



**Annamalai University**  
**Annamalainagar**

**FACULTY OF ARTS**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**

**MBA (DUAL)**  
**(Choice Based Credit System)**  
**(FULL-TIME)**

**(2018 - 2019)**

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**HAND BOOK**

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**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 2<sup>nd</sup> Semester to 4<sup>th</sup> 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.

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

## **EXAMINATION**

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

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

Sessional Test–I will be combination of a variety of tools such as class test, assignment, and paper presentation that would be suitable to the course. This requires an element of openness. The students are to be informed in advance about the nature of assessment and the procedures. However the tests are compulsory. Test I may be for 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 2<sup>nd</sup> Semester onwards will be marked by (OGPA).

## **MARKS AND GRADING**

A Student cannot repeat the assessment of Sessional Test I and Sessional Test II. However, if for any compulsive reason, 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
- Programme Outcomes

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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

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- Programme Specific Outcomes

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

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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	PSO 8	
CO1																					
CO2																					
CO3																					
CO4																					
CO5																					
CO6																					

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**SCHEME OF EXAMINATIONS  
M.B.A. (DUAL SPECIALIZATION)**

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.	MBAE 105	5. Management Process (CBCS Elective)	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
			<b>Total</b>		<b>20</b>	<b>675</b>	<b>225</b>	<b>900</b>
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.	MBAE 205	5. Marketing Management (CBCS Elective)	Elective	4	75	25	100
II	15.	MBAC 206	6. Decision Support System and Management Information System	Core	2	75	25	100
II	16.	MBAD 207	7. (1) Finance: Accounting Software – Practical (2) Marketing: Marketing Research and Consumer Behaviour (3) Human Resource: Industrial Relations and Labour Welfare Management (4) Production: Production Planning and Control (5) Systems: System Analysis and Software Development (6) International Trade: Export – Import Procedures, Documentation and Logistics	Core	3	75	25	100
II	17.	MBAD 208	8. (1) Finance: Accounting Software – Practical (2) Marketing: Marketing Research and Consumer	Core	3	75	25	100

			Behaviour (3) Human Resource: Industrial Relations and Labour Welfare Management (4) Production: Production Planning and Control (5) Systems: System Analysis and Software Development (6) International Trade: Export – Import Procedures, Documentation and Logistics					
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
			<b>Total</b>		<b>24</b>	<b>750</b>	<b>250</b>	<b>1000</b>
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.	MBAE 305	5. Training and Development (CBCS Elective)	Elective	4	75	25	100
III	25.	SOSC 306	6. Soft Skills	Core	3	75	25	100
III	26.	MBAD 307	7. (1)Finance: Investment Security and Portfolio Management (2) Marketing: Sales and Distribution Management (3) Human Resource: Legal Framework Governing Human Relations (4) Production: Total Quality Management (5) Systems: Data Base Management (6) International Trade: Foreign Trade Policy	Core	3	75	25	100
III	27.	MBAD 308	8. (1)Finance: Investment Security and Portfolio Management (2) Marketing: Sales and Distribution Management (3) Human Resource: Legal Framework Governing Human Relations	Core	3	75	25	100

			(4) Production: Total Quality Management (5) Systems: Data Base Management (6) International Trade: Foreign Trade Policy					
III	28.	MBAC 309	9. Project and Viva– voce (Industrial Visits and Subjects)	Core	3	75	25	100
			<b>Total</b>		<b>24</b>	<b>675</b>	<b>225</b>	<b>900</b>
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.	MBAE 405	5. Entrepreneurship Management (CBCS Elective)	Elective	4	75	25	100
IV	34.	MBAC 406	6. Behavioral Science Experiments and Testing–Practical	Core	2	75	25	100

IV	35.	MBAD 407	7. (1) Finance: Management of Financial Services (2) Marketing: Advertising and Sales Promotion (3) Human Resource: Management of Training and Development (4) Production: Business Process and Re-Engineering (5) Systems: E-Commerce (6) International Trade: International Marketing Management	Core	3	75	25	100
IV	36.	MBAD 408	7. (1) Finance: Management of Financial Services (2) Marketing: Advertising and Sales Promotion (3) Human Resource: Management of Training and Development (4) Production: Business Process and Re-Engineering (5) Systems: E-Commerce (6) International Trade: International Marketing Management	Core	3	75	25	100
IV	37.	MBAC 409	9. Comprehensive Viva-voce (Industrial Visits and Subjects)	Core	2	75	25	100
			<b>Total</b>		<b>22</b>	<b>675</b>	<b>225</b>	<b>900</b>
			<b>Grand Total</b>		<b>90</b>	<b>2775</b>	<b>925</b>	<b>3700</b>

**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

4. The Elective Courses offered by Business Administration Department from Semester I to Semester IV are enclosed in Appendix II

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.

**APPENDIX – I**  
**SYLLABUS**  
**M.B.A. (DUAL)**  
**(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.

**Unit-IV : Staffing and Directing**



## **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.

CO6: Manage any situation arising in business environment.

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

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

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

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

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

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

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

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

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

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

#### References

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

#### 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 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.

### References

- 1) Debra L. Nelson, James Campbell Quick, Preetam Khandelwal, *Organizational Behavior*, Cengage Learning, New Delhi, 2012.
- 2) Jarold Greenberg, Robert A Baron, *Organizational Behavior*, PHI Learning, New Delhi, 2010.
- 3) John Newstrom, Keith Davis, *Organizational Behavior – Human Behaviour at Work*, Tata McGraw Hill Publication, New Delhi, 2006.
- 4) Kavita Singh, *Organizational Behavior*, Pearson, New Delhi, 2012.
- 5) Margie Parikh, Rajen Gupta, *Organizational Behavior*, Tata McGraw Hill, New Delhi, 2010.

- 6) Ricky W. Griffin, Gregorej Moorhead, *Organizational Behavior*, Biztantra, New Delhi, 2009.
- 7) Stephen P. Robbins, Timothy Judge, *Organizational Behavior*, Phi Learning, New Delhi, 2007.
- 8) Thomas Kalliath, Paula Brough, Michael O'Driscoll, Mathew J Manimalla, 01.Ling Siu, *Organizational Behavior*, Tata McGraw Hill, New Delhi, 2011.

### 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 – Classification – Limitations – Interpretations of Ratios – Funds flow analysis – Concept – Merits and Demerits – Cash flow analysis – Concept – Merits and Demerits (simple problems).

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

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

**Unit-IV : Capital Budgeting**

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

**Unit-V : Reporting**

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

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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 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 organisations

**Course Outcome**

Upon completion of the course the students will be able to

- CO1: Understand the evolution and recent developments in hardware, software, management functions related packages and other accessories.
- CO2: Recognise, understand and involve in development of programs, system software and applications for various functions of business.
- CO3: Organize and work with files, folders and data storage for various functions in modern business
- CO4: Get familiar with working in 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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PO/CO	Programme Outcomes												Programme Specific Outcomes							
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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**



## **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 tests results and generate good research reports.

CO6: Develop proficiency in using SPSS for Data analysis.

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

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

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

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

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

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

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

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

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

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

### **References**

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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 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 outcomes**

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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PO/CO	Programme Outcomes												Programme Specific Outcomes							
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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.



## **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.

#### References

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

**MBAC 206 : DECISION SUPPORT SYSTEM AND MANAGEMENT  
INFORMATION SYSTEM**

**Learning Objectives**

The Learning Objectives of the course is

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

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

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

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

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

**Course Outcome**

Upon completion of the course the students will be able to

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

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

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

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

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

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

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

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

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

Designing Information System: System Development Life cycle (SDLC) approach: Requirement Analysis; Information gathering; Design and developing the IS; Implementation of

IS in organizational settings. Rapid application Development: Application Systems; ERP applications. DSS development process-DSS evolution-GDSS application and design. Mathematical models in DSS.

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

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

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

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

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

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

### **References**

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

### **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:	√		√	√	√	√		√	√	√	√	√				√	√	√		

**A STUDENT CAN CHOOSE ANY TWO SPECIALIZATIONS FROM THE OPTIONS AND SHOULD CONTINUE WITH THE SAME SPECIALIZATIONS FROM SECOND SEMESTER TO FOURTH SEMESTER.**

**207 & 208 (DUAL SPECIALIZATION) – CHOOSE ANY TWO**

1. FINANCE	Accounting Software – Practical
2. MARKETING	Marketing Research and Consumer Behaviour
3. HUMAN RESOURCE	Industrial Relations and Labour Welfare Management
4. PRODUCTION	Production Planning and Control
5. SYSTEMS	Systems Analysis and Software Development
6. INTERNATIONAL TRADE	Export – Import Procedures, Documentation and Logistics

**MBAD 207/208 (1) ACCOUNTING SOFTWARE – PRACTICAL**

**Learning Objectives:**

The learning objectives of the course is

LO1: To acquaint the students with the practical knowledge with the various techniques, methods, process of accounting data analysis.

