



Annamalai University
Annamalainagar

FACULTY OF ARTS
DEPARTMENT OF BUSINESS ADMINISTRATION

MBA (Financial Management)
(Choice Based Credit System)
(FULL-TIME)

(2018 - 2019)

HAND BOOK

ANNAMALAI UNIVERSITY
DEPARTMENT OF BUSINESS ADMINISTRATION
MASTER OF BUSINESS ADMINISTRATION (MBA)
(CHOICE BASED CREDIT SYSTEM)
(2018–2019)

REGULATIONS

**For M.B.A. (Dual Specialisation), M.B.A. (Human Resource Management),
M.B.A. (Financial Management), M.B.A. (Marketing Management), M.B.A.
(International Business Management), M.B.A. (Hospitality Management).**

MASTER'S PROGRAMME

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

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

Elective courses will be suggested by the respective departments. Elective courses may be distributed in all four semesters.

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

SEMESTERS

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

Odd Semester: July to November (90 Working days)

Even Semester: December to April (90 Working days)

CREDITS

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

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

COURSES

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

COURSE WEIGHT

Core and Elective courses may carry different weights. For example, a course carrying one credit for lectures will have instruction of one period per week during the semester, if three hours of lecture is necessary in each week for that course, the 2 credits will be the weightage.

Thus normally, in each of the courses, credits will be assigned on the basis of the lectures / tutorials / laboratory work / field and industrial visits and other forms of learning in a 15 week schedule.

One credit for each lecture period per week

One credit for each tutorial per week

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

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

One credit for every two period seminar

Two credits for project work / dissertation.

Two credits for tour and industrial visits

ELIGIBILITY FOR ADMISSION

A candidate who has passed the Bachelor's Degree in any subject including the Professional Courses of this University or an examination of any other University accepted by the Syndicate as equivalent thereto.

GRADING SYSTEM

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

DURATION

The duration for completion of a two year Master's Programme in any subject is of four semesters.

STRUCTURE OF THE PROGRAMME

The Master's Programme consists of:

- Core courses which are compulsory for all the students
- Specialisation or Elective courses which students can choose amongst from courses approved within the department or in other departments of the faculty and other faculties.
- The CBCS elective subjects will be allotted after counseling by a committee of the Head of the Departments under the chairmanship of the Dean.
- Dissertation / Project Work / Practical Training / Field work, which can be done in an organization (Government, Industry, Firm, Public Enterprise etc.) approved by the concerned department.
- Student can take any two specializations (Dual Specialization) and should continue with the same from 2nd Semester to 4th Semester.

ATTENDANCE

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

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

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

Attendance %	Marks
90 and more	5
80–89	4
70–79	3

EXAMINATION

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

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

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

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

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

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

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

EVALUATION

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

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

MARKS AND GRADING

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

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

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

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

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

GRADING

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

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

The Successful candidates are classified as follows.

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

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

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

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

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

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

The award of marks shall be as below:

Faculty of Arts, Indian Language and Education	3700 Marks
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COURSE-WISE LETTER GRADES

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

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

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

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

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

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

GENERAL

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

Major project in a company for 45 days by students is compulsory. The project develops research bent of mind among them. The students can select any topic in functional areas. The faculty acts as internal guide. Computer Laboratory consists more than 100 computers. Each student is served with one PC to enable research and academic activities.

Department Library is equipped with 5000 volumes and a number of journals and back volumes. Laboratory and Computer wing function from 10.00 AM to 8.00 PM.

- Placements in Leading Organizations
- Project Placements in Companies
- Computer Training
- Use of Internet and Computers
- Use of Electronic Gadgets in Classrooms
- Case Study Workshops and Consultancy Training
- Arranging Man-meet Programmes
- Short and Long Industrial Tours

- Specialization Training in Industries
- Nominating students in Inter College and University Management Development Programmes
- Entrepreneurial Training Programmes
- Executive Sports arranged annually
- Guest Lectures from Industries
- Back Volumes–Journals and Magazines

ACTIVITIES AS A PART OF MBA PROGRAMME

- Organizing and participating programmes in other institutions.
- Students Manmeet and Newsletter.
- Leaders Lecture Programme Series.
- Guest Lectures.
- Marketing Simulation games and exercises.
- Industrial Visits.
- Personality and Management Development Programmes.
- Conferences, Colloquiums, Workshops, Seminars and Symposium.
- Placement training and campus placement.
- Management Meets.
- Communication Development and Entrepreneur Development Programmes.
- Entrepreneurship Summit.
- SME projects and summer projects.
- Project Contest.
- Student's Shoppe realtime exercise

