



# ANNAMALAI UNIVERSITY

## 310 – M.B.A. PROGRAMME

Programme Structure and Scheme of Examination (under CBCS)  
(Applicable to the candidates admitted in Affiliated Colleges from the  
academic year 2022 -2023 onwards)

Course Code	Study Components & Course Title	Hours/Week	Credit	Maximum Marks		
				CIA	ESE	Total
<b>SEMESTER – I</b>						
22PMBAC11	Core Course – I: Management Process and Organisational Behaviour	6	4	25	75	100
22PMBAC12	Core Course – II: Managerial Economics	6	4	25	75	100
22PMBAC13	Core Course – III: Accounting for Managers	5	4	25	75	100
22PMBAC14	Core Course – IV: Statistics for Management	5	4	25	75	100
	Core Elective – I	5	4	25	75	100
	Open Elective – I	3	3	25	75	100
	<b>Total</b>	<b>30</b>	<b>23</b>			<b>600</b>
<b>SEMESTER – II</b>						
22PMBAC21	Core Course - V: Human Resource Management	6	4	25	75	100
22PMBAC22	Core Course - VI: Financial Management	6	4	25	75	100
22PMBAC23	Core Course - VII: Operations Management	6	4	25	75	100
22PMBAC24	Core Course - VIII: Marketing Management	5	4	25	75	100
	Core Elective - II	5	4	25	75	100
22PFLDC26	Field Study	-	2	25	75	100
22PHUMR27	Compulsory Course: Human Rights	2	2	25	75	100
	<b>Total</b>	<b>30</b>	<b>24</b>			<b>700</b>

**List of Core Electives**  
**[Internal Elective for Same Major Students]**  
**(Choose 1 out of 3 in each Semester)**

Semester	Course Code	Course Title	H/W	C	CIA	ESE	Total
I	22PMBAE15-1	Communication for Managers	5	4	25	75	100
	22PMBAE15-2	Knowledge Management	5	4	25	75	100
	22PMBAE15-3	E-Business	5	4	25	75	100
II	22PMBAE25-1	Entrepreneurial Development	5	4	25	75	100
	22PMBAE25-2	Soft Skills Development	5	4	25	75	100
	22PMBAE25-3	Computer Applications in Business	5	4	25	75	100

**List of Open Electives**  
**[External Elective for Other Major Students – Inter/ Multi Disciplinary Courses]**  
**(Choose 1 out of 3 in each Semester)**

Semester	Course Code	Course Title	H/W	C	CIA	ESE	Total
I	22PMBAO16-1	Principles of Management	3	3	25	75	100
	22PMBAO16-2	Business Communication	3	3	25	75	100
	22PMBAO16-3	Principles and Practice of Advertising	3	3	25	75	100

<b>SEMESTER: I CORE: I</b>	<b>22PMBAC11: MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR</b>	<b>CREDIT: 4 HOURS: 6/Week</b>
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**Course Objectives:**

1. To impart knowledge in general management practice in an organization and also to give managerial abilities to understudies and deal with an association.
2. To impart information in management exercises like planning, organizing, staffing, directing, motivating and controlling.
3. To learn and understand organisational behaviour concepts and models, moving from individual behaviour to group behaviour and its application in business realities
4. To know about the concepts of learning, attitude, value, culture and ethics, theories of Personality and Perception and how they influence one's career or business.
5. To impart knowledge on the personality and personality attributes of employees in an organisation and group dynamics in organisation. To provide the concepts of leadership, conflict and organisational change

**Unit I: Introduction**

**Hours: 8**

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 and Organising**

**Hours: 12**

Planning: Nature and Functions – Distinction between Operational and Strategic Planning – Types of plans – Grouping of various types of Plans – Steps in planning. Organising: Nature, purpose and kinds of Organisation – Structure – Principles and Theories of organization – Departmentation – Line and Staff Functions – Authority and Responsibility – Centralization and Decentralisation – Committees – Informal organization.

**Unit III: Staffing, Supervising and Control**

**Hours: 15**

Staffing Function – Nature and Purpose of Staffing – Importance of Staffing – Components of Staffing – Selection and Training – Direction Function – Leadership – Co-ordination – Need for Co-ordination – Types of Co-ordination – Supervision Function – Position of a Supervisor – Qualities of a good supervisor – Role of a Supervisor – Essential requirements of Effective Supervision – Concept of Control – Importance of Control – Span of Control: An Integrated Control System

**Unit IV: Organisational Behaviour – Learning, Attitudes, Values & Culture**

**Hours: 20**

Definition and Need for studying Organisational Behaviour, Behavioural Sciences and Organisational Behaviour – Organisational Behaviour in global context – Application of Organisational Behaviour in Business Realities – Learning: Definition and Theories of Learning – Principles of Learning – Shaping as managerial tool – Applications in Organisations – Attitudes: sources and types of Attitude – Attitude formation and change –

Job related Attitude – Cognitive Dissonance Theory – Values: importance, sources, types – Ethics: Types and management ethics – Organisation Culture – Corporate Culture – Ethical issues in Organisational Culture.

### **Unit V: Group Dynamics – Motivation and Leadership**

**Hours: 20**

Motivation – Theories of Motivation – Motivation applied in Organisations – Emotions and Emotional Intelligence: Handling Fear, Anger and Depression – Groups & Teams in organisations – Theories of Group Formation: types, stages of development – Group Decision Making – QC – Work teams – Team Building: types, process – Social Loafing.

Leadership – Power and Politics at work – Conflict: sources of conflict, Resolutions Techniques, Simulation Techniques – Negotiations – Stress Management – Organisational Change: Managing organisational change – Resistance to change – Overcoming resistance to change – Values of Organisational Development – Approaches and Techniques.

**Current Stream of Thoughts:** The faculty will impart the current developments in the Management Process course during the semester to all students. This component will not be a part of Examinations.

#### **Course Outcomes:**

1. Impart knowledge in general management practice like planning, organizing, staffing, directing, motivating and controlling in an organization. Understand the need for team work, to work effectively in a team and to act as a global leader.
2. Improve the Cognitive skills related to Indian and global organisation structure and to understand the different levels of management in an organisation. Understand the need for quality policy and controlling techniques to be practiced in an organization
3. Understand various theories of organisational behaviour and the impact of individual and group behaviour in organisations. Realise the significance of attitude, values, culture and ethics in any type of organisation.
4. Analyse various theories of Personality and development process of both perception and personality and recognize the creativity in an organisation.
5. Understand the theories of motivation and group formation and apply the best practices in the organisational system. Recognise group behaviours in organisations and implementing organisational change.

#### **Text Books**

1. Ramasamy. T. (2017). Principles of Management. Mumbai: Himalaya Publishing House.
2. Gupta, C.B. (2011). Management Theory and Practice. New Delhi: Sultan Chand & Sons.
3. Tripathi, P.C. & Reddy, P.N. (2022). Principles of Management. Noida: McGraw Hill
4. Stephen P Robbins, Timothy A Judge. (2019). Organisational Behaviour, Organisation and Administration. New York: Pearson, 18<sup>th</sup> Edition.

5. Debra, Nelson L., & James Campbell Quick. (2022). Organisational Behaviour. Cengage Learning India Inc.
6. Arun Kumar & Meenakshi. N. (2010). Organisational Behaviour – A Modern Approach, Vikas Publishing House Pvt Ltd.
7. Khanka, S. S. (2016). Organisational Behaviour, New Delhi: S. Chand & Company Ltd.