LO2: To learn the application software of Tally ERP 9.

LO3: To impart knowledge of Goods and Services Tax (GST)

LO4: To provide the concepts of fundamentals of tally

LO5: To understand the concept of inventory methods handling in Tally.

**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.

**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) Hanif M, A Mukherjee, *Financial Accounting, Volume III*, McGraw Hill, New Delhi, 2013.
- 2) Nadhani, *Tally ERP 9, Training Guide*, BPB Publisher, 2009.
- 3) Namrata Agarwal, *Tally 9*, Dreamtech Press, New Delhi.
- 4) *Tally. ERP 9, In Simple Steps*, Kogent Learning Inc Solutions, Dreamtech press, 2010.
- 5) Vikas Gupta, *Comdex Business Accounting with MS Excel 2010 and Tally. ERP 9 Course Kit*, Dreamtech press.
- 6) Vishmi Priya Singh, *Learning Tally.ERP 9*, New Asian Publisher.

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

### 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											√									

### MBAD 207/208 (2) MARKETING RESEARCH AND CONSUMER BEHAVIOUR

#### Learning Objectives

The objective of this course is

LO1: To understand and learn the theories and concepts of marketing research and consumer behaviour in business development.

LO2: To impart knowledge in marketing skills enabling the students to do the marketing research in Business organisation.

LO3: To provide and make them understand the psychology of the consumers.

LO4: To explain the concepts of consumer perception

LO5: To explain the consumer Influence and their post purchase behaviour

#### Course Outcome

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

CO1: Study the role of Marketing Research in understanding the consumer Behaviour.

CO2: Analyse the situations challenging the study of Consumer Behaviour.

CO3: Understanding the effective marketing research techniques.

CO4: Handle the Market and Consumers in large Environment.

CO5: Be a successful Marketer and build the confidence to do his own business.

CO6. Lead a Business organisation in the field of Marketing.

#### Unit-I : Market Research

Marketing research – Scope – Applications and Limitations – Marketing Research scenario in Indian Corporate sectors and other researchers. Research Process – Formulating research problem – Exploratory, Descriptive, Causal research design – Data source – Evaluating Secondary data – Designing a questionnaire – Methods of scale construction – Sampling design and Sample size.

### **Unit-II : Report Preparation / Presentation and Applications of Marketing Research**

Interpretation – Report preparation – Report format – types of report – Principles of report writing – Graphs and Tables – Oral presentation – Ethics in marketing research – New product development and test marketing – Advertising Research – Consumer research – Product Research – Promotion Research – Sales analysis and forecasting.

### **Unit-III : Consumer Behaviour Introduction, Consumer motivation, Personality and Consumer perception**

Consumer behaviour – Definition – Scope – Customer value – Customer satisfaction – Injurious consumption – Traditional marketing concept – Value and retention focused marketing – Models of Consumer Behaviour – Nicosia, Howard sheth – Consumer benefits and evaluative criteria – Decision Heuristics.

Needs – Goals – Discovering purchase motives – Motivation research – Defence mechanism – Personality – Consumer innovativeness – Dogmatism – Cognitive personality factors – Personality and colour – Self image – Forms of self image – How general personality influence consumer behaviour – Perception – Weber's Law – Selective perception – Figure and ground, grouping, closure – Perceptual distortion – Perceived risk – Perceived quality – Perceptual mapping.

### **Unit-IV : Consumer Learning and Reference Group Appeal**

Classical Conditioning – Instrumental Conditioning – Information Processing – Tricomponent attitude model – Multi attribute attitude model – Attribution – Consumer related reference groups – Brand communities – Family decision making process – Family life cycle.

### **Unit-V : Consumer Influence, Purchasing Process, Structure and Post Purchase Behaviour**

Opinion leadership – Surrogate buyer – Diffusion of innovation – Adopter categories – Adoption process – Store location, Store design and Physical facilities – Store specific shopper profiles – In-store purchasing behaviour – Usage segmentation – Brand user, Product user, Loyalty, Situation segmentation – Positive/Negative Post purchase behaviour – Complaint behaviour.

### **References**

- 1) Boyd, *Marketing Research*, Irwin, New Delhi, 2000.
- 2) Blackwell, Miniard, Engel, *Consumer Behavior*, Cengage Learning, New Delhi, 2012.
- 3) David L. Loudon, Albert J. Della Bitta, Tata McGraw Hill, New Delhi, 2007.
- 4) Del I. Hawkins, Roger J. Best, Kenneth A. Coney and Amit Mookerjee, *Consumer Behavior, Building Marketing Strategy, 9/e*, Tata McGraw Hill, New Delhi, 2007.
- 5) Jay D. Lindquist and M. Joseph Sirgy, *Shopper, Buyer and Consumer Behavior*, Biztantra, New Delhi, 2007.
- 6) Leon G. Schiffman, Kanuk Leslie Lazar, *Consumer Behavior*, PHI Learning, New Delhi, 2008.
- 7) Michael R. Soloman, *Consumer Behavior*, PHI Learning, New Delhi, 2009.
- 8) Rajendra Nargundkar, *Marketing Research*, Tata McGraw Hill, New Delhi, 2006.



9) Ramanuj Majumdar, *Consumer Behavior*, PHI Learning, New Delhi, 2010.

### 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																				✓

### MBAD 207/208 (3) INDUSTRIAL RELATIONS AND LABOUR WELFARE MANAGEMENT

#### Learning Objective

The objective of this course is

- LO1: To enable the students to understand the significance and applications of industrial relations and labour welfare management.
- LO2: This course is an attempt to appreciate the conceptual and practical aspects of industrial relations and welfare at the macro and micro levels.
- LO3: To impart knowledge on the trade unions and discipline
- LO4: To provide the concepts of negotiation and collective bargaining
- LO5: To understand the concept of workers participation management

#### Course Outcome

Upon completion of the course students will be able to

- CO1: Display competencies and knowledge in industrial relation and labour welfare concepts.
- CO2: Contribute efficient decision making in solving labour labour union issues , implementation of I.R policies and practices and evaluation of employee –management industrial issues.
- CO3: Develop and collaborate with experts in the implementation, and evaluation of organizational and health and safety policies and practices
- CO4: Display the knowledge in development and communication of the organization's total compensation plan and integrate the knowledge in General HRD practice for sustainable development of the organization.
- CO5: Facilitate and support effective employee and labour relations in both nonunion and union environments.
- CO6: Understand and implement the practical aspects of industrial relations in industrial level on the basis of social responsibilities, ethical considerations

#### Unit-I : Introduction

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

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

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

### Unit-III : Negotiation and Collective Bargaining

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

### Unit-IV: Labour Welfare

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

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

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

### References

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

### 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								√							√					

## MBAD 207/208 (4) PRODUCTION PLANNING AND CONTROL

### Learning Objectives

The basic objective of this course is

LO1: To understand the production planning controls system.

LO2: To inculcate the students know about forecasting techniques and planning procedure.

LO3: To enrich their knowledge in scheduling, maintenance and safety management strategies.

LO4: To impart knowledge on the forecasting and planning

LO5: To provide the concepts of scheduling and safety management

### **Course Outcome**

After completion of this course the students will be familiar in

CO 1: Production planning control system, implementation of PPC system knowledge in industries.

CO 2: Forecasting the demand for smoother operations by using their critical thinking.

CO 3: Acquiring the skills that are important in safety management.

CO 4: Develop an understanding to work with maintenance in organizational setup.

CO 5: Formulate grouping strategies and effectively communicate the group technology.

CO 6: Upholding the ethical standards in Industrial maintenance system and required managerial skills.

### **Unit-I : Introduction to PPC**

Concepts & functions of PPC for various types of production system – Inventory system – Integrated planning and physical distribution – Operations performance evaluation and reporting, design and implementation of PPC system.

### **Unit-II : Forecasting and Planning**

Demand forecasting – Aggregate planning and master scheduling models – Planning and Scheduling for high volume standardised operations, Basic concepts in flow line design – Material requirement planning.

### **Unit-III : Scheduling and Safety Management**

Planning and scheduling for intermittent systems, criteria for effectiveness in scheduling; flow shop scheduling decision rule, applications of computer – Statistical process control – Safety management.

### **Unit-IV : Group Technology**

Group technology and cell system of production, Line of balance techniques, Project monitoring – Forecasting for inventory and Production control – Job shop planning.

### **Unit-V : Maintenance**

Maintenance – Objective of maintenance – Elements of maintenance – Types of maintenance – Breakdown time – Distribution time – Preventive maintenance Vs Breakdown maintenance – Optimum crew size – Maintenance records. Maintenance system, Maintenance planning and control, planned maintenance system: Material handling – Principles – Equipments.