ANNAMALAI UNIVERSITY
DEPARTMENT OF BUSINESS ADMINISTRATION
M.B.A. (FINANCIAL MANAGEMENT) – TWO YEAR PG PROGRAMME

Semester	Course No.	Course Code	Course Title	Course Type	Credit	University Exam Marks	Internal Marks	Total Marks
I	1.	MBAC 101	1. Management Process	Core	2	75	25	100
I	2.	MBAC 102	2. Managerial Economics	Core	2	75	25	100
I	3.	MBAC 103	3. Organizational Behaviour	Core	2	75	25	100
I	4.	MBAC 104	4. Accounting for Managers	Core	2	75	25	100
I	5.		5. Elective Course	Elective	4	75	25	100
I	6.	MBAC 106	6. Computer Applications in Management	Core	2	75	25	100
I	7.	MBAC 107	7. Project Entrepreneurship and Small Business Management	Core	2	75	25	100
I	8.	MBAC 108	8. Research Methodology	Core	2	75	25	100
I	9.	MBAC 109	9. Comprehensive Viva-voce (Industrial Visits and Subjects)	Core	2	75	25	100
			Total		20	675	225	900
II	10	MBAC 201	1. Financial Management	Core	2	75	25	100
II	11.	MBAC 202	2. Marketing Management	Core	2	75	25	100
II	12.	MBAC 203	3. Human Resource Management	Core	2	75	25	100
II	13.	MBAC 204	4. Production and Materials Management	Core	2	75	25	100
II	14.		5. Elective Course	Elective	4	75	25	100
II	15.	MBAC 206	6. Decision Support System and Management Information System	Core	2	75	25	100
II	16.	MBAF207	7. Accounting Software – Practical	Core	3	75	25	100
II	17.	MBAF 208	8. Management of Funds	Core	3	75	25	100
II	18.	MBAC 209	9. Lab for Statistical Packages on Business Decision	Core	2	75	25	100
II	19.	MBAC 210	10. Project and Viva-voce (Exposure to Small and Medium Enterprises)	Core	2	75	25	100
			Total		24	750	250	1000
III	20.	MBAC 301	1. Operations Research	Core	2	75	25	100
III	21.	MBAC 302	2. Case Study and Analysis	Core	2	75	25	100
III	22.	MBAC 303	3. Business Legislations	Core	2	75	25	100
III	23.	MBAC 304	4. International Business and Export Management	Core	2	75	25	100

III	24.		5. Elective Course	Elective	4	75	25	100
III	25.	SOSC 306	6. Soft Skills	Core	3	75	25	100

III	26.	MBAF 307	7. Investment, Security and Portfolio Management	Core	3	75	25	100
III	27.	MBAF 308	8. Banking and Insurance Management	Core	3	75	25	100
III	28.	MBAC 309	9. Project and Viva- voce (Industrial Visits and Subjects)	Core	3	75	25	100
			Total		24	675	225	900
IV	29.	MBAC 401	1. Retailing and Rural Marketing	Core	2	75	25	100
IV	30.	MBAC 402	2. Business Policy and Strategic Management	Core	2	75	25	100
IV	31.	MBAC 403	3. Logistics and Supply Chain Management	Core	2	75	25	100
IV	32.	MBAC 404	4. Indian Ethos and Values	Core	2	75	25	100
IV	33.		5. Elective Course	Elective	4	75	25	100
IV	34.	MBAC 406	6. Behavioral Science Experiments and Testing-Practical	Core	2	75	25	100
IV	35.	MBAF 407	7. Management of Financial Services	Core	3	75	25	100
IV	36.	MBAF 408	8. Capital Markets	Core	3	75	25	100
IV	37.	MBAC 409	9. Comprehensive Viva-voce (Industrial Visits and Subjects)	Core	2	75	25	100
			Total		22	675	225	900
			Grand Total		90	2775	925	3700

Note : 1. Industrial Visits /Educational Tour Reports and subjects will be evaluated and examined in the viva.

2. A student can choose any two specializations (MBA Dual Programme) from the options

and should continue with the same specializations from Semester II to Semester IV.

3. Syllabus for MBA Programmes Appendix I (PP: 20- 146)

4. The Elective Courses offered by Business Administration Department from Semester I to Semester IV are enclosed in Appendix II (PP: 147 - 151)

5. An Elective Course has to be chosen by a student as per his / her choice. Elective Courses offered by various Departments for the Two Year PG Programmes from Semester I to Semester IV are enclosed in Appendix III. (PP: 152 - 155)

APPENDIX – I**SYLLABUS****M.B.A. (Financial Management)****(Choice Based Credit System)****MBA (Financial Management) – An Overview**

Within the content of the multinational firm, this course examines the development of policy, financing options for national and international business and making the standard financial management decisions. In this course, students will be expected to apply theory and tools of financial management to the formation of business decisions in the global environment. Through the help of this course students can apply key techniques of accounting and financial management.

CAREERS

A MBA finance program has numerous job opportunities and is believed to be the most effective tool for enhancing proficiency and market credibility. Most of the MBA finance professionals are recruited by investment banks, security firms, corporate and BPOs. The most widely recognized jobs falling under this category are financial managers, financial analysts, accounting managers, corporate controllers, chief financial officers, cash managers, investment bankers, finance officer, treasurers, management consultants, credit managers, investment sales associates, traders and investment banking associates

MBA - Finance Careers

Accounting or financial managers are the people responsible for overseeing and maintaining the financial strategy and history of a company. The accounting manager is focused more on financial reporting, while the financial manager is focused on strategy and money management. Finance has been one of the more popular choices for MBA focus or concentration.

A MBA finance can offer numerous possibilities and can be an effective tool to help with promotions in the professions discussed below. Most prospective jobs for finance MBAs fall within investment banks, corporations, and securities firms. Many finance MBA graduates also follow careers in the consulting industry.

Financial Managers or Financial Analysts

Financial analysts and managers use historical (accounting) data in their decision making, however the number one role of the financial manager is to oversee the production of financial analysis and reports to help the company with decision making, business development, strategic planning, and alliance management. Through the use of these reports, the financial analyst helps to shape the company's investment and business growth. Cash management strategies developed and implemented by the financial analyst help the company to grow efficiently and allow for maximum profitability in its investments.

Financial analysts and managers play an important part in mergers and global financing and expansion. Highly specialized knowledge in these areas is an important asset to the financial manager and his or her employer to maximize potential profit and

reduce risk. Many companies utilize globally active consulting firms exclusively for these purposes.

Cash Managers

The Cash Manager is responsible for overseeing and controlling cash flow, both accounts receivable and accounts payable. He or she is also responsible for ensuring that the cash position of the company is sufficient to meet current and forecasted needs, or whether adjustments in investment quantity and type are necessary.

