ANNAMALAI UNIVERSITY

A State University Accredited with 'A' Grade by NAAC

FACULTY OF ARTS

DEPARTMENT OF BUSINESS ADMINISTRATION

MBA

FINANCIAL MANAGEMENT

2 YEARS FULL-TIME PROGRAM
(CBCS)

REGULATIONS 2019

CURRICULUM & SYLLABUS

Annamalai University

REGULATIONS FOR THE TWO-YEAR POST GRADUATE PROGRAMMES UNDER CHOICE BASED CREDIT SYSTEM (CBCS)

These Regulations are common to all the students admitted to the Two-Year Master's Programmes in the Faculties of Arts, Science, Indian Languages, Education, Marine Sciences, and Fine Arts from the academic year 2019-2020 onwards.

1. Definitions and Nomenclature

1.1 **University** refers to Annamalai University.

1.2 **Department** means any of the academic departments and academic centres at the University.

1.3 **Discipline** refers to the specialization or branch of knowledge taught and researched in higher education. For example, Botany is a discipline in the Natural Sciences, while Economics is a discipline in Social Sciences.

1.4 **Programme** encompasses the combination of courses and/or requirements leading to a Degree. For example, M.A., M.Sc.

1.5 **Course** is an individual subject in a programme. Each course may consist of Lectures/Tutorials/Laboratory work/Seminar/Project work/Experiential learning/ Report writing/viva-voce etc. Each course has a course title and is identified by a course code.

1.6 **Curriculum** encompasses the totality of student experiences that occur during the educational process.

1.7 **Syllabus** is an academic document that contains the complete information about an academic programme and defines responsibilities and outcomes. This includes course information, course objectives, policies, evaluation, grading, learning resources and course calendar.

1.8 **Academic Year** refers to the annual period of sessions of the University that comprises two consecutive semesters.

1.9 **Semester** is a half-year term that lasts for a minimum duration of 90 days. Each academic year is divided into two semesters.

1.10 **Choice Based Credit System** A mode of learning in higher education that enables a student to have the freedom to select his/her own choice of elective courses across various disciplines for completing the Degree programme.

1.11 **Core Course** is mandatory and an essential requirement to qualify for the Degree.

1.12 **Elective Course** is a course that a student can choose from a range of alternatives.

1.13 **Value-added Courses** are optional courses that complement the students' knowledge and skills and enhance their employability.

1.14 **Credit** refers to the quantum of course work in terms of number of class hours in a semester required for a programme. The credit value reflects the content and duration of a particular course in the curriculum.

1.15 **Credit Hour** refers to the number of class hours per week required for a course in a semester. It is used to calculate the credit value of a particular course.

1.16 **Programme Outcomes (POs)** are statements that describe crucial and essential knowledge, skills and attitudes that students are expected to achieve and can reliably manifest at the end of a programme.

1.17 **Programme Specific Outcomes (PSOs)** are statements that list what the graduate of a specific programme should be able to do at the end of the programme.

1.18 **Learning Objectives also known as Course Objectives** are statements that define the expected goal of a course in terms of demonstrable skills or knowledge that will be acquired by a student as a result of instruction.

1.19 Course Outcomes (COs) are statements that describe what students should be able to achieve/demonstrate at the end of a course. They allow follow-up and measurement of Learning Objectives.

1.20 Grade Point Average (GPA) is the average of the grades acquired in various courses that a student has taken in a semester. The formula for computing GPA is given in section 11.3

1.21 Cumulative Grade Point Average (CGPA) is a measure of overall cumulative performance of a student over all the semesters. The CGPA is the ratio of total credit points secured by a student in various courses in all semesters and the sum of the total credits of all courses in all the semesters.

1.22 Letter Grade is an index of the performance of a student in a particular course. Grades are denoted by the letters S, A, B, C, D, E, RA, and W.

2. Programmes Offered and Eligibility Criteria

The Department of Business administration offers SEVEN two Year MBA Programmes and the eligibility criteria for each of these programmes are detailed below.

Faculty of Arts		
S.No.	**Programme**	**Eligibility**
1.	M.B.A. Business Analytics	The candidate who has undergone 10+2+3/4 pattern of study in any discipline with a minimum of 50% marks in Part- III. Admission is through TANCET.
2.	M.B.A. Dual Specialization	
3.	M.B.A. Financial Management	
4.	M.B.A. Human Resource Management	
5.	M.B.A. Infrastructure Management	
6.	M.B.A. International Business Management	
7.	M.B.A. Marketing Management	

2.1 In the case of SC/ST and Differently-abled candidates, a pass is the minimum qualification for all the above Programmes.

3. Reservation Policy

Admission to the various programmes will be strictly based on the reservation policy of the Government of Tamil Nadu.

4. Programme Duration

4.1 The Two Year Master's Programmes consist of two academic years.

4.2 Each academic year is divided into two semesters, the first being from July to November and the second from December to April.

4.3 Each semester will have 90 working days (18 weeks).

5 Programme Structure

5.1 The Two Year Master's Programme consists of Core Courses, Elective Courses (Departmental & Interdepartmental), and Project.

5.2 Core courses

5.2.1 These are a set of compulsory courses essential for each programme.

5.2.2 The core courses include both Theory (Core Theory) and Practical (Core Practical) courses.

5.3 Elective courses

5.3.1 **Departmental Electives (DEs)** are the Electives that students can choose from a range of Electives offered within the Department.

5.3.2 **Interdepartmental Electives (IDEs)** are Electives that students can choose from amongst the courses offered by other departments of the same faculty as well as by the departments of other faculties.

5.3.3 Students shall take a combination of both DEs and IDEs.

5.4 Experiential Learning

5.4.1 Experiential learning provides opportUnities to students to connect principles of the discipline with real-life situations.

5.4.2 In-plant training/field trips/internships/industrial visits (as applicable) fall under this category.

5.4.3 Experiential learning is categorised as Core.

5.5 Project

5.5.1 Each student shall undertake a Project in the final semester.

5.5.2 The Head of the Department shall assign a Research Supervisor to the student.

5.5.3 The Research Supervisor shall assign a topic for research and monitor the progress of the student periodically.

5.5.4 Students who wish to undertake project work in recognised institutions/industry shall obtain prior permission from the University. The Research Supervisor will be from the host institute, while the Co-Supervisor shall be a faculty in the parent department.

5.6 Value added Courses (VACs)

5.6.1 Students may also opt to take Value added Courses beyond the minimum credits required for award of the Degree. VACs are outside the normal credit paradigm.

5.6.2 These courses impart employable and life skills. VACs are listed in the University website and in the Handbook on Interdepartmental Electives and VACs.

5.6.3 Each VAC carries 2 credits with 30 hours of instruction, of which 60% (18 hours) shall be Theory and 40% (12 hours) Practical.

5.6.4 Classes for a VAC are conducted beyond the regular class hours and preferably in the II and III Semesters.

5.7 Online Courses

5.7.1 The Heads of Departments shall facilitate enrolment of students in Massive Open Online Courses (MOOCs) platform such as SWAYAM to provide academic flexibility and enhance the academic career of students.

5.7.2 Students who successfully complete a course in the MOOCs platform shall be exempted from one elective course of the programme.

5.8 Credit Distribution

The credit distribution is organised as follows:

	Credits
Core Courses	65-75
Elective Courses	15
Project	6-8
Total (Minimum requirement for award of Degree)	**90-95***

**Each Department shall fix the minimum required credits for award of the Degree within the prescribed range of 90-95 credits.*

5.9 Credit Assignment

Each course is assigned credits and credit hours on the following basis:

1 Credit is defined as

1 Lecture period of one hour per week over a semester

1 Tutorial period of one hour per week over a semester

1 Practical/Project period of two or three hours (depending on the discipline) per week over a semester.

6 Attendance

6.1 Each faculty handling a course shall be responsible for the maintenance of *Attendance and Assessment Record* for candidates who have registered for the course.

6.2 The Record shall contain details of the students' attendance, marks obtained in the Continuous Internal Assessment (CIA) Tests, Assignments and Seminars. In addition the Record shall also contain the organisation of lesson plan of the Course Instructor.

6.3 The record shall be submitted to the Head of the Department once a month for monitoring the attendance and syllabus coverage.

6.4 At the end of the semester, the record shall be duly signed by the Course Instructor and the Head of the Department and placed in safe custody for any future verification.

6.5 The Course Instructor shall intimate to the Head of the Department at least seven calendar days before the last instruction day in the semester about the attendance particulars of all students.

6.6 Each student shall have a minimum of 75% attendance in all the courses of the particular semester failing which he or she will not be permitted to write the End-Semester Examination. The student has to redo the semester in the next year.

6.7 Relaxation of attendance requirement up to 10% may be granted for valid reasons such as illness, representing the University in extracurricular activities and participation in NCC/NSS/YRC/RRC.

7 Mentor-Mentee System

7.1 To help the students in planning their course of study and for general advice on the academic programme, the Head of the Department will attach certain number of students to a member of the faculty who shall function as a Mentor throughout their period of study.

7.2 The Mentors will guide their mentees with the curriculum, monitor their progress, and provide intellectual and emotional support.

7.3 The Mentors shall also help their mentees to choose appropriate electives and value-added courses, apply for scholarships, undertake projects, prepare for competitive examinations such as NET/SET, GATE etc., attend campus interviews and participate in extracurricular activities.

8 Examinations

8.1 The examination system of the University is designed to systematically test the student's progress in class, laboratory and field work through Continuous Internal Assessment (CIA) Tests and End-Semester Examination (ESE).

8.2 There will be two CIA Tests and one ESE in each semester.

8.3 The Question Papers will be framed to test different levels of learning based on Bloom's taxonomy viz. Knowledge, Comprehension, Application, Analysis, Synthesis and Evaluation/Creativity.

8.4 Continuous Internal Assessment Tests

8.4.1 The CIA Tests shall be a combination of a variety of tools such as class tests, assignments, seminars, and viva-voce that would be suitable to the course. This requires an element of openness.

8.4.2 The students are to be informed in advance about the assessment procedures.

8.4.3 The pattern of question paper will be decided by the respective faculty.

8.4.4 CIA Test-I will cover the syllabus of the first two Units while CIA Test-II will cover the last three Units.

8.4.5 CIA Tests will be for two to three hours duration depending on the quantum of syllabus.

8.4.6 A student cannot repeat the CIA Test-I and CIA Test-II. However, if for any valid reason, the student is unable to attend the test, the prerogative of arranging a special test lies with the teacher in consultation with the Head of the Department.

8.5 End Semester Examinations (ESE)

8.5.1 The ESE for the first/third semester will be conducted in November and for the second/fourth semester in May.

8.5.2 A candidate who does not pass the examination in any course(s) of the first, second and third semesters will be permitted to reappear in such course(s) that will be held in April and November in the subsequent semester/year.

8.5.3 The ESE will be of three hours duration and will cover the entire syllabus of the course.

9 Evaluation

9.1 Marks Distribution

9.1.1. Each course, both Theory and Practical as well as Project/Internship/Field work/In-plant training shall be evaluated for a maximum of 100 marks.For the theory courses, CIA Tests will carry 25% and the ESE 75% of the marks.

9.1.2 For the Practical courses, the CIA Tests will constitute 40% and the ESE 60% of the marks.

9.2. Assessment of CIA Tests

9.2.1 For the CIA Tests, the assessment will be done by the Course Instructor

9.2.2 For the Theory Courses, the break-up of marks shall be as follows:

	Marks
Test-I & Test-II	15
Seminar	05
Assignment	05
Total	25

9.2.3 For the Practical Courses (wherever applicable), the break-up of marks shall be as follows:

	Marks
Test-I	15
Test-II	15
Viva-voce and Record	10
Total	40

9.3 Assessment of End-Semester Examinations

9.3.1 Evaluation for the ESE is done by both External and Internal examiners (Double Evaluation).

9.3.2 In case of a discrepancy of more than 10% between the two examiners in awarding marks, third evaluation will be resorted to.

9.4 Assessment of Project/Dissertation

9.4.1 The Project Report/Dissertation shall be submitted as per the guidelines laid down by the University.

9.4.2 The Project Work/Dissertation shall carry a maximum of 100 marks.

9.4.3 CIA for Project will consist of a Review of literature survey, experimentation/field work, attendance etc.

9.4.4 The Project Report evaluation and viva-voce will be conducted by a committee constituted by the Head of the Department.

9.4.5 The Project Evaluation Committee will comprise the Head of the Department, Project Supervisor, and a senior faculty.

9.4.6 The marks shall be distributed as follows:

Continuous Internal Assessment (25 Marks)		End Semester Examination (75 Marks)	
Review-I 10	Review-II: 15	Project / Dissertation Evaluation	Viva-voce
		50	25

9.5 Assessment of Value-added Courses

9.5.1 Assessment of VACs shall be internal.

9.5.2 Two CIA Tests shall be conducted during the semester by the Department(s) offering VAC.

9.5.3 A committee consisting of the Head of the Department, faculty handling the course and a senior faculty member shall monitor the evaluation process.

9.5.4 The grades obtained in VACs will not be included for calculating the GPA.

9.6 Passing Minimum

9.6.1 A student is declared to have passed in each course if he/she secures not less than 40% marks in the ESE and not less than 50% marks in aggregate taking CIA and ESE marks together.

9.6.4 A candidate who has not secured a minimum of 50% of marks in a course (CIA + ESE) shall reappear for the course in the next semester/year.

10. Conferment of the Master's Degree

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

11. Marks and Grading

11.1 The performance of students in each course is evaluated in terms Grade Point (GP).

11.2 The sum total performance in each semester is rated by Grade Point Average (GPA) while Cumulative Grade Point Average (CGPA) indicates the Average Grade Point obtained for all the courses completed from the first semester to the current semester.

11.3 The GPA is calculated by the formula

$$GPA = \frac{\sum_{i=1}^{n} C_i G_i}{\sum_{i=1}^{n} C_i}$$

where, C_i is the Credit earned for the Course i in any semester;

G_i is the Grade Point obtained by the student for the Course i and

n is the number of Courses passed in that semester.

11.4 CGPA is the Weighted Average Grade Point of all the Courses passed starting from the first semester to the current semester.

$$CGPA = \frac{\sum_{i=1}^{m} \sum_{i=1}^{n} C_i G_i}{\sum_{i=1}^{m} \sum_{i=1}^{n} C_i}$$

where, C_i is the Credit earned for the Course i in any semester;

G_i is the Grade Point obtained by the student for the Course i and

n is the number of Courses passed in that semester.

m is the number of semesters

11.5 Evaluation of the performance of the student will be rated as shown in the Table.

Letter Grade	Grade Points	Marks %
S	10	90 and above
A	9	80-89
B	8	70-79
C	7	60-69
D	6	55-59
E	5	50-54
RA	0	Less than 50
W	0	Withdrawn from the examination

11.6 Classification of Results. The successful candidates are classified as follows:

11.6.1 For **First Class with Distinction:** Candidates who have passed all the courses prescribed in the Programme *in the first attempt* with a CGPA of 8.25 or above within the programme duration. Candidates who have withdrawn from the End Semester Examinations are still eligible for First Class with Distinction (*See Section 12 for details*).

11.6.2 For **First Class:** Candidates who have passed all the courses with a CGPA of 6.5 or above.

11.6.3 For **Second Class:** Candidates who have passed all the courses with a CGPA between 5.0 and less than 6.5.

11. 6.4 Candidates who obtain highest marks in all examinations at the first appearance alone will be considered for University Rank.

11.7 Course-Wise Letter Grades

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

11.7.2 A student is considered to have completed a course successfully and earned the credits if he/she secures an overall letter grade other than RA.

11.7.3 A course successfully completed cannot be repeated for the purpose of improving the Grade Point.

11.7.4 A letter grade RA indicates that the candidate shall reappear for that course. The RA Grade once awarded stays in the grade card of the student and is not deleted even when he/she completes the course successfully later. The grade acquired later by the student will be indicated in the grade sheet of the Odd/Even semester in which the candidate has appeared for clearance of the arrears.

