FACULTY OF ARTS
DEPARTMENT OF BUSINESS ADMINISTRATION

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

(2018 - 2019)

HAND BOOK
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\textsuperscript{nd} Semester to 4\textsuperscript{th} Semester.

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

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

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

<table>
<thead>
<tr>
<th>Attendance %</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>90 and more</td>
<td>5</td>
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<tr>
<td>80–89</td>
<td>4</td>
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<tr>
<td>70–79</td>
<td>3</td>
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</table>

### EXAMINATION

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

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

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

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

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

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

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

### EVALUATION

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

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

### MARKS AND GRADING

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

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

If a candidate who has not secured a minimum of 50% of marks in a course shall be deemed to have failed in that course.
The Student can repeat the End Semester Examination when it is offered next in the subsequent odd / even semester till the regulations are in force.

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

**GRADING**

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

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

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
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 real time exercise
<table>
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<tr>
<th>Semester</th>
<th>Course No.</th>
<th>Course Code</th>
<th>Course Title</th>
<th>Course Type</th>
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<th>University Exam Marks</th>
<th>Internal Marks</th>
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<td>MBAC 101</td>
<td>1. Management Process</td>
<td>Core</td>
<td>2</td>
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<td>100</td>
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<tr>
<td>I</td>
<td>2</td>
<td>MBAC 102</td>
<td>2. Managerial Economics</td>
<td>Core</td>
<td>2</td>
<td>75</td>
<td>25</td>
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<tr>
<td>I</td>
<td>3</td>
<td>MBAC 103</td>
<td>3. Organizational Behaviour</td>
<td>Core</td>
<td>2</td>
<td>75</td>
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<td>I</td>
<td>4</td>
<td>MBAC 104</td>
<td>4. Accounting for Managers</td>
<td>Core</td>
<td>2</td>
<td>75</td>
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<td>I</td>
<td>5</td>
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<td>5. Elective Course</td>
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<td>I</td>
<td>6</td>
<td>MBAC 107</td>
<td>6. Computer Applications in Management</td>
<td>Core</td>
<td>2</td>
<td>75</td>
<td>25</td>
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<tr>
<td>I</td>
<td>7</td>
<td>MBAC 108</td>
<td>7. Project Entrepreneurship and Small Business Management</td>
<td>Core</td>
<td>2</td>
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<tr>
<td>I</td>
<td>8</td>
<td>MBAC 109</td>
<td>8. Research Methodology</td>
<td>Core</td>
<td>2</td>
<td>75</td>
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<td>I</td>
<td>9</td>
<td>MBAC 109</td>
<td>9. Comprehensive Viva-voce (Industrial Visits and Subjects)</td>
<td>Core</td>
<td>2</td>
<td>75</td>
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<td>II</td>
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<td>1. Financial Management</td>
<td>Core</td>
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<td>75</td>
<td>25</td>
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<td>II</td>
<td>11</td>
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<td>Core</td>
<td>2</td>
<td>75</td>
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<td>II</td>
<td>12</td>
<td>MBAC 203</td>
<td>3. Human Resource Management</td>
<td>Core</td>
<td>2</td>
<td>75</td>
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<tr>
<td>II</td>
<td>13</td>
<td>MBAC 204</td>
<td>4. Production and Materials Management</td>
<td>Core</td>
<td>2</td>
<td>75</td>
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<tr>
<td>II</td>
<td>14</td>
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<td>5. Elective Course</td>
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<td>25</td>
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<tr>
<td>II</td>
<td>15</td>
<td>MBAC 206</td>
<td>6. Decision Support System and Management Information System</td>
<td>Core</td>
<td>2</td>
<td>75</td>
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<td>II</td>
<td>16</td>
<td>MBAF207</td>
<td>7. Accounting Software – Practical</td>
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<td>3</td>
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<td>II</td>
<td>17</td>
<td>MBAF 208</td>
<td>8. Management of Funds</td>
<td>Core</td>
<td>3</td>
<td>75</td>
<td>25</td>
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<td>II</td>
<td>18</td>
<td>MBAC 209</td>
<td>9. Lab for Statistical Packages on Business Decision</td>
<td>Core</td>
<td>2</td>
<td>75</td>
<td>25</td>
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<tr>
<td>II</td>
<td>19</td>
<td>MBAC 210</td>
<td>10. Project and Viva-voce (Exposure to Small and Medium Enterprises)</td>
<td>Core</td>
<td>2</td>
<td>75</td>
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<td>Core</td>
<td>2</td>
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<td>III</td>
<td>21</td>
<td>MBAC 302</td>
<td>2. Case Study and Analysis</td>
<td>Core</td>
<td>2</td>
<td>75</td>
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<tr>
<td>III</td>
<td>22</td>
<td>MBAC 303</td>
<td>3. Business Legislations</td>
<td>Core</td>
<td>2</td>
<td>75</td>
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<tr>
<td>III</td>
<td>23</td>
<td>MBAC 304</td>
<td>4. International Business and Export Management</td>
<td>Core</td>
<td>2</td>
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<td>SOSC 306</td>
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<td>III 26</td>
<td>MBAF 307</td>
<td>7. Investment, Security and Portfolio Management</td>
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<td>III 27</td>
<td>MBAF 308</td>
<td>8. Banking and Insurance Management</td>
<td>Core</td>
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<td>III 28</td>
<td>MBAC 309</td>
<td>9. Project and Viva–voce (Industrial Visits and Subjects)</td>
<td>Core</td>
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<td>75</td>
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<td>IV 29</td>
<td>MBAC 401</td>
<td>1. Retailing and Rural Marketing</td>
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<td>IV 30</td>
<td>MBAC 402</td>
<td>2. Business Policy and Strategic Management</td>
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<td>2</td>
<td>75</td>
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<td>IV 31</td>
<td>MBAC 403</td>
<td>3. Logistics and Supply Chain Management</td>
<td>Core</td>
<td>2</td>
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<td>IV 32</td>
<td>MBAC 404</td>
<td>4. Indian Ethos and Values</td>
<td>Core</td>
<td>2</td>
<td>75</td>
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<td>IV 33</td>
<td>MBAC 405</td>
<td>5. Elective Course</td>
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<td>IV 34</td>
<td>MBAC 406</td>
<td>6. Behavioral Science Experiments and Testing–Practical</td>
<td>Core</td>
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<td>IV 35</td>
<td>MBAF 407</td>
<td>7. Management of Financial Services</td>
<td>Core</td>
<td>3</td>
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<td>IV 36</td>
<td>MBAF 408</td>
<td>8. Capital Markets</td>
<td>Core</td>
<td>3</td>
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<td>IV 37</td>
<td>MBAC 409</td>
<td>9. Comprehensive Viva-voce (Industrial Visits and Subjects)</td>
<td>Core</td>
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<tr>
<td><strong>Total</strong></td>
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<td><strong>22</strong></td>
<td><strong>675</strong></td>
<td><strong>225</strong></td>
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<td><strong>925</strong></td>
<td><strong>3700</strong></td>
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</tr>
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**Note:**
1. Industrial Visits /Educational Tour Reports and subjects will be evaluated and examined in the viva.
2. A student can choose any two specializations (MBA Dual Programme) from the options and should continue with the same specializations from Semester II to Semester IV.
3. Syllabus for MBA Programmes Appendix I (PP: 20-146)
4. The Elective Courses offered by Business Administration Department from Semester I to Semester IV are enclosed in Appendix II (PP: 147-151)
5. An Elective Course has to be chosen by a student as per his / her choice. Elective Courses offered by various Departments for the Two Year PG Programmes from Semester I to Semester IV are enclosed in Appendix III. (PP: 152-155)
MBA (Financial Management) – An Overview