### **References**

- 1) Amrine Harold, T., *Manufacturing Organization and Management*, Engle Wood Cliffs, Prentice Hall Inc., New Jersey, 2002.
- 2) Buffa, E.S., *Modern Production Management*, McGraw Hill, New York, 2002.

- 3) Chary, S.N., *Production and Operations Management*, McGraw Hill, New Delhi, 2002.
- 4) Dolter, Donald, Kl. and Lee, Lomar, *Purchasing and Materials Management*, McGraw Hill, New York, 2001.
- 5) Linda Gonchels, *The Prodcut Manager's Hand Book*, 4<sup>th</sup> edition, Tata McGraw Hill, 2012.
- 6) Narasimhan, Mc Leavey & Billington, *Production Planning & Inventory Control*, Prentice Hall of India, New Delhi, 2003.
- 7) Prem Vrat, Sardana, G.D., and Sahay, G.D., *Productivity Measurement for Business Excellence*, Narosa Publishing, New Delhi, 2009.
- 8) Senthil, M. and N.M. Venkatesan, *Contemporary Production Management*, Publish Microchip Computer Network, Chennai.
- 9) Tarek Khalil., and Ravi Shankar., *Management of Technology* 2<sup>nd</sup> Edition, McGraw Hill, New Delhi, 2013.

### 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								√											√	

### MBAD 207/208 (5) SYSTEM ANALYSIS AND SOFTWARE DEVELOPMENT

#### Learning Objectives

The Objective of this course is

LO1: To understand and make the students learn on systems concepts and its applications.

LO2: To impart knowledge on designing computerized reports for an organization.

LO3: To provide and help the students to gain a vast Knowledge on software development process and techniques.

LO4: To enhance on the process of modernization computerization.

LO5: To improve on the reporting skills to various levels of management.

#### Course Outcomes

Upon completion of this course the students will be able to

CO1: Describe the need for system analysis and methods of implementation.

CO2: Define the various stages of system development life cycle and users role in system development process.

CO3: Conduct feasibility analysis and prepare report as required by management.

CO4: Examine the system testing process and procedures.

CO5: Identify Key process areas on the business and estimating time schedules.

CO6: Prepare various types of reports required for various management levels.

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

Systems Definitions – Systems classifications – open, closed: Deterministic and Probabilistic system: Stable system – Business organization as system – organization structure – Organization Objectives, process and information needs – System – Applications and Development Relationship Process.

### **Unit-II : Information System Life Cycle**

Information System life cycle – System development stages – System Development Life Cycle – Model – JAD – Phase – User role in systems development process – Establishing a portfolio of information system application – Importance of Auditability, Maintainability and Recoverability in information systems.

### **Unit-III : Systems Planning**

Systems Planning – Approaches to systems development – feasibility as event – Technological, Economic and Social. System investigation: Objectives of investigation, Management decision making; Procedure and data – Method of investigation – Recording of Investigation.

### **Unit-IV : Systems Analysis and Design**

Systems analysis – Objectives, Nature and Importance of Analysis – Role and Requirement – Tools of analysis – Steps in analysis – Analysis of Organization structure and procedures – Design Objective – Design Alternatives – Output and Input Design - Specifications – Design Tools – Case Tools: Design forms, codes, terminal dialogues and user procedure – Data analysis processing requirements–Clerical and Computer – Selection of alternative.

### **Unit-V : System Implementation Concepts**

Systems implementation – Planning and Control – Unit testing and combined module testing – Testing manual procedures – File conversion and set up – Cut over and parallel testing – Training of users and Operating personnel – Documentation of the system – Maintenance and Review of system.

### **References**

- 1) Alan Dennis and Barbara Haley Wixom, *Systems Analysis and Design*, John Wiley & Sons, Inc., 2000.
- 2) Alan Pennier and Barbara Haley Wixom, *Systems Analysis and Design – An Applied Approach*, John Wiley, 2002.
- 3) Hawryszkiewicz, I.T., *Introduction to Systems Analysis and Design*, Prentice Hall, 2001.
- 4) Jeffrey A. Hetter and Joey F. George, *Modern Systems Analysis & Design*, New Delhi, Addison Wesley, 2001.
- 5) John W. Satzinger, Robert B. Jackson and Stephen D. Burd, *Systems Analysis and Design in a Changing World*, Thomson Learning, 2001.
- 6) Kenneth C. Landon and Jane P. Landon, *MIS, Managing Digital Firm*, New Delhi, Prentice Hall of India, 2001.
- 7) Satya Sekhar, G.V., *MIS, Excel Publication*, New Delhi, 2003.

- 8) Zwarts, *Foundation of Information Systems*, McGraw Hill, International ed., New Jersey, 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																				√

## MBAD 207/208 (6) EXPORT-IMPORT PROCEDURES, DOCUMENTATION AND LOGISTICS

### Learning Objectives

The Objectives of the Course are:

LO1: To acquaint students with knowledge of export-import procedures

LO2: To train students in export and import documentation

LO3: To expose knowledge of world logistics and its latest trends

LO4: To provide the concepts of foreign exchange risk and forwarding agents

LO5: To impart knowledge on the shipping and containerization

### Course Outcome

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

CO1: Understand the Export and Import procedures in International Trade Business.

CO2: Analyse the challenges of the International environment.

CO3: knowing the Insurance, Banking and Foreign Exchange system in International trade.

CO4: Handle the Cargo shipment, Customs clearance in doing Trade practices

Understand the challenges of National and International Business and builds the

CO5: confidence

to do his own business.

CO6: Lead in Logistics Management successfully.

### Unit-I : Export Offer and Documents, Export Contract and Negotiation with Commercial Banks for Availing Export Finance and Methods of Export Finance from Commercial Banks

Export Order – Processing of Export Order – EXIM Documentation – International Business Contracts – Dispute – Methods of Financing Exports – Letter of Credit – Other Methods of Payment for Export – Packing and Post Shipment Finance – Other Long-term Methods of Payment – Discrepancies in Export Documents – Negotiations of Documents with Commercial Banks – Uniform custom and practices (UCP).

### Unit-II : Insurance, Foreign Exchange Risk and Forwarding Agents

Business Risk – Cargo and Foreign Exchange Risk, Foreign Exchange – Cargo Insurance, ECGC – Foreign Exchange Regulations – Quality Control, Inspection and Procedures and Role of Clearing and Forwarding Agents.

### **Unit–III : Cargo Shipment, Custom Clearance, Export - Import Licences and Other Export Incentives**

Shipment of Export Cargo, Excise and customs clearance of cargo, Custom Clearance of Import Cargo, Procedures for availing export incentives – Duty draw backs - Export licence – Import Licence and other export incentives from government of India and from Institutions.

### **Unit–IV : Shipping and Containerization**

World Shipping, Structure, Liners, and Tramps, Conference System and Freight – Containerization – Container Corporation of India - Conferences on Sea Transport.

### **Unit–V : Air / Sea Transport and Freight**

Indian Shipping, Concept of Dry Port, Air Transport, Freight rate structure - Export Procedures in Airport and Sea Port – Tariff and Non-tariff for exporters.

### **References**

- 1) Bhalla, V.K. and S. Ramu, *International Business Environment and Management*, 5<sup>th</sup> ed., Anmol Pub. (P) Ltd., New Delhi, 2001.
- 2) Francis Cherullinium, *International Business*, Wheeler Publication, New Delhi, 2010.
- 3) Francis Cherunilam, *International Trade and Export Management*, Himalaya Publishing House, Mumbai, 2010.
- 4) *Government of India Handbook of Import – Export Procedures*, Anupam Publishers, New Delhi, 2002.
- 5) Nair, S.K., *Contract Management*, Vrinda Publication, New Delhi.
- 6) *Paras Ram Export: What, Where and How*, Anupam Pub., New Delhi, 1995.
- 7) TAS Balagopal, *Export Management*, Himalaya Publishing House, Mumbai, 2013.

### **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 209 : LAB FOR STATISTICAL PACKAGES ON BUSINESS DECISION**

#### **Learning Objectives**

The objective of this course is

LO1: To introduce statistical software program used for data management and data analysis and learn how to perform basic statistical analyses.

LO2: To provide data transferable skills to students so that they can summarize and interpret the research findings.

- LO3: To utilise strong analytical skills and apply tools required for professional practices.  
 LO4: To use current techniques, skills and tools necessary for comparisons and correlations.  
 LO5: To provide the concepts of hypothesis testing and probability values.