Risk and Insurance Managers

Business operation and transactions involve a certain amount of risk. Risk managers and insurance managers work to minimize the amount of loss a company incurs and the amount of risk it is exposed to.

Financial Consultants

Financial consultants work to help companies with a wide variety of problems and issues. Everything from profitability improvement to corporate restructuring to financial strategy. The MBA students going into this field should have either an expert understanding of a wide base of knowledge, or be highly skilled in two or more sub groups. The financial consultant will also help companies with cash management and emerging market analysis.

Investment Bankers

An investment banker will work together with corporations needing capital to grow and institutions or investors who have money available to invest. An MBA is an enormous asset in this field as the investment banker will be giving investment advice to his or her clients regarding raising capital. Most investment banks have a corporate finance division that assists clients in structuring financial instruments such as stocks or bonds to raise capital.

Investment Banking Associates

People graduating with MBA in finance often begin their career as an associate with an investment bank firm or investment firm. This is usually at least one level above the entry-level position as an analyst typically obtained by persons with only an undergraduate degree. Most analysts end up pursuing MBA degree after a couple of years in the industry in order to obtain promotions. Many people in the corporate finance side of investment banking will obtain a CFA (Chartered Financial Analyst) designation as a supplement to their MBA. The Association for Investment Management Research (AIMR) is the governing body for the CFA exam and designation.

The mergers and acquisitions departments of investment banks provide consulting services to companies in the process of merging or acquiring other companies or organizations. Organizations wishing to acquire, dispose of, or invest in real estate will deal with the real estate division of an investment bank. Equity research and consulting for private clients are also frequently chosen as career paths for MBAs with focus in investment banking.

Investment Sales Associates and Traders

While MBA skills and knowledge are not explicitly required in this field, they do come in as very valuable in enabling a person to understand the economic principles that drive the financial markets. Investment traders and sales associates assist corporate or institutional investors in the purchase and sale of securities such as stocks and bonds. The sales associate makes recommendations and helps with the analysis, while the trader actually executes the orders for the client.

Credit Managers and Specialists

The Credit manager is in charge of managing the credit a company may sanction to its clients or others. Credit managers formulate criteria for rating risk and credit, determine the maximum amount of credit to offer, and supervise past-due account collections.

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

APPENDIX – i**SYLLABUS****M.B.A. (FM)****(CHOICE BASED CREDIT SYSTEM)****FIRST YEAR : FIRST SEMESTER****MBAC 101 : MANAGEMENT PROCESS****Learning Objectives**

The objective of this course is

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

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

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

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-I : Introduction

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

Unit-II : Planning

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

Unit-III : Organising

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

MBAC 102 : MANAGERIAL ECONOMICS

Learning Objectives

The Objective of this course is

LO1: To understand and learn the economic theories and concepts to be adapted in business

development.

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

business organisation.

LO3: To provide and help the students a vast knowledge on managerial economics to become

business entrepreneurs.

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: Analyse the situations challenging the management environment in an organisation.

CO2: Understand the role of Economic theory and concepts in Management Decision making

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.

Unit-I : Basic Concepts

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

Unit-II : Cost Analysis

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

Unit-III : Pricing Decisions

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

Unit-IV : Profit Analysis

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

Unit-V : Macro Economics and Business Decision

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

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Outcome Mapping

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

MBAC 103 : ORGANIZATIONAL BEHAVIOUR**Learning Objectives**

The objective 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 : Introduction and Individual Behaviour

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

Unit-II : Work Attitude, Motivation and Job Satisfaction

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

Unit-III : Leadership and Counselling

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

Unit-IV : Group Dynamics

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

Stress – Causes of stress – Stress reduction strategies.

Unit-V : Organisation Change and OD

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

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- 24) **Outcome Mappings**

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

MBAC 104 : ACCOUNTING FOR MANAGERS

Learning Objectives

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: Understand and get knowledge on accounting format with effectively and professionally.

CO2: Acquire the knowledge and skills that related to financial and nonfinancial information to formulate business.

CO3: Develop the global business, how to management accounting helps for decision making.

CO4: work individual as well as team member in financial aspects of business.

CO5: Analyse and Implementation their responsibility and ethical financial information.

CO6: Provide sustainable development of business using tools and technique in accounting

Unit-I : Introduction to Management Accounting and Financial Accounting

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

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

Analysis and interpretation of financial statements – Analysis of Comparative Balance sheet – Common size statement (simple problems) – Ratio Analysis – Nature –

MBAC 106 : COMPUTER APPLICATIONS IN MANAGEMENT

Learning Objectives

The Learning Objectives of the course is

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

LO2: To provide indepth 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 organizations

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 MSoffice 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-I : Computer Fundamentals

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-II : Software Development applications

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-III : Data Processing Concepts

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-IV : Computer Networks

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-V : Implementing and Managing IT

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.

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Outcome Mapping

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

MBAC 107 : PROJECT, ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

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 infrastructure project 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.
- CO5: Develop the leadership skills, communication skills and the ability to work with a project team.
- CO6: Impart knowledge on Training institute and financial institution that assist the small scale industry in the sustainable development.

Unit-I : Project Planning

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

Unit-II : Project Feasibility and Project Finance and Evaluation

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

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

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

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

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.