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

12. Provision for Withdrawal from the End Semester Examination

12.1 The letter grade W indicates that a candidate has withdrawn from the examination.

12.2 A candidate is permitted to withdraw from appearing in the ESE for one course or courses in **ANY ONE** of the semesters **ONLY** for exigencies deemed valid by the University authorities.

12.3 Permission for withdrawal from the examination shall be granted only once during the entire duration of the programme.

12.3 Application for withdrawal shall be considered **only** if the student has registered for the course(s), and fulfilled the requirements for attendance and CIA tests.

12.4 The application for withdrawal shall be made ten days prior to the commencement of the examination and duly approved by the Controller of Examinations. Notwithstanding the mandatory prerequisite of ten days notice, due consideration will be given under extraordinary circumstances.

12.5 Withdrawal is **not** granted for arrear examinations of courses in previous semesters and for the final semester examinations.

12.6 Candidates who have been granted permission to withdraw from the examination shall reappear for the course(s) when the course(s) are offered next.

12.7 Withdrawal shall not be taken into account as an appearance for the examination when considering the eligibility of the candidate to qualify for First Class with Distinction.

13. Academic misconduct

Any action that results in an unfair academic advantage/interference with the functioning of the academic community constitutes academic misconduct. This includes but is not limited to cheating, plagiarism, altering academic documents, fabrication/falsification of data, submitting the work of another student, interfering with other students' work, removing/defacing library or computer resources, stealing other students' notes/assignments, and electronically interfering with other students'/University's intellectual property. Since many of these acts may be committed unintentionally due to lack of awareness, students shall be sensitised on issues of academic integrity and ethics.

14. Transitory Regulations

Wherever there has been a change of syllabi, examinations based on the existing syllabus will be conducted for two consecutive years after implementation of the new syllabus in order to enable the students to clear the arrears. Beyond that, the students will have to take up their examinations in equivalent subjects, as per the new syllabus, on the recommendation of the Head of the Department concerned.

15. *Notwithstanding anything contained in the above pages as Rules and Regulations governing the Two Year Master's Programmes at Annamalai University, the Syndicate is vested with the powers to revise them from time to time on the recommendations of the Academic Council.*

ASSESSMENT PATTERN

Continuous Internal Evaluation (25 Marks)

Bloom's Category Marks (out of 25)	**Test**	**Assignment**	**Seminar**	**Non CIA**		
				Activities	**Industrial Visit**	**Quiz**
Knowledge	√					√
Comprehension	√	√	√		√	√
Apply			√	√		
Analyze	√					√
Evaluate	√					
Create	√		√	√		

End Semester Examination (75 Marks)

Bloom's Category Marks	**Test (75 Marks)**
Knowledge	
Comprehension	
Application	
Analysis	
Synthesis	
Evaluation	
Creation	

Annamalai University

Department of Business Administration
M.B.A. (Financial Management)
(Two Year) Programme
Programme Code: ABUS22

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

Course Code	Course Title	Hours per week		C	Marks		
		L	P		CIA	ESE	Total
19BFMC101	Core 1: Management Process	4	-	2	25	75	100
19BFMC102	Core 2: Managerial Economics	4	-	2	25	75	100
19BFMC103	Core 3: Organizational Behaviour	4	-	2	25	75	100
19BFMC104	Core 4: Accounting for Managers	4	-	3	25	75	100
19MBAX115	Elective 1: Interdepartmental Elective			3	25	75	100
19BFMC106	Core 5: Computer Applications in Management	4	-	2	25	75	100
19BFMC107	Core 6: Project Entrepreneurship and Small Business Management	4	-	2	25	75	100
19BFMC108	Core 7: Research Methodology	4	-	2	25	75	100
19BFMV109	Comprehensive Viva-voce (Industrial Visits and Courses)	-	-	2	25	75	100
	Total			**17**	**200**	**600**	**800**
19BFMC201	Core 8: Financial Management	4	-	3	25	75	100
19BFMC202	Core 9: Marketing Management	4	-	3	25	75	100
19BFMC203	Core 10: Human Resource Management	4	-	3	25	75	100
19BFMC204	Core 11: Production and Materials Management	4	-	3	25	75	100
19MBAX205	Elective 2: Interdepartmental Elective	3	-	3	25	75	100
19BFMC206	Core 12: Decision Support System and Management Information System	4	-	3	25	75	100
19BFME207	Elective 1: Departmental Elective	3	-	3	25	75	100
19BFME208	Elective 2: Departmental Elective	3	-	3	25	75	100
19BFMP209	Core 13: Practical I (Statistical package on Business Decision)	-	4	2	40	60	100
19BFMV210	Field visit and Viva-voce (Exposure to Small and Medium Enterprises)	-	-	2	25	75	100
	Total			**28**	**250**	**750**	**1000**
	Value Added Course (VAC)	**Carries Additional Credits**					
19BFMC301	Core 14: Operations Research	4	-	3	25	75	100
19BFMC302	Core 15: Introduction to Business Analytics	4	-	3	25	75	100
19BFMC303	Core 16: Business Legislations	4	-	3	25	75	100
19BFMC304	Core 17: International Business and Export Management	4	-	3	25	75	100
19MBAX305	Elective 3: Interdepartmental Elective			3	25	75	100
19BFMC306	Core 18: Soft Skills	4	-	4	25	75	100
19BFME307	Elective 3: Departmental Elective	3	-	3	25	75	100

19BFME308	Elective 4: Departmental Elective	3	-	3	25	75	100
19BFMV309	Internship Project and Viva– voce	-	-	3	25	75	100
	Total			**25**	**200**	**600**	**800**
	Value Added Course (VAC)	**Carries Additional Credits**					
19BFMC401	Core 19: Retailing and Rural Marketing	4	-	3	25	75	100
19BFMC402	Core 20: Business Policy and Strategic Management	4	-	3	25	75	100
19BFMC403	Core 21: Logistics and Supply Chain Management	4	-	3	25	75	100
19BFMC404	Core 22: Indian Ethos and Values	4	-	3	25	75	100
19MBAX405	Elective 4: Interdepartmental Elective	3	-	3	25	75	100
19BFMP406	Core 23: Practical II (Behavioural Science and Communication Lab)	-	4	2	40	60	100
19BFME407	Elective 5: Departmental Elective	3	-	3	25	75	100
19BFME408	Elective 6: Departmental Elective	3	-	3	25	75	100
19BFMV409	Comprehensive Viva-voce (Industrial Visits and Courses)	-	-	2	25	75	100
	Total			**25**	**225**	**675**	**900**
	Total credit			**95**			

L- Lectures; P- Practical; C- Credits; CIA- Continuous Internal Assessment; ESE- End-Semester Examination

Note:

1. **Students shall take both Departmental Electives (DEs) and Interdepartmental Electives (IDEs) from a range of choices available.**
2. **Students may opt for any Value-added Courses listed in the University website.**

Departmental Electives (DE)

Course Code	Course Title	Hours per week		C	Marks		
		L	P		CIA	ESE	Total
19BFME207	Accounting Software – Practical	3	0	3	25	75	100
19BFME208	Behavioural Finance	3	0	3	25	75	100
19BFME307	Investment, Security and Portfolio Management	3	0	3	25	75	100
19BFME308	Banking and Insurance Management	3	0	3	25	75	100
19BFME407	Management of Financial Services	3	0	3	25	75	100
19BFME408	Capital Markets	3	0	3	25	75	100

Interdepartmental Electives:

19MBAX115	Management Process (CBCS Elective)	Elective	4	75	25	100
19MBAX205	Marketing Management (CBCS Elective)	Elective	4	75	25	100
19MBAX305	Training and Development (CBCS Elective)	Elective	4	75	25	100
19MBAX405	Entrepreneurship Management (CBCS Elective)	Elective	4	75	25	100

Value added courses:

Even Semester	19BVAC211	Small Business Management	Additional Credit
Even Semester	19BVAC212	Introduction to Business Analytics	Additional Credit
Even Semester	19BVAC213	E-Governance and Cyber Law	Additional Credit
Odd Semester	19BVAC311	Machine Learning	Additional Credit
Odd Semester	19BVAC312	Block Chain Technology	Additional Credit
Odd Semester	19BVAC313	Sustainable Development	Additional Credit

Programme Outcomes

PO1: Critical thinking
PO2: Cultivating Cognitive skills required in the job market
PO3: Effective Communication
PO4: Familiarity with ICT to thrive in the information age
PO5: Cultivating aptitude for research
PO6: Respect for alternate view-points including those conflicting with one's own perspectives
PO7: Ability to work individually and as members in a team
PO8: Upholding ethical standards
PO9: Acting local while thinking global
PO10: Commitment to gender equality
PO11: Commitment to Sustainable development
PO12: Lifelong learning

Programme Specific Outcomes

After Completion of MBA (Financial Management), students will

PSO1: Display competencies and knowledge in the key business functions with a special focus on financial management
PSO2: Acquire the knowledge of Accounting Software and develop competency to work
PSO3: Understand the various behavioral theories on Financing, Investing & Dividend decisions that impact the growth of the firm
PSO4: Have an in depth knowledge on various services and products of Banking and Insurance
PSO5: Apply quantitative and qualitative decision making skills to financial problems
PSO6: Analyze the financial performance of an organization applying various tools that aid in decision making
PSO7: Enhance their knowledge on various financial markets and services to work proficiently with financial markets and institutions

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

Semester – I **19BFMC101: Management Process** **Credits: 2**

Hours: 60

Learning Objectives

The objective of this course is

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

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

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

LO4: To provide the general outline about the need for controlling in an organization.

LO5: To impart knowledge on the need for communication and different types of communication.

Course outcomes

Upon completion of the course students will be able to

CO1: Impart knowledge in general management practice like planning, organizing, staffing, directing, motivating and controlling in an organization.

CO2: Understand the need for team work, to work effectively in a team and to act as a global leader.

CO3: Improve the Cognitive skills related to Indian and global Organisation structure and to understand the different levels of management in an organisation .

CO4: Understand the need for quality policy and controlling techniques to be practiced in an organization.

CO5: Improve and develop the communication skills and the need for ethical business practice.

CO6: Develop conflict management plan and to solve the problems in an organization.

Unit–1 Introduction (14 H)

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

Unit–2 Planning (10 h)

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

Unit–3 Organising (10 h)

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

Unit–4 Staffing and Directing (12 h)

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

Unit-5 Supervising Control and MBO (14 h)

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

Text Books

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

Supplementary Readings

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

Outcome Mapping

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

H	High Correlation	M	Medium Correlation	L	Low Correlation

Semester – I **19BFMC102 : Managerial Economics** **Credits: 2**
Hours: 60

Learning Objectives

The Objective of this course is

LO1: To understand and learn the economic theories and concepts to be adapted in business development.
LO2: To impart knowledge in analytical skills enabling the students to face the challenges arising in business organisation.
LO3: To provide and help the students a vast knowledge on managerial economics to become business entrepreneurs.
LO4: To provide the concepts of cost analysis and pricing decision in economic aspects
LO5: To impart knowledge in profit analysis towards business operation

Course Outcomes

Upon completion of this course the students will have the ability to

CO1: Understand the role of Economic theory and concepts in Management decision making.
CO2: Analyse the situations challenging the management environment in an organisation.
CO3: Knowing the cost theories will be able to be effective manager in cost reduction.
CO4: Handle the Micro and Macro Environment.
CO5: Understand the challenges of Entrepreneur and build the confidence to do his own business.
CO6: Manage any situation arising in Business environment.

Unit–1 Basic Concepts (14 h)

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

Unit–2 Cost Analysis (10 h)

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

Unit–3 Pricing Decisions (12 h)

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

Unit–4 Profit Analysis (10 h)

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

Unit-5 Macro Economics and Business Decision (14 h)

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

Text Books

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

Supplementary Readings

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

Outcome Mapping

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

H	High Correlation	M	Medium Correlation	L	Low Correlation

Semester – I **19BFMC103 : Organizational Behaviour** **Credits: 2 Hours: 60**

Learning Objectives

The aim of this course is to

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

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

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

LO4: To impart knowledge on the personality & personality attributes of employees in an organisation

LO5: To provide the concepts of leadership conflict organizational change

Course Outcome

Upon completion of the course students will be able to

CO1: Understand individual behavior in organizations, including diversity, attitudes.

CO2: Study job satisfaction, emotions, moods, personality, values, perception, decision making, and motivational theories.

CO3: Recognize group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.

CO4: Unleash the organizational system, including organizational structures, culture, human resource and change.

CO5: Analyze the Leadership Characteristics, organizational Conflicts.

CO6: Know the importance of Organizational Change.

Unit –I Organizational Behaviour: An Overview (14 h)

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

Unit-II Learning-Attitudes-Values and –Job Satisfaction (10 h)

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

Unit –3 Personality & Personality Attributes -Perception -Creativity (10 h)

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

Unit-4 Motivation-Culture-Group Dynamics (14 h)

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

Unit-5 Leadership-Conflict-Organizational Change (12 h)

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

Text Books

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

Supplementary Reading

1. Human Behaviour at work - Keith Davis – (2018) Tata McGraw Hill book Company.
2. McShane& Von Glinow (2015). Organisational Behavior, 6/e; New Delhi: McGraw Hill Education
3. Luthans, Fred (2013). Organisational Behavior, 12/e; New Delhi: McGraw Hill Education
4. Jerald Greenberg, Behaviour in Organization, PHI Learning. 10th edition. 2011
5. Udai Pareek, Understanding Organisational Behaviour, 3rd Edition, Oxford Higher Education, 2011.

Outcome Mapping

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

H	High Correlation	M	Medium Correlation	L	Low Correlation

Semester – I **19BFMC104: Accounting for Managers** **Credits: 3**
Hours: 60

LO1: To acquaint the students with the various concepts, techniques of accounts methods
LO2: To analyse the process of accounting data analysis and interpretation.
LO3: To help the student take decision making in the areas of management accounting.
LO4: To impart knowledge on the financial statement analysis, ratio analysis, fund and cash flow analysis
LO5: To provide the managerial concepts of standard costing and variance analysis

Course outcomes

Upon completion of the course students will be able to

CO1: Get knowledge, how to differentiate accounting and financial management with effectively and professionally.
CO2: Acquire the skills of knowledge, which related to financial analysis and performance of an organisation.
CO3: Enhance the knowledge, how management accounting helps to financial managers in process decision making with regard to financial and non-financial.
CO4: Contribute to the business, individual and team member as financial Manager.
CO5: Analyse and Implementation of financial information with trustily
CO6: Develop the sustainable development of business using different tools and techniques in accounting system.

Unit–1 Introduction To Management Accounting and Financial Accounting (14 h)

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

Unit–2 Financial Statement Analysis, Ratio Analysis, Fund and Cash Flow Analysis (10 h)

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

Unit–3 Methods and Techniques Of Cost Accounting (10 h)

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

Unit–4 Marginal Costing, Budget and Budgetary Control (12 h)

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

Unit-5 Standard Costing and Variance Analysis (14 h)

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

Text books

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

Supplementary Readings

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

Outcome Mapping

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

H	High Correlation	M	Medium Correlation	L	Low Correlation

Semester – I	19BFMC106 : Computer Applications in Management	Credits: 2 Hours: 60

Learning Objective

The learning objective of the course is

LO1: To explain the fundamentals of computers, hardware, software and its evolution.

LO2: To provide in-depth knowledge on software development process and its related functionalities.

LO3: To enable data processing concepts and its applications.

LO4: To impart knowledge on networking, its types and topologies.

LO5: To introduce the strategic implementation of IT and its applications in organisations

Course Outcome

Upon completion of the course the students will be able to

CO1: Understand the evolution and recent developments in hardware, software, management functions related packages and other accessories.

CO2: Recognise, understand and involve in development of programs, system software and applications for various functions of business.

CO3: Organize and work with files, folders and data storage for various functions in modern business

CO4: Get familiar with working in MS-office and its application for various functions in modern business.

CO5: Gain familiarity with the concepts and terminology used in the network development.

CO6: Implement and maintain the operations of networking in information system of various functions for strategic advantage.