### **Course Outcomes**

Upon completion of the course, the student will

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

### **Unit-I : Introduction – Basic Research Process**

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

### **Unit-II : Data Editor**

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

### **Unit-III : Hypothesis Testing and Probability Values**

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

### **Unit-IV : Simple Tabulation and Cross Tabulation**

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

### **Unit-V : ANOVA and Design of Experiments**

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

### **References**

- 1) Kothari, C.R., *Research Methodology*, New Age International Pvt. Ltd., Publishers, New Delhi, 2004.
- 2) Naresh Malhotra, *Marketing Research*, Pearson Publication, 7<sup>th</sup> Edition, 2012, New Delhi.
- 3) Vijay Gupta, *SPSS for Beginners*, VJ Books Inc., 1999.



- 4) Julie Pallant, *SPSS, Survival Manual: A step by step guide to Data Analysis Using SPSS*, 3<sup>rd</sup> Edition, McGraw Hill.
- 5) Vohra, N.D., *Business Statistics*, McGraw Hill, New Delhi, 2013.

### 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	√	√													√					

6)

### MBAC 210 : PROJECT AND VIVA-VOCE (EXPOSURE TO SMALL AND MEDIUM ENTERPRISES)

#### Objective

Students should make use of first semester holidays and other holidays to learn from small and medium business units and establishments.

Student should get versatile exposure in all specialization areas.

#### Guidelines

- 1) The duration of the program is 40 hours.
- 2) Though the students attend eight hours shift in the small business will be taken only three hours credit per day (So that students can have the touch with real business for longer time).
- 3) Students should learn in a Tiny/Village/Rural/ Industry (Eg. Poultry, Pottery, Nursery, Artisan, Agarbathi, Plantation, Fish processing, Bags, Micro finance, Pre-casting, NGO, Small and Medium Shops and the like).
- 4) Students can submit the report about one or more firms in each report.
- 5) Students should get the attendance from the firm(s) and attach the same in the report.
- 6) Students can choose a guide of their choice from regular department faculty.
- 7) Faculties have ceiling of equal distribution of wards which will be done by the concern committee. Each student must perform their Main Project, Case study base report-1, Case study base report-2. If any violation on this then the project will not be considered for evaluation during the period, the students must complete their work in the next period.
- 8) Students should submit a case study based projects/ report in the end of the said periods (First case study base report should submit at the end of second semester and the second report should submit at the end of fourth semester. The students should do the work under the guidance of one faculty member of MBA department.

- 9) These case study reports can be submitted by the students with the minimum of 100 pages of typed script and soft binding each one.
- 10) Each report should be evaluated under the central evaluation center and not by their guide.
- 11) Each case study based report can be awarded 100 marks inclusive of 25 marks as internal (Awarded by guide).

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

**Learning Objectives**

The Objective of this course is

LO1: To provide an in–depth understanding of the concept of OR

LO2: To enable the course participants to understand the various techniques of OR

LO3: To provide an indepth understanding of the OR role in managerial Decision making.

LO4: To impart knowledge on the inventory models

LO5: To understand the concepts of game theory

**Course Outcomes**

Upon completion of the course, the student will

CO1: Critically think about the priorities that are involved in the daily activities of a project.

CO2: Cultivate and Enhance the knowledge about Build the best fit route of transportation for carrying schedule of activities.

CO3: Have the ability to work and Graphically locate the optimum peak point in completing the project.

CO4: Understand the application of Queuing Theory

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

CO6: Develop competencies in Maximize the productivity with help of least cost techniques

**Unit–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.



## **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 Premises – 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.
- 3) Edd Applegate and Art Johnsen., *Cases in Advertising & Marketing Management*, Pinnacle, New Delhi, 2010.

- 4) Madhavi. C., *Knowledge Era – Business Cases*, Scitech Publications (India) Pvt. Ltd., 2006.
- 5) Marianne M. Jennings, *Cases in Business Ethics*, Cengage Learning, New Delhi, 2008.
- 6) Mark Asher, Eric Chung, *Vault Guide to the Case Interview*, New Age International (P) Ltd., New Delhi, 2006.
- 7) Natarajan. B., and Nagarajan. S.K., *Developing Analytical Skills: Case Studies in Management*, Shroff Publishers and Distributors Ltd., Mumbai, 2008.
- 8) Nikhilesh Dholakia, Rakesh Khurana, Labdhi Bhandari, Abhinandan K Jain., *Marketing Management: Cases and Concepts*, Macmilan India Ltd., New Delhi, 2007.

### 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 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 provide the concepts of sales and insurance laws
- LO5: To impart knowledge on the corporate secretarial practices

#### 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 decisionmaking on the basis of business legislations.
- CO5: Understand the applicability of rules as per today's scenario.

CO6: Communicate effectively using standard business and legal terminology

### Unit-I : Contract

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

### Unit-II : Agency and Bailment

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

### Unit-III : Sales and Insurance Laws

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

### Unit-IV : Negotiable Instruments, Partnership and Other Laws

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

### Unit-V : Corporate Secretarial Practices

The Indian Company Law – Nature, Kinds, Formation of company, Memorandum of Association, Articles of Association, Prospectus, Membership in a company, Share capital, Borrowing Powers, Debentures and Changes, Company Mgt., Meetings and Proceedings, Accounts and Auditors, Prevention of Oppression and Mismanagement, Compromises, Arrangements and Reconstructions, Winding up.

### References

- 1) Gogna P.P.S., *Business and Industrial Laws*, S. Chand, New Delhi, 2010.
- 2) Gulshan, S.S. & G.K. Kapoor, *Business Law*, New Age International (P) Ltd., New Delhi, 1995.
- 3) Kapoor, N.D., *Element of Mercantile Law*, Sultan & Chand, New Delhi, 2012.
- 4) Saravanavel, P. and S. Sumathi, *Legal aspects of Business*, Himalaya Publishing House, Mumbai, 2012.
- 5) Tulsian, *Business Law Questions and Answers*, Tata McGraw Hill, New Delhi, 2005.

### Outcome Mappings

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

CO3	√														√				
CO4						√										√			
CO5																			√
CO6			√										√						

### MBAC 304 : INTERNATIONAL BUSINESS AND EXPORT MANAGEMENT

#### Learning Objectives:

The objectives of the course is

LO1: To know the origins and patterns of International Trade and concepts of terms of trade

LO2: To understand contemporaneous export procedure, pertinent documents and tariff

LO3: To acquaint the aspects of international finance and forex markets.

#### Course Outcomes

Upon completion of the course the students will be able to

CO1: Get in depth knowledge about export procedure and documents.

CO2: Describe the aspects of export marketing and pricing methods.

CO3: Know the facet of export & import finance.

CO4: Analyze complexities in export pricing.

CO5: Compare EXIM financial services that suits business needs.

CO6: Evaluate the need for comprehensive and specific export credit insurance policies to the organization.

#### Unit-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*, 3<sup>rd</sup> 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.
- 5) James H. Taggart and Michael C. McDermott, *The Essence of International Business*, Prentice Hall of India, New Delhi, 2003.
- 6) Kapoor. D.C., *Export Management*, Vikas Publishing, New Delhi, 2009.
- 7) Nair, S.K., *Contract Management*, Vrinda Publications, New Delhi, 2008.
- 8) Natarajan, B. and S.K. Nagarajan, *Developing Analytical Skills – Cases in Management*, 1<sup>st</sup> edition, Shroff Publishers, Mumbai, 2007.
- 9) TAS Balagopal, *Export Management*, Himalaya Publishing House, Mumbai, 2013.

### Outcome Mapping

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

### 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.

#### Course Outcomes:

Upon completion of the course students will be able to

CO1: Develop effective communication in oral and written forms.

CO2: Improve their cognitive skills by enhancing learning skills, presentation skills with ICT, problem solving and decision making skills.



CO3: Critically think and evaluate their own self better and build ethical qualities for personal and professional success

CO4: Manage emotions and stress and build team skills for sustainable development in global business environment.

CO5: Analyse conflicts and maintain better interpersonal relationships.

CO6: Develop and incorporate time management and resource management skills to achieve one's own goals.

### **Unit 1: Soft Skill and Personality Development**

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, 2<sup>nd</sup> 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.
4. Rao. M.S (2011), Soft Skills - Enhancing Employability: Connecting Campus with Corporate, I.K International Publishing House Pvt. Ltd., New Delhi.

5. Ashraf Rizwi. M (2010), Effective Technical Communication, Tata McGraw Hill Education Pvt Ltd., New Delhi.
6. Bretag Tracey, Crossman Joanna and Bordia Sarbari (2012), Communication Skills, Tata McGraw Hill Education Pvt Ltd., New Delhi.