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PO/CO	Programme Outcomes												Programme Specific Outcomes							
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CO1:		√															√			
CO2:									√							√				
CO3:		√																		
CO4:				√					√											
CO5:				√											√					
CO6:											√									

MBAC 108 – RESEARCH METHODOLOGY

Learning 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

Unit-I : Introduction to Research and Research Methodology

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

Unit-II : Data Collection

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

Unit-III : Research Tools

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

Unit-IV : Application of Statistics in Research

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

Unit-V : Report Preparation

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

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Outcome Mapping

PO/CO	Programme Outcomes												Programme Specific Outcomes							
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CO1	√														√					
CO2		√												√						
CO3																	√			
CO4											√								√	
CO5																				√

MBAC 109 : COMPREHENSIVE VIVA-VOCE (INDUSTRIAL VISITS AND SUBJECTS)

FIRST YEAR : SECOND SEMESTER
MBAC 201 : FINANCIAL MANAGEMENT

Learning Objectives

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 longterm 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-I : Introduction to Financial Management

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

Unit-II : Short – Term Financing

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

Unit-III : Long – Term Financing

Sources of long term financing – Nature of long term financing – Common stock – Preferred stock – Debt financing: Secured and Unsecured debts – Repurchase of shares

– Under writing of shares – Rights issue: Meaning – Procedure – Pricing – Underwriting of rights – Dilution of market price rights – Market price of shares.

Unit–IV : Dividend Policy Decision and Cost of Capital

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

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

Unit–V : Capital Structure and Leasing

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

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

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Outcome Mapping

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

CO4	√	√				√						√			√	√	
CO5	√					√						√				√	√
CO6	√				√	√						√			√	√	√

MBAC 202 : MARKETING MANAGEMENT

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-I : Marketing and its Environment

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

Unit-II : Market Analysis and Segmentation

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

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

Unit-III : Product and Pricing Strategies

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

Unit-IV : Physical Distribution and Promotion

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

Unit-V : Consumer Behaviour and CRM

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

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Outcome Mapping

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

MBAC 203 : HUMAN RESOURCE MANAGEMENT

Learning Objectives:

The objective of the course is

LO1: To introduce the basic concepts to understand the importance of human resource Management

LO2: To provide understanding of the various functions of human resource management

LO3: To Acquaint the application of management functions and principles towards acquisition,

development, retention and compensation of employees.

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-I : Introduction

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

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

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

Unit-III : Training and Performance Appraisal

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

Unit-IV : Promotion, Job Evaluation and Compensation

Promotion – Promotion policy – Types of Promotion – Basis of Promotion – Seniority – Merit – Ability – Transfers – Reasons, principles and types – Separation – Lay off, Resignation, Dismissal, Retrenchment, Voluntary retirement scheme – Job

evaluation – Procedure, Advantages, Limitations – Job evaluation methods – Components of remuneration – Wages and salary, incentives, fringe benefits – Factors affecting employee remuneration – Minimum wage, fair wage and living wage – Executive remuneration.

Unit–V : Quality of work life and Participative Management

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

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CO1	√															√		√	√
CO2		√									√	√	√			√			
CO3								√			√					√			√
CO4	√		√								√					√			
CO5	√	√									√					√	√		
CO6		√		√					√	√	√						√	√	

MBAC 204 : PRODUCTION AND MATERIALS MANAGEMENT

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 its 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-I : Production Function

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

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

Unit-II : Plant Layout and Maintenance

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

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

Unit-III : Production Planning and Control

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

Unit-IV : Materials Management and Materials Management Information System

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

Unit-V : Store and Purchase Function

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

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

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1. Adam, EE & Ebert, R., *Production and Operations Management*, PHI Learning, 6th ed., New Delhi, 1995.
2. Buffa, E.S., *Modern Production Management*, Engle Wood Cliff, New Jersey, Wiley, 1993.
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7. Paneer Selvam, R., *Production and Operations Management*, PHI Learning, 2007.
8. Shridhara Bhat, K., *Production and Materials Management*, Himalaya Publishing house, Mumbai, 2003.

Outcome Mapping

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

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

Unit–IV : MIS in Functional Components and System Security

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

Unit–V : IT infrastructure Management

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

References

1. Effy Oz., *Management Information Systems*, Centage Learning India Pvt.Ltd., New Delhi.2009.
2. Efreem G. Mallach., *Decision Support Systems and Data Warehouse Systems*, 10th Edition,Tata McGraw-Hill Ltd,New Delhi 2011
3. Gelinas, Sutton, and Hunton, *Accounting Information Systems with Acquiring, Developing and Implementing Guide*, Sixth Edition, Thomson Learning International Student Edition, New Delhi, 2007.
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8. Rajesh Ray., *Enterprise Resource Planning Text & Cases*, Sultan Chand & Sons, New Delhi, 2011.
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Outcome Mapping

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	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	
CO1:		√		√			√		√			√	√		√					
CO2:		√		√		√						√	√	√		√				

CO3:		√		√					√				√						
CO4:	√			√	√	√	√	√	√		√	√	√	√			√	√	√
CO5:	√		√	√	√		√		√		√	√		√	√	√	√	√	√
CO6:	√		√	√	√	√		√	√	√	√	√				√	√	√	

FIRST YEAR : SECOND SEMESTER
MBAF 207 : ACCOUNTING SOFTWARE – PRACTICAL

Objective

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

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-I : Basics of Accounting

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

Unit-II : Fundamentals of Tally.ERP 9

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

Unit-III : Inventory in Tally.ERP 9

- Order Processing

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

Unit-IV : Value Added Tax (VAT)

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

Unit-V : Central Sales Tax (CST)

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

References

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

Outcome Mapping

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

FIRST YEAR : SECOND SEMESTER

MBAF 208: MANAGEMENT OF FUNDS

Learning Objectives

The Objective of this course is

LO 1: To impose knowledge regarding funds management

LO 2: To understand the theory and practice of capitalization

LO 3: To understand the most profitable investment pattern

LO 4: To make right decisions on human resource accounting

LO 5: To impart knowledge on the concept of mutual funds and its various types.