Unit–1 Computer Fundamentals (14 h)

Organization of computers – Generations of computers – Types of computers – Input /Output devices – Storage devices – Software: Systems software, Application software – Overview of Linux, Unix, Windows, Freewares – Programming Languages/ Assembly Languages – Compiler – Interpreter.

Unit–2 Software Development applications (10 h)

Software Development Process: File Design & Report Design – Data File Types/ Organization; Master, Transaction File. Application and uses of MS-Office: Word, Power Point, Excel, Access.

Unit–3 Data Processing Concepts (10 h)

Basics of Data Processing – Modes of Data Processing – Data Hierarchy – Data Processing Systems – Management of Data Processing System in Business Organization – Application portfolio Development – Program Development Cycle – Flow Chart.

Unit–4 Computer Networks (12 h)

DATA Communications: Networking Concepts, Classification – LAN, MAN, WAN – Wireless LAN – Internet, Intranet, Extranet – Virtual Private Networks (VPN) – Peer-to-Peer, Client Server – Networking topologies – Virus – Meaning – Types – Anti-virus – Benefits – Detection and Elimination.

Unit-5 Implementing and Managing IT (14 h)

IT strategic Alignment – Competitive Forces Model – Value Chain Model – Strategic Resources and Capabilities – IT Planning – Managing IS Department – Evaluating IT Investment: Benefits, Costs and Issues – IT Economics Strategies – Managerial Issues. An Integrated Stepped Approach – Consulting Process – Proposal Development – Contract – Execution – Implementation – Planning – Closing and Collecting. **"Current Streams of Thought"**.

Text Books

1. Alexis Leon and Mathews Leon, *Fundamentals of Information Technology*, Vikas Publishing, New Delhi, 2014.
2. Alexis Leon and Mathews Leon, *Introduction to Computers*, Vikas Publishing, New Delhi, 2013.

Supplementary Readings

1. Peter Norton, *Introduction to Computer*, 7th Edition, Tata McGraw Hill, New Delhi, 2015.
2. Rajaram. V, *Introduction to Information Technology*, PHI, 2013.
3. K. Mohan Kumar. K and S. Rajkumar, *Computer Applications in Business*, Tata McGraw Hill, New Delhi, 2009.
4. RitendraGoel, D.N. Kakkar, *Computer Applications in Management*, New Age Publishing, New Delhi, 2013.
5. Sanjiva Shankar Dubey., *Management and IT Consultancy*, McGraw Hill, New Delhi, 2012.

Course Outcome

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

H	**High Correlation**	**M**	**Medium Correlation**	**L**	**Low Correlation**

Semester – I

19BFMC107 : Project, Entrepreneurship and Small Business Management

Credits: 2
Hours: 60

Learning Objectives

The objective of this course is to

LO1: Make understand the frame work for of project and stages involved in it

LO2: Explain the process of developing the project and roles and responsibilities of personnel involved in it.

LO3: Create awareness of the project feasibility and finance involved in it.

LO4: Create awareness of SMME and its role in economy and its developments.

LO5: Evaluating the project and to prepare a ground where the students build the necessary competencies and to motivate for a career in Entrepreneurship.

Course outcomes

Upon completion of the course students will be able to

CO1: Understand and get skill on Project management tools and Information system used in a project.

CO2: Impart knowledge on Infrastructureproject and Project Identification methods that are practiced in Indian and Global scenario.

CO3: Improve cognitive skills on project delays and to resolve conflict in a project.

CO4: Understand the role of Entrepreneur and ethical practice in Indian and global scenario.

C05: Develop the leadership skills, communication skills and the ability to work with a project team.

C06: Impart knowledge on Training institute and Financial institution that assist the small scale industry in the sustainable development.

Unit–1 Project Planning (10 h)

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

Unit–2 Project Feasibility and Project Finance and Evaluation (14 h)

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

Estimating project time and cost – Cost of capital – Source of finance – Cost control – Project Scheduling and Monitoring – Project Information System and Documents – Project Report – Social Cost Benefit Analysis – Project Evaluation and Performance Review Techniques.

Unit–3 Introduction to Entrepreneur (12 h)

Definition – Concept – Classification and types of entrepreneurs – Entrepreneurial Traits – Need and Important – Roles and Responsibilities of Entrepreneurs in Indian business context – Entrepreneurial Motivation – Entrepreneurial Development Programme: Role and objectives of the programme – Contents – Institutions aiding Entrepreneurs – Central and State level Institutions.

Unit–4 Entrepreneurship Environment and Challenges (10 h)

Entrepreneurship environment: Social – Cultural – Political – Natural – Geographic – Technological – Economic Environment and its impact on Entrepreneurship – Factors affecting entrepreneurial growth – Globalization and its challenges – Steps to face global challenges – Strategies for the development of women entrepreneurs.

Unit-5 Small Business Management (14 h)

Small Enterprises – Definition – Classification – Characteristics – Ownership Structures – Steps involved in setting up a small business – Identifying and selecting a good Business opportunity – Market potential analysis – Marketing methods: Pricing and Distribution methods. Sickness in small Business: Concept – Magnitude – Causes and Consequences – Corrective Measures – Government Policy on Small Scale Enterprises – Growth Strategies in small industry: Expansion – Diversification – Joint Venture – Merger and Sub Contracting. **"Current Streams of Thought"**.

Text Books

1. Prasanna Chandra, Projects, Tata McGraw hill, New delhi, 2007
2. Khanka.S.S, Entrepreneurial Development, S.Chand& company, Nwedelhi, 2008.

Supplementary Readings

1. Clifford F. Gray and ErikW.Larson, Project management, Tata McGraw hill, New delhi,20007.
2. Nagarajan.K, Project Management, New Age International publishers, New delhi, 2007.
3. Robert D Hisrich, Michael P.Petersand Dean A. Shepherd, Entrepreneurships, Tata McGraw hill, New delhi,2007.
4. Vasant Desai, Dynamics of Entrepreneurial Development and Management, Himalayas publishing house, New delhi, 2008.

Outcome Mapping

	Programme Outcomes												Programme Specific Outcomes						
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CO2:									H										
CO3:						L													
CO4:									M										
CO5:			M																
CO6:											H								L

H	High Correlation	M	Medium Correlation	L	Low Correlation

Semester – I **19BDLC108 – Research Methodology** **Credits: 2**
Hours: 60

Leaning Objective

The objective of this course is

LO1: To equip the students with the basic understanding of the research methodology

LO2: To provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

LO3: To impart knowledge in data collection and research tools to efficiently complete their business research.

LO4: To provide the statistical concepts of primary and secondary data and its collection methods

LO5: To make understand the method of preparing statistical reports in business organization.

Course Outcomes

Upon completion of the course students will be able to

CO1: Display competencies and knowledge on the Key Knowledge area of research and its methodologies.

CO2: Acquire the skills to explore appropriate research problems and parameters.

CO3: Evaluate research problems and various research designs,

CO4: Formulate hypotheses and develop statistical models

CO5: Acquire the skills to analyse various research problems, interpret the various statistical tests results and generate good research reports.

CO6: Develop proficiency in using SPSS for Data analysis.

Unit–1 Introduction to Research and Research Methodology (14 h)

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

Unit–2 Data Collection (10 h)

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

Unit–3 Research Tools (10 h)

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

Unit–4 Application of Statistics in Research (14 h)

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

Unit-5 Report Preparation (12 h)

Research Applications – Types of Report – Report preparations – Format – Languages – Tables – Pictures & Graphs – Bibliography Comments. **"Current Streams of Thought"**.

Text Books

1. Kothari, C.R., *Research Methodology*, New Age International (P) Ltd, New Delhi, 2004.
2. Arora, P.N. & S. Arora, *Statistics for Management*, S. Chand & Company Ltd., New Delhi, 2007.

Supplementary Readings

1. Donald R. Cooper and Pamela S. Schindler, Tata McGraw Hill, 9th Edition, New Delhi.
2. Krisnasamy, O.R. and M. Ranganathan, *Methodology of Research in Social Science*, Himalaya Publishing House, Mumbai, 2005.
3. Panneerselvam, R., *Research Methodology*, Prentice Hall of India, New Delhi,2008.
4. Mark N.K. Saunders Philip Lewis and Adrian Thornhill, Research Methods for Business Students, Pearson publishers 2015
5. Mark Easterby-Smith, Richard Thorpe, Paul R. Jackson, Lena J. Jaspersen -Management and Business Research, Sage publishers 6 th edition 2018

Outcome Mapping

	Programme Outcomes												Programme Specific Outcomes						
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CO1:	H												M						
CO2:		M												H					
CO3:																	H		
CO4:											M						H		
CO5:																		M	
CO6:								H						M					

H	High Correlation	M	Medium Correlation	L	Low Correlation

Semester – I **19BFMC109 : Comprehensive Vivavoce** **Credits: 2**

(Industrial Visits and Subjects)

Semester – II **19BFMC201 : Financial Management** **Credits: 3**
Hours: 60

Learning Objective

The objective of this course is to

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

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

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

LO4: To impart knowledge on the working capital management

LO5: To provide the financial concepts of capital structure and capital budgeting.

Course outcome

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

CO1: Analyse the functions of finance manager who entails planning, organising, controlling, monitoring and evaluating the financial resources of an organisation to achieve its overall objectives.

CO2: Describe the characteristics of various sources of long-term financing.

CO3: Analyse the key issues related to working capital policy and various facets of inventory management

CO4: Discuss the techniques of Capital budgeting and explore certain advanced issues in capital budgeting.

CO5: Expound various views on relationship between capital structure and cost of capital.

CO6: Explore the aspects of dividend decision and describe the determinants of appropriate dividend policy.

Unit–1 Introduction to Financial Management (14 h)

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

Unit–2 Long - Term Financing (10 h)

Sources of long term financing - Nature of long term financing - Common stock – Preferred stock – shares – types and benefits – types of preferences shares – bonds, yield to maturity(simple problems) – debentures - ploughing profit. Debt financing: Secured and Unsecured debts - Under writing of shares –-Rights issue: Meaning -–Procedure –-Pricing -–Underwriting of rights - – Dilution of market price rights - –Market price of shares.

Unit–3 Working Capital Management (10 h)

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

Unit–4 Capital Structure and Capital Budgeting (12 h)

Capital Structure - –Theories of Capital Structure – Assumptions -Features of an appropriate capital structure - Determinants of the capital structure.Capital Budgeting – Methods of ranking Investment proposals – Payback method – Average Rate of Return method – Discounted Cash Flow method – IRR method – NPV method – Excess present value method (simple problems).

Unit-5 Cost of Capital and Dividend Policy Decision (14 h)

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

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

Text Books

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

Supplementary Readings

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

Outcome Mapping

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

H	**High Correlation**	**M**	**Medium Correlation**	**L**	**Low Correlation**

Semester – II **19BFMC202 : Marketing Management** **Credits: 3**
Hours: 60

Learning Objectives

This objective of this course is

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

Course Outcome

After completion of the course students will be able to

CO1: Familiar into marketing concept and environment.
CO2: Built the Critical approach and analyze the market and segmenting markets.
CO3: Well communicate the authorities about the buyer's opinion towards promotional as well as marketing mix strategies.
CO4: Analyze the innovative market information and derive insights.
CO5: Construct the suitable marketing strategies after evaluating the current trend about new products and copyrights.
CO6: Teach the ethics of marketing to the corporate world and also can explore the purchase decision process.

Unit–1 Marketing and its Environment (14 h)

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

Unit–2 Market Analysis and Segmentation (12 h)

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

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

Unit–3 Product and Pricing Strategies (10 h)

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

Unit–4 Physical Distribution and Promotion (14 h)

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

Unit-5 Consumer Behaviour and CRM (10 h)

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

Text Books

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

Supplementary Readings

1. Karen Webb, Consumer Behaviour, 2nd Edition, Tata McGraw Hill, New Delhi, 2011.
2. Philip Kotler, Kevin keller, Abraham Koshy and Jha, Marketing Management, 14th Edition, Pearson Education, New Delhi, 2012.
3. Ramasamy Namakumari, Marketing Management, Asian Perspective, Mcmillan, New Delhi, 2016.
4. Russel S. Winer, Marketing Management, Tata McGraw Hill, New Delhi, 2012.
5. Warren J. Keegan, Global Marketing Management, 8th Edition, Pearson Education, New Delhi, 2014.

Outcome Mapping

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

H	**High Correlation**	**M**	**Medium Correlation**	**L**	**Low Correlation**

Semester – II **19BFMC203 : Human Resource Management** **Credits: 3 Hours: 60**

Learning Objectives

LO1: To introduce the basic concepts to understand the importance of human resource Management
LO2: To provide understanding of the various functions of human resource management
LO3: To Acquaint the application of management functions and principles towards acquisition, development, retention and compensation of employees.
LO4: To provide the concepts of job analysis and job design
LO5: To impart knowledge on the promotion, job evaluation and compensation issues.

Course Outcomes

Upon completion of the course students will be able to

CO1: Apply and contribute to the development, implementation and evaluation of Planning of Human Resources, Recruitment, Selection, and Retention.
CO2: Create the design and evaluation of Training and Development Programmes.
CO3: Develop and Facilitate Performance management and Compensation management by upholding ethical standards for sustainable development.
CO4: Critically evaluate and communicate Health, Welfare and safety aspects of employees and organization.
CO5: Appreciate Human Resource aspects of an organization for better decision making.
CO6: Conduct research, prepare report and recommend changes in Human Resource Practices.

Unit–1 Introduction (14 h)
Human Resource Management – Importance – Challenges – Line and Staff aspect – HR management activities – Role of Personnel manager – Images and qualities of HR manager – Integration of employee/management interests – Environment of Human resource Management – External Forces, Internal Forces – HR Metrics.

Unit–2 Job Analysis, Job Design and Human Resource Planning (10 h)
Job Analysis – Content, Steps in job analysis, methods of collecting job data, potential problems with job analysis – Factors affecting job design – Job Design Approaches – Job specification – Human resource planning – Importance – Future Personnel needs, creating talented Personnel, foundations for personnel functions – Factors affecting HRP – HR supply / demand forecast – Recruitment – Factors affecting recruitment – Recruitment policy – Internal / External sources of recruitment – Methods of recruitment – Selection procedure – Orientation Program – Recruitment Metrics.

Unit–3 Training and Performance Appraisal (12 h)
Distinction between training, development and education – Inputs in T&D – Skills, Development, Ethics, Attitudinal Changes, Decision making Skills – Gaps in training – Principles of Learning – Learning Curve – Training process – Training techniques/methods – Evaluation of on the job and off the job training methods – Management Development – Training and Development Metrics – Factors of Appraisal – Traditional methods – Modern methods – MBO process – Appraisal techniques failure – Ethics of appraisal – HRIS – HR Scorecard – Career planning and development – Succession planning – Organizational components and organizational career opportunities.

Unit–4 Promotion, Job Evaluation and Compensation (10 h)
Promotion – Promotion policy – Types of Promotion – Seniority – Merit – Ability – Transfers – Reasons, Principles and types – Separation – Lay off – Resignation – Dismissal – Retrenchment - Voluntary retirement scheme – Retention Metrics, Retention Determinants, Attrition – Job evaluation – Procedure, Advantages & Limitations – Job evaluation methods –Components of Remuneration – Wages and salary, incentives, fringe benefits – Factors affecting employee remuneration – Minimum wage, fair wage and living wage – Executive remuneration.

Unit-5 Quality of work life and Participative Management (14 h)
Scope and ways of Participation – Staff council, Joint council, Collective bargaining, Job enlargement/enrichment, Suggestion schemes and Quality circle – Total quality management – Structure of Participative management – Nature and benefits of participation – Managing diversity – Gender equality in employment – Quality of work life – Role of supervisor in QWL – Safety – Types of accidents – Safety programs – Work place health issues – Work place violence – Outsourcing HR activities – Productivity & Performance Metrics. **"Current Streams of Thought"**.

Text Books

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

Supplementary Readings

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

Outcome Mapping

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

H	High Correlation	M	Medium Correlation	L	Low Correlation

Semester – II **19BFMC204 : Production and Materials Management** **Credits: 3 Hours: 60**

Learning Objectives

The objective of this course is,

LO1: To acquire a working understanding of production function in the context of business enterprises and the various ergonomics considerations in designing the production system of an organisation.