**Supplementary Reading:**

1. Samuel C. Certo, & Trevis Certo, S. (2008). Modern Management. New Delhi: PHI Learning
2. Bhushan, Y. K. (2013). Fundamentals of Business Organization and Management. New Delhi: Sultan Chand & Co.
3. Andrew J DuBrin, (2016). Essentials of Management, Thomson South-Western, 10<sup>th</sup> Edition.
4. Davis, Keit. (2018). Human Behaviour at Work, New Delhi: McGraw Hill.
5. McShane, Steven Lattimore, Von Glinow, & Mary Ann Young. (2015). Organisational Behaviour: Emerging Knowledge, Global Reality. New York: McGraw Hill Education.
6. Luthans, F. (2013). Organisational Behaviour. New Delhi: McGraw Hill Education. 12<sup>th</sup> Edition.
7. Udai Pareek. (2011). Understanding Organisational Behaviour. Oxford University Press

**OUTCOME MAPPING:**

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO4	PO5
CO 1	3		2		1
CO 2		2	3		1
CO 3		3		2	1
CO 4	3	2		1	
CO 5		3	1		2

<b>SEMESTER: I</b> <b>CORE: II</b>	<b>22PMBAC12: MANAGERIAL ECONOMICS</b>	<b>CREDIT: 4</b> <b>HOURS: 6/Week</b>
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**Course Objectives:**

1. To familiarize the students with basic concept of micro and macro economics.
2. To make student to understand the demand and supply analysis in business applications.
3. To provide and impart knowledge in production and cost structure under different circumstances.
4. To understand the pricing and output decisions under modern market structure.
5. To aspire students to understand the aggregate supply and the role of money in economic decision making.

**Unit I: Introduction to Managerial Economics**

**Hours: 12**

Nature and Scope of Managerial Economics – Economic Theory & Managerial Economics – Roles and Responsibilities of Managerial Economics – Basic Models of the firm – Role of Profits in Economics.

**Unit II: Demand Analysis**

**Hours: 12**

Demand and Demand Functions – Elasticity of Demand – Consumers Behaviour: Cardinal Utility Analysis – Indifference Curve Analysis of Demand – Revealed Preference Theory of Demand – Demand Estimation – Demand Forecasting.

**Unit III: Production and Cost Analysis**

**Hours: 18**

Production function with One Variable Inputs – Production function with Two Variables Input – Cost concepts – Classification and Determinants – Cost-Output Relationships – Stigler's Survivorship Technique – Cost Control and Cost Reduction.

**Unit IV: Pricing Decisions and Profit Analysis**

**Hours: 18**

Perfect Competition – Pure Competition – Pricing under Monopoly – Monopolistic Competition – Oligopoly – Nonprice Competition – Nature of Profit – Measuring accounting profile – Profit Policies – Profit Planning and Forecasting – Break Even Analysis (BEA) – Profit Forecasting under BEA – Economist Model of Break Even Analysis.

**Unit V: Macro Economics**

**Hours: 15**

Macro Economics Issues and Concepts – Macro Economics Aggregates – Aggregates Consumption – Gross Domestic Savings – National Income Aggregates (GDP and GNP) – Determinants of National Income Keynes Two Sector Basic Model – Aggregate Demand and Aggregate Supply – Fiscal Policy.

**Current Stream of Thoughts:** The faculty will impart the recent developments in the Managerial Economics course during the semester to all students. This component will not be a part of Examinations.

**Course Outcomes:**

1. Understand the role of economic theory and concepts.
2. Analyse the concepts of cost, nature of production and its relationship to business operations.
3. Knowledge about managerial analysis and its application in different market situations.
4. Understand the causes and consequences of issues and problems in current market conditions.
5. Integrate the cost theories and able to handle cost reduction.

**Text Books**

1. Ahuja, H., & Ahuja, A., (2017). Managerial Economics. New Delhi: SultanChand& Sons. 9<sup>th</sup> Edition.
2. Varshney, R. L., & Maheshwari, K. L. (2014). Managerial Economics. New Delhi: Sultan Chand& Sons
3. JoelDean. (2012). Managerial Economics. NewDelhi: PHI LearningPrivateLtd.

**Supplementary Reading**

1. Piyali Ghosh Geetika, & Purba Roy Chowdhury. (2017). Managerial Economics. Noida: Tata McGraw Hill. 3<sup>rd</sup> Edition.
2. Paul A. Samuelson, & William D. Nordhaus. (2010). Economics. Noida: McGraw Hill. 19<sup>th</sup> Edition.
3. Panneerselvam. R., Sivasankaran, P., & Senthilkumar. P. (2018). Managerial Economics. Noida: Cengage India. 1<sup>st</sup> Edition.

**OUTCOME MAPPING:**

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO 4	PO 5
CO 1	3		2		1
CO 2		2	3		1
CO 3		3		2	1
CO 4		1	2	3	
CO 5	3	1			2

<b>SEMESTER: I CORE: III</b>	<b>22PMBAC13: ACCOUNTING FOR MANAGERS</b>	<b>CREDIT: 4 HOURS: 5/Week</b>
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**Course Objectives:**

1. To acquaint the students with the various concepts, techniques of accounts methods
2. To analyse the process of accounting data analysis and interpretation.
3. To help the student take decision making in the areas of management accounting.
4. To impart knowledge on the financial statement analysis, ratio analysis, fund and cash flow analysis
5. To provide the managerial concepts of standard costing and variance analysis

**Unit I: Principles of Financial Accounting**

**Hours: 15**

Introduction to Accounting – Principles of Accounting – Accounting Concepts and Conventions – Branches of Accounting – Financial Accounting; Cost Accounting; Management Accounting – Its role and functions – Difference between various accounting – Accounting Standards (IndAS) – Generally Accepted Accounting Principles (GAAP) – Accounting Cycle – Journal – Ledger – Trail Balance –Preparation of Financial Statements – Trading Account and Profit & Loss Account – Balance sheet (Simple Final Accounting problems with adjustments).

**Unit II: Analysis of Financial Statements – Tools and Techniques**

**Hours: 12**

Analysis and Interpretation of Financial Statements – Various tools and techniques – Analysis of Comparative Balance sheet – Common Size Statement (Simple exercises to solve) – Ratio Analysis – Nature – Classification – Limitations – Interpretations of Ratios – Funds flow analysis – Concept – Merits and Demerits – Cash flow analysis – Concept – Merits and Demerits – Preparation of Fund flow Statement and Cash flow Statement (simple exercises to solve).

**Unit III: Cost Accounting – Methods and Techniques**

**Hours: 12**

Concept of Cost – Elements of Cost – Cost Accounting – Objectives – Cost Sheet (problems) – Classification of Cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing – Process Costing (excluding equivalent production and inter process profit) – Activity Based Costing for decision making (Simple exercises to solve).

**Unit IV: Marginal Costing and Profit Planning**

**Hours: 18**

Marginal Costing – Concept – Advantages and Disadvantages – Break even analysis – Cost volume profit analysis – Decision making problems – Make or Buy decisions – Determination of Sales Mix – Exploring new markets – Add or drop products – Expand or Contract. (Simple exercises to solve).