Course Outcomes

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

CO 1: Analyse the various techniques of funds management.

CO 2: To demonstrate how the challenges of capitalization could be overcome

CO 3: To develop awareness of the various strategies of profitable investment pattern

CO 4: To familiarize on right usage of human resource accounting.

CO 5: To be well versed on profit earning capacity about mutual funds.

CO 6: To be aware on the performance of non-banking private companies and financial institutions.

Unit-I : Introduction

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

Unit-II : Capital Structure

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

Unit-III : Types of Analysis for Investment

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

Unit-IV : Human Resource Accounting

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

Unit-V : Institutions and Sources of Finance

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

References

- 1) James C. Van Horne, *Fundamentals of Financial Management*, Eleventh Edition, Prentice Hall of India (P) Ltd., New Delhi, (2010).

- 2) Khan & Jain, *Financial Management*, Tata McGraw Hill Publication, New Delhi, 2005.
- 3) Kuchhal, S.C., *Financial Management*, Chaitanya Publishing House, Allahabad, 2006.
- 4) Kulkarani. P.V., *Financial Management*, Himalaya Publishing House, Mumbai, 2007.
- 5) Pandey, I.M., *Capital Structure and the Cost of Capital*, Vikas Publishing House Pvt., Ltd., New Delhi, 2006.
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- 8) Thomas, Susan (Ed.) *Fund Management in India*, Tata McGraw Hill, 2009.

Outcome Mapping

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

SECOND YEAR : THIRD SEMESTER
MBAC 301 : OPERATIONS RESEARCH

Learning Objectives**Hours: 60**

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.

LO4: To develop competencies in Maximize the productivity with help of least cost techniques

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

Unit-I : Introduction

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

Unit-II : Linear Programming

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

Special Purpose Algorithms

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

Unit-III : Inventory Models

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

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

Unit-IV : Game Theory

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

Network Models

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

Unit–V : Replacement Models

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

Sequencing

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

References

1. Budnik, Frank S. Dennis MgKaney and Richard Mojena, *Principles of Operations Research*, All India Traveller Bookseller, New Delhi, 1995.
2. Gould, F.C. etc., *Introduction to Management Science*, Englewood Chiffs, Prentice Hall Inc., New Jersey, 1993.
3. Kapoor, V.K., *Operations Research*, Sultan Chand & Sons, New Delhi, 2011.
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Outcome Mapping

PO/CO	Programme Outcomes												Programme Specific Outcomes							
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CO1	√																	√		
CO2					√								√							
CO3							√												√	
CO4														√						
CO5																√				
CO6								√												√

MBAC 302 : CASE STUDY AND ANALYSIS

Learning Objectives

The Objective of this course is

LO1: To provide an in–depth understanding on the concept of management through Case study

LO2: To enable the course participants to understand various strategies through practical cases

LO3: To develop Case Studies for problem solving

LO4: To impart knowledge on the inventory models

Course Outcomes

Upon completion of the course, the student will

CO1: Critically think the concepts of Management through Case Analysis

CO2: Cultivate and Enhance the knowledge on developing practical Case Study

CO3: Have the ability to work develop own cases by using Data Bank

CO4: Understand the application of Queuing Theory

CO5: Analyze and apply the research techniques in quantitative and qualitative aspects

Unit-I : Case Study Fundamentals

Case Based Learning – Role – Expectations – Classroom Discussions – Participation – Fundamentals – Arguments – Types of Cases – Methods – Groups – Preparations – Techniques – Problem Identification – Case Study Data Banks.

Unit-II : Case Development and Analysis Techniques

Developing Cases – Lead Generation – Documentation – Approval – Finalization – Key Process Areas – Clearance – Class room Preparation – Lead Questions – Approaches on Problem Identification, Solving, Approach – Questions – Assumptions – Concluding the Case.

Unit-III : Case Study Steps

Titling – Introduction – Synopsis – Case Premisses – Problem Identification – Central Issue – Analysis – Alternatives/Strategies Development – Feasibility Study (SWOT) – Selection of Best Alternatives/Strategy – Action Planning – Recommendation/Suggestion – Predicted Outcome – Conclusion.

Unit-IV: Cases in Management

Cases related to Finance – Marketing – Human Resource – Organization Behaviour – Production - Materials – International Business – Business Policy – Systems - Entrepreneurship.

Unit-V : Contemporary Cases

Current Cases of Indian Business and Industry – International Business and MNC.

References

1. Amita Mital., *Cases in Strategic Management, Volume II*, McGraw Hill, New Delhi, 2013.
2. Anu SinghLather, and Meenakshi Handa, *Cases in Management*, Wisdom Publications, Delhi, 2009.
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Outcome Mapping

PO/CO	Programme Outcomes												Programme Specific Outcomes						
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CO1			√														√		
CO2					√														√
CO3							√				√						√	√	
CO4														√					
CO5	√			√						√						√			√

MBAC 303 : BUSINESS LEGISLATIONS

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.

LO4: To Communicate effectively using standard business and legal terminology.

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 applicability of rules as per today's scenario.

MBAC 304 : INTERNATIONAL BUSINESS AND EXPORT MANAGEMENT

Learning Objectives

The objective 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.

LO4 : To Evaluate the need for comprehensive and specific export credit insurance policies to the organization

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.

Unit-I : Theories of International Trade and Nature of International Business and BOT/BOP

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-II : Export Procedure and Export Documents and Tariff

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-III : International Finance and Foreign Exchange Market

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-IV : Export Marketing and Pricing

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-V : Export and Import Finance

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.