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

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

LO4: To explain the essentials of materials management and the role of inventory system in running a business and to develop skills in solving production related problems.

LO5: To impart knowledge on the materials management information system.

Course Outcomes

Upon completion of the course students will be able to,

CO1: Demonstrate the core features of production function at the operational and strategic levels, its correlation with employees, process, productivity, quality and information technology besides it contribution to the competitiveness of firms.

CO2: Appraise the production functions and their interaction with other business functions such as finance, marketing, human resource, supply chain and innovation.

CO3: Evaluate the factors that may influence the location of a plant in national and foreign along with the ability to identify operational methodologies to assess and improve the organizational overall performance.

CO4: Assess the principles underlying on Production Planning and Control and pertain various qualitative techniques of maintenance function for an extensive sustainability and development of the organizations.

CO5: Apply materials forecasting and planning techniques to carry out the work independently or team and develop basic materials requirement schedules in order to take aggregate decisions.

CO6: Develop an integrated framework for critical thinking entailed for today's managers towards purchasing policies, procedures, legal aspects, and tax considerations which analyze the enterprise as a whole with a specific focus on the organizations wealth creation processes.

Unit–1 Production Function (14 h)

Introduction – Production functions – Design of production system – Types of production – Types of process – Productivity – Ergonomics. Plant Location – Factors influencing plant location – Multi Plant location – Foreign Location – Relocation – Plant location trends.

Unit–2 Plant Layout and Maintenance (12 h)

Plant Layout – Types of layouts – Process layout – Product layout – Layout of service facilities – Office layout – Use of service facilities – Use of drawings, templates and models in layout physical facilities. Maintenance – Objective of maintenance – Elements of maintenance – Types of maintenance – Breakdown time – Distribution time – Preventive maintenance Vs Breakdown maintenance – Optimum crew size – Maintenance records.

Unit–3 Production Planning and Control (10 h)

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

Unit–4 Materials Management and Materials Management Information System (10 h)

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

Unit-5 Store and Purchase Function (14 h)

Standardization, simplification, codification, stores layout, storage systems and equipment, stores preservation, stores procedures and Automation of warehouses – Materials handling equipments – Stores Account – Price – Cost analysis and Negotiation forward buying – Speculation and Commodity markets – Capital equipment buying, imports and customs – Clearance – Purchasing research. Purchasing function – Purchasing policies and procedures, legal aspects of purchasing, tax considerations in purchasing, selections and sources of supply and make or buy decisions – Vendor evaluation and rating – vendor development. **"Current Streams of Thought"**.

Text Books

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

Supplementary Readings

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

Outcome Mapping

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

H	High Correlation	M	Medium Correlation	L	Low Correlation

Semester – II **19BFMC206 : Decision Support System and Management Information System** **Credits: 3 Hours: 60**

Learning Objective

The Learning Objectives of the course is

LO1: To provide a real world understanding of information systems and Decision Support System application in business.

LO2: To impart a firm foundation and background needed in the field of information systems.

LO3: To explain the Information System technologies currently available in business world.

LO4: To provide the right balance of conceptual background, technical information and realworld applications.

LO5: To introduce the infrastructure required and security issues for the effective use of information system.

Course Outcome

CO1: Categorize the components of information systems and differentiate how they interact among them.

CO2: Understand MIS and DSS within a context of an integrated collection of subsystems within an organisation.

CO3: Classify the conceptual foundations, structure and technology of information systems.

CO4: Formulate and develop an information-based DSS and MIS, supporting improved decision making and problem solving by improved individual insight.

CO5: Determine and develop MIS and DSS in support of management, users and functional areas for the organisation.

CO6: Develop planning and techniques involved in the implementation of an information system, specifically MIS & DSS

Unit–1 Basic MIS and DSS concepts (14 h)

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

Unit–2 Design and development of MIS and DSS (12 h)

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

Unit–3 Infrastructure for MIS and DSS (10 h)

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

Unit–4 MIS in Functional Components and System Security (14 h)

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

Unit-5 IT infrastructure Management (10 h)

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

Text Books

1. DP Goyal, *Management Information Systems: Managerial Perspectives,* 4th edition, Vikas Publishing House, New Delhi, 2014
2. Janakiraman and Sarukeshi, *Decision Support Systems*, 12th Edition,PHI Learning Pvt. Ltd., New Delhi,2011.

Supplementary Readings

1. Kenneth J. Sousa, Effy Oz., *Management Information Systems,* Cengage Learning India Pvt. Ltd., New Delhi.2014.
2. Efrem G. Mallach., *Decision Support Systems and Data Warehouse Systems*, 10thEdition,Tata McGraw-Hill Ltd, New Delhi 2011
3. Kennet C. Laundon, and Jane P.Laundon., *Management Information Systems-Managing Digital Firms,* 12th Edition, Prentice Hall of India., New Delhi,2011.
4. Rajesh Ray., *Enterprise Resource Planning Text & Cases*, Sultan Chand & Sons, New Delhi, 2011.
5. Vicki L. Sauter, *Decision Support Systems for Business Intelligence*, Wiley, 2nd Edition, 2011.

Outcome Mapping

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

H	High Correlation	M	Medium Correlation	L	Low Correlation

Semester – II **19BFME 207: Accounting Software – Practical** **Credits: 3 Hours: 60**

Learning Objective:

LO 1: To acquaint the students with the practical knowledge with the various techniques, methods, process of accounting data analysis.
LO 2: To learn the application software of Tally ERP 9.
LO 3: To impart knowledge of Goods and services Tax (GST)

Course outcomes

Upon completion of the course students will be able to

CO1: Depth knowledge in Tally ERP 9 software and it helps key functions of business.
CO2: Acquire the effective skills of knowledge in Tally ERP 9 for Inventory master and voucher for decision making process in business.
CO3: Formulate the new business strategies practice using Tally ERP 9 software.
CO4: Understand financial data and compare with book keeping trustily information of business.
CO5: Develop the new ideas for ICT application to enhance the business community like GST, POS.
CO6: Provide sustainable development of business using Tally ERP 9 software.

Accounting Software

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

Unit–1 Basics of Accounting (14 h)

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

Unit–2 Fundamentals of Tally.ERP 9 (10 h)

- Getting Functional with tally.ERP 9
- Creation/ setting up of Company
- Features
- Configurations
- Setting up Account Heads.
- Preparation of Trading Account
- Preparation of Profit & Loss Account
- Preparation of Balance Sheet

Unit–3: Inventory in Tally.ERP 9 (12 h)

- Order Processing
- Reorder Levels
- Tracking Numbers
- Batch wise Details
- Additional Cost Details
- Bill of Materials
- Price List.
- Features of Point of Sale (POS) in Tally. ERP.9.
- Configuring Point of Sale in Tally. ERP.9.
- Entering POS Transactions
- POS Reports

Unit–4 Goods and Services Tax (GST) (14 h)

- Introduction about Goods and Services Tax (GST)
- Activating Tally in GST
- Setting Up GST (Company Level, Ledger Level and Inventory Level)
- GST Taxes & Invoices
- Understanding SGST, CGST & IGST
- Creating GST Masters in Tally

Unit-5 Sales Voucher with GST (10 h)

- Updating GST Number for Suppliers
- Practical on Intra-State Sales Entry in GST (SGST + CGST)
- Practical on Inter-State Sales Entry in GST (IGST)
- Printing GST Sales Invoice from Tally ERP9 Software
- **"Current Streams of Thought"**.

Text Books

1) Kumar.A, *Tally ERP 9 with GST*, 1st Edition, TB Publications, New Delhi, 2018.
2) Shraddha Singh, *Tally. ERP 9*, Power of Simplicity, V&S Publishers, New Delhi, 2018.

Supplementary Readings

1) Official Guide to *Financial Accounting Using Tally ERP 9*, Fourth Revised & Updated Edition, BPB Publications, 2018.
2) *GST Using Tally ERP 9*, Tally Education Pvt. Ltd, 1stEdition, Sahaj Publisher, Bengaluru, 2018.
3) Asok. K. Nadhani, *Tally ERP 9 – Training Guide*, BPB Publications, 2018.
4) Parag Joshi, *Tally ERP 9 with GST*, 1st Edition, DnyansankuiPrakashan's Publications, 2018.
5) Rajesh Chheda, *Learn Tally ERP 9 with GST & E-way Bill*, 3rd Edition, Ane's Student Edition, New Delhi, 2018.

Outcome Mapping

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

H	High Correlation	M	Medium Correlation	L	Low Correlation

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

Semester – II

19BFME 208: Behavioural Finance

Credit:3
Hours: 60

Learning Objective

LO1: To known the investor s behaviour in a rational predictable manner.
LO2: To understand the behavioural finance challenge its traditionally held notion.
LO3: To acquaint the investors cognitive psychology decision theory and interpret with information.
LO4: To understand the investors, decision making for behavioural aspect of finance.

Course Outcome

CO1: Can be gained critical thinking over the finance function and behavioural finance market strategies.
CO2: Cultivate cognitive skills to develop competency to work towards professional arbitrage.
CO3: Well communicate the trends to the investors about the demand and supply of investment.
CO4: Familiarize on banking and insurance products.
CO5: Cultivate aptitude on statistical methods to evaluate the capital market trends.
CO6: Ability to construct the saving behaviour and ethics among the investing population.

Unit – 1 Introduction to Behavioural finance

Behavioural Finance: Nature, Scope, Objectives , Significance and Application - History of Behavioural Finance - Psychology: Concept, Nature, Importance - The psychology of financial markets – The Psychology of investor behaviour – Behavioural finance market strategies – Prospect theory - Loss aversion theory under prospect – Theory and mental accounting – Investors disposition effect.

Unit – 2 Cognitive Psychology and Limits to Arbitrage

Building block of Behavioral Finance - Cognitive Psychology and limits to arbitrage -Demand by arbitrageurs: Definition of arbitrageur - Long–short trades - Risk vs. Horizon- Transaction costs and short–selling costs - Fundamental risk - Noise–trader risk -Professional arbitrage.

Unit – 3 Belief Biases and Elsberg's Paradoxes

Demand by average investors - Definition of average investor - Belief biases - Limited attention and categorization - Non–traditional preferences – Prospect theory and loss aversion - Bubbles and systematic investor sentiment - Elsberg's paradoxes - Rationality from an economics and evolutionary prospective - Different ways to define rationality - Dependence on time horizon - Individual or group rationality.

Unit – 4 Behavioural Theories and Emotions in Investment Decision

Behavioural theories of momentum – Representativeness - Overconfidence and self-attribution bias - External factors and investor behavior - Fear & Greed in Financial Market- Emotions and financial markets- Geomagnetic storm - Statistical methodology for capturing the effects of external influence onto stock market returns

Unit – 5 Behavioural Corporate Finance

Behavioural corporate finance - Empirical data on dividend presence or absence, ex–dividend day behaviour - Personality traits and risk attitudes in different domains - Overreaction – Under reaction – Fairness - Ethics – Saving behavior - Systematic approach of using behavioural factors in corporate decision–making - Neurophysiology of risk–taking. **"Current Streams of Thought"**.

Text Books

1. Singh, Shuchita, Behavioural Finance, Vikas publication, 2016.

Supplementary Readings

1. Lucy F. Ackert and Richard Deaves, Understanding Behavioural finance, 1st Edition Cengage learning India Publisher, 2011.
2. Williams Forbes, Behavioural Finance, Published by Wiley, 2011.
3. Jemes Moniter, The Little Book of Behavioural Investing, Published by Little Books, Big Profits (UK), 2010.
4. Parag Parikh, Value Investing and Behavioural Finance, Published by McGraw Hill 2015.

Outcome Mapping

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

H **High Correlation** **M** **Medium Correlation** **L** **Low Correlation**

Semester – II **19BFMC209: Lab for Statistical Packages on Business Decision** **Credits: 2** **Hours: 60**

Learning Objectives

LO1: To introduce statistical software program used for data management and data analysis and learn how to perform basic statistical analyses.
LO2: To provide data transferable skills to students so that they can summarize and interpret the research findings.
LO3: To utilise strong analytical skills and apply tools required for professional practices.
LO4**:** To use current techniques, skills and tools necessary for comparisons and correlations.

Course outcomes

Upon completion of the course, the student will

CO1: Understand the role that statistical data analysis plays in managerial decision making process.
CO2: Improved statistical thinking abilities, involving the identification and exploitation of variation in decision making and problem solving.
CO3: Critically evaluate reports presenting statistical data and translate and communicate the results of statistical analyses to organizational managers.
CO4: Expertise in recording, presenting, recitation and making inferences from quantitative data.
CO5: Develop capabilities as a manager to "think statistically" using data and to substantiate the business intuitions.
CO6: Achieve a practical level of competence in building statistical models that suit business applications.

Unit–1 Introduction – Basic Research Process (14 h)

Research methods – Data – Evaluation of measuring Instrument – Scale of measurement – Types of Questions – Sampling methods – Reliability and validity of Questionnaire – Filed Procedures.

Unit–2 Data Editor (10 h)

Processing of Data – Coding – Variables and variables labels – Rules in Creating Variables Name – Variable Format – Value Labels – Recode Commend – Missing Data – Creating and Editing a Data File.

Unit–3 Hypothesis Testing and Probability Values (10 h)

Approaches to analyzes – Types of Analysis – Hypothesis Formulation – Hypothesis Testing – Checking of Data – Purification – Modification – Dependent and Independent Variable.

Unit–4 Simple Tabulation and Cross Tabulation (14 h)

Simple Tabulation – Frequencies – Percentage – Charts – Simple Tabulation for ranking type questions – Cross Tabulation – Calculating percentage in a cross tabulation – Cross tabulation of more than two variables – chi-square test for cross tabulation – Measures of the strength of association between variables.

Unit-5 ANOVA and Design of Experiments (12 h)

Application – Methods – Variables – Completely randomized design in a one-way ANOVA – Factorial Design with two or more factors – Pair wise test – Independent t-test – Correlation – Regression – Interpretation of Result. **"Current Streams of Thought"**.

Text Books

1. Darren George and Paul Mallery. IBM SPSS Statistics 23 Step by Step: A Simple Guide and Reference, Routledge, NY, 2016.
2. Alan C. Elliott and Wayne A. Woodward. IBM SPSS by Example A Practical Guide to Statistical Data Analysis, 2nd edition, Sage Publications, 2015.

Supplementary Readings

1. Holmes Finch, Brian French and Jason C. Immekus, Applied Psychometrics using SPSS and AMOS, Information Age Publishing, 2016.
2. K. Kalyanaraman, Hareesh N. Ramanathan, P.N. Harikumar. Statistical Methods for Research A Step-by-Step Approach Using IBM SPSS, Atlantic Publishers, New Delhi, 2016.
3. Lawrence S. Meyers., Glenn C. Gamst and A.J. Guarino. Performing Data Analysis using IBM SPSS, John Wiley & Sons, Inc, NJ, 2015.
4. Asthana and Braj Bhushan. Statistics for Social Sciences (With SPSS Applications), PHI LEARNING PVT LTD, 2017.

Outcome Mapping

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

H	High Correlation	M	Medium Correlation	L	Low Correlation

Semester – II **19BFMC210: PROJECT AND VIVA-VOCE (EXPOSURE TO SMALL AND MEDIUM E ENTERPRISES** **Credits: 2** **Hours: 60**

Course Objective

Students should undergo a 40 hours of observational study to learn from small and medium units and establishments. They should get versatile exposure in all specialization areas of the business. They can make use of second semester evening hours and weekends to undergo the study. They are expected to submit an observational report of their study for evaluation.

MBA SME project evaluation will be done for 100 marks which includes Dissertation (75 marks) and Viva-voce examination (25 marks) and the minimum requirement for passing the project is 50 marks. A periodical review will be carried out to assess the originality of the project.

Guidelines

- The duration of the study is 40 hours.
- The students have to select a small/ medium/tiny enterprise of their own in and around Chidambaram.
- Students have to visit the enterprise and collect management related data during the evening hours or on leave days to complete the project.
- All functional areas of the business have to be studied and the same have to be reported.
- Students have to submit the report about the firm they are involved in.
- Students should get the attendance from the firm and attach the same in the report.
- Students are allotted a guide in the department.
- Frequent discussions have to be made with the guide for the completion of the project.