**Unit V: Budgeting and Standard Costing**

**Hours: 18**

Budget and Budgetary control – Objectives – Type of budgets – Preparation of Sales, Cash, flexible and master budgets (Simple exercises to solve) –Standard Costing – Advantages of Standard Costing – Limitation of Standard Costing – Determination of Standard Costs –



Revision of Standards – Standard Cost Card Variance Analysis (excluding overhead costing) – Material Cost Variances – Sales Variances – Labour Variances (Simple Problems in Variances).

**Current Stream of Thoughts:** The faculty will impart the current developments in the Accounting course during the semester to all students. This component will not be a part of Examinations.

**Course Outcomes:**

1. A thorough understanding of financial accounting concepts, conventions and its uses.
2. Assess the Accounting Standards of practices in India
3. Preparation of financial statement and also to understand the tools and techniques of analysis.
4. Understand the management and cost accounting techniques
5. Apply the management and cost accounting tools and techniques for making managerial decision.

**Text Books**

1. Narayanasamy, R. (2022). Financial Accounting – A Managerial Perspective. New Delhi: PHI Learning Private Limited. 7<sup>th</sup> Edition.
2. Khan, M. Y. & Jain, P. K. (2021) Management Accounting – Text, Problems and Cases. Noida: McGraw Hill Publishers.
3. Maheswari, S. N., Suneel K Maheswari, & Sharad K Maheswari. (2021). Principles of Management Accounting. New Delhi: Sultan Chand & Sons.
4. Krishnamoorthy, M. & Sundhara Moorthy, V. (2017). Accounting for Management. Chennai: Lakshmi Publications.

**Supplementary Reading:**

1. Pandikumar, M.P. (2010). Management Accounting: Theory and Practice. New Delhi: Excel Books.
2. Gupta, R.L. & Radhaswamy, M. (2018). Advanced Accounting – Vol.1. New Delhi: Sultan Chand & Sons.
3. Reddy T.S. & Hariprasad Reddy. (2017). Management Accounting. Chennai: Margham Publications.

**OUTCOME MAPPING:**

<b>Course Outcome</b>	<b>Programme Outcome</b>				
	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	3		2	1	
<b>CO 2</b>		3		2	1
<b>CO 3</b>	3	2		1	
<b>CO 4</b>		1	3		2
<b>CO 5</b>		3		2	1

<b>SEMESTER: I CORE: IV</b>	<b>22PMBAC14: STATISTICS FOR MANAGEMENT</b>	<b>CREDIT: 4 HOURS: 5/Week</b>
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**Course Objectives:**

1. To facilitate objective solutions in business decision making.
2. To understand and solve business problems
3. To apply statistical techniques to data sets, and correctly interpret the results.
4. To develop skill-set that is in demand in both the research and business environments
5. To enable the students to apply the statistical techniques in a work setting.

**Unit I: Introduction**

**Hours: 12**

Descriptive Statistics – Measures of Central Tendency – Measures of Dispersion; Skewness & Kurtosis – Frequency Distribution – Histograms – Polygons – Applications to Business Situations.

Basic definitions and Rules for Probability – Conditional Probability Independence of Events – Baye’s Theorem and Random Variables – Probability Distributions: Binomial, Poisson, Uniform and Normal Distributions – Applications to Business situations.

**Unit II: Sampling Distribution and Estimation**

**Hours: 18**

Introduction to Sampling Distributions – Sampling Distribution of Mean and Proportion – Application of Central Limit Theorem – Sampling Techniques – Estimation: Point and Interval estimates for Population Parameters of Large Sample and Small Samples – Determining the Sample Size – Types of Samples – Deliberate, Judgment Sampling – Quota Sampling – Cluster Sampling – Probability Sampling – Random Sampling – Stratified Sampling – Systematic Sampling – Multistage Sampling.

**Unit III: Testing of Hypothesis**

**Hours: 18**

Parametric Tests – Hypothesis Testing: One Sample and Two Sample Tests for Means and Proportions of Large Samples (z-test) – One Sample and Two Sample Tests for Means of Small Samples (t-test) – F-test for Two Sample Standard Deviations – ANOVA: One and Two Way.

**Unit IV: Non-Parametric Tests**

**Hours: 15**

Chi-square Test for Single Sample Standard Deviation – Chi-square Tests for Independence of Attributes and Goodness of Fit – Sign Test for Paired Data – Rank Sum Test – Kolmogorov-Smirnov: Test for Goodness of Fit – Comparing Two Populations – Mann-Whitney U test and Kruskal Wallis Test – One Sample run test.

**Unit V: Correlation and Regression**

**Hours: 12**

Correlation – Coefficient of Determination – Rank Correlation – Regression – Estimation of Regression line – Method of Least Squares – Standard Error of estimate.

**Current Stream of Thoughts:** The faculty will impart the current developments in the Statistics for Management course during the semester to all students. This component will not be a part of Examinations.

**Course Outcomes:**

1. A thorough understanding of statistical tools, methods in business decision making.
2. Impart knowledge in data collection and research tools to efficiency complete their business research.
3. Provide data transferable to students so that they can summarise and interpret the research findings.
4. Develop capabilities as managers to think statistically using data in business.
5. Achieve a practical level of competence in building statistical models that suit business applications.

**Text Books**

1. Richard I. Levin, David S. Rubin, Masood H. Siddiqui, & Sanjay Rastogi. (2017). Statistics for Management. Pearson Education. 8<sup>th</sup> Edition.
2. Prem. S. Mann. (2015). Introductory Statistics, Wiley Publications, 9<sup>th</sup> Edition.
3. Srivastava, T.N., & Shailaja Rego. (2017). Statistics for Management, Tata McGraw Hill, 3<sup>rd</sup> Edition.
4. Ken Black. (2012). Applied Business Statistics, 7<sup>th</sup> Edition, Wiley India Edition.

**Supplementary Reading**

1. David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, Jeffrey D. Camm, & James J. Cochran. (2017). Statistics for Business & Economics. Singapore: South–Western Pub.
2. Vohra, N. D. (2017). Business Statistics. McGraw Hill.
3. Aggarwal, B. M. (2016 ). Business Mathematics and Statistics. Delhi: Ane Books Pvt Ltd.
4. David M Levine, David F Stephan, Trimothy C Krehbiel, & Mark L Berenson. (2011). Statistics for Managers using Microsoft Excel. Indian Edition — PHI Learning Private Ltd.

**OUTCOME MAPPING:**

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO4	PO5
CO1	3		2		1
CO2		3		2	1
CO3	3			2	1
CO4		3	2	1	
CO5	3		2		1

<b>SEMESTER: I CORE ELECTIVE: 1</b>	<b>22PMBAE15-1: COMMUNICATION FOR MANAGERS</b>	<b>CREDIT: 4 HOURS: 5/Week</b>
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**Course Objectives:**

1. To understand the concept, acquire necessary skills to handle the managerial responsibilities
2. To learn writing business letters effectively
3. To know about modern communication methods
4. To get interview skills through traditional and modern methods
5. To organize, prepare and present a good report orally as well as in written form.

**Unit I: Business Communication**

**Hours: 15**

Communication – Meaning, Principles, Importance, Types of Communication, Barriers of communication – Reading Skills – Listening Skills – Professional costume –Communication: Meetings and Group discussions- Ethical and legal issues in business Communication.