References

1. Ashwathappa. K., *International Business*, 3rd edition, Tata McGraw Hill, New Delhi, 2007.
2. Balagopal. T.A.S., *Export Management*, Himalaya Publishing House, Mumbai, 2011.
3. Cherunilam, Francis., *International Trade and Export Management*, Himalaya Publishing House, Mumbai, 2010.
4. Francis Cherunilam, *International Business*, Wheeler Publishing, 2000.
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6. Kapoor. D.C., *Export Management*, Vikas Publishing, New Delhi, 2009.
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Outcome Mapping

PO/CO	Programme Outcomes												Programme Specific Outcomes							
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CO1		√												√						
CO2									√											√
CO3																	√			
CO4	√													√						
CO5													√							

SOSC 306 : SOFT SKILLS

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.

LO4: To Develop and incorporate time management and resource management skills to achieve one's own goals.

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.

Unit 1: Soft Skill and Personality Development

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

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

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

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

Decision making skills – Problem solving – Emotional Intelligence – Team building skills – team spirit – Time management – Stress management – resolving techniques.

References:

1. Ghosh. B.N (2012), Managing Soft Skills for Personality Development, Edited volume, Tata McGraw Hill Education Pvt Ltd., New Delhi.
2. Krishna Mohan and Meera Banerji (2009), Developing Communication Skills, 2nd Edition, MacMillan Publishers India Ltd., New Delhi.
3. Neera Jain and Shoma Mukherji (2012), Effective Business Communication, Tata McGraw Hill Education Pvt Ltd., New Delhi.
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PO/CO	Programme Outcomes												Programme Specific Outcomes							
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CO1			√																√	
CO2			√	√			√						√			√	√			
CO3								√						√						
CO4										√				√						
CO5						√								√	√				√	

SECOND YEAR : THIRD SEMESTER

MBAF 307: INVESTMENT SECURITY AND PORTFOLIO MANAGEMENT

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

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

Brokerage Business: Introduction – Functions of a brokerage firm – Functional specialisation of members – Selecting a broker – Execution of orders – Types of

transactions in a Stock Exchange – Mechanics of Share Trading – Carry forward Facility – Badla Transactions – Revised Carry Forward System (RCFS) – Brokerage Charges.

Unit-II : Common Stock Analysis

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

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

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

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

Unit-III : Technical Analysis and the Efficient Market Theory

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

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

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

Unit-IV : Portfolio Management

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

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

Unit-V : Financial Derivatives Markets

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

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

References

- 1) Bhalla, V.K., *Financial Derivatives*, 1st ed., S. Chand & Company Ltd., New Delhi, 2001.
- 2) Bhalla, V.K., *Investment Management; Security analysis and Portfolio Management*, 14th Ed., S. Chand and Company, New Delhi, 2008.
- 3) Nofsinger and R. John, *The Psychology of Investing*, Prentice Hall, 2005.
- 4) Perman and H. Stephen, *Financial Statement Analysis and Security Valuation*, McGraw Hill Irwin, 2001.
- 5) Prasana Chandra, *Investment Analysis and Portfolio Management*, 2nd Ed., Tata McGraw Hill Publishing Company Ltd, New Delhi, 2005.

- 6) Preetisingh, *Investment Management, 13th Ed.*, Mumbai, Himalaya Publishing House, 2008.
- 7) Ranganathan, M. and R. Madhumathi, *Investment Analysis and Portfolio Management*, 1st Ed., Pearson Education (Singapore) Pvt. Ltd., New Delhi, 2005.
- 8) Trivoli and W. George, *Personal Portfolio Management*, Prentice Hall, 2000.

Outcome Mapping

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

MBAF 308 : BANKING AND INSURANCE MANAGEMENT

- 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-I : Introduction

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

Unit-II : Private Sector Banks

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

Unit-III : Recent Trends in Indian Banking

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

Unit-IV : Insurance Concepts

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

Unit-V : Classifications and Legal Aspects of Insurance Business

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

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

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

References

- 1) Anand Ganguly, *Insurance Management*, New Age International (P) Ltd., 2009.
- 2) Balachandran, *Principles of Life Insurance*, Published by Insurance Institute of India, Mumbai.
- 3) Kiran, *Commercial Bank and Financial Management in the Financial Services Industry*, Fourth Edition, Macmillan Press, New Delhi 2001.
- 4) Majmudar, *Principles of Insurance*, Published by Insurance Institute of India, Mumbai, 2000.
- 5) Mishra, *Insurance Principles and Practice*, Published by S.Chand & Company Ltd., New Delhi, 2000.
- 6) Nirmala Prasad, *Banking and Financial System*, Published by Himalaya Publishing House, Mumbai, 2007.
- 7) Paremewan, *Indian Banking*, Published by S.Chand & Company Ltd., New Delhi, 2005.
- 8) Shekhar and Shekhar, *Banking Theory and Practice*, Vikas Publishing House (p) Ltd., 18th Edition, 2008.

Outcome Mapping

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CO1:													✓							
CO2:														✓						
CO3:		✓													✓					
CO4:										✓										✓
CO5:		✓																✓		
CO6:								✓					✓							

SECOND YEAR : FOURTH SEMESTER**MBAC 401 : RETAILING AND RURAL MARKETING****Learning Objectives**

LO1: To focuses on the understanding of Retail management,

LO2: To the development of organized retail in India

LO3: To explain the importance of rural market both as end market and procurement source.

LO4: To know the growth of growth of rural marketing in India.

Course Outcomes

Upon completion of the course students will be able to

CO1: understand the principles and functions of Retailing in India.

CO2: Understand the importance of Retail site locations

CO3: Familiar with the HRM functions in retailing.

CO4: Enable to understand the duties and responsibilities of store manager.