### 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										√	√					√		√		

### 307 & 308 (DUAL SPECIALIZATION)

1. FINANCE	Investment Security and Portfolio Management
2. MARKETING	Sales and Distribution Management
3. HUMAN RESOURCE	Legal Framework Governing Human Relations
4. PRODUCTION	Total Quality Management
5. SYSTEMS	Database Management
6. INTERNATIONAL TRADE	Foreign Trade Policy

### MBAD 307/308 (1) INVESTMENT SECURITY AND PORTFOLIO MANAGEMENT

#### Learning Objectives

The Objective of this course is

- LO1: To impose knowledge regarding Security and Portfolio
- LO2: To understand the theory and practice of Security analysis
- LO3: To understand the investment pattern
- LO4: To make right decisions on Investment
- LO5: To provide the concepts of industrial and financial analysis

#### Course Outcomes

After the completion of the course, the students will understand

- C01: The investment pattern and gain knowledge on it
- C02: The types and advantages of investment globally
- C03: The methods of Security analysis and Stock analysis
- C04: To take right decisions on Investment
- C05: The concept of issues and the securities on Investment and work individually
- C06: Make ethical investment decisions based on the securities

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **References**

- 1) Bhalla, V.K., *Financial Derivatives*, 1<sup>st</sup> ed., S. Chand & Company Ltd., New Delhi, 2001.
- 2) Bhalla, V.K., *Investment Management; Security analysis and Portfolio Management*, 14<sup>th</sup> Ed., S. Chand and Company, New Delhi, 2013.
- 3) Dhanesh Kharti., *Security Analysis and Portfolio Management*, Macmillan, New Delhi, 2011.
- 4) Nofsinger and R. John, *The Psychology of Investing*, Prentice Hall, New Delhi, 2005.
- 5) Prasana Chandra, *Investment Analysis and Portfolio Management*, 2<sup>nd</sup> Ed., Tata McGraw Hill Publishing Company Ltd, New Delhi, 2005.
- 6) Preeti Singh, *Investment Management*, 13<sup>th</sup> Ed., Mumbai, Himalaya Publishing House, Bombay, 2008.
- 7) Ranganathan, M. and R. Madhumathi, *Investment Analysis and Portfolio Management*, 1<sup>st</sup> Ed., Pearson Education (Singapore) Pvt. Ltd., New Delhi, 2005.
- 8) Trivoli and W. George, *Personal Portfolio Management*, Prentice Hall, New Delhi, 2000.

### Outcome Mapping

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

### MBAD 307/308 (2) SALES AND DISTRIBUTION MANAGEMENT

#### Learning Objectives

The objectives of this course is

LO1: To know the functions of sales management and its planning activities

LO2: To learn the sales forecast techniques

LO3: To help in developing a sound sales and distribution policy and organizing, managing the sales force.

#### Course Outcomes

After completion of the course students will be able to

CO1: Improve the critical thinking towards the sales management skills

CO2: Effectively communicate the sales target, Quotas and selling skills to the marketing people

CO3: Cultivate the attitude and aptitude about the team work.

CO4: Identify and offer world class sales training to the salesman.

CO5: Trace and quantify the various inventory management strategies and logistics tricks.

CO6: Strengthen the potentiality towards the innovative business tricks and decisions.

**Unit-I : Sales Management and Planning**

Sales Management – Functions – Sales Objectives – Salesmanship – Duties and Responsibilities of Sales Manager – Sales Management Skills – Characteristics of Sales People – Sales Management Information Systems – Sales Planning – Personal Selling – AIDAS – Selling Process – Sales Negotiation – Types of Selling – Transactional Selling – Telephone Selling – Relationship Selling – Term Selling.

**Unit-II : Sales Forecasting and Organization**

Sales Forecasting – Basic Rules – Methods; Sales Budget – Methods – Sales Budget Process – Sales Force Organization – Structure – Fixation of Sales Force Size – Methods of Fixation; Sales territory – Designing Sales territory – Evaluation; Sales Quotas – Types – Sales Promotion Techniques.

**Unit-III : Recruitment, Training and Control of Sales Force**

Recruitment and Selection of Sales Force – Process – Sales Training – Sales Training Methods – Execution and Evaluation of the Sales Training Programme; Sales Force Motivation – Tools of Motivation ; Sales Force Compensation – Basic Types – Supervision of Sales People – Controlling of Sales Force – Sales Meeting and Sales Contests – Sales Audit – Sales Analysis – Sales Performance Evaluation.

**Unit-IV : Distribution and Logistics**

Definition – Need for Distribution Channel – Role of Distribution in Marketing – Marketing channel–Channel Classification – Vertical, Horizontal, Multichannel marketing system– Distribution Intensity – Selection of Right Channel – Channels for consumer & industrial products – Inventory Management – Packaging and Material Handling – Distribution cost analysis & Control.

Logistics – Scope – Functions – Focus area of Logistics – Cost of Service – Performance Measurement – Transportation – Modes of transport– Selection of the right transport mode.

**Unit-V : Channel Intermediaries Retailing and Channel Design**

Channel intermediaries – Role – Wholesaling – Functions – Classifications – Trends – Future of Wholesalers in India.

Retailing – Types of Retailers – Role of Retailers – Retail Strategies – Performance Measures – Aspects of Store Design – Franchising – e-tailing – Retailing in India.

Channel Design – Stages in channel planning – Non store Retailing and Electronic channels – Channel Information Systems – Purpose – Elements – Channel Performance Evaluation; Distributors – Selection – Motivation tools – Categorization – Performance evaluation.

**References**

- 1) Francis Alapatt., *The Science of Selling*, Productivity & Quality Publishing Pvt. Ltd., Chennai, 2011.
- 2) Gupta Vaswas Das, *Sales Management in Indian Perspective*, Prentice Hall of India, New Delhi, 2005.
- 3) Kapoor, D.C., *Marketing & Sales Management*, S. Chand & Company Ltd, New Delhi, 2004.

- 4) Krishna K. Havaladar and Vasant M. Cavale, *Sales & Distribution Management*, Tata McGraw Hill, New Delhi, 2005.
- 5) Mark W. Johnston and Greg W. Marshall, *Sales Force Management*, Tata McGraw Hill, New Delhi, 2006.
- 6) Nair, N.G. and Latha Nair, *Sales & Distribution Management*, Himalaya Publishing House, Mumbai, 2003.
- 7) Rustom S. Davar, *Salesmanship & Publicity*, Vikas Publishing House, New Delhi, 2005.
- 8) Sahu, P.K. and K.C. Raul, *Salesmanship and Sales Management*, Vikas Publishing House, New Delhi, 2005.

### Outcome Mappings

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

### MBAD 307/308 (3) LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

#### Learning Objectives

The objective of this course is,

- LO1: To gain understanding and appreciation of the rules set out in labour laws, industrial relation laws, and their administrative regulations.
- LO2: To provide the overview of industrial disputes, its major proceedings, chapters and the workings trade unions, its evolution, growth and the problems associated in it.
- LO3: To understand the regulations in terms of the formation and development of rules on workmen compensation, wages, bonus and their payments.
- LO4: To explain the laws relating to social security and working conditions such as, ESI, PF, Gratuity, and Maternity benefits.

#### Course Outcomes

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

- CO1: Demonstrate the elements of industrial relations laws and the development of legal analysis and research in order to solve complex labor related problems in the key business functions.
- CO2: Apply and communicate effectively the various machineries available for the settlement of industrial disputes between employees and employer.
- CO3: Develop the strategies for critical thinking that may be used to solve legal problems associated in the global business environment.
- CO4: Formulate the work effectively and professionally by team or individually in any business organisation for the implementation of safety, health and welfare measures.
- CO5: Apply quantitative and qualitative decisions for framing standing orders and disciplinary proceedings for the misconduct of employees under the industrial employment act.



## **MBAD 307/308 (4) TOTAL QUALITY MANAGEMENT**

### **Learning Objectives**

The objective of this course is,

- LO1: To familiarize the basic concepts of total quality management, its evolution and the various dimensions of quality.
- LO2: To acclimatize the conceptual approach to Statistical Quality Control, Statistical process and Inspection plans for effective quality management.
- LO3: To know about the key aspects of quality with reliability and maintainability, failure analysis, Just – in – time system and use appropriate tools & techniques for controlling, improving and measuring quality.
- LO4: To analyse the quality audits, marketing aspects of total quality, strategic issues in quality management, and to devise quality implementation plans.

### **Course Outcomes**

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

- CO1: Demonstrate the quality management philosophies, theories and frameworks and to develop analytical skills for investigating and analyzing quality management issues in the business functions.
- CO2: Formulate strategies to develop quality improvement cycle and to use appropriate tools and techniques for controlling, improving and measuring quality in innovative business practices.
- CO3: Develop the application SQC and Q7 tools in business organizations which facilitate the quantitative and qualitative decision making skills of managers.
- CO4: Appraise the organizational, communication and teamwork requirements for effective implementation of quality management system.
- CO5: Analyze the strategic issues in quality management, including current issues and developments, and to devise quality execution plans in order to work with multicultural global business environment.
- CO6: Develop the competencies and knowledge in obtaining ISO 9000 standards and quality audits in constructing quality business organisations.