**Unit II: Written Communication**

**Hours: 15**

Business Letters: Routine letters, Sales letters, Collection letters - Resume / CV – Job application letters – proposals – Internal Communication: Notices, Circulars, Memos, Agenda and Minutes, reports, case studies- Corporate Writing, Creative Writing, Poster making, Framing Advertisements, Slogans, Press notice and Press Release.

**Unit III: Presentation Skills**

**Hours: 15**

Principles of Effective Presentations – Planning and preparation of effective presentation – Use of Audio Visual Aids in effective presentation – Modern communication methods.

**Unit IV: Interview Skills**

**Hours: 15**

Interview Techniques – Preparation to conduct Interviews – Skills required for Interviewer and Interviewee – Group Discussions – Negotiating and Bargaining skills.

**Unit V: Report Writing**

**Hours: 15**

Importance of Reports – Functional areas of Reports – Special features of Good Reports – Types of Business Reports – Selecting, Preparing and Presentation of suitable Reports – Report writing by Individuals – Report by Committees.

**Current Stream of Thoughts:** The faculty will impart the recent developments in the Communication for Managers course during the semester to all students. This component will not be a part of Examinations.

**Course Outcomes:** On Completion of the course, the student will be able to

1. practice good managerial communication skills

2. excel in different forms of written communication required in a business context
3. get good presentation skills
4. attend to or conduct the interview successfully
5. prepare a good business report

**Text Books**

1. Rajendra Pal, & Korlahalli. J. S. (2012). Essentials of Business Communication. New Delhi: Sultan Chand & Sons. 13<sup>th</sup> Edition.
2. Varinder Kumar, & Bodh Raj. (2017). Business Communication. New Delhi: Kalyani Publishers.
3. Meenakshi Raman & Prakash Singh. (2012). Business Communication. Oxford.2<sup>nd</sup> Edition.

**Supplementary Reading**

1. Asha Kaul. Business Communication. (2009). New Delhi: PHI Learning Pvt. Ltd.
2. Joep Cornelissen. (2014). Corporate Communication: A Guide to Theory and Practice. New Delhi: Sage Publications Ltd. 2<sup>nd</sup> Edition.
3. Sapna. M. S. (2020). Corporate Communication: Trends and Features. Chennai: Notion Press.

**OUTCOME MAPPING:**

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	2	1
CO2	3	2	1	1	1
CO3	1	3	1	2	1
CO4	2	1	1	3	1
CO5	1	2	3	1	1

<b>SEMESTER: I CORE ELECTIVE: I</b>	<b>22 PMBA E15-2: KNOWLEDGE MANAGEMENT</b>	<b>CREDIT: 4 HOURS: 5/Week</b>
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**Course Objectives:**

1. To make the students realize the importance of capturing knowledge management elements
2. To understand the structures application as a competitive advantage to business.
3. To provide the students the concepts of knowledge management cycle
4. To familiarize the students about the sharing communities.
5. To understand the knowledge strategies and metrics

**Unit I: Introduction to Knowledge Management**

**Hours: 15**

Introduction to KM – History of KM – Importance of KM – Information Management to Knowledge Management – Industrial Economy to Knowledge Economy – Mechanics of Knowledge Management – Tools and Technologies – Communities of Practice and Knowledge Conversion – Knowledge Management Matrix.

**Unit II: Knowledge Management Cycle**

**Hours: 15**

Knowledge Management Cycle – Knowledge Management System Life Cycle – Major Approaches to the KM Cycle – The Zack KM Cycle – The Bukowitz and Williams KM Cycle.

**Unit III: Knowledge Sharing and Communities**

**Hours: 15**

Social Nature of Knowledge – Sharing Communities – Types of Communities – Social Network Analysis – Obstacles to knowledge sharing – Organizational Learning & Social Capital – Roles and Responsibilities in Community of Practices – Knowledge Sharing in Virtual CoPs – Data Mining and Knowledge Discovery – Blogs, Content Management Tools – Knowledge Sharing and Dissemination Tools.

**Unit IV: Knowledge Application**

**Hours: 15**

KM for Individuals – Communities and Organizations – Future Challenges for KM – Knowledge Application at the Individual – Group & Organizational Levels – Characteristics of Individual Knowledge Workers – Task Analysis and Modelling – EPSS – Knowledge Reuse – Knowledge Repositories – Strategic & Practical Implications of Knowledge Application.

**Unit V: KM Strategies and Metrics**

**Hours: 15**

Knowledge Management Strategy, Knowledge Audit – Gap Analysis – KM Strategy Road Map – Management of Organizational Memory – Balancing Innovation and Organizational Structure – Historical Overview of Metrics in KM – KM Metrics – Benchmarking Method – Balanced Scorecard Method.

**Course Outcomes:**

1. Expose and make students to prepare a report on knowledge management practices implemented by successful companies.

2. Make students understand the business familiarity with and level of literacy in KM.
3. Do a comparison on the KM Life Cycle Models and seeing their applicability in organizations.
4. Organize a group discussion for students and enable them to go through the knowledge acquisition phases.
5. Asking students to compare and contrast on different COPs.

### **Text Books**

1. Kimiz Dalkir. (2022). Knowledge Management in Theory and Practice. The MIT Press.
2. Waman Jawadekar. (2013). Knowledge Management. New Delhi: McGraw Hill Education.
3. Irma Becerra-Fernandez, D. E. Leidner, Dorothy Leidner. (2008). Knowledge Management: An Evolutionary View. New York: Routledge.

### **Supplementary Reading**

1. Sudhir Warier. Knowledge Management. (2003). Noida: Vikas Publishing House Pvt. Ltd.
2. Kamalavijayan, D. (2005). Information & Knowledge Management. Chennai: Laxmi Publications.
3. Stuart Barnes. (2008). Knowledge Management Systems. India Edition. New Delhi: Cengage Learning.

### **OUTCOME MAPPING:**

<b>Course Outcome</b>	<b>Programme Outcome</b>				
	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
<b>CO1</b>	3			2	1
<b>CO2</b>	3	2	1		
<b>CO3</b>		3		2	1
<b>CO4</b>	2			3	1
<b>CO5</b>		2	3		1



<b>SEMESTER: I</b> <b>CORE ELECTIVE: I</b>	<b>22PMBAE15-3: E-BUSINESS</b>	<b>CREDIT: 4</b> <b>HOURS: 5/Week</b>
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**Course Objectives:**

1. To understand, nature, scope and use of e-business applications.
2. To familiarize internet technologies and its role in e-business.
3. To enable students to apply e-business models to real world scenario.
4. To provide knowledge on how to design and implement e-business applications.
5. To acquaint the students with concept and techniques used in information technology tools for managers.

**Unit I: Introduction to E-Business and E-Commerce** **Hours: 15**

Definition of E-Business, E-Commerce – Differences between E-Business and E-Commerce, E-Business Opportunities – Risks – E-Commerce – Environment – Market Place – Business Models for E-Commerce – Revenue Models – E-Business Infrastructure – Managing E-Business Infrastructure.