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

CAREERS

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

MBA - Finance Careers

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

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

Financial Managers or Financial Analysts

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

Financial analysts and manager's play an important part in mergers and global financing and expansion. Highly specialized knowledge in these areas is an important asset to the financial manager and his or her employer to maximize potential profit and
reduce risk. Many companies utilize globally active consulting firms exclusively for these purposes.
Cash Managers
The Cash Manager is responsible for overseeing and controlling cash flow, both accounts receivable and accounts payable. He or she is also responsible for ensuring that the cash position of the company is sufficient to meet current and forecasted needs, or whether adjustments in investment quantity and type are necessary.

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

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

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

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

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

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

Credit Managers and Specialists

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

Programme Outcomes

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

Programme Specific Outcomes

After Completion of MBA (Financial Management), students will

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

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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

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
Unit–IV : Staffing and Directing

Unit–V : Supervising Control and MBO

References
2) Gupta, C.B., Management Theory and Practice, Sultan Chand & Sons, New Delhi, 2011.

Outcome Mapping

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MBAC 102 : MANAGERIAL ECONOMICS

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

Course Outcomes
Upon completion of this course the students will have the ability to
CO1: Analyse the situations challenging the management environment in an organisation.
CO2: Understand the role of Economic theory and concepts in Management Decision making
CO3: Knowing the cost theories will be able to be effective manager in cost reduction
CO4: Handle the Micro and Macro environment.
CO5: Understand the challenges of entrepreneur and build the confidence to do his own business.

Unit–I : Basic Concepts

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

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


References
9) Ahuja, H.L., Managerial Economics, S. Chand & Company Ltd., New Delhi, 2007.
10) Joel Dean, Managerial Economics, PHI Learning Private Ltd., New Delhi, 2008.

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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 leadershipconflictorganizational 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


Unit–II : Work Attitude, Motivation and Job Satisfaction


Unit–III : Leadership and Counselling


Unit–IV : Group Dynamics


Unit–V : Organisation Change and OD


References


17) Jarold Greenberg, Robert A Baron, Organizational Behavior, PHI Learning, New Delhi, 2010.