CO5: Develop and evaluate the Rural Marketing.

Unit-I : Retailing – Introduction and Strategy

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-II : Retail site Location

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

Unit-III : Human Resource Management

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-IV : Merchandize Management

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-V : Rural Market

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.

References

- 1) Arif Sheikh and Kaneez Fatima, *Retail Management*, Himalaya Publishing House, Mumbai, 2008.
- 2) Balram Doga and Karminder Ghuman, *Rural Marketing*, Tata McGraw Hill, New Delhi, 2008
- 3) Barry Berman and Joel R. Evans, *Retail Management: A Strategic Approach*, 10th edition, PHI learning, New Delhi, 2008.
- 4) Bedi, R.V. & N.V. Bedi, *Rural Marketing*, Himalaya Publishing House, Mumbai, 2004.
- 5) James R. Ogden, Denise Togden, *International Retail Management*, Biztantra, New Delhi, 2009.
- 6) Michael Levy, Barton A. Weitz, and Ajay Pandit, *Retailing Management*, 6th Edition, Tata McGraw Hill, New Delhi, 2008.

- 7) Patrick M. Dunne and Robert F. Lusch, *Retail Manmagement*, Cengage learning, Delhi, 2008.
- 8) Swapna Pradhan, *Retailing Management Text and Cases*, Tata McGraw Hill, New Delhi, 2006.

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CO1		√																		
CO2								√												
CO3		√							√				√							
CO4																		√		
CO5		√						√												√

MBAC 402 : BUSINESS POLICY AND STRATEGIC MANAGEMENT

Learning Objectives

The objective of the course is

LO1: To explain about the Business Environment.

LO2: To introduce the basic concepts and importance of Business Policies and Strategies

LO3: To Acquaint the formulation and implementation of Business Policies and Strategies.

LO4: To Understand the social responsibilities, ethical and social considerations of business organisation

Course Objectives

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 .

Unit-I : Basic concepts of Business Policy

Business Policy: Meaning and definition – Importance – Scope – Need Essentials of An Effective Business Policy, Types and Classification of Policies – Organizational

Direction: Vision – Mission – Objectives – Goals of business, Business Planning: Process – Benefits – Limitation.

Unit–II : Business Analysis

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

Unit–III : Basic concept of strategy

Evolution of Strategy – Strategic Management – Benefits – Strategy Vs Policy – Strategy Formulation – Strategic Planning – Strategic Management Process – Strategic Decision Making – Strategic Risks – Corporate Level Generic Strategies – Strategy

Implementation: Functional Issues, Challenges of Strategy Implementation – Strategic Evaluation and Control Process – Monitoring Performance and Evaluating Deviations

Unit–IV : Business Development Strategies

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–V : Business Vs Social

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.

References

1. Arthur A Thompson, *Crafting and Executing Strategy*, 13th edition TMH, 2006.
2. Azhar Kazmi, *Business Policy and Strategic Management*, Tata McGraw Hill, New Delhi, 2008.
3. C.B. Mamoria, Cathis Mamoria and P. Subba Rao, *Business Policy and Strategic Management*, Himalaya Publishing House, Mumbai, 2011.
4. Charles W.I. Hill. Jareth R. Jones, *An Integrated Approach to Strategic Management*, Cengage Learning, New Delhi, 2009.
5. Francis Cherunilam, *Strategic Management*, Himalaya Publishing House, Mumbai, 2008.
6. Fred R. David, *Strategic Management*, PHI Learning, New Delhi, 2009.
7. Ghosh, P.K., *Strategic Management Text & Cases*, Sultan Chand & Sons, New Delhi, 2012.
8. John A. Pearce, Richard Robinson and Amita Mital, *Strategic Management*, Tata McGraw Hill, New Delhi, 2012.
9. Thompson A., Margaret A Peteraf, John E Gamble, A J Strickland and A K Jain, *Crafting and Executing Strategy*, McGraw Hill, New Delhi, 2013.

Outcome Mapping

PO/CO	Programme Outcomes												Programme Specific Outcomes							
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CO1													√							
CO2		√												√						

CO3															√			
CO4										√							√	
CO5																		√

MBAC 403 : LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Learning Objectives

The purpose of the course is to

LO1: To Explain the supply chain decisions and supply chain drivers

LO2: To Understand the factors of distribution, designing network and their trade-offs

LO3: To provide the role of information technology in supply chain

LO4: To Understand the importance of Enterprise Resource Planning (ERP).

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

Unit-I : Logistics Design

Logistics Management – Definition – Meaning – Types. The work of Logistics – Network Design – Information – Transportation – Inventory – Warehousing – Material Handling and Packaging – Organizational Structures – Role of Government.

Unit-II : Logistics Network

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

Unit-III : Logistics Demand

Forecasting – The Nature of Demand – Forecast Components – Forecast Technique – Forecast Error – Transportation Infrastructure – Principle – Model Characteristics – Logistics Location Structure.

Unit-IV : Supply Chain Management Models and Strategy

Supply chain Management – Definition – Objectives – Applications – Types – Conceptual Models – Mathematical Models – Simulation Models – Formal Models – Implicit Business Models – Key issues in supply chain management.

Inventory Management – The effect of demand uncertainty managing inventory in the supply chain – Push and Pull systems – Dell's supply chain strategy – Demand and cash flow in supply chain management.

Unit-V : Supply Chain Management Design

Channel design – 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.