**Unit II: Technology Infrastructure and Marketing on Web** **Hours: 15**

Internet and World Wide Web – Packet Switching Networks – TCP/IP – Unsolicited Commercial E-Mail (UCE) – Creating effective Web Presence – Connecting with Consumers – Nature of Communication on the Web – Four ‘P’ s Marketing – Consumer Relationship intensity and Life cycle Segmentation – Five Stage Model of Consumer Loyalty – Consumer Acquisition, Conversion and Retention of Consumer the Funnel model.

**Unit III: E-Business Categories** **Hours: 15**

Business Model Definitions – Key elements – Business Model – E-Business Types: B2B, B2C, C2B, C2C, G2C, C2G, G2G – E-Business Design Models – Brand Awareness – Image Building Model, Promotion Model, Info-Mediatory Model, Customisation Model – Impact of COVID on E-Business.

**Unit IV: E-Business Strategy and Its Applications** **Hours: 15**

E-Business Strategy – Analysis, Definition, Objectives, Implementation – Supply Chain Management (SCM) – Focus on Value Chain – E-Procurement – Digital Marketing – Planning – Situational Analysis – Online Branding – Customer Relationship Management (CRM) – CRM Uses – Applications.

**Unit V: Electronic Payment and Security** **Hours: 15**

E-Payments – Advantages, Disadvantages – Typical E-Payment Types: E-Cards, Internet Cash, E-Cash, E-Cheque, Micro Payments, Mobile Payments, Online accounts – QR Codes – M-Commerce Applications – Travel, Ticketing, Education – Enterprise Resource Planning (ERP) – Entertainment, Health care, Inventory Tracking – Security Issues in E-Payment System.

**Course Outcomes:**

1. Understand the basic concepts of information technology and e-business.
2. Learned about the various aspects of systems, e-business, networks and management information systems.
3. Analyse e-business and research into e-business applications.
4. Understand and apply the security, legal and ethical issues that they arise when using internet technologies.
5. Gather knowledge about roles and responsibilities of IT managers.

**Text Books**

1. Chaffey, D. (2009). E-business and E-commerce Management: Strategy, Implementation and Practice, Harlow, England: FT Prentice Hall.
2. Rahman, S. (2014). Introduction to E-Commerce Technology in Business. Germany: Grin Publishing.
3. Ohene. J-Djan. (2008). Electronic Commerce. University of London, London: Goldsmiths

**Supplementary Reading**

1. Joseph, S. (2012). E-Commerce an Indian Perspective. New Delhi, PHI Learning Private Limited. 4<sup>th</sup> Edition.
2. Combe, Colin. (2006). Introduction to E-Business: Management and Strategy, USA , Butterworth-Heinemann/Elsevier.
3. Organisation for Economic Co-operation and Development. (2000). Information Technology Outlook 2000: ICTs E-Commerce and the Information Economy. Germany: OECD Publishing.

**OUTCOME MAPPING:**

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO4	PO5
CO1		3		2	1
CO2	3	2	1		
CO3		3	2		1
CO4	3			2	1
CO5		3	2		1

<b>SEMESTER: II</b> <b>CORE: V</b>	<b>22PMBAC21: HUMAN RESOURCE MANAGEMENT</b>	<b>CREDIT: 4</b> <b>HOURS: 6/Week</b>
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**Course Objectives:**

1. To explain the fundamentals and significance of HRM.
2. To familiarize the students with methods and techniques of HR planning, recruitment and selection.
3. To discuss the concept of training and development.
4. To impart knowledge on the promotion, job evaluation and compensation issues.
5. To provide students with the application of the HRM tools in real world business situations.

**Unit I: Introduction to HRM**

**Hours: 15**

Human Resources Management – Context and Concept of People Management in a Systems Perspective – Organization and Functions of the HR and Personnel Department – HR Structure and Strategy: Role of Government and Personnel Environment including MNCs–Computer Applications in Human Resource Management.

**Unit II: Human Resource Planning**

**Hours: 15**

Human Resource Planning (HRP) – Demand and Supply forecasting –Factors affecting HRP – Job Analysis and Job Design – Recruitment and Selection – Recruitment Process – Sources and Methods of Recruitment –Steps in Selection – Orientation Program – Recruitment Metrics.

**Unit III: Training and Development**

**Hours: 20**

Need and Importance of Training and Development – Training Need Analysis and Techniques – Design Training Programme – Methods of training – Training evaluation – Executive Development – Concept of Career Development – Performance appraisal: Methods – Problem and solutions – MBO Approach – The appraisal interviews – Performance Appraisal in practice.

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

**Hours: 20**

Promotion – Promotion policy – Types of Promotion – Seniority – Merit – Ability – Transfers – Reasons, Principles and types– Separation – Lay off – Resignation – Dismissal – Retrenchment Voluntary retirement scheme – Retention Metrics, Retention Determinants, Attrition – Job Evaluation – Procedure, Advantages & Limitations – Job evaluation methods – Components of Remuneration – Wages and salary, incentives, fringe benefits – Factors affecting Employee Remuneration – Minimum wage, Fair wage and Living wage – Executive Remuneration.

**Unit V: Participative Management and Labour Relations**

**Hours: 20**

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 – Trade Unions – Collective Bargaining - Future of Trade Unionism – Discipline Administration – Grievances Handling – Managing Dismissals and Separation.

**Current Stream of Thoughts:** The faculty will impart the current developments in the Human Resources Management course during the semester to all students. This component will not be a part of Examinations.

**Course Outcomes:**

1. Understand and apply HRM functions for effective management of organization
2. Apply and contribute to the development, implementation and evaluation of planning of human resources, recruitment and selection.
3. Understand the training needs in the organization and ability to design suitable training plan
4. Develop and facilitate performance management and compensation management by upholding ethical standards for sustainable development.
5. Appreciate human resource aspects of an organization for better participative management and labour relations.

**Text Books**

1. Aswathappa, K. (2017). Human Resource Management: Text & Cases. McGraw Hill Education.
2. Durai. (2016). Human Resource Management. Pearson Education India. 2<sup>nd</sup> Edition.
3. Venkatapathy, R. & Assissi Menacheri, (2001). Industrial Relations & Labour Welfare. Coimbatore: Adithya Publications

**Supplementary Reading**

1. Rao, V. S. P. (2010). Human Resource Management: Text and cases. Excel Books, New Delhi. 1<sup>st</sup> Edition.
2. Biswajeet Pattanaya, K. (2018). Human Resource Management. PHI Learning.
3. Subba Rao, P. (2013). Essentials of HRM and Industrial Relation. Himalaya Publishing House. 5<sup>th</sup> Edition.

**OUTCOME MAPPING:**

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO4	PO5
CO1	3		2		1
CO2		3	2		1
CO3	3		2	1	
CO4		3	1	2	
CO5	3		2		1

<b>SEMESTER: II CORE: VI</b>	<b>22PMBAC22: FINANCIAL MANAGEMENT</b>	<b>CREDIT: 4 HOURS: 6/Week</b>
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**Course Objectives:** Enable the students to understand and

1. To educate the concept of finance and its functions concerned with everything that takes place in the conduct of the business.
2. To explain various sources of finance, cost of capital, to provide the financial concepts of capital structure and its theories.
3. To develop and acquaint the students with the various concepts, techniques, methods of planning of investment decision
4. To impart knowledge on the short-term assets mix - working capital management and its components.
5. To provide the financial concepts of dividend policy and its different models and approaches.