Semester – III **19BFMC301 : Operations Research** **Credits: 3**
Hours: 60

Learning Objectives

The Objective of this course is

LO1: To provide an in–depth understanding of the Concept of OR
LO2: To enable the course participants to understand the various Techniques of OR
LO3: To provide an in-depth understanding of the OR role in managerial Decision making.

Course Outcomes

Upon completion of the course, the student will

CO1: Critically think about the priorities that are involved in the daily activities of a project.
CO2: Cultivate and Enhance the knowledge about Build the best fit route of transportation for carrying schedule of activities.
CO3: Have the ability to work and Graphically locate the optimum peak point in completing the project.
CO4: Understand the application of Queuing Theory
CO5: Analyze and apply the research techniques in quantitative and qualitative aspects
CO6: Develop competencies in Maximize the productivity with help of least cost techniques

Unit–1 Introduction (14 h)

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

Unit–2 Linear Programming (10 h)

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

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

Unit–3 Inventory Models (14 h)

Inventory costs – Cost of average inventory – Optimum Number of orders per year – Optimum days supply per order – Optimum rupee value per order – Assumptions – Applications of EOQ in Production process – Reorder point – Lead Time – Safety Stock. Waiting Line Models – Definitions of waiting lines – Single channel Queue models (Poisson Distributed arrivals and Exponentially Distributed Service Time) – Multiple channel Queue models (Poisson Distributed Arrivals and exponentially distributed Service Times) – Simulation of Queuing System.

Unit–4 Game Theory (10 h)

Two person Zero sum Games – Pure Strategy – Mixed Strategy – Dominance – Mix N Games – Graphical solution. Network Models: PERT – CPM – PERT cost – Resource allocation – Float and slack – Other network models.

Unit-5 Replacement Models (12 h)

Capital equipment replacement – Replacement of terms that fail completely – Individual Vs Group replacement. Sequencing Problems with ‘n’ jobs and 2 machines problems with ‘n’ jobs and 3 machines. **“Current Streams of Thought”**.

Text Books

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

Supplementary Readings

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

Outcome Mapping

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

H	High Correlation	M	Medium Correlation	L	Low Correlation

Semester – III **19BFMC302: Introduction to Business Analytics** **Credits: 3 Hours: 60**

Learning Objective:

LO1: Studies core statistical techniques; data retrieval, analysis and mining;

LO2: Decision modeling to effectively persuade in the project-oriented world of data-driven decisions.

LO3: To understand the purpose of using business analysis tools within an organization, dataset for making a business decisions and R studio for data analysis.

Course Outcome

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

CO1: Display competencies and knowledge in key financial management problems and apply analytical knowledge in big data

CO2: Develop own professional development in financial management and its models of the field of business analytics.

CO3: Able to cultivating cognitive skills on the applications of business analytics to financing, investing & dividend decisions.

CO4: Commitment to sustainable development of data visualization and time series analysis in solving financial management issues.

CO5: Provide leadership in application of using R statistics for solving financial management issues within and between disciplines

CO6: Cultivating cognitive skills acquired on forecasting methods to support the finance management functions.

Unit 1 Introduction to Business Analytics and Big Data (14 h)

Business Analytics – Definition - Need – Scope - A categorization of Analytical Methods – Analytics in action – Big data – Business analytics in practice – types of data – modifying data in excel – creating Distributions from data– measures of location

Unit 2 Application of Business Analytics (12 h)

Machine Learning - Introduction and Concepts - Differentiating algorithmic and model based frameworks, Decision analytics. Descriptive analytics - Predictive analytics - Prescriptive analytics.

Unit 3 Decision support and Data Visualisation (10 h)

DSS- Executive and enterprise support- Automated decision support - Web analytics- Data mining -Applied artificial intelligence - Visual analysis: Data concepts – Data Dashboards - Data exploration & visualization - Scorecards

Unit 4 Time Series and Forecasting (14 h)

Time series pattern – forecasting accuracy – moving averages and exponential smoothing - using regression analysis for forecasting – determining the best forecasting model to use - building good spreadsheet model – What-If analysis – some useful excel functions for modeling – auditing spreadsheet model – a simple maximization problem.

Unit 5 Data Analysis using R (10 h)

R Studio: Introduction – R data types and objects, reading and writing data - Data structures in R - R programming fundamentals - Advantages and disadvantages of using R. **"Current Streams of Thought"**.

Text Books

1. Jeffery D.Camm, James J. Cochran, Michael J. Fry, Jeffrey W. Ohlmann, David R. Anderson, Essentials of Business Analytics, Cengage Learning, 2015
2. Sandhya Kuruganti, Business Analytics: Applications To Consumer Marketing, McGraw Hill, 2015

Supplementary Readings

1. Bernard Marr, Big Data: Using Smart Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance, Wiley, 2015
2. Majid Nabavi, David L.Olson, Introduction to Business Analytics, Business Expert Press, 2018

Outcome Mapping

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

H	**High Correlation**	**M**	**Medium Correlation**	**L**	**Low Correlation**

Semester – III **19BFMC303 : Business Legislations** **Credits: 3**
Hours: 60

Learning Objectives

The Objectives of this course are

LO1: To assist the students in understanding basic laws affecting operations of a business enterprise.

LO2: To help the students in understanding of the free enterprise system and the legal safeguards of the same.

LO3: To develop in the student acceptable attitudes and viewpoints with respect to business ethics and social responsibility.

Course Outcomes

Upon completion of this course the students will be able to

CO1: Expertise with the business laws and company laws .

CO2: Appreciate and analyse the scope of these laws so that they are able to operate their businesses within their legal confines.

CO3: Develop students thinking in a logical way, so that even a student with no legal background is able to understand it.

CO4: Create the students' analytical thinking and logical reasoning as a technique for decision-making on the basis of business legislations.

CO5: Understand the applicapability of rules as per today's scenario.

CO6: Communicate effectively using standard business and legal terminology.

Unit–1 Contract (14 h)

Law – Definition – Sources – A brief Study on the Indian Contract Act, 1872: Essentials of a Valid Contract, Void Agreements – Performance of Contracts, Breach of Contracts and its Remedies – Discharge – Quasi– Contracts.

Unit–2 Special Contract (10 h)

Law of Agency, Agent and Principal, Creation of agency, Classification, Relation of Principal at agent, Termination of agency – Bailment – Classification – Duties and Rights of Bailor and Bailee, Law relating to lien – Finder of Goods – Termination of Bailment – Pledge: Rights and Duties of Pawnor and Pawnee – Pledge by non–owner – Contract of Indemnity and Guarantee .

Unit–3 Sales and Insurance Laws (10 h)

The Sale of Goods Act, 1930: Formation of a Contract – Rights of an Unpaid Seller – Condition and Warranties, performance, Sale by Auction – Law of Insurance – Life, Fire, Marine and miscellaneous.

Unit–4 Negotiable Instruments, Partnership and Other Laws (12 h)

The Negotiable Instruments Act, 1881, Nature and Types. Negotiation and Assignment – Holder in due course – Dishonour and Discharge of a Negotiable Instrument - Partnership Act. 1932 –The Limited Liability Partnership Act, 2008 - Law of Arbitration – Consumer Protection Act and Cyber Laws.

Unit-5 Corporate Secretarial Practices (14 h)

The Indian Company Law – Nature, Kinds, Incorporation of company, One Person Company – The Companies Act, 2013 - Memorandum of Association, Articles of Association, Prospectus, Share capital, Debentures and Charges, Management and Administration – Meetings and Proceedings, Accounts and Auditors, Prevention of Oppression and Mismanagement - Revival and Rehabilitation of Sick Companies - Winding up – Law relating to corporate governance. **"Current Streams of Thought"**.

TextBooks

1. Gogna P.P.S., *Business and Industrial Laws*, S. Chand, New Delhi, 2010.
2. Saravanavel, P. and S. Sumathi, *Legal aspects of Business,* Himalaya Publishing House, Mumbai, 2012.

Supplementary reading:

1. Kuchhal, M. C., Mercantile Law, Vikas, January 2018
2. Pandit and Pandit, Business Law, Himalaya,2010
3. Ben French, Business Law in Practice, Thomson Reuters Australia, Limited, 2018

Outcome Mapping

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

H	High Correlation	M	Medium Correlation	L	Low Correlation

Semester – III | **19BFMC304: International Business and Export Management** | **Credits: 3** **Hours: 60**

Learning Objectives

The objectives of the course is:

LO1: To know the origins and patterns of International Trade and concepts of terms of trade
LO2: To understand contemporaneous export procedure, pertinent documents and tariff
LO3: To acquaint the aspects of international finance and forex markets.

Course outcomes

Upon completion of the course the students will be able to

CO1: Get in depth knowledge about export procedure and documents.
CO2: Describe the aspects of export marketing and pricing methods.
CO3: Know the facet of export & import finance.
CO4: Analyze complexities in export pricing.
CO5: Compare EXIM financial services that suits business needs.
CO6: Evaluate the need for comprehensive and specific export credit insurance policies to the organization.

Unit–1 Theories of International Trade and Nature of International Business and BOT/BOP (14 h)

International Trade – Theories for basis of international trade (The comparative cost theory, opportunity cost theory, Heckschey ohlin theory) – Concepts of terms of trade – Balance of Payment – Balance of Payment disequilibrium and correction – International Orientation and Environment.

Unit–2 Export Procedure and Export Documents and Tariff (10 h)

Offer and receipt of confirmed orders – production clearance of the products – Excise duty rebate – shipment – Negotiation of documents – Export incentives – Bill of Lading, commercial invoice – Certificate of Origin and other export documents – Trade barrier – Tariffs – Classification, impacts – Non tariff barriers – Quantitative restrictions – Tariffs Vs Quota.

Unit–3 International Finance and Foreign Exchange Market (10 h)

Foreign exchange market – functions – methods of effecting international payments – Swap and forward exchange – Determination of Exchange rate – Exchange Control – Methods, Objectives – Exchange rate classifications – Foreign Direct Investment and Foreign Institutional Investments – Euro Dollar and Euro Currency – WTO.

Unit–4 Export Marketing and Pricing (12 h)

Export marketing, Export pricing, costing and packaging factors influencing pricing – Structure of export price – Quotation – Export Contract – F.O.R – F.A.S. – F.O.B. – C&F – CIF – INCO Terms – FRANCO – Pricing Strategies – Impact of incentives on pricing – Labelling, packaging and marking of export consignments.

Unit-5 Export and Import Finance (14 h)

Export Finance – Payment by documentary credit – Letter of Credit – Parties, types – Advance payment – Cash against documents – Documents on Acceptance – Consignment basis – Preshipment Credit and Post shipment Credit – Scrutiny of Export Import Documents - Discrepancies in export documents - Need for export credit insurance – comprehensive and specific policies – Export credit and guarantee corporation – Risks covered and not covered – Import Finance – Export and Import Licence – Types. **"Current Streams of Thought"**.

Text Books

1. Francis Cherunilam, International trade and export management, Himalaya publishing house 2010.
2. Gargi Sanati, Financing International trade-banking theories and applications, SAGE2019

Supplementary Readings

1. P.Y.Mishra, Principles of International Marketing, Laxmi Book Publications 2017.
2. Richard Willsher, Export Finance- Risks, Structures and Documentation Macmillan press Ltd 2016.
3. Chase C. Rhee, Principles of International Trade, Author House 2018.
4. Export Import Management, Ajay Pathak, Education Publishing 2016.
5. Gerald S. Albaum,Edwin Duerr, International marketing and export management Prentice Hall 2011

Outcome Mapping

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

H	**High Correlation**	**M**	**Medium Correlation**	**L**	**Low Correlation**

Semester – III **19BFMC306: SOFT SKILLS** **Credits: 4**
Hours: 60

Learning Objectives

The objective of the course is

LO1: To introduce the basic concepts and to explain the importance of Soft Skills.
LO2: To provide understanding of the various Soft Skills.
LO3: To acquaint various soft skills that would assist students in their career and personal lives.

Course Outcomes

Upon completion of the course students will be able to

CO1: Develop effective communication in oral and written forms.
CO2: Improve their cognitive skills by enhancing learning skills, presentation skills with ICT, problem solving and decision making skills.
CO3: Critically think and evaluate their own self better and build ethical qualities for personal and professional success
CO4: Manage emotions and stress and build team skills for sustainable development in global business environment.
CO5: Analyse conflicts and maintain better interpersonal relationships.
CO6: Develop and incorporate time management and resource management skills to achieve one's own goals.

Unit - 1 Soft Skill and Personality Development (14 h)

Soft skills – Meaning and Importance, Self concept - Self awareness, Self development, Know Thyself – Power of positive attitude – Etiquette and Manners. Listening – Types of Listening – Effective Listening – Barriers to Listening – Assertive communication.

Unit -2 Communication Skills (12 h)

Oral communication – Forms – Types of speeches - Public Speaking –– Presentation – Elements of effective presentation – Use of visual aids in presentation Written communication – Strategies of writing – Business letters – form, structure & formats – Types of business letters – Memos – Agenda & Minutes. Non-verbal communication – Body language – Proxemics

Unit - 3 Interpersonal Skills (10 h)

Interpersonal skills – Relationship development and maintenance – Transactional Analysis Conflict resolution skills – levels of conflict – handling conflict - Persuasion – Empathy – Managing emotions – Negotiation – types, stages & skills – Counselling skills

Unit – 4 Employability Skills (14 h)

Goal setting – Career planning – Corporate skills – Group discussion – Interview skills – Types of Interview - Interview body language - E-mail writing – Job application – cover letter - Resume preparation.

Unit - 5 Work Skills (10 h)

Decision making skills – Problem solving – Emotional Intelligence – Team building skills – team spirit – Time management – Stress management – resolving techniques. **"Current Streams of Thought"**.

Text Books

1. Alex. K., Soft Skills, S Chand & Company, 2014.
2. Gopalaswamy Ramesh., The Ace of Soft Skills: Attitude, Communication and Etiquette for Success, Pearson Education, September 2013.

Supplementary Readings

1. Barun Mitra., Personality Development and Soft Skills, Oxford University Press, 2016.
2. Prashant A. Dhanwalkar (Manusmare) ., Sai Jyoti Publication, 2015.
3. Gajendra Singh Chauhan, Sangeeta Sharma., Soft Skills: An Integrated Approach to Maximise Personality, Wiley, 2015.

Outcome Mapping

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

H	High Correlation	M	Medium Correlation	L	Low Correlation

Semester – III **19BFME307 : INVESTMENT SECURITY AND PORTFOLIO MANAGEMENT** **Credits: 3** **Hours: 60**

Learning Objectives

The Objective of this course is

LO 1: To impose knowledge regarding Security and Portfolio
LO 2: To understand the theory and practice of Security analysis
LO 3: To understand the investment pattern
LO 4: To make right decisions on Investment

Course Outcomes

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

CO 1: Analyse the investment process, types of investors and Functions of a brokerage firm.
CO 2: To demonstrate how the Fundamental and Technical Analysis are useful in the process of Investment decisions
CO 3: To develop aware of the various portfolio management techniques
CO 4: Understand the Fundamental analysis, Industry Analysis, Company Analysis and Financial Analysis for stock market.
CO 5: Comprehend the Tools for technical analysis, pattern of charts and Dollar Cost averaging plans of market theory.
CO 6: Understand security analysis, portfolio management, futures market and recognise risk of the portfolio.

Unit–1 Nature, Scope of Investment Management & Listing of Securities (14 h)

Investments – Concept and objectives – Nature of Investment – Scope for Investment – Types of Investors – The Investment process – Stages of Investment –Speculation – Types of Speculators – Distinction between Investment and Speculation – Gambling – Features of Gambling - Listing of Securities: Introduction – Advantages of Listing – Legal Requirements – Key provisions in listing agreement. Brokerage Business: Introduction – Functions of a brokerage firm – Functional specialisation of members – Selecting a broker – Execution of orders – Types of transactions in a Stock Exchange – Mechanics of Share Trading – Carry forward Facility – Badla Transactions – Revised Carry Forward System (RCFS) – Brokerage Charges.