### **Unit–I : Basic Concepts and Origin of TQM**

Basic concept of total quality (TQ), Evolution of Total Quality Mgt., cost of quality, Scope of TQM, Dimensions of Quality.

### **Unit–II : Statistical Quality Control and Process Capability**

Conceptual approach to SQC, Acceptance sampling and Inspection plans, Statistical process control, Prevention through process improvement.

Process capability studies, Humanistic aspects of TQM, Management of quality circle and Z.D. Programmes, Kaizen.

### **Unit–III : Just in Time, Kanban**

Q – 7 tools, Taguchi loss function, Functional linkage of quality with reliability and maintainability, Failure analysis, Just – in – time system, JIT manufacturing system, JIT Pull system, use of kanban, JIT purchase.

### **Unit–IV : Total Productive Maintenance**

Optimum maintenance decisions, TPM, Process design and the work process. Management support mechanisms, Customer Retention.

### **Unit–V : ISO, Six Sigma**



ISO – 9000 standards, Quality audits, TQM tools, Marketing aspects of total quality, Total quality of services, Total Quality – Safety – Six sigma – Quality Standard.

### References

- 1) Ansari, A. and B. Modarress, *JIT Purchasing*, Free Press, New York, 1990.
- 2) Gopal K. Kanji and Mike Asher, *100 Methods for Total Quality Management*, Sage Publication, New Delhi, 1996.
- 3) Grant, Ev. Gene L and Leavenworth, Richards, *Statistical Quality Control*, McGraw Hill, New York, 1991.
- 4) James R Erans, David A Collier, Operation Management, Cengage Learning, New Delhi, 2007.
- 5) Palpandi. A, U. Surya Rao, D. Jeyathilagan, *Total Quality Management*, Vrinda Publication, New Delhi, 2009.
- 6) Shridhara Bhat, K., *Total Quality Management*, Himalaya Publishing House, Mumbai, 2004.
- 7) Suresh Dalela & Saurabh, *ISO 9000 A Manual for Total Quality Management*, S. Chand & Company Ltd., New Delhi, 2004.

### 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:													√							

## MBAD 307/308 (5) DATABASE MANAGEMENT

### Learning Objectives

The Objective of this Course

LO1: To understand and learn the concept of the Database

LO2: To develop the knowledge of Transaction Management in CRM

LO3: To enhance the knowledge of Data Warehousing and its uses

LO4: To help and impart Big Data Analysis

### Course Outcomes

CO1: Understand the role of data and databases in information systems.

CO2: Understand the database concept and the developmental activities in DBMS

CO3: Be familiar with the data modeling concepts (E–R diagrams) used in database design.

CO4: Be able to create databases and pose complex SQL queries of relational databases.

CO5: Develop appreciation of several DBMS strategies and

CO6: Be familiar with data management issues including data integrity and security.

**Unit-I : Introduction to DBMS**

Basic concepts of DBMS: Data, Record, File, Record types – Indexing and Hashing: Ordered Indexes, Internal External Dynamic Hashing – Types of DBMS: Advantages & Disadvantages – Database Development Life Cycle (DDLC).

**Unit-II : Introduction to RDBMS**

Introduction: Relational data integrity, CODD's rules – Database Architecture and Data Modeling – ER Model – EER Model – Data Normalisation – Logical Access Maps (LAMS) – Database Action Diagram (DAD).

**Unit-III : SQL**

Relational Algebra and Relational Calculus – Characteristics and advantages of SQL – Data types – Types of SQL commands: DDL, DML, DQL, DCL, TCL – Operators: Arithmetic, Comparison, Logical, Set – Aggregate Functions.

**Unit-IV : Transaction Management**

Transaction: Concept, Properties – Serializability – Recoverability – Concurrency Control, Protocols, CRM, SCM, Recovery Systems, Recovery with Concurrent Transactions.

**Unit-V : Advanced Concepts**

Tables, Views, Indexes – Joins and Unions – DB Security – DB Integrity – DB System Architecture: Centralised, Client-Server, Server System, Parallel, Distributed, Network systems – Data Warehouse and Mining, Knowledge Discovery in DB (KDD).

**References**

- 1) Abraham Silberschatz, Henry F. Korth, and S. Sundaram, *Database System Concepts*, McGraw Hill International Edition, 1996.
- 2) Alexis Leon and Mathews Leon, *Database Management System*, Vikas Publishing House Pvt. Ltd., New Delhi, 2000.
- 3) Date, C.J., *An Introduction to Database Systems*, Eighth Edition, Addison Wesley, New York, 2003.
- 4) Fred R. McFadden, Jeffrey A Hoffer and Mary B. Prescott, *Modern Database Management*, Addison Wesley, 2000.
- 5) Gerald V. Post, *Database Management Systems*, Tata McGraw Hill, New Delhi, 2002.
- 6) Jeffrey A. Hoffer, Mary B. Prescott and Fred R. Mcfadden, *Modern Database Management*, Prentice Hall, 6th edition, 2002.
- 7) Pannerselvam, R., *Database Management System*, Prentice Hall, New Delhi.
- 8) Raghu Ramakrishnan, and Johannesgerhrke., *Data Base Management Systems*, McGraw Hill International, New York, 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:													√							

### MBAD 307/308 (6) FOREIGN TRADE POLICY

#### Learning Objectives

The Objective of this course is

LO1: To understand and learn with recent trends in India's Foreign trade Policy and management.

LO2: To impart knowledge on policy related issues in Foreign trade in the global context.

LO3: To provide and help the students to gain a vast Knowledge on Foreign trade aspects.

#### Course Outcomes

Upon completion of the course, students will be able to:

CO1: Get associate with the Latest "EXIM" Policy, License for Export and Import, the condition for DGFT Licensing, Import Policy Control.

CO2: Able to Explain about the Various aspects of Tariff and its Economic Theory along with its Barriers and other non – tariff measures.

CO3: Understand the India's Foreign Trade Policy, its Commodity composition and destination. Also learned about India's position in the world merchandise trade and services, Balance of Payments of India.

CO4: Understood the basic concepts of "Trade Policy" and its "Performance in India".

CO5: Evaluate on EXIM policy Promotion, assistance required for Marketing, Schemes of Trade House and related Export, Transfer of Technology required for the same.

CO6: Critically Evaluate on Export Promotion Councils, Commodity Boards, ECGCI, FOREX and Governments policy on Foreign Trade etc.

#### Unit-I :Trade Policy and Performance of India

Trade policy – National Growth – Stages of national growth – Trade patterns– Recent trends in world trade – leading players in the world – Major items traded - India's Foreign Trade –Commodity composition and destination –India's position in the world merchandise trade and services-Balance of Payments of India.

#### Unit-II : Tariffs

Barriers to free Trade – Tariffs and economic theory – Tariff systems – Tariff mitigation – Other non-tariff measures – TRIPS – Copyrights.

#### Unit-III : EXIM Policy

EXIM policy (latest amendment) – License procedures for Export and Import – DGFT – Licensing conditions- Import Policy and control - Export import licenses.

### Unit–IV : EXIM Policy Promotions and Transfer of Technology

New initiatives –Export promotion –Marketing Assistance–Trade House Schemes – Export and Trading Houses – Star trading houses. –Foreign investment policy–policy framework for FDI in India - Technology transfer – Appropriate technology – international procurement of technology.

### Unit–V : Institutions

Export Promotion councils - Commodity Boards – EXIM Bank -- ECGCI – Role of Government in India’s Foreign Trade–EOU - EPZ–SEZ – STP -EHTP in India.

### References

- 1) Balagopal TAS, Export Management, HPH, Bombay, 2000.
- 2) Dominick Salvatore, *International Economics*, Macmillan, New Delhi, 1998.
- 3) Francis Cherulinam, *International Business*, Wheeler Publishing, New Delhi, 2000.
- 4) Francis Cherunilam, *International Economics*, Tata McGraw Hill, Publishing Company Ltd., New Delhi, 2006.
- 5) Hodgetts and Luthans, *International Management*, Tata McGraw Hill Publication, New Delhi, 2002.
- 6) Nair, S.K., *Contract Management*, Vrinda Publications, New Delhi.
- 7) Velayudham, T.K., *Foreign Trade*, Wheeler publishing, New Delhi, 2000.
- 8) Vionano R. Erruna, et al., *International Business Finance*, Global Business Press, New Jersey, 2000.
- 9) India’s Trade statistics, published by CMIE and DGCIS.
- 10) RBI Annual Reports.
- 11) Annual Reports of Ministry of Commerce.