**Unit I: Introduction to Financial Management**

**Hours: 15**

Finance function: Meaning – Definition – Scope of Finance function – Executive Functions and Incidental Functions – Goals of Financial Management – Profit Maximization and Wealth Maximization – Time Value of Money – Future value and Present Value – Risk-Return trade-off.

**Unit II: Financing Decision**

**Hours: 20**

Cost of Capital – Components of Cost of Capital – Importance of Cost of Capital – Factors affecting Cost of Capital – Computation of Cost of Debt, Cost of Preference Shares, Cost of Equity and Weighted Average Cost of Capital – Capital Structure Planning – Optimum Capital Structure – Factors determining Capital Structure – Theories of Capital Structure: NI Approach – NOI Approach - MM Approach – Traditional Approach – Valuation of Firm.

**Unit III: Investment Decision - Long-Term Asset Mix Decision**

**Hours: 20**

Capital Budgeting: Features and Objectives – Need and Significance of Capital Budgeting – Capital Budgeting Process – Methods of Capital Expenditure Appraisal: Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index – Risk Analysis in Capital Budgeting.

**Unit IV: Short-term Assets Mix Decision**

**Hours: 20**

Meaning and Concept of Working Capital – Gross and Net Working Capital – Types of Working Capital – Factors determining 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 – Forecasting Working Capital requirement – Operating Cycle concept.

**Unit V: Dividend Decision****Hours: 15**

Dividend Policy Decision: Dividend and Retained Earnings – M.M. Model – Walters Model – Dividend practices – Factors affecting Dividend Policy – Dividend Payout Ratio – Stock Dividend and Stock Splits – Issue of Bonus Shares and its Procedure.

**Current Stream of Thoughts:** The Faculty will impart the current developments in the Financial Management course during the semester to all students. This component will not be a part of Examinations.

**Course Outcomes:**

1. Analyze the functions of finance manager and evaluating the financial resources of an organization to achieve its overall objectives.
2. Appraise the computation of cost of capital, theories & approaches of capital structure.
3. Understand the techniques of capital budgeting and explore certain advanced issues in capital budgeting techniques.
4. Understand the key issues related to working capital policy and various facets of inventory management
5. Expound the profit distribution policies of a firm, various approaches on dividend policy.

**Text Books**

1. Khan, M. Y. & Jain, P. K. (2019). Financial Management: Text, Problems and Cases. New Delhi: McGraw Hill. 8<sup>th</sup> Edition.
2. Maheswari, S. N. (2019). Financial Management: Principles and Practice. New Delhi: Sultan Chand & Sons.
3. Pandey. I. M. (2018). Financial Management: Text, Problems and Cases. New Delhi: McGraw Hill Education. 10<sup>th</sup> Edition.

**Supplementary Reading**

1. Prasanna Chandra. (2019) Financial Management: Theory & Practice. New Delhi, McGraw Hill.10<sup>th</sup> Edition.
2. Murthy, A. (2013). Financial Management. Chennai: Margham Publications.

**OUTCOME MAPPING:**

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO4	PO5
CO1	3		1		2
CO2		3		2	1
CO3	3		2		1
CO4		3		2	1
CO5		3	1		2

<b>SEMESTER: II</b> <b>CORE: VII</b>	<b>22PMBAC23: OPERATIONS</b> <b>MANAGEMENT</b>	<b>CREDIT: 4</b> <b>HOURS: 6/Week</b>
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**Course Objectives:**

1. 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.
2. To analyze the factors influencing plant location and principles of plant out existing in the industry.
3. To help the students to understand about production, planning and control and the role of Gantt charts in production scheduling.
4. 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.
5. To impart knowledge on the quality management and maintenance management.

**Unit I: Production and Operations Management Function**

**Hours: 14**

Introduction – Production functions – Design of production system – Types of production – Types of process – Productivity – Ergonomics. Criteria of Performance for the production and Operations Management System – Jobs / Decisions of Production and Operations Management – Classification of Decision Areas – Technology selection and management – capacity management - Basic Tools of operations management: Forecasting – Elements of forecasting – Methods of forecasting.

**Unit II: Spatial Decisions in Operations Management: Plant Location & Layout**

**Hours: 18**

Plant Location – Factors influencing plant location – Multi Plant location – Foreign Location – Relocation – Plant location trends. Nature of Location Decision – Location Decision – An integral part of Organisational Strategies. Plant Layout – Types of Layouts: Process Layout, Product Layout – Office Layout – Layout of service facilities – Use of service facilities – Use of drawings, templates and models in layout physical facilities. CRAFT: Computer Program to Solve Process Layout Problems.

**Unit III: Timing Decision: Production Planning and Control**

**Hours: 18**

Production Planning and Control – Routing – Scheduling – Dispatching – Expediting – GANTT charts – Work study and Motion study and Method study analysis – Use of Computers in PPC – Design and Implementation of PPC System. Aggregate Planning – Strategies and Cost – Assembly Line Balancing. Scheduling – Sequencing and Prioritisation – Flow Shop Scheduling: Introduction, Johnson's Algorithm, Extension of Johnson's Rule – Two machines and three machines problem only – Work Study – Method Study – Recording Techniques – Steps in Method Study – Principles of Motion Economy – Time Study.

**Unit IV: Materials Management**

**Hours: 20**

Materials Management – Objective of Materials management – Materials forecasting and planning – Inventory control – Fixed order size, EOQ Inventory System – Deterministic

Probabilistic Models– Static Inventory Models –Review of Basic Models of Inventory– Quantity Discount Model – Spare parts management – Materials Requirement Planning – Aggregate Inventory Management – Material Handling System – Unit Load Concept – Material Handling Principles – Classification of Materials Handling Equipments.

### **Unit V: Quality Management and Maintenance Management**

**Hours: 20**

Quality Control: Introduction, Need for Controlling Quality – Definition of a Quality System – Classification of Quality Control Techniques – Control Charts: Control Charts for Variable, Control Charts for Attributes, C-Chart – Acceptance Sampling: Operating Characteristic Curve (O.C. Curve) – Single Sampling Plan – Maintenance Planning and Control: Maintenance Objectives – Types of Maintenance – Basic Reasons for Replacement (Need for Replacement) – Group Replacement Vs Individual Replacement – Trade-off.

**Current Stream of Thoughts:** The faculty will impart the recent developments in the Operations Management course during the semester to all students. This component will not be a part of Examinations.

**Course Outcomes:** At the end of the course, the student will be able to practice and to

1. 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.
2. Appraise the production functions and their interaction with other business functions such as finance, marketing, human resource, supply chain and innovation.
3. 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.
4. 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.
5. 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.

### **Text Books**

1. Sarangi S. K. (2018). Production Management and Materials Management: Text & Cases. New Delhi: Asian Books Private Limited Publication
2. Paneer Selvam, R. (2019). Production and Operations Management. New Delhi: PHI Learning.
3. Shridhara Bhat, K. (2019). Production and Materials Management. Mumbai: Himalaya Publishing House.

### **Supplementary Reading**

1. Tony Arnold. J. R., Stephen N. Chapman, & Lloyd M Clive. (2008). Introduction to Materials Management. Pearson Prentice Hall. 6<sup>th</sup> Edition.



2. Dutta, A. K. (2008). Materials Management: Procedures, Text and Cases. New Delhi: PHI Learning Pvt. Ltd.
3. Mahadevan, B. (2009). Operation Management: Theory and Practice. New Delhi: Pearson Education India.