Unit–2 Common Stock Analysis (10 h)

Fundamental Analysis: Economic Analysis – Stock market and the economy – Business cycle and the stock market. Industry Analysis: Classification of industries – Industry life cycle – Methods of analysis – Key characteristics of an industry analysis. Company Analysis: Introduction – Internal information – External information – General aspects. Financial Analysis: Introduction – Structure of a Balance sheet – Financial Ratios and their significance – Valuation of shares. (Simple Problems).

Unit–3 Technical Analysis and the Efficient Market Theory (12 h)

Technical Analysis: Introduction – Tools for technical analysis – The Dow Theory – Advantages and limitations of technical analysis. Charting Techniques: Introduction – Meaning of Charts – Methods of preparing charts – Uses and limitations “P” and “F” (charts points and figure) – Pattern of charts and their uses. Dollar cost averaging: Introduction – Meaning of DCA – Guidelines for using DCA – Modified DCA plans.

Unit–4 Portfolio Management (10 h)

Introduction – Meanings – Objectives of portfolio – Traditional portfolio analysis – Diversification of portfolio – Portfolio selection – Portfolio revision Techniques – Advantages and Limitations. Capital Asset Pricing Model – Security Market Line – Capital Market Line – SML Versus CML. (Simple problems)

Unit-5 Financial Derivatives Markets (14 h)

Warrants: Definition – Considerations for shares issued through warrants – Gearing effect – Valuing warrants – Lapse of warrants – Futures markets – Hedging using index futures – futures versus options – synthetic futures – futures versus forward markets – strategies for futures markets. Swaps – Basic Swap structures – Interest Rate Swap – Fixed Rate Currency Swaps – Currency Coupon Swap – Basis Rate Swaps. **"Current Streams of Thought"**.

Text books

1. Indian Mutual Funds Handbook 5th Edition: A Guide for Industry Professionals and Intelligent Investors 21 May 2018, by Sundar Sankaran
2. Security Analysis and Portfolio Management,,30 October 2015,by S. Kevin,PHI Learning; 2nd Revised Edition edition (30 October 2015)
3. Investment Analysis and Portfolio Management ,by Prasanna Chandra, McGraw Hill Education; Fifth edition (10 March 2017)
4. Singh, & Preethi, Investment Management, Himalaya publication, 2016.
5. Dr. V. Avathani, Investment security market, HPH publication, 2009.
6. Chandra, investment analysis and portfolio management, Tata Mcgraw hill, 2012.
7. Dr. V. Avathani, investment management, HPH publication, 2014.

Supplementary Readings

1) Bhalla, V.K., *Investment Management; Security analysis and Portfolio Management*, 14th Ed., S. Chand and Company, New Delhi, 2013.
2) Dhanesh Kharti., *Security Analysis and Portfolio Management*, Macmillan, New Delhi, 2011.
3) Prasana Chandra, *Investment Analysis and Portfolio Management*, 2nd Ed., Tata McGraw Hill Publishing Company Ltd, New Delhi, 2005.
4) Preeti Singh, *Investment Management*, 13th Ed., Mumbai, Himalaya Publishing House, Bombay, 2008.

Outcome Mapping

	Programme Outcomes												Programme Specific Outcomes						
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CO1:		H																M	
CO2:	M																H		
CO3:		H											M						
CO4:							H	H							H				M
CO5:							H	H							H				
CO6:															H				

H	**High Correlation**	**M**	**Medium Correlation**	**L**	**Low Correlation**

Semester – III **19BFME308 : BANKING AND INSURANCE MANAGEMENT** **Credits: 3** **Hours: 60**

Learning Objectives

The Objective of this course is

LO 1: To help students to learn the various insurance and banking practices and their role in the overall financial sectors.

LO 2: To recognise the recent trends in Indian Banking and role and importance of insurance.

LO 3: To impart of knowledge about classification of policies, Legal and Financial Aspects of Insurance.

Course Outcomes

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

CO 1: Understand the development of banking system and classification of banking.

CO 2: To examine the role of commercial banks in the Indian Economy

CO 3: Analyse the importance of Private sector bank, functions of commercial bank and role of Reserve Bank of India.

CO 4: Improving the knowledge about Recent Trends in Indian Banking

CO 5: Comprehend the role and importance of Insurance, classification of policies and calculation of premium.

CO 6: Improve the knowledge about legal and financial aspects of insurance and IRDA Acts.

Unit–1 : Introduction– No. of Hours - 12

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

Unit–2 : Private Sector Banks– No. of Hours - 12

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

Unit–3 : Recent Trends in Indian Banking– No. of Hours - 12

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

Unit–4 : Insurance Concepts– No. of Hours - 12

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

Unit-5 : Classifications & Legal Aspects of Insurance Business– No. of Hours - 12

Life Insurance – Nature – Classification of policies – selection of Risk – Calculation of premium – Surrender Value – Investment of funds – Marine Insurance: Nature- Marine Insurance Policies – Premium calculation – Marine losses – Payment of claims. Fire Insurance: Nature – uses – Kinds of policies – Rate Fixation – Payment of claim –Re-insurance. Legal and Financial Aspects of Insurance: Sources of Law – Tax Laws – Financial aspects of Insurance Business – IRDA Acts. **"Current Streams of Thought"**.

Text Books

1) Mukund Sharma, HPH publication, Banking and financial services, 2015.
2) Natarajan, Indian banking, Sultan chand publication, 2010.
3) Ahluwaliar Hemant, Banking and financial services, adhyayam publication, 2008.
4) OP. Agawal, Banking and insurance, Himalaya publication, 2017.
5) Gorden, Banking and insurance, Himalaya publication, 2012.

Supplementary Readings

1. Arun Arora, Seema Nashier Rana, Banking & Finance: Banking, Insurance and Other Financial Institutes, McGraw Hill Education; First edition,2018.
2. N.R. Mohan Prakash, Banking, Risk and Insurance Management, Vikas Publishing,2016.
3. Parameswaran, S Natarajan, Indian Banking, S Chand,2013.
4. Sethi Jyotsna, Elements of Banking and Insurance, PHI Learning Pvt. Ltd.; Second edition,2012
5. Neelam C. Gulati, Banking and Insurance: Principles & Practices, Excel Books 2011

Outcome Mapping

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

H	**High Correlation**	**M**	**Medium Correlation**	**L**	**Low Correlation**

Semester – III **19BFMC309: PROJECT AND VIVA– VOCE (INDUSTRIAL VISITS AND SUBJECTS)** **Credits: 3** **Hours: 60**

Project Training

Summer project is an on–the–job training that inculcates practical knowledge and improves performance by giving an insight into business realities. As a part of the curriculum, the project is intended to input practical and conceptual knowledge to the students which is to be carried out for 45 days during May–June.

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

MBA project End Semester evaluation will be done for 75 marks which includes Dissertation (50 marks) and Viva voce (25 marks) and the minimum requirement for passing the project is 38 marks. The internal assessment evaluation carries 25 marks that constitute two reviews (I review-10 marks and II review-15 marks) and the minimum requirement for passing the internal evaluation is 12 marks. Overall the minimum passing requirement for the project is 50 marks.

A Project Evaluation Committee will be formed comprising the Head of the Department, Project Supervisor, and a senior faculty.

Project Related Activities

- Project discussions for students with their guides have to be made once in a week.
- Students can make use of the computer lab facilities for execution of their project work and for preparation of their report.
- Frequent workshops and review meetings will be conducted with trainers and experts of various disciplines.
- A formal interim – project presentation will be held before their juniors. This presentation acts as a good ground of experience on the part of the presenters while a good beginning of insight for the juniors.
- A mock viva–voce will be held before appearing for their main project viva–voce examination to gain an experience.
- Best Project Contest will be conducted every year to provide a platform to exhibit the skills they have acquired during the summer project training.
- Students are encouraged to participate in the National Level Project contest held at various institutions.
- Students are also encouraged to work towards publishing a paper along with the help of their faculty guide to add a real value to their project work.

Semester – IV **19BFMC401 : RETAILING AND RURAL MARKETING** **Credits: 3**
Hours: 60

Learning Objectives.

LO 1: To focus on the understanding of Retail management,
LO 2: To the development of organized retail in India
LO 3: To explain the importance of rural market both as end market and procurement source.

Course Out comes

Upon completion of the course students will be able to
CO 1: Understand the principles and functions of Retailing in India.
CO 2: Understand the importance of Retail site locations
CO 3: Familiar with the HRM functions in retailing.
CO 4: Enable to understand the duties and responsibilities of store manager.
CO 5: Develop and evaluate the Rural Marketing.
CO 6: To know the growth of growth of rural marketing in India.

Unit–1 Retailing – Introduction and Strategy (14 h)

Introduction to Retailing – Meaning and Definition – Retailing Characteristics – Functions – Principles – Retailing in India – Organized – Unorganized – Retailing Formats – General Merchandise Retailers – Food Retailers – Non Store Retailers - Retail Strategy – Meaning – Target Market and Retail Format – Building a sustainable competitive advantage – Growth Strategies – The strategic retail planning process.

Unit–2 Retail site Location (10 h)

Importance of Location – Target Market and Store Location – Site Characteristics – Site Location and Analysis – Trading area Analysis – Density of Target Market – Environmental Issues.

Unit–3 Human Resource Management (10 h)

Objectives of HRM in Retailing – Human Resource Functions in Retailing – Retail Organization Design – Motivating Retail Employees – Building Employee Commitment – Issue in Retail Human Resource Management.

Unit–4 Merchandize Management (12 h)

Presenting the merchandize – Merchandize Amendment Planning – Store display and ambience – Retail Signage – Types and characteristics – Components of retail store operations – Duties and responsibilities of store manager.

Unit-5 Rural Market (14 h)

Evaluation of Rural Marketing – Nature and Characteristics of Rural Market – Needs and wants of rural customers – Rural market and product life cycle – Rural Marketing of FMCG in India – Commodity Marketing – Life Stock Products. **"Current Streams of Thought"**.

Text Books

1. James R. Ogden, Denise Togden, *International Retail Management*, Biztantra, New Delhi, 2009.
2. Patrick M. Dunne and Robert F. Lusch, *Retail Management*, Cengage learning, Delhi, 2008.

Supplementary Reading

1. Michael Levy, Barton A. Weitz, and Ajay Pandit, *Retailing Manageement*, 6th Edition, Tata McGraw Hill, New Delhi, 2008.
2. Barry Berman and Joel R. Evans, *Retail Management: A Strategic Approach*, 10th edition, PHI learning, New Delhi, 2008.
3. BalramDoga and KarminderGhuman, *Rural Marketing*, Tata McGraw Hill, New Delhi, 2008
4. Arif Sheikh and Kaneez Fatima, *Retail Management*, Himalaya Publishing House, Mumbai, 2008.
5. Swapna Pradhan, *Retailing Management Text and Cases*, Tata McGraw Hill, New Delhi, 2006.

Outcome Mapping

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

H	High Correlation	M	Medium Correlation	L	Low Correlation

Semester – IV **19BFMC 402 : BUSINESS POLICY AND STRATEGIC MANAGEMENT** **Credits: 3** **Hours: 60**

Learning Objectives

The objective of the course is

LO 1: To explain about the Business Environment.

LO 2: To introduce the basic concepts and importance of Business Policies and Strategies

LO 3: To Acquaint the formulation and implementation of Business Policies and Strategies.

Course Outcomes

Upon completion of the course students will be able to

CO1: Understand and get knowledge on managerial functions such as the internal and external environment of the organization.

CO2: Improve the cognitive skills that related to Mission, Vision, Goals, Objectives, Policies and Strategies of any organisation.

CO3: Evaluate and Develop strategic management tools and recommend strategic responses to business problems.

CO4: Develop strategic management plan for sustainable development of the organization

CO5: Analyse and Implement their responsibility to the society and business organisation .

CO6: Understand the social responsibilities, ethical and social considerations of business organisation.

Unit–1 Basic concepts of Business Policy (14 h)

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

Unit–2 Business Analysis (10 h)

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

Unit–3 Basic concept of strategy (14 h)

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

Unit–4 Business Development Strategies (10 h)

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

Unit-5 Business Vs Social (12 h)

Corporate Social Responsibility – Social Audit: Benefits – Procedures, Ethical and Social Considerations in Strategy Development – Business Organization in Society – Social issues in Business - Strategic Management in Non-Profit Organization. **"Current Streams of Thought"**.

Text Books

1. Subba Rao, P., Business Policy and Strategic Management, HIMALAYA PUB.HOUSE, 2014.
2. Cherunilam F., BUSINESS POLICY AND STRATEGIC MANAGEMENT, HIMALAYA PUB.HOUSE, 2015.

Supplementary Readings

1. Kazmi.,STRATEGIC MANAGEMENT, McGraw Hill Education, 2015.
2. Vijay Pithadia., Strategic Management and Business Policy (BIZTANTRA), Dreamtech Press, 2016
3. Elisha Stephens & Brice Martin., Business Policy and Strategic Management, ED-TECH PRESS, 2018.

Outcome Mapping

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

H	**High Correlation**	**M**	**Medium Correlation**	**L**	**Low Correlation**

Semester – IV **19BFMC403 : LOGISTICS AND SUPPLY CHAIN MANAGEMENT** **Credits : 3** **Hours: 60**

Learning Objectives

The purpose of the course is to

LO 1: To explain the supply chain decisions and supply chain drivers

LO 2: To understand the factors of distribution, designing network and their trade-offs

LO 3: To provide the role of information technology in supply chain

Course Outcomes

Upon completion of the course students will be able to

CO1: Evaluate complex qualitative and quantitative data to support strategic and operational decisions of supply chain.

CO2: Develop comprehensive strategic and tactical plans for supply chain management.

CO3: Use creative, critical and reflective thinking to address organizational opportunities and challenges.

CO4: Integrate appropriate technologies in developing solutions to business opportunities and challenges.

CO5: Analyze the effect of demand uncertainty managing inventory in the supply chain

CO6: Understand the importance of Enterprise Resource Planning (ERP).

Unit–1 Logistics Design (14 h)

Logistics Management – Overview - Definition – Types – Components - functions – Integrated logistics System – Network Design – Information – Transportation – Inventory – Warehousing – Material Handling and Packaging – Organizational Structures – Role of Government – Logistics in India.

Unit–2 Logistics Network (10 h)

Logistics Resources – Principles of Logistics Information – Logistics Information System Flow – Application of Information Technologies – Emerging Technologies - Electronic Data Inter change – Barcode – Scanning.

Unit–3 Logistics Demand (10 h)

Forecasting – Nature and Components – Forecast Components – Forecast Technique – Forecast Error – Transportation Infrastructure – Principle – Transportation Decision – Model Characteristics – Transportation Network – Multi-modal transport - Logistics Location Structure.

Unit–4 Supply Chain Management (14 h)

Supply chain Management – Nature – Concept - Definition – Objectives – Applications – Types – Conceptual Models – Mathematical Models – Simulation Models – Formal Models – Implicit Business Models – Key issues in supply chain management – Supply Chain Relationship – Supply Chain Strategy - Value Chains. Inventory – Concept – Types – Functions – Elements of Inventory Cost - Inventory Management - The effect of demand uncertainty managing inventory in the supply chain – Push and Pull systems – MRP - DRP – JIT - Dell's supply chain strategy – Demand and cash flow in supply chain management

Unit-5 Supply Chain Management Design (12 h)

Channel design - Supply Chain Vulnerability, Risk, Robustness, Resilience – The impact of internet on supply chain – E-Business – Integrated supply chain management (SCM) – Enterprise Resource Planning (ERP) – Supply chain management matrix – Modules of an ERP system – ERP support to SCM. **"Current Streams of Thought"**.

Note: Theories and concepts only will be taught to the students.

Text Books

1. David Simchi–Levi, Philip Kaminsky and Edith Simchi–levi, *Designing and Managing the Supply Chain Concepts, Strategies and Case*, 2nd Edition, Tata McGraw Hill, 2006.
2. Donald J. Bolversox and Davis J. Closs, *Logistics Management: The Integrated Supply Chain Process*, Tata McGraw Hill, 2006.