### 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														√						√

### MBAC309: PROJECT AND VIVA– VOCE (INDUSTRIAL VISITS AND SUBJECTS)

#### Project Training

Summer project is an on–the–job training that inculcates practical knowledge and improves performance by giving an insight into business realities. As a part of the curriculum, the project

is intended to input practical and conceptual knowledge to the students which is to be carried out for 45 days during May–June.

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

MBA project will have 75 marks and viva will have 25 marks. It is resolved to abolish internal assessment mark for project work. The project dissertation will be evaluated for 75 marks (double valuation) and 38 marks is fixed as the minimum requirement for passing the project. If less than 38 marks scored by the candidate, he or she has to redo the project. The viva is for 25 marks and the minimum requirement is 12 marks. If a candidate has secured more than 12 and failed in the project, he has to once again carry over the project and reappear for the viva.

### **Project Related Activities**

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

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

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

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

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

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

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

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

## **MBAC 401 : RETAILING AND RURAL MARKETING**

### **Learning Objectives**

LO1: To focus 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.

### **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.

CO6: To know the growth of growth of rural marketing in India.

### **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*, 10<sup>th</sup> 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*, 6<sup>th</sup> Edition, Tata McGraw Hill, New Delhi, 2008.
- 7) Patrick M. Dunne and Robert F. Lusch, *Retail Management*, Cengage learning, Delhi, 2008.
- 8) Swapna Pradhan, *Retailing Management Text and Cases*, Tata McGraw Hill, New Delhi, 2006.

### Outcome Mappings

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

### 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.

#### Course Outcomes

Upon completion of the course students will be able to

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

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

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

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

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

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

#### Unit-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*, 13<sup>th</sup> 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.



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

### 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 tradeoffs

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

#### Course Outcomes

Upon completion of the course students will be able to

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

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

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

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

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

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

#### Unit-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																				
CO6				√															√	

### 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.

### **Course Outcome**

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
- CO6: Implementing the outcome of Yoga for Managerial Excellence

### **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 Maharishis' 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 & Distributions 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 Mappings**

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

**MBAC 406 : BEHAVIOURAL SCIENCE EXPERIMENTS AND TESTING – PRACTICAL****Learning Objectives**

The students should know:

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

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

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

**Course Outcomes**

Upon completion of the course students will be able to

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

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

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

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

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

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

**Unit-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.



CO6		√				√				√				√		√
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### 407 & 408 (DUAL SPECIALIZATION)

1. FINANCE	Management of Financial Services
2. MARKETING	Advertising and Sales Promotion
3. HUMAN RESOURCE	Management of Training and Development
4. PRODUCTION	Business Process and Re-Engineering
5. SYSTEMS	E-Commerce
6. INTERNATIONAL TRADE	International Marketing Management

### MBAD 407/408 (1) MANAGEMENT OF FINANCIAL SERVICES

#### Learning Objectives

The main objective of this course:

LO1: To help the students to learn the various financial services.

LO2: To acquaint role of managers in financial services

LO3: To provide coherent knowledge of the theoretical and professional disciplines of banking and other services

#### Course Outcome:

Upon completion of the course students will be able to

CO1: understand the knowledge of basic financial services concepts and key functions of any services oriented and global business.

CO2: Acquire the effective skills of knowledge and professionally in financial market like mutual funds, venture capitalist.

CO3: understand the leadership quality and managerial skills in financial services industry.

CO4: Work collaboratively with others to solve applied problems in financial services.

CO5: Think critical and creatively to identify better solutions within business constraints.

CO6: Knowledge and cognitive skills to professionals and nonexperts involved with the financial services industry.

#### 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



## **MBAD 407/408 (2) ADVERTISING AND SALES PROMOTION**

### **Learning Objectives**

The basic objective of this course is

LO1: To educate the students about advertising management concepts and fundamentals..

LO2: To enrich the students' knowledge in Psychological Principles and Ethical aspects of Advertising

LO3: To impart the skills to assess Media selection, Creativity and Advertising Agencies.

LO4: To identify the importance of Public Relations and Corporate Advertising.

### **Course Outcome**

Upon completion of the course students will have the ability to

CO1: Understand and learn to improve the cognitive skills in advertising fundamentals and its classification.

CO2: Apply the qualitative decision making knowledge on communication models which related to advertising.

CO3: Understand the way of media selection and functions of advertising Agencies.

CO4: Able to solve conflicts and maintain better interpersonal relationships among advertising agency and clients from domestic and globally.

CO5: Realize and incorporate competencies and knowledge with sales promotional techniques.

CO6: Work professionally in a team in any advertising agencies.

### **Unit-I : Advertising Fundamentals and Classification**

Advertising – Concepts, objectives – Role of advertising in modern Business – Advertisement layout – components of layout – Economic aspects of Advertising – Evolution of IMC – Marketing Communication mix – High control message – Low control message – Strength and weakness of major IMC tools.

Types and Classification of Ads – Advertising appeals: Humor, slice of life, Testimonials, Demonstrations, Problem solution, Talking heads, Characters, News, emotions – Persuasion matrix – Risks of using celebrity – Advertisement based on demand influence level – Advertisement based on audience – Advertisement based on timing of response – Advertisement based on geographic coverage.

### **Unit-II : Psychological Principles and Ethical aspects of Advertising**

Behavioral effects of advertising: Sensory level, Cognitive level, Personal and sociological level – Communication models: AIDA model, Hierarchy effect model – Innovation adoption model, Information processing Model, Operational model – DAGMAR philosophy – Unique selling proposition.

Ethics in advertising – Advertising and Children – Advertising and cultural values – Advertising Standards Council of India.

### **Unit-III : Media selection, Creativity and Advertising Agencies**

Types of media: print, broadcast, outdoor, transit, internet and other media – Media plan – Media mix – Media Scheduling – Advertising budget – Methods of determining advertising appropriation – Computers in media planning.





## **MBAD 407/408 (3) MANAGEMENT OF TRAINING AND DEVELOPMENT**

### **Learning Objectives**

The Objectives of this course are

LO1: To understand the concepts, principles and process of training and development

LO2: To provide an in-depth understanding of the role of Training in the HRD

LO3: To enable the course participants to manage the Training systems and processes and levels, tools and techniques involved in evaluation of training effectiveness.

### **Course Outcomes**

Upon completion of this course the students will be able to

CO1: Understand various aspects of training techniques and career planning

CO2: Acquire the current training skill and knowledge .

CO3: Identify appropriate resources for learning about training ,research and practice.

CO4: Understand the various non training solutions to improve employee performance.

CO5: Generate young trainers to coach others.

CO6. Create and deliver motivating and effective training programs.

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

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

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

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

### **Unit-III : Career – Planning**

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

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

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

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

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

### **References**

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- 2) Raymond A Noe, and Amitabh Deo Kodwani., *Employee Training and Development*, 5<sup>th</sup> Edition, Mc Graw Hill, New Delhi, 2012.
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- 4) Reid, M.A., *Training Interventions: Managing Employee Development*, IPM, 3<sup>rd</sup> ed., London, 1992.
- 5) Rolf Lynton and Udai Pareek, *Training for Development*, Sage Publications India (P) Ltd., New Delhi, 1990.

### 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							√												√	

### MBAD 407/408 (4) BUSINESS PROCESS AND RE-ENGINEERING

#### Learning Objectives

LO1: Understanding the role of BPR in organization

LO2: Understand the phases of reengineering and implement effectively

LO3: Perform network analysis and crashing in the projects

LO4: Recognize the relationship between reengineering and TQM, CPI and reengineering

LO5: Understand the Holonic concepts and its relationship with BPR

#### Course Outcome

##### Upon completion of the course the students will be able to

CO1: Understanding the basics of BPR and its necessity in organisation

CO2: Understand the phases of reengineering and effective implementation

CO3: Perform network analysis and crashing in the projects

CO4: Recognise the relationship between reengineering and TQM, CPI and reengineering

CO5: Understand the Holonic concepts and its relationship with BPR

CO6: Develop holonic network for various business and carryout BPR for various industries.

#### Unit-I : Introduction

Introduction – Definition – Automation – Cost Benefit Analysis – Time Scale – Suitability.

#### Unit-II : Project

Phases in Re-engineering – BPR Implementation – Project Characteristics – Project Life Cycle – Network Analysis – PERT/CPM.

#### Unit-III

Crashing – 3 R's of Re-engineering – Cross Functional team – Work Process Dimension – Quality and Re-engineering – CPI Versus Process Re-engineering.

**Unit-IV : TQM**

TQM & Re-engineering – Simulation – Re-engineering Software – Break through improvements – Job Redesign – Break Point.