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

References

1. Ailawadi, Rakesh Singh, *Logistics Management*, PHI Learning, 2006.
2. David Simchi-Levi, Philip Kaminsky and Edith Simchi-levi, *Designing and Managing the Supply Chain Concepts, Strategies and Case*, 2 edition, Tata McGraw Hill, 2006.
3. Donald J. Bolversox and Davis J. Closs, *Logistics Management: The Integrated Supply Chain Process*, Tata McGraw Hill, 2006.
4. Rahul V. Altekar, *Supply Chain Management, Concepts & Cases*, PHI Learning, 2006.
5. Sunil Chopra, Peter Meindl and Dharam rir Kalra, *Supply Chain Management*, Pearson, New Delhi, 2013.

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CO1	√														√					
CO2				√																
CO3											√									
CO4				√												√				
CO5																				√

MBAC 404 : INDIAN ETHOS AND VALUES

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.

LO4: To Implement the outcome of Yoga for Managerial Excellence

Course Outcomes

The completion of this course will result in

- CO1: Enhancing the understanding of Ethics and Religious Values
 CO2: Increasing capacities on Indian Ethos for Business Excellence
 CO3: Managing stress in real world situations
 CO4: Practicing yoga and meditation for better mental health
 CO5: Exercising yoga and meditation for better physical health and social skills

Unit-I : Ethics and Religious Values

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-II : Indian Ethos for Business Excellence

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

Unit-III : Stress Management

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

Unit-IV: Theories in Yoga

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

Unit-V : Yoga for Managerial Excellence

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.

References

1. Balachandran, et.al., *Ethics, Indian Ethos and Management*, Shroff Publishers & Distributors Pvt. Ltd. Delhi. 2005.
2. Balaji and Raj Agrawal, *Business Ethics: An Indian Perspective*, Biztantra Publication, New Delhi, 2004.
3. Chakraborty, *Management Effectiveness and Quality of Work Life Indian Insight*, TMH, 2007.
4. Chakraborty, *Work-Contribution from Indian Insight*, TMH, 2006.
5. Khandelual, *Indian Ethos and Values for Managers*, Himalaya Publishing House.
6. Rita Agrawal, *Stress in Life and at Work*, Sage Publications India (P) Ltd., New Delhi, 2001.

Outcome Mapping

PO/CO	Programme Outcomes												Programme Specific Outcomes							
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CO1		√	√			√		√		√				√						
CO2		√	√			√	√	√			√			√						
CO3		√				√	√			√				√						
CO4		√	√		√	√	√			√		√		√		√	√	√		
CO5		√	√			√	√	√		√		√		√		√	√	√		

MBAC 406 : BEHAVIOURAL SCIENCE EXPERIMENTS AND TESTING – PRACTICAL

Candidates are required to perform all the experiments from the areas given below. Prepare a record and the same should be submitted at the time of practical examination duly signed by the course teacher and with a bonafide certificate from the Head of the Department.

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 conduct the experiments.

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

LO4: To understand the dimensions of Decision making.

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

Unit-I : Creativity and Leadership

Creativity – Creative thinking – Divergent thinking – Stages in Creative thinking.

Leadership – Leadership Orientation – Task versus person orientation.

Unit-II : Decision Making and Assertiveness

Decision Making – Styles – Importance stages in decision making.

Assertiveness – Assertiveness in communication – Benefits of assertiveness – Submissive Communication – Assertive Communication – Aggressive Communication.

Unit-III : Ego States and Stress Coping

Transaction analysis – Parent ego – Adult ego – Child ego – Characteristics.

Stress coping – Eu stress – Distress – Coping strategies.

Unit-IV : Emotional Intelligence and Personality

Emotional Intelligence – Components of Emotional Intelligence – Influencing Emotions – Handling relationships.

Personality – Extraversion – Introversion.

Unit-V : Adjustment and Values

SECOND YEAR : FOURTH SEMESTER
MBAF 407 : MANAGEMENT OF FINANCIAL SERVICES

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-I : Indian Financial System

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

Unit-II : Merchant Banking and Consumer Finance

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

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

Unit-III : Mutual Funds Concept and Regulations

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

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

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

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

Unit-V : Venture Capital and Credit Rating

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

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

References

- 1) Avadhani, V.A., *Marketing of Financial Services of Markets*, 3rd Edition, Himalaya Publishing House, Mumbai, 2007.
- 2) Bhalla, V.K., *Management of Financial Services*, Anmol, New Delhi 2001.
- 3) Cornett and Saunders, *Financial Markets and Institutions*, 3rd Edition, Tata McGraw Hill, New Delhi, 2007.
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- 5) Khan, M.Y., *Financial Services*, 4th Edition, Tata McGraw Hill, New Delhi, 2007.
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- 7) Sasidharan and Mathews, *Financial Services and System*, 1st Edition, Tata McGraw Hill, New Delhi, 2008.

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CO1:	√					√							√			√				√
CO2:	√	√											√							√
CO3:					√								√						√	√
CO4:	√				√								√		√		√	√		
CO5:	√	√	√		√				√										√	√
CO6:	√					√							√				√	√		

MBAF 408: CAPITAL MARKETS

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-I : Introduction

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

Unit-II : Functions of Various Markets

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

Unit-III : Capital Issues

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

Unit-IV : New Issue Market

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

Unit-V : Shares and Fixed Deposits

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

References

- 1) Avadhani V.A, *Capital Market Management*, Himalaya Publishing House, 2007.
- 2) Bharat's *Compendium on SEBI*, Capital issues and Listing, 2005.
- 3) Khan M.S, S.M. Faisal, *Capital Market and Investment Management*, Laxmi Publication, Pvt Ltd., New Delhi – 110002, First Edition, 2011.
- 4) *Manual of Merchant Banking*, 2003.
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CO2:	√																		√	√
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CO4:	√					√							√						√	√
CO5:	√					√							√							√
CO6:	√		√			√							√							√