Supplementary Reading

1. Rahul V. Altekar, *Supply Chain Management*, Concepts & Cases, PHI Learning, 2006.
2. Sunil Chopra, Peter Meindl and DharamrirKalra, *Supply Chain Management*, Pearson, New Delhi, 2013.
3. Martin Christopher, Logistics & Supply Chain Management, 5th Edition, Pearson education, New Delhi, 2016.
4. F. Robert Jacobs, Ravisankar and Richard Chase, Operations and Supply Chain Management, 14th Edition, McGraw hill, New delhi, 2017.
5. Paul A. Myerson, Supply Chain and Logistics Management Made Easy: Methods and Applications for Planning, Operations, Integration, Control and Improvement, and Network Design, Pearson education, New delhi, 2015.
6. RonaldBallou and Sameer K Srivastava, Business Logistics/Supply Chain Management, Pearson education, New Delhi, 2014.

Outcome Mapping

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

H	**High Correlation**	**M**	**Medium Correlation**	**L**	**Low Correlation**

Semester – IV **19BFMC 404 : INDIAN ETHOS AND VALUES** **Credits: 3**
Hours : 60

Learning Objectives

The Objectives of the Course are:

LO1: To acquaint the students on the applications of Indian Ethos and values; managerial decision- making process.

LO2: To train students in Yoga practices such as Asnas (yogic exercise), meditation(exercise for mind), Pranayama (exercise for breath),

LO3: To Introspect (practices for positive thinking) and to manage stress in their managerial career.

Course Outcome

The completion of this course will result in

CO 1: Enhancing the understanding of Ethics and Religious Values
CO 2: Increasing capacities on Indian Ethos for Business Excellence
CO 3: Managing stress in real world situations
CO 4: Practicing yoga and meditation for better mental health
CO 5: Exercising yoga and meditation for better physical health and social skills
CO 6: Implementing the outcome of Yoga for Managerial Excellence

Unit–1 Ethics and Religious Values (14 h)

Value based management – Ethics – Definition – Meaning – Ethical Analysis in decision making – Cultural Values and Indian Management Ethos – Trans–cultural human values – Total quality mind for TQM – Models of values for organizational culture – Values for Indian managers – Guna Theory – Professional Ethics – Business ethics – Values and ethics from religions: Buddhism, Jainism, Sikhism, Judaism, Taoism, Christianity, Islam.

Unit–2 Indian Ethos for Business Excellence (10 h)

Principles of Indian Ethos – Gita lessons for management – Kautilya's Arthasastra Principles – Karma Yoga – Nishkamya karma – Manu Dharma – Management lessons from Thirukkural – Divine managerial qualities.

Unit–3 Stress Management (12 h)

Stress management – Types of Stress – Mechanism – Organizational Stressors – Various stress management techniques. Vethathiri Maharishis' views on Mind – Mind – Body – Conscious – relationship – Anger Management.

Unit–4 Theories in Yoga (10 h)

Mental health – Yoga – meaning – Patanjali yoga sutras – Detailed steps in Yoga and Mediation – Conditional and unconditional types. Different views on Meditation.

Unit-5 Yoga for Managerial Excellence (14 h)

Emotional Quotient and yoga – Spiritual Quotient and yoga – Concept of self and Yoga – Mahatma Gandhi and Introspection – Thought analysis – Positive thinking – Trust – Holistic Creativity – Visualization techniques. **"Current Streams of Thought"**.

Text Books

1. Khandelual, *Indian Ethos and Values for Managers,* Himalaya Publishing House. 2012
2. Chakraborty, *Management Effectiveness and Quality of Work Life Indian Insight*, TMH, 2007.

Supplementary Readings

1. Indian Ethos and Values Essay Example For Students | Artscolumbia https://artscolumbia.org › Essays
2. Indian Ethos & Values in Modern Management ; https://himadri.cmsdu.org/documents/indianethos.pdf
3. Indian Ethos and Management - ISIB *lsib.co.uk/lms/wp-content/uploads/2015/02/Indian-Ethos-and-Management.pdf*
4. Indian Ethos And Values In Management R Nandagopal and ... - bvimsr www.bvimsr.com/documents/publication/2012V4N1/15.pdf
5. Indian Ethos in Management - RCCM Indore *rccmindore.com/wp-content/uploads/2015/06/Indian-Ethos-in-Management.pdf*

Outcome Mapping

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

H	High Correlation	M	Medium Correlation	L	Low Correlation

Semester – IV **19BFMC406 : BEHAVIOURAL SCIENCE AND COMMUNICATION LAB – PRACTICAL** **Credits: 2** **Hours: 60**

Learning Objectives

The students should know:

LO1: To know the general principles and aim of psychology – to verify certain problems in experimental situations.

LO2: To explain the methods of giving instruction to the subjects and to contact the experiments.

LO3: To collect the data, interpret them using suitable statistical techniques.

Course Outcomes

Upon completion of the course students will be able to

CO1: Recognize, describe and implement a variety of research methods and skills common to the behavioral sciences.

CO2: Articulate the key elements of content within a wide variety of areas in the behavioral sciences.

CO3: Creatively and effectively apply behavioral science principles, knowledge and skills to promote positive change in one's community.

CO4: To enhance the student's communication Skills through activities.

CO5: It helps to understand the dimensions of Emotional intelligence & Ego states

CO6: It helps to understand the dimensions of Decision making.

Unit–1 Creativity and Leadership (14 h)

Creativity – Creative thinking – Divergent thinking – Stages in Creative thinking. Leadership – Leadership Orientation – Task versus person orientation.

Unit–2 Decision Making and Assertiveness (12 h)

Decision Making – Styles – Importance stages in decision making. Assertiveness – Assertiveness in communication – Benefits of assertiveness – Submissive Communication – Assertive Communication – Aggressive Communication.

Unit–3 Ego States and Values (10 h)

Transaction analysis – Parent ego – Adult ego – Child ego – Characteristics. Values – Value system – Values in different cultures.

Unit–4 Emotional Intelligence and Personality (10 h)

Emotional Intelligence – Components of Emotional Intelligence – Influencing Emotions – Handling relationships. Personality – Extraversion – Intraversion.

Unit-5 communication Development Exercise (14 h)

Presentation Skill Development Exercise – Role Play – Resume Preparation – Spoken English Skill Development – Listening Skill Development Exercise – Communication Games – Team Building Activities. **"Current Streams of Thought"**.

Tests

Test will be conducted through practicals on the following aspects:

Emotional Quotient – Telephoning Skills – Creativity – Attitude Achievement – Motivation – Traits Personality – Stress – Money attitude – Tolerance of Change.

	Scheme of Examination	**Marks**
1.	Practical Examinations inclusive of answer papers and viva (output)	75
2.	Internal (Attendance, Assignment, Seminar)	25
		100

Outcome Mapping

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

H	**High Correlation**	**M**	**Medium Correlation**	**L**	**Low Correlation**

Semester – IV **19BFME 407 : MANAGEMENT OF FINANCIAL SERVICES** **Credits: 3** **Hours: 60**

Learning Objectives

The main objectives of this course:

LO 1: To help the students to learn the various financial services.

LO 2: To acquaint role of managers in financial services

LO 3: To provide coherent knowledge of the theoretical and professional disciplines of banking and other services

LO 4: To gain the practical knowledge about capital and money markets

LO 5: To perceive the organizational structure and functions of various credit rating agencies

Course Outcomes

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

CO1: Highlight the significance of various financial services in India.

CO2: Explore the functions of financial and nonfinancial intermediaries in the financial markets and to present an overview of financial markets in India.

CO3: Discuss the role of merchant bankers and the recent developments in merchant banking.

CO4: Describe the mechanics of mutual fund operations in India

CO5: Acquaint the functioning of capital market and money markets and its distinctive features.

CO6: Know the operations and structure of venture capital financing.

Unit–1 Indian Financial System (14 h)

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

Unit–2 Merchant Banking and Consumer Finance (12 h)

Definition – Need for Merchant Banks – Functions – Role – Recent Developments and Challenges ahead – Categories of Merchant Bankers – Merchant Bankers' Code of Conduct – SEBI Guidelines. Consumer Finance: Definition – Types – Credit Cards, Debit cards – Mechanics of Consumer Financing – Sources – Modes.

Unit–3 Mutual Funds Concept and Regulations (10 h)

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

Unit–4 Capital Market, Money Market and Factoring Services (14 h)

Capital Market: Meaning – Functions – Importance – Players in Capital Market – Primary and secondary Capital Market. Money Market: Definition – Features – Money Market Instruments – Capital Market versus Money Market etc., NSE – OTCEI. Factoring Services: Introduction – Mechanics of Factoring – Types – Advantages and disadvantages – Players in factoring services – Factoring Vs Bills Discounting – RBI Guidelines for factoring – Constrains of Factoring Services in India – Forfeiting.

Unit-5 Venture Capital and Credit Rating (10 h)

Venture Capital: Concept – Features – Forms of Venture Capital – Phases – Functions – Advantages – Venture Capital Institutions. Credit Rating: Introduction – Rating Process – Credit Rating Agencies – CRISIL, ICRA, CARE – Credit Rating Symbols. **"Current Streams of Thought"**.

Text Books

1) Avadhani.V.A Marketing of Financial Services of Markets, 4th edition ,, Himalaya publishing house ,Mumbai ,2011.
2) Gurusamy.S, Financial Services & Markets, Vijay Nicole Imprints Pvt.Ltd.2013.

Supplementary Readings

1. Khan,M.Y., Financial Services,8th Edition, Tata McGraw Hill, New Delhi,2015.
2. Siddharth Sankar Saha,Indian Financial Systems And Markets, McGraw Hill, New delhi,2013.
3. Ramagopal .C.'Management Of Financial Services'. Vikas Publishing House Pvt Ltd.2014
4. Rajesh Kothari "Financial Services In India SAGE Publication Pvtltd 2010.
5. Thummuluri siddaiah" Financial Services. Pearson Education. 2011.

Outcome Mapping

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

H	High Correlation	M	Medium Correlation	L	Low Correlation

Semester – IV **19BFME408: CAPITAL MARKETS** **Credits: 3**
Hours : 60

Learning Objectives

LO1: To offer basic concept about capital market, SEBI and Issue Market
LO2: to provide an elaborate idea about various types of capital issues and the structure and role of new issue market.
LO3: To educate an ample idea about the various capital market instruments.

Course Outcome

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

CO 1: acquaint the basic understanding of how the economic status can take a role in the outcomes of the stock market, and the important aspects the stock markets.
CO 2: have a clear understanding about the functions of various financial markets in India.
CO 3: know the significance of new issue markets and its guidelines.
CO 4: describe the wide range of instruments for financing, investing and controlling risk available in today's financial markets.
CO 5: explore the role played by institutional investors in dictating the need for various financial instruments with certain investment characteristics.
CO 6: discuss the role of SEBI in regulating the financial markets.

Unit–1 Introduction

Capital Market – Evolution, Need for regulatory mechanism, establishment of SEBI, SEBI Act/Rules and Regulations - Role and importance, Significance of capital market - Financial reforms - Capital planning - Role of intermediaries in the Capital Market - Preferential Allotment – Introduction to Book Building – Reverse Book Building.

Unit–2 Functions of Various Markets

Stock Exchanges, National Stock Exchange, Bombay Stock Exchange, OTCEI – Stock market index – Macro and Micro new issue Management.

Unit–3 Capital Issues

Capital issues – Equity and debt instruments, pricing, insider trading; Management of Pre-issue and Post-issue activities including issue of prospectus/offer documents; Rights issue, Bonus issue, Private placements, Loan syndications, Euro Issues, ECBs and GDRs – SEBI Guideline for protection of investors – Principle steps in public issues.

Unit–4 New Issue Market

New Issue Market (NIM): Role of the NIM, Functions of NIM, Bought-Out Deals Vs Private Placements, Intermediaries in NIM, Bankers to an issue, Brokers to an issue – Problem of NIM – Guideline for listing of share in stock exchange.

Unit-5 Capital Market Instruments

Capital Market Instruments: Meaning, Pure Instruments - Preference Shares, Equity Shares and Non-Voting Equity Shares – Hybrid Instruments - Bonds - Grievance - Protection - Investors, Interest, Right. Depository system – meaning- regulatory framework – structure – NSDL. **"Current Streams of Thought"**.

Text Books

1) Avadhani, VA., *capital market management*, Himalaya Publishing House, Mumbai, 2011.
2) Khan M.S, S.M. Faisal, *Capital Market and Investment Management*, Laxmi Publication, Pvt Ltd., New Delhi – 110002, First Edition, 2011.

Supplementary Readings

1) Sekar.k., *Guide to SEBI – Capital Issues, Debentures & Listing*, 4th edition, Lexis Nexis publications, 2016.
2) Gary Strumeyer, and Sarah Swamy, *The Capital Markets: Evolution of the financial ecosystem*, Wiley Finance Series, 2017.
3) Frank J. Fabozzi., *Capital Market-Intuitions, Instruments And Risk Management*, 5th edition, The MIT Press, 2015.
4) Cally Jordan and Jeffrey golden, *International Capital Market*, Oxford University Press, 2014.
5) Punithavathy Pandian., *Security Analysis And Portfolio Management*, 2nd edition vikas publishing house, 2013.

Outcome Mapping

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

H	High Correlation	M	Medium Correlation	L	Low Correlation

VALUE ADDED COURSES

Even (II) Semester 19BVAC211 : SMALL BUSINESS MANAGEMENT Credits: 2
Hours: 60

Learning Objectives:

The objectives of this course is

LO 1 To impart knowledge in project management tools and techniques practiced in a project.

LO 2 To provide exposure in the methods adopted in identifying a new project and to know the difference between pre-feasibility and feasibility study.

LO 3 To understand the role of entrepreneur in the Indian context and to expose to the importance of small scale industry.

Course outcomes:

Upon completion of the course, students will be able to

CO 1 Generate new methods to identify a project.

CO 2 Analyse the project organization structure.

CO 3 Critically evaluate the reasons for the sickness in small scale industry.

Unit–I Project Planning (14 hrs)

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

Unit–II Project Feasibility and Project Finance and Evaluation (12 hrs)

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

Estimating project time and cost – Cost of capital – Source of finance – Cost control – Project Scheduling and Monitoring – Project Information System and Documents – Project Report – Social Cost Benefit Analysis – Project Evaluation and Performance Review Techniques.

Unit–III Introduction to Entrepreneur (10 hrs)

Definition – Concept – Classification and types of entrepreneurs – Entrepreneurial Traits – Need and Important – Roles and Responsibilities of Entrepreneurs in Indian business context – Entrepreneurial Motivation – Entrepreneurial Development Programme: Role and objectives of the programme – Contents – Institutions aiding Entrepreneurs – Central and State level Institutions.

Unit–IV Entrepreneurship Environment and Challenges (10 hrs)

Entrepreneurship environment: Social – Cultural – Political – Natural – Geographic – Technological – Economic Environment and its impact on Entrepreneurship – Factors affecting entrepreneurial growth – Globalization and its challenges – Steps to face global challenges – Strategies for the development of women entrepreneurs.

Unit–V Small Business Management (14 hrs)

Small Enterprises – Definition – Classification – Characteristics – Ownership Structures – Steps involved in setting up a small business – Identifying and selecting a good Business opportunity – Market potential analysis – Marketing methods: Pricing and Distribution methods. Sickness in small Business: Concept – Magnitude – Causes and Consequences – Corrective Measures – Government Policy on Small Scale Enterprises – Growth Strategies in small industry: Expansion – Diversification – Joint Venture – Merger and Sub Contracting.

Text books:

1. Prasanna Chandra, Projects, Tata Mcgraw hill, Newdelhi, 2007
2. Khanka.S.S, Entrepreneurial Development, S.Chand& company, Nwedelhi, 2008.