**Unit-V : Network**

Holonic Concept – Holonic networks – Vertical network – Horizontal Network – Regional Network – Out of Necessity Networks – Self Promoted Networks – BPR Phases – BPR Opportunities Blue Print Business System – Perform the transformation – Pilot Project – Re-engineering in Service Industry.

**References**

- 1) Alexis Leon, *ERP*, Tata McGraw Hill Publishing Company Ltd., New Delhi.
- 2) Anupindi, *Managing Business Process Flows*, Pearson Education Publications, New Delhi, 2008.
- 3) Balasubramanyan, K., S. Usha Priya and K. Hema, *Business Process Re-engineering*, GIGO Publication, Trichy, 2003.
- 4) Charles W. Zamzow, *Business Process Outsourcing*, 2010.
- 5) Henry J. Johnsson, *BPR Strategies for Market Dominance*, Wiley publishers, 2009.
- 6) John Hamptan, *Business Process Re-engineering*, Prentice Hall Publishing Ltd., New Delhi.
- 7) Senthil, M. and NM. Venkatesan, *Production Management*, 1<sup>st</sup> Edition, 2003.
- 8) Srinivasan, R., *Business Process Resourcing*, Tata McGraw Hill, 2011.

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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	√	√	√	√		√			√		√				√	√			√	

**MBAD 407/408 (5) E-COMMERCE****Learning Objectives**

LO1: To introduce the students with the past, present and the future development of electronic commerce,

LO2: To Analyse the various IT research issues that are related to the development of electronic commerce

LO3: To understand the basic ECom business models and the associated technologies behind electronic systems.

LO4: To Evaluate and synthesis the competitive advantage of internet enabled business models through Porter's framework.

**Course Outcomes**

After the completion of the course ,this course will increase

C01: The knowledge of the students in understanding the development of ecommerce.

C02: The ability of the students on understanding the applications of ecommerce

C03: the knowledge on Understanding ecom business models and the associated technologies

C04: the capacity of working with the internet enabled business.

C05: the knowledge on IT and its advantages in business and for society development

C06: communicative patterns and knowledge to communicate globally

### **Unit-I : Introduction to e-commerce**

E-Commerce Frame work, Traditional Vs E-Business applications – Unique features of e-Commerce – e-Commerce: A Brief history- Major Categories of e-Commerce – B2C, B2B, C2B and C2C- e-Commerce Business Models- Firm Value Chains and Firm value Webs- Industry Value Chain-Business Strategy- Porters Model of Internet and Strategy.

### **Unit-II : Internet governance and technology details**

Peer Networks -The Internet: Technology Background- The World Wide Web-The Internet and Web features- Web Hosting Services – Web servers, Domain Naming Systems (DNS) – types – POP, IMAP – Accredited Registrars, Country Coded and Top level domains, Internet Regulatory organizations.

### **Unit-III : Deploying e-commerce systems**

Building and Managing e-Commerce Web Site-Choosing web server software-Choosing the hardware for an e-Commerce-e-Commerce site tools-Online security and payment systems-e-Payment systems-Online banking systems-electronic fund transfer- Mobile commerce – Web applications- e-Commerce in action.

### **Unit-IV : Consumers on Internet and E-commerce business models**

Consumer Online: The Internet Audience Consumer Behavior-Basic Marketing concepts in e-Commerce-Internet Marketing Technologies-B2C and B2B E-Commerce Marketing and Branding Strategies-Understanding Ethical, Social and Political issues in e-Commerce-B2B Marketing.

Online Retailing and Services-Online Financial Service-Online Travel Service- Online Career Service-Online Content and publishing Industry-The Online Entertainment Industry- Search engines-Multimedia applications in Internet-Internet television and Telephony applications.

### **Unit-V : Internet and society**

Social Networks and Online communities-Online Auctions-e-Commerce Portals-Trends in SCM and collaborative commerce-Net Marketplaces-Private Industrial Networks-Cyber Crime-Cyber patrols-Online system Vulnerability- Censoring Internet-Ethical and human rights perspectives.

### **References**

- 1) Bharath Bhaskar, *Electronic Commerce*, 3<sup>rd</sup> Edition, Tata McGraw Hill, New Delhi, 2007.

- 2) Efraim Turbon, Jae Lee, David King and H. Michael Chung, *Electronic Commerce, A Managerial Perspective*, Pearson Education Asia, 2001.
- 3) Gray Schneider, *Electronic Commerce, Thomson Course Technology*, 7<sup>th</sup> Annual Edition, Noida, 2009.
- 4) Joseph, P.T., *Electronic Commerce: A Managerial Perspective*, 3<sup>rd</sup> Edition, Prentice Hall of India Learning, New Delhi, 2008.
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- 9) Paul Phillips, *E-Business Strategy*, Sultan Chand & Sons, New Delhi, 2011.

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

### MBAD 407/408 (6) INTERNATIONAL MARKETING MANAGEMENT

#### Learning Objectives

LO1: Apply basic international marketing theories and concepts to understand the environment.

LO2: Able to evaluate and create sustainable strategies in global markets.

LO3: Apply knowledge gained in other courses to the understanding of marketing management in an international setting.

LO4: Able to address how to conduct international market development, such as market segmentation.

#### Course Outcome:

Upon completion of the course, the student will

CO1: Remember theoretical and practical competencies in international marketing management.

CO2: Understand the marketing tools and strategies in the context of latest technology and intensive global markets.

CO3: Demonstrate the planning of marketing activities on foreign markets

CO4: Create the strategies for international business environments that firms utilize when marketing their products in foreign countries.

CO5: Display how to conduct international market development, such as market segmentation.

CO6: Apply personal and interpersonal skills appropriate to being an effective member of an international marketing team.

### **Unit-I : Challenges and Dynamic Environments of International Marketing and Trade**

Global Perspective: Global – International Marketing – The International Marketing – Marketing Decision – Aspects of the Domestic and foreign environments – Developing Global awareness – Stages of International Marketing – Strategic Orientation – Domestic Market Extension – Multidomestic Market Orientation.

Trade Barriers – The Twentieth to the Twenty-first Century – Multinationals – Balance of Payments – Protectionism – Trade Barriers – Easing Trade Restrictions – Competitiveness Act – General Agreement of Tariffs and Trade (WTO) – The International Monetary Fund and World Bank – Protests against Global Institutions.

### **Unit-II : Cultural Dynamics in Assessing Global Markets**

Global Perspective: Equities and eBay – Culture gets in the way – Culture's Pervasive Impact – Definition and Origins and Culture – Elements of Culture – Cultural Values – Rituals – Symbols – Beliefs – Thought Processes – Cultural Knowledge – Factual versus Interpretive Knowledge – Cultural Sensitivity and Tolerance – Culture, Management Style, and Business Systems – The Impact of American Culture on Management Style – Management Styles around the World – Authority and Decision Making – Management Objectives and Aspirations – Communication Styles – Formality and Tempo – P-Time versus M-Time – Negotiations Emphasis – Gender Bias in International Business – Business Ethics – Corruption Defined – the Western Focus on Bribery – Ethically and Socially Responsible Decision – Culture's Influence on Strategic Thinking.

### **Unit-III : The Political Environment**

The Sovereignty of Nations - Political Risks of Global Business – Economic risks political and social activity – World of Politics – Global Perspective.

Emerging Markets: Marketing and Economic Development – Objectives of developing countries – Marketing a developing country – Developing countries and Emerging Markets – Strategic Implementation of Marketing.

### **Unit-IV : Global Marketing Management**

Planning for Global Markets – Alternative Market Entry Strategies – Organizing for Global Competition – Products and Services for Consumers – Products and Culture – Analyzing Product Components for Adaptation – Marketing Consumer Services Globally – Brands in International Markets.

Geography and Global Markets – Climate and topography – Geography, Nature and Economic Growth – Social responsibility and Environmental Management.

### **Unit-V : Assessing Global Market Opportunities**

Breadth and Scope of International Marketing Research – Problems of gathering Primary data – Research in the Internet.

**Multinational Market Regions and Market Groups:** Global Markets and Multinational – Market Groups – European Union – North America Free Trade Agreement – Asian – Pacific Rim – Regional Trading Groups and Emerging Markets.

**International Marketing Channels:** Channel of Distribution Structure – Import Oriented Distribution Structures – Channel Control – Modern Channel Structure – Distribution.

**Implementing Global Marketing Strategies:** Negotiation with International Customers, Partners and Regulation – The Pervasive impact an culture on Negotiation Behaviour – Negotiation terms and preliminaries – After Negotiation.



### References

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

### MBAC 409 : COMPREHENSIVE VIVA-VOCE (INDUSTRIAL VISITS AND SUBJECTS)