**OUTCOME MAPPING:**

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO4	PO5
CO1	3		2		1
CO2		3		2	1
CO3	2		3		1
CO4		2		3	1
CO5	3		2	1	

<b>SEMESTER: II CORE: VIII</b>	<b>22PMBAC24: MARKETING MANAGEMENT</b>	<b>CREDIT: 4 HOURS: 5/Week</b>
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**Course Objectives:**

1. To familiarize with the various concepts in marketing.
2. To assimilate the students about the marketing climate.
3. To understand consumer behavior.
4. To investigate the variables affecting consumer choice.
5. To develop the capacity and to design the best promoting strategy.

**Unit I: Marketing and its Environment**

**Hours: 15**

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

**Unit II: Market Analysis and Segmentation**

**Hours: 15**

Market Analysis – Types of Markets – Marketing Mix elements – Market Portfolio Planning – Demand Forecasting methods – Survey – Buyer’s opinion – Composite Sales force opinion – Experts opinion – Market test method.  
Market Segmentation – Bases of Segmenting Consumer Market and Industrial Market – Target Marketing – Product Differentiation – Market Positioning Strategy – Marketing Planning and Control.

**Unit III: Product and Pricing Strategies**

**Hours: 15**

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

**Unit IV: Physical Distribution and Promotion**

**Hours: 15**

Physical Distribution – Distribution Mix – Managing Channel – Retailing – Wholesaling Intermediaries – Transport and Warehousing – Distribution Strategies – Distribution Cost Analysis. Promotions– Advertising – Public Relations – Publicity – Sales Promotion Methods – Sales force Management – Qualities of Sales Manager – Performance Evaluation of Marketing Programmes – Marketing Research – Process – MIS; Ethics in Marketing – Consumerism – Environmentalism – Global Marketing – Services Marketing – Rural Marketing.

**Unit V: Consumer Behaviour and CRM**

**Hours: 15**

Consumer Behaviour – Factors influencing Consumer Behaviour – Demographics – Psychographics – Behavioural – Psychological influence – Purchase Decision Process –

Strategies – Family Decision Making – Stages in buying process – Dissonance Behaviour – Customer Relationship Management.

**Current Stream of Thoughts:** The faculty will impart the recent developments in the Marketing Management course during the semester to all students. This component will not be a part of Examinations.

**Course Outcomes:**

1. Familiar into marketing concept and environment.
2. Built the critical approach and analyze the market and segmenting markets.
3. Well communicate the authorities about the buyer's opinion towards promotional as well as marketing mix strategies.
4. Analyze the innovative market information and derive insights.
5. Construct the suitable marketing strategies after evaluating the current trend about new products and copyrights.

**Text Books**

1. Philip Kotler & Kevin Lane Keller. (2017). Marketing Management. Prentice Hall India.
2. Gupta, G. B. & N. Rajan Nair. (2016). Marketing Management, New Delhi: Sultan Chand & Sons.
3. Micheal R. Czinkota, & Masaaki Kotabe. (2006). Marketing Management. Vikas Thomson Learning, 2<sup>nd</sup> Edition.

**Supplementary Reading**

1. Ramasamy, V. S., & Namakumari, S. (2018). Marketing Management: Global Perspective Indian Context. New Delhi: Macmillan Education. 6<sup>th</sup> Edition.
2. Warren J. Keegan, (2014). Global Marketing Management. New Delhi: Pearson Education. 8<sup>th</sup> Edition.
3. Webb, K. (2011). Consumer Behaviour. New Delhi: Tata McGraw Hill. 2<sup>nd</sup> Edition.

**OUTCOME MAPPING:**

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO4	PO5
CO1		3		2	1
CO2		1	3		2
CO3	3	2			1
CO4	3		2	1	
CO5		3	2	1	

<b>SEMESTER: II CORE ELECTIVE: II</b>	<b>22PMBAE25-1: ENTREPRENEURIAL DEVELOPMENT</b>	<b>CREDIT: 4 HOURS: 5/WEEK</b>
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**Course Objectives:**

1. To equip and develop the entrepreneurial skills and qualities essential to undertake business.
2. Understand the role of entrepreneur and ethical practice in Indian and global scenario.
3. To impart the learners' entrepreneurial competencies needed for managing business efficiently and effectively.
4. Impart knowledge on training institute and financial institution that assist the smallscale industry in the sustainable development.
5. To provide a basic frame-work to start a small/medium scale business/industrial unit

**Unit I: Introduction to Entrepreneur**

**Hours: 15**

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 II: Entrepreneurship Environment and Challenge**

**Hours: 15**

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 III: Evolution of Entrepreneurs**

**Hours: 15**

Evolution of Entrepreneurs – Entrepreneurial Promotion: Training and Development. Mobility of Entrepreneurs – Entrepreneurial change – Occupational mobility – Factors in mobility – Role of Consultancy Organizations in Promoting Entrepreneurs – Forms of Business for Entrepreneurs.

**Unit IV: Project Management**

**Hours: 15**

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 V: Project Feasibility and Project Finance and Evaluation**

**Hours: 6**

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 – types of 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.

**Course Outcomes:**

1. Understand the role of entrepreneur and ethical practice in Indian and global scenario.
2. Learners will gain entrepreneurial competence to run the business efficiently
3. Learners are able to undertake businesses in the entrepreneurial environment
4. Impart knowledge on training institute and financial institution that assist the small scale industry in the sustainable development.
5. Understand and get skill on project management tools and information system used in a project.

**Text Books:**

1. Khanka, S. S. (2020). Entrepreneurial Development. New Delhi: S Chand & Sons Co.
2. Rajeev Roy. (2021). Entrepreneurship, Oxford University Press.3<sup>rd</sup>Edition.
3. Prasanna Chandra. (2019). Projects: Planning, Analysis, Selection, Financing, Implementation and Review. McGraw-Hill. 9<sup>th</sup> Edition.

**Supplementary Reading:**

1. Hisrich, Robert D., Peters, Michael P., Shepherd, Dean A. & Sinha, Sabyasachi. (2020). Entrepreneurship. New Delhi: McGraw Hill.11<sup>th</sup>Edition
2. Saravanel, P., & Sumathy, P. (2020). Entrepreneurial Development. Chennai: Margham Publications.
3. Vasant Desai. (2011). The Dynamics of Entrepreneurial Development and Management, New Delhi: Himalayas Publishing House. 11<sup>th</sup> Edition.

**OUTCOME MAPPING:**

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO4	PO5
CO1		3		2	1
CO2	3		2		1
CO3		3		2	1
CO4	3		2	1	
CO5		3	2	1	

<b>SEMESTER: II</b> <b>CORE ELECTIVE: II</b>	<b>22PMBAE25–2: SOFT SKILLS</b> <b>DEVELOPMENT</b>	<b>CREDIT: 4</b> <b>HOURS: 5/Week</b>
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**Course Objectives:**

1. To introduce the basic concepts of soft skills
2. To explain the significance of soft skills for the prospective managers
3. To provide understanding the various soft skills.
4. To acquaint with the various soft skills to face the real time situations of any business
5. To utilize the learnt soft skills in application.

