meaning to other Cultures.

Reference books:

- Leon. G. Schiffman & Leslve Lazer Kanuk; Consumer behaviour; 6th Edition; PHI, New Delhi, 2002.
- Suja. R.Nair, Consumer behaviour in Indian perspective, First Edition, Himalaya Publishing House, Mumbai, 2009.
- K. Venkatramana, Consumer Behaviour, SHBP.
- Blackwell; Consumer Behaviour, 2nd Edition.

SEMESTER II

PGDMM 08: CUSTOMER RELATIONSHIP MARKETING

Course Objectives:

- To understand the concepts and principles of CRM, to appreciate the role and changing face of CRM as an IT enabled function, and to enable managing Customer Relationship

Learning objectives:

- Students gain knowledge of framework of different aspects of customer relationship management.
- It familiarize students with various techniques in CRM

Unit I - CRM Concepts in marketing

Acquiring Customers, Customer Loyalty and Optimizing Customer Relationships; CRM Definition; Success Factors -- The three levels of Service/ Sales Profiling; Service Level Agreements (SLAs), Creating and Managing effective SLAs.

Unit II - CRM strategies in marketing

One-to-one Relationship Marketing; Cross Selling & Up Selling; Customer Retention; Behavior Prediction - Customer Profitability & Value Modeling; Channel Optimization; Event-based marketing; CRM and Customer Service - The Call Centre, Call Scripting, Customer Satisfaction Measurement

Unit III - Sales force Automation

Sales Process, Activity; Contact- Lead and Knowledge Management; Field Force Automation; CRM links in E-Business; E-Commerce and Customer Relationships on the Internet; Enterprise Resource Planning (ERP); Supply Chain Management (SCM); Supplier Relationship Management (SRM); Partner Relationship Management (PRM)

Unit IV - Analytical CRM

Managing and Sharing Customer Data; Customer Information Databases - Ethics and Legalities of Data use; Data Warehousing and Data Mining concepts; Data Analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering

Unit V - CRM Implementation

Defining Success Factors; Preparing a Business Plan Requirements, Justification and Processes; Choosing CRM Tools - Defining Functionalities - Homegrown versus Out-Sourced Approaches; Managing Customer Relationships - Conflict, Complacency; Resetting the CRM Strategy; Selling CRM Internally; CRM Development Team, Scoping and Prioritizing, Development and Delivery, Measurement

References:

- Alok Kumar Rai, Customer Relationship Management Concept & Cases, Prentice Hall of India Private Limited
- S. Shanmugasundaram, Customer Relationship Management, Prentice Hall of India Private Limited
- Kaushik Mukherjee, Customer Relationship Management, Prentice Hall of India Private Limited
- Jagdish Seth, et al, Customer Relationship Management
- V. Kumar & Werner J., Customer Relationship Management, Willey India

SEMESTER II

PGDMM 09: DIGITAL MARKETING

Course Objectives:

- It develops an insight into the digital marketing and understands the use and importance of development of digital marketing models.

Learning Objectives:

- The objective of this course is to develop the ability in students to identify the importance of the digital marketing for marketing success, to manage customer relationships across all digital channels and to create a digital marketing plan.
- It develops insight knowledge of digital platform used in marketing.

Unit I - Introduction to Digital marketing

Meaning and importance of Digital Marketing, Digital Marketing platforms, Changing trends in Digital Marketing era.

Unit II - Search Engine Optimization (SEO)

Meaning of SEO. Trends in SEO Different kinds of traffic on and off Page Optimization (OPO)- Linking Strategies, Competitor Analysis

Unit III - Search Engine Marketing (SEM)

Introduction to SEM platforms – paid platforms, Introduction to Google AdWords Campaign creation process, Demographic Targeting.

Unit IV - Conversations

Types of Conversions, Conversion Tracking, Optimizing Conversions, track offline conversions, Analyzing conversion data

Unit V - Social Media Marketing and measurements

YouTube Advertising, BING AdCenter, Facebook Marketing, LinkedIn Marketing, Content Marketing, Email Marketing, Social Media Marketing, Facebook Marketing. Evolution of online communities, Virallness. Social Media Measurement-The ROI in Social Media Marketing, Tools and Dashboards, Reputation and Crisis management

Reference books

- Ryan Deiss and Russ Hennesberry, 2017, Digital Marketing for Dummies
- Jan Zimmerman and Deborah: Social Media Marketing
- Understanding Digital Marketing, Marketing Strategies for Engaging The Digital Generation 4th Edition by Damian Ryan, Kogan Page Ltd
- David Meerman Scott 'The New Rules of Marketing and PR – David Meerman Scott

PGDMM 10: DISSERTATION AND VIVA

1.	Dissertation	140 Marks
2.	Viva-Voce Examination	60 Marks
3.	Total	200 Marks

Course Objectives:

- During the research process, the student is expected to learn about the organization and analyse and suggest solutions of a live problem.
- The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions

Learning outcomes:

- The course is designed to acquaint the students with methods of conducting systematic inquiry in the Marketing Management.
- The course familiarizing the students with the different research methods and techniques will also focus on the considerations which enter into every step of the research process and understand the usage and limitations of techniques in data analysis.
- Equip students with skills and knowledge needed to undertake the research project competently.
- The course will also enable the students to critically evaluate empirical literature in the field of management.

It will be essential for each candidate to submit the Dissertation before the examination for theory paper commences. The candidates who fail at the examination but obtain minimum 40% marks in Dissertation and Viva-voce will not be required to again submit Dissertation and re-appear at the Viva-voce while subsequently re-appearing for theory examinations.

Evaluation:

The research project report will carry 200 marks. The evaluation of the project report will be done by two external examiners and will consist of

- (1) Evaluation of project report (140 marks)
- (2) Viva on Project (60 marks).

The average of the marks awarded by the 2 examiners will be taken into account for the results. In case the difference in the awards given by the examiners is 30 or more marks, the project

report will be referred to the third examiner. In such cases the average of two closer awards (given by three examiners) will be taken into account for the results.

Report Presentation:

The report will contain the objectives and scope of the study. Research Methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography.

A certificate of the supervisor and the College certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the College. The number of pages in the report will be minimum 75 to 100 max pages. The report should be typed in A-4 size paper.

Comprehensive Viva:

The comprehensive viva voce is scheduled at the end of it at the end of the second semester in order to judge the understanding as well as application of the knowledge gained by the students by the end of the semester of the course. This is also to see the articulation of what is being learnt by them. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in two full semester and see their relevance not only in the practical field but also their inter relationship. The viva voce is of 60 marks each to be conducted by the external examiners appointed by the Controller of Examinations.