Supplementary readings:

1. Clifford F. Gray and ErikW.Larson, Project management, Tata Mcgraw hill, Newdelhi,20007.
2. Nagarajan.K, Project Management, New Age International publishers, Newdelhi, 2007.
3. Robert D Hisrich, Michael P.Petersand Dean A. Shepherd, Entrepreneurships, Tata Mcgraw hill, Newdelhi,2007.
4. Vasant Desai, Dynamics of Entrepreneurial Development and Management, Himalayas publishing house, Newdelhi, 2008.

Outcome Mapping

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

H	High Correlation	M	Medium Correlation	L	Low Correlation

Even (II) Semester 19BVAC212: INTRODUCTION TO BUSINESS ANALYTICS Credits: 2
Hours: 60

Learning Objective:

LO 1 Studies core statistical techniques; data retrieval, analysis and mining;
LO 2 Decision modeling to effectively persuade in the project-oriented world of data-driven decisions.
LO 3 To understand the purpose of using business analysis tools within an organization, dataset for making a business decisions and R studio for data analysis.

Course Outcome

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

CO 1 Critically analyze the business problems especially solves business problems.
CO 2 Recognize, understand and apply the language, theory and models of the field of business analytics
CO 3 Students can able to understand the applications of business analytics.
CO 4 They have get ideas on data visualization and time series analysis.
CO 5 Compare the application of using R statistics

UNIT I Introduction to Business Analytics and Big Data (14 hrs)

Business Analytics – Definition - Need – Scope - A categorization of Analytical Methods – Analytics in action – Big data – Business analytics in practice – types of data – modifying data in excel – creating Distributions from data– measures of location

UNIT II Application of Business Analytics (10 hrs)

Machine Learning - Introduction and Concepts - Differentiating algorithmic and model based frameworks, Decision analytics. Descriptive analytics - Predictive analytics - Prescriptive analytics.

UNIT III Decision support and Data Visualisation (10 hrs)

DSS- Executive and enterprise support- Automated decision support - Web analytics- Data mining -Applied artificial intelligence - Visual analysis: Data concepts – Data Dashboards - Data exploration & visualization - Scorecards

UNIT IV Time Series and Forecasting (14 hrs)

Time series pattern – forecasting accuracy – moving averages and exponential smoothing - using regression analysis for forecasting – determining the best forecasting model to use - building good spreadsheet model – What-If analysis – some useful excel functions for modeling – auditing spreadsheet model – a simple maximization problem.

UNIT V Data Analysis using R (12 hrs)

R Studio: Introduction – R data types and objects, reading and writing data - Data structures in R - R programming fundamentals - Advantages and disadvantages of using R.

Text Books

1) Majid Nabavi, David L.Olson, Introduction to Business Analytics, Business Expert Press, 2018
2) Umesh R Hodeghatta and Umesha Nayak, *Business Analytics Using R - A Practical Approach*- Apress, 2017.

Supplementary Readings

1) Jeffery D.Camm, James J. Cochran, Michael J. Fry, Jeffrey W. Ohlmann, David R. Anderson, Essentials of Business Analytics, Cengage Learning, 2015
2) Sandhya Kuruganti, Business Analytics: Applications To Consumer Marketing, McGraw Hill, 2015
3) Bernard Marr, Big Data: Using Smart Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance, Wiley, 2015

Outcome Mapping

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

H	High Correlation	M	Medium Correlation	L	Low Correlation

Even (II) Semester 19BVAC213: E-GOVERNANCE AND CYBER LAW Credits: 2
Hours: 60

Learning Objective

The objective of the course is

LO1: To introduce the cyber world and cyber law in general
LO2: To explain about the various facets of cyber crimes
LO3: To enhance the understanding of problems arising out of online transactions and provoke them to find solutions
LO4: To clarify the Intellectual Property issues in the cyber space and the growth and development of the law in this regard,
LO5: To educate about the regulation of cyber space at national and international level.

Course Outcome
After completing the course, students will be familiar with
CO1: Understanding concepts related to cyber world and cyber law in general
CO2: Develop competitive edge on various facets of cyber crimes
CO3: Problems arising out of online transactions and provoke them to find solutions
CO4: Intellectual property issues in the cyber space and the growth and development of the law
CO5: Regulation of cyber space at national and international level.
CO6: Upholding ethical standards in cyber laws and intellectual property issues

Unit-1 Introduction to Web Technology (12 h)
Introduction, Computers and its Impact in Society, Overview of Computer and Web Technology, Need for Cyber Law, Cyber Jurisprudence at International and Indian Level – Introduction to e-governance, techniques, e-governance in India, Challenges faced, Indian theory of Public administration

Unit-2 International Cyber Law (12 h)
Cyber Law - International Perspectives, UN & International Telecommunication Union (ITU) Initiatives, Council of Europe - Budapest Convention on Cybercrime, Asia-Pacific Economic Cooperation (APEC), Organization for Economic Co-operation and Development (OECD), World Bank, Commonwealth of Nations

Unit-3 Cyber Crimes & Legal Framework (12 h)
Concepts of Cyber Crimes & Legal Framework, Cyber Crimes against Individuals, Institution and State, Hacking, Digital Forgery, Cyber Stalking/Harassment, Cyber Pornography, Identity Theft & Fraud, Cyber terrorism, Cyber Defamation, Different offences under IT Act, 2000

Unit-4 Dispute in Cyberspace (12 h)
Dispute Resolution in Cyberspace 1.Concept of Jurisdiction 2. Indian Context of Jurisdiction and IT Act, 2000. 3. International Law and Jurisdictional Issues in Cyberspace. 4. Dispute Resolutions

Unit-5 Ethics and Business (12 h)
Moral & ethical dilemmas. Ethics and Business: A sense of business ethics. Ethics and International Business: Ethics Issues beyond borders. "Current Streams of Thought".

Text Books

1. Satyanarayana.J, E Government: The Science of the Possible, PHI Learning Pvt. Ltd.. (2012)
2. SudhirNaib, The Information Technology Act, 2005: A Handbook, OUP, New York, (2011)

Supplementary Readings

1. Verma S, K, Mittal Raman, Legal Dimensions of Cyber Space, Indian Law Institute, New Delhi, (2004)
2. S. R. Bhansali, Information Technology Act, 2000, University Book House Pvt. Ltd., Jaipur (2003).
3. Vasu Deva, Cyber Crimes and Law Enforcement, Commonwealth Publishers, New Delhi, (2003)

Outcome Mapping

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

H	High Correlation	M	Medium Correlation	L	Low Correlation

Odd (III) Semester 19BVAC311: MACHINE LEARNING Credits: 2
Hours: 60

Learning Objective
The objective of the course is
LO1: To understand the basic theory underlying machine learning.
LO2: To be able to formulate machine learning problems corresponding to different applications.
LO3: To understand a range of machine learning algorithms along with their strengths and weaknesses.
LO4: To be able to apply machine learning algorithms to solve problems of moderate complexity.
LO5: To apply the algorithms to a real-world problem, optimize the models learned and report on the expected accuracy that can be achieved by applying the models.

Course Outcome
After completing this course, the student will be able to
CO1: Appreciate the importance of visualization in the data analytics solution
CO2: Apply structured thinking to unstructured problems
CO3: Understand a very broad collection of machine learning algorithms and problems
CO4: Learn algorithmic topics of machine learning and mathematically deep enough to introduce the required theory
CO5: Develop an appreciation for what is involved in learning from data.

Unit-1 Introduction (12 h)
Learning Problems – Perspectives and Issues – Concept Learning – Version Spaces and Candidate Eliminations – Inductive bias – Decision Tree learning – Representation – Algorithm – Heuristic Space Search.

Unit-2 Neural Networks and Genetic Algorithms (12 h)
Neural Network Representation – Problems – Perceptrons – Multilayer Networks and Back Propagation Algorithms – Advanced Topics – Genetic Algorithms – Hypothesis Space Search – Genetic Programming – Models of Evalution and Learning.

Unit-3 Bayesian and Computational Learning (12 h)
Bayes Theorem – Concept Learning – Maximum Likelihood – Minimum Description Length Principle – Bayes Optimal Classifier – Gibbs Algorithm – Naïve Bayes Classifier – BayesianBelief Network – EM Algorithm – Probability Learning – Sample Complexity – Finite and Infinite Hypothesis Spaces – Mistake Bound Model.

Unit-4 Instant Based Learning (12 h)
K- Nearest Neighbour Learning – Locally weighted Regression – Radial Bases Functions – Case Based Learning.

UNIT-5 Advanced Learning (12 h)
Learning Sets of Rules – Sequential Covering Algorithm – Learning Rule Set – First Order Rules – Sets of First Order Rules – Induction on Inverted Deduction – Inverting Resolution – Analytical Learning – Perfect Domain Theories – Explanation Base Learning – FOCL Algorithm – Reinforcement Learning – Task – Q-Learning – Temporal Difference Learning. "Current Streams of Thought".

Text Books

1. Marco Gori , *Machine Learning: A Constraint-Based Approach*, Morgan Kaufmann. 2017
2. Ethem Alpaydin, Machine Learning: The New AI, MIT Press-2016

Supplementary Readings

1. Ryszard S. Michalski, Jaime G. Carbonell and Tom M. Mitchell, *Machine Learning: An Artificial Intelligence Approach, Volume 1,* Elsevier. 2014
2. Machine Learning: An Algorithmic Perspective, Stephen Marsland, Taylor & Francis 2009
3. Machine Learning – Tom M. Mitchell, - MGH 2009

Outcome Mapping

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

H	High Correlation	M	Medium Correlation	L	Low Correlation

Odd (III) Semester | 19BVAC312: BLOCK CHAIN TECHNOLOGY | Credits: 2 Hours: 60

Learning Objectives

The Objective of this course is

LO1. To assess blockchain applications in a structured manner.

LO2. To impart knowledge in block chain techniques and able to present the concepts clearly and structured.

LO3. To get familiarity with future currencies and to create own crypto token.

Course Outcomes

Upon completion of this course the students will be able to

CO1.Understand the various technologies and its business use.
CO2. Analyse the block chain applications in a structure manner.
CO3. Explain the modern concepts of block chain technology systematically.
CO4.Handle the cryptocurrency.
CO5. Understand the modern currencies and its market usuage.

Unit–I : Basic Concepts– No. of Hours - 12

Introduction - Decentralized society - Disturbed Database, Byzantine General problem - Fault tolerance, Hadoop Distributed File System, Distributed Hash Table, ASIC resistance, Turing Complete - P2P network - Private key - Public key - Cryptography - Hash Function - Digital Signature - ECDSA - Memory Hard Algorithm - Zero Knowledge Proof.

Unit–II : Block Chain - No. of Hours – 12

Introduction - Advantage over conventional distributed database - Network and protocols - Block chain network - Mining - Mechanism - Life Cycle of Block chain - Distributed consensus - Merkle Patricia Tree - Gas Limit - Transactions and Fee - Anonymity - Reward - Chain policy- Life of Block chain applications -Soft and Hard Fork - Private and Public blockchain.

Unit–III : Distributed Consensus - No. of Hours - 12

Nakamoto consensus - Proof of work - Proof of Stake - Proof of Burn - Difficulty level - Sybil Attack - Energy Utilization and alternate - Fabric model - SDKs - Components of Fabric Model - Architecture of Hyperledger fabric.

Unit–IV: Cryptocurrency - No. of Hours - 12

History - Distributed ledger - Bitcoin protocols - Mining strategy and rewards - Ethereum - construction - Truffle - DAO - dApps - Smart Contract - Boot strapping - GHOST Vulnerability - Attacks - Sidechain - Namecoin.

Unit–V : Cryptocurrency Regulations - No. of Hours - 12

Stakeholders - Roots and Bitcoin - Legal Aspects - Crypto currency exchange - Black market and Global economy. Applications : IoT - Medical Record Management system - Domain Name Service and future of Blockchain - Business applications and assessing blockchain projects.

Text Books

1. Daniel Drescher, Block chain basics A non-technical introduction in 25 steps, Apress, 2017.
2. Paul Vigna & Michael J.Casey, The Age of Cryptocurrency, 2015.

Supplementary Readings

1. Antonopoulos, Mastering Bitcoin : Unlocking Digital Cryptocurrencies.
2. Satosh Nakamoto, Bitcoin : A peer-to-peer electronic Cash system.
3. Mastering Blockchain - Imar Bashir - Second edition - Packt - 2018.

Outcome Mapping

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

H High Correlation M Medium Correlation L Low Correlation

Odd (III) Semester 19BVAC313: SUSTAINABLE DEVELOPMENT Credits: 2
Hours: 60

Learning Objectives

The objective of this course is

LO1 : Understand the basic concept of sustainable management the environmental, social and economic dimensions.

LO2 : Know the history of the sustainable development idea.

LO3 : Be able to discuss the conflicts which are involved in the SD concept on the national as well as on the global scale.

LO4 : Be familiar with potential strategic options for SD (efficiency, sufficiency).

LO5 : Be able to discuss the (dis-) advantages of instruments for SD.

LO6 : Understand the SD challenge for companies their responsibility and their potentials for action.

Course Outcomes

Upon completion of the course students will be able to

CO1 Further develop the ability of students to integrate and make autonomous use of their knowledge to sustain the environment.

CO2 Develop the students ability to deal with complex phenomena, issues and situations of sustainable development.

CO3 Develop the students potential towards, sustain the environment for professional activities that demand considerable autonomy or for research and development work.

CO4 Develop the ability of students to integrate various management concepts and procedures to sustain the environment with minimum cost.

CO5 Understand the role of corporate in environment sustainability.

CO6 Understand the role of various national and international organisation in sustainable development.

Unit-I: Introduction Fundamentals of Environment (14 h)

Status of environment - Environmental, social and economical issues - Need for sustainability - Nine ways to achieve sustainability - Linkage between population, resources, development and environment.

Unit -II Sustainable Concept (10 h)

Concept of sustainability - factors governing sustainable development-linkages among sustainable development - Environment and poverty - Determinants of sustainable development.

Unit - III Sustainable Development Goals (10h)

UN sustainable development goals -causes and potential consequences of climate change and their relationship to SDG. Environmental finance - Eco marketing - green advertisement - organic products - issues in marketing of organic products - Eco -tourism - Natural resource conservation and management.

Unit – IV Organisational Social Responsibility (12hr)

Corporate / Organisation Social Responsibility - sustainability strategy development - management tools for sustainable development - sustainable / ethical investment accounts - sustainable product development and design - conflict between farming and the environment.

Unit – V Organisations in SD (14 h)

Environmental impact assessment - participants in environmental management - approaches to environmental management - approaches to environmental management - emerging environmental issues - Role of international organisations, national and local governments, environmental organisation industry and commerce and non-government organisation.

Text Books

1. "Sustainable Development: Linking Economy, Society, Environment" by Tracey Strange and Anne Bayley, Himalaya Publication, Mumbai 2004.
2. "Innovation for Sustainable Development" by Jean - Yves Grosclaude and Rajendra K. Pachauri , Sultan Chand & Sons, New Delhi, 2011.

Supplementary Readings

1. "Engineering Applications in Sustainable Design and Development" by Bradley Striebi, New Delhi, Prentice Hall of India, 2003.
2. "Ecology and Sustainable Development" by P.S. Ramakrishnan, Sultan Chand & Sons, New Delhi, 2013.
3. "Management of Resources for Sustainable Development" by Sushma Goel, PHI Learning, New Delhi, 2008.

Outcome Mapping

	Programme Outcomes												Programme Specific Outcomes							
PO/CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	√						M						M							
CO2														L						
CO3		L											H							
CO4											M							L		
CO5								H											M	
C06					M											L				

H	High Correlation	M	Medium Correlation	L	Low Correlation

ASSESSMENT PATTERN

Continuous Internal Evaluation (25 Marks)

Bloom's Category Marks (out of 25)	Test	Assignment	Seminar	Non CIA		
				Activities	Industrial Visit	Quiz
Knowledge	√					√
Comprehension	√	√	√		√	√
Apply			√	√		
Analyze	√					√
Evaluate	√					
Create	√		√	√		

End Semester Examination (75 Marks)

Bloom's Category Marks	Test (75 Marks)
Knowledge	
Comprehension	
Application	
Analysis	
Synthesis	
Evaluation	
Creation	