**Unit I: Soft Skills and Personality Development**

**Hours: 15**

Soft Skills – Meaning and Significance – 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 II: Communication Skills**

**Hours: 15**

Communication – Types of Communication– Types of Speeches – Public Speaking – Presentation – Elements of Effective Presentation – Use of Audio & 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 III: Interpersonal Skills**

**Hours: 15**

Interpersonal Skills – Relationship Development and Maintenance – Transactional Analysis – Conflict Resolution Skills – Level of Conflict – Empathy – Managing Emotions – Negotiations: Types, Stages & Skills – Counselling Skills.

**Unit IV: Employability Skills**

**Hours: 15**

Goal Setting – Career Planning – Corporate Skills – Group Discussions – Interview Skills – Types of Interview – Interview Body Language – Group Discussions – e-mail writing – Job Application – Covering Letter – Resume Preparation.

**Unit V: Work Skills**

**Hours: 15**

Decision Making Skills – Problem Solving Skills – Emotional Intelligence – Team Building Skills (Group Dynamics) – Team Spirit – Time Management – Stress Management – Resolving Techniques.

**Course Outcomes:** On completion of the course, students should be able to

1. Critically think and evaluate self and build ethical qualities for personal and professional success.
2. Improve their cognitive skills by enhancing speaking skills and writing skills in oral and written forms and apply successfully in the business.

3. Analyze conflicts and maintain healthy inter personal relationship in personal and professional life.
4. Develop and incorporate various skills of employability in personal and professional life.
5. Manage emotion, and stress and build team skills for sustainable development in global business environment.

**Text Books:**

1. Alex, K. (2014). Soft Skills: Know Yourself and Know the World. New Delhi: S. Chand & Co.
2. Gopaldaswamy Ramesh & Mahadevan Ramesh. (2013). The Ace of Soft Skills: Attitude, Communications and Etiquette for Success. New Delhi: Pearson Education.
3. Meena, K., & Ayothi, V. (2012). A Book on Development of Soft Skills: A Road Map to Success, Thiruchirapalli: P.R. Publishers.
4. Ravindran, G, Ilango B., & Arockiam L. (2007). Success through Soft Skills. S Chand & Company Pvt. Ltd.

**Supplementary Reading:**

1. Barun Mitra. (2016). Personality Development and Soft Skills, New Delhi, Oxford University Press.
2. Prashant A. Dhanwalkar (Manusmare). S.R. Sharma & Gunjan Sharma. (2015). Softs Skills Development. Nagpur: Sai Jyothi Publication.
3. Gajendra Singh Chauhan & Sangeeta Sharma. (2015). Soft Skills: An Integrated Approach to maximize Personality, New Delhi: Wiley.

**OUTCOME MAPPING:**

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO4	PO5
CO1	3	1	1	2	2
CO2	1	3	2	2	1
CO3	1	1	1	3	2
CO4	2	3	2	1	1
CO5	1	2	2	3	1

<b>SEMESTER: II CORE ELECTIVE: III</b>	<b>22PMBAE25–3: COMPUTER APPLICATIONS IN BUSINESS</b>	<b>CREDIT: 4 HOURS: 5/Week</b>
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**Course Objectives:**

1. To explain the basics of computers hardware, software and its evolution.
2. To acquire knowledge of files, folders and data storage and its activities.
3. To introduce the application areas and its uses of MS-Office and Tally.
4. To implement the strategic ideas of IT and its applications in organization.
5. To motivate to use contemporary techniques in business.

**Unit I: Computer – An Introduction**

**Hours: 12**

Meaning of Computers – Characteristics of Computer – Classification of Computer – Components of Computer – Computer Languages – Language Translators – IPO Cycle – Computer Applications in Modern Business.

**Unit II: System & Designing of System**

**Hours: 12**

Classification of System – Open, Close – Types of Information System (based on hierarchy): Transaction Processing System (TPS), Management Information System (MIS), Decision Support System (DSS) – Role of System Analysts – System Development Life Cycle (SDLC) – Process and Stages of SDLC.

**Unit III: MS-Office and TALLY**

**Hours: 18**

MS-Word: Working with Documents – Formatting Documents – Setting Page Style – Spelling and Grammar.

MS-Excel: Managing Workbook, Worksheets, Functions, Formulas, Data Forms, Data Validation.

MS-PowerPoints: Creating, Opening – Editing a Presentation, Inserting ClipArt, Audio, Video Files – Hyperlink to YouTube, Animation and Translations of Slides.

Tally: Features of Tally – Tally Screens and Menus – Creation of Company and Groups.

**Unit IV: Data Processing and Networks**

**Hours: 15**

Basics of Data Processing – Modes of Data Processing – Data Hierarchy – Data Processing System in Business Organization – Computerized Financial Accounting System – Inventory Control System – Payoff System – Invoice System – Data Communication – Classification of Networks: LAN, WAN, MAN – Wireless LAN – Internet, Intranet, Extranet.

**Unit V: Business Application of Information System & E-Commerce**

**Hours: 18**

Introduction to Information System – Information Processing Cycle – Functional Areas of Business Organisation – Financial Information System – Human Resource Information System – Production System – Marketing Information System – E-Commerce – Types of E-Commerce – Electronic Payment System – ERP and Related Technologies.



### **Practical Exposures required to Students:**

**MS Word:** text basics, text formatting and saving file, working with objects, header and footers, tables, styles and content, merging document, proofing and printing.

**MS Excel:** formatting excel work book; perform calculations with functions; sort and filter data with excel; create effective charts to present data visually, protecting and sharing the work book, proofing and printing.

**MS Power Point:** setting up power point environment, creating slides and applying themes, working with bullets and numbering, working with objects, hyperlinks and action buttons, working with movies and sounds, using SmartArt and Tables, animation and slide transition, proofing and printing.

**Tally:** Creating, altering and deleting company in tally, gateway of tally and user interface, doing voucher entries, duplicating entries.

### **Course Outcomes:**

1. Understand the importance of hardware, software and management functions and its related systems for management.
2. Recognise the concept of system and its designing.
3. Get familiarise with MS-Office, Tally and its applications for modern management.
4. Organise the data and its process for management as well as able to understand computer networks.
5. Able to identify the functional areas of information system in current scenario.

### **Text Books:**

1. Parameswaran, R, (2010), Computer Application in Business. New Delhi: S. Chand & Company Ltd.
2. Srinivasa Vallabhan, S. V. (2011). Computer Applications in Business. New Delhi:S .Chand & Company Ltd.
3. James A O'Brien, & George M. Marakas. (2007). Management Information Systems. McGraw Hill. 7<sup>th</sup> Edition

### **Supplementary Reading:**

1. Ananthi Sheshasaayee., & Sheshasaayee. (2013). Computer Applications in Business and management. Chennai: Margam Publications.
2. Alexis Leon & Mathews Leon. (2009). Fundamentals of Information Technology. Noida: Vikas Publishing House Pvt Ltd. 2<sup>nd</sup> Edition.
3. Ritendra Goel, & Kakkar, D. N. (2003). Computer Applications in Management. New Delhi: New Age International.

**OUTCOME MAPPING:**

<b>Course Outcome</b>	<b>Programme Outcome</b>				
	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
<b>CO1</b>		3		2	1
<b>CO2</b>	3		2		1
<b>CO3</b>		3	2	1	
<b>CO4</b>	3	2		2	
<b>CO5</b>		2	3		1