24) **Outcome Mappings**

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**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**


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

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

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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MBAC 106 : COMPUTER APPLICATIONS IN MANAGEMENT

Learning Objectives
The Learning Objectives of the course is
LO1: To explain the fundamentals of computers, hardware, software and its evolution.
LO2: To provide indepth knowledge on software development process and its related functionalities.
LO3: To enable data processing concepts and its applications.
LO4: To impart knowledge on networking, its types and topologies.
LO5: To introduce the strategic implementation of IT and its applications in organizations

Course Outcome
Upon completion of the course the students will be able to
CO1: Understand the evolution and recent developments in hardware, software, management functions related packages and other accessories.
CO2: Recognise, understand and involve in development of programs, system software and applications for various functions of business.
CO3: Organize and work with files, folders and data storage for various functions in modern business.
CO4: Get familiar with working in MSoffice and its application for various functions in modern business.
CO5: Gain familiarity with the concepts and terminology used in the network development.
CO6: Implement and maintain the operations of networking in information system of various functions for strategic advantage.

Unit–I : Computer Fundamentals

Unit–II : Software Development applications

Unit–III : Data Processing Concepts

Unit–IV : Computer Networks

Unit–V : Implementing and Managing IT


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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**


**Unit–II : Project Feasibility and Project Finance and Evaluation**


**Unit–III : Introduction to Entrepreneur**


**Unit–IV : Entrepreneurship Environment and Challenges**


**Unit–V : Small Business Management**

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MBAC 108 – RESEARCH METHODOLOGY

Learning Objective
The objective of this course is
LO1: To equip the students with the basic understanding of the research methodology
LO2: To provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.
LO3: To impart knowledge in data collection and research tools to efficiently complete their business research.
LO4: To provide the statistical concepts of primary and secondary data and its collection methods
LO5: To make understand the method of preparing statistical reports in business organization

Course Outcomes
Upon completion of the course students will be able to
CO1: Display competencies and knowledge on the key knowledge area of research and its methodologies.
CO2: Acquire the skills to explore appropriate research problems and parameters.
CO3: Evaluate research problems and various research designs,
CO4: Formulate hypotheses and develop statistical models
CO5: Acquire the skills to analyse various research problems, interpret the various statistical

Unit–I : Introduction to Research and Research Methodology

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

Unit–V : Report Preparation

References

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**MBAC 109 : COMPREHENSIVE VIVA-VOCE (INDUSTRIAL VISITS AND SUBJECTS)**
Learning Objectives
The objective of this course is to
LO1: To educate the concept of finance and its concern with everything that takes place in the
conduct of the business.
LO2: to develop and acquaint the students with the various concepts, techniques, methods of
planning and forecasting.
LO3: To Explain various sources of finance, dividend policy and capital structure.
LO4: To impart knowledge on the working capital management
LO5: To provide the financial concepts of capital structure and capital budgeting.

Course outcome
After completion of this course, the student should be able to
CO1: Analyse the functions of finance manager who entails planning, organising, controlling,
monitoring and evaluating the financial resources of an organisation to achieve its overall
objectives.
CO2: Describe the characteristics of various sources of longterm financing.
CO3: Analyse the key issues related to working capital policy and various facets of inventory
management
CO4: Discuss the techniques of Capital budgeting and explore certain advanced issues in capital
budgeting.
CO5: Expound various views on relationship between capital structure and cost of capital.
CO6: Explore the aspects of dividend decision and describe the determinants of appropriate
dividend policy.

Unit–I : Introduction to Financial Management

Unit–II : Short – Term Financing

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

**Unit–IV : Dividend Policy Decision and Cost of Capital**


**Unit–V : Capital Structure and Leasing**


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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

Unit–II : Market Analysis and Segmentation


Unit–III : Product and Pricing Strategies

Unit–IV : Physical Distribution and Promotion

Unit–V : Consumer Behaviour and CRM


References

Outcome Mapping

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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

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

Unit–III : Training and Performance Appraisal

Unit–IV : Promotion, Job Evaluation and Compensation

Unit–V : Quality of work life and Participative Management


References


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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 it contribution to the competitiveness of firms. Appraise the production functions and their interaction with other business functions such as finance, marketing, human resource, supply chain and innovation.

CO2: 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. 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. 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. 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

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

Unit–II : Plant Layout and Maintenance


Unit–III : Production Planning and Control

Unit–IV : Materials Management and Materials Management Information System


Unit–V : Store and Purchase Function


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.

References


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- PSO3: Specific Outcome 3
- PSO4: Specific Outcome 4
- PSO5: Specific Outcome 5
- PSO6: Specific Outcome 6
- PSO7: Specific Outcome 7

For example:

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- PO3 is mapped to PSO5
- CO1 is mapped to PSO6
- CO2 is mapped to PSO7
- CO3 is mapped to PSO5
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 information based DSS and MIS, supporting improved decision making and problem solving by improved individual insight.

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

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

Unit–I: Basic MIS and DSS concepts


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

Unit–IV : MIS in Functional Components and System Security


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


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

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

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

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

Unit–I : Basics of Accounting

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**

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**FIRST YEAR : SECOND SEMESTER**

**MBAF 208: MANAGEMENT OF FUNDS**

**Learning Objectives**
The Objective of this course is

LO 1: To impose knowledge regarding funds management
LO 2: To understand the theory and practice of capitalization
LO 3: To understand the most profitable investment pattern
LO 4: To make right decisions on human resource accounting
LO 5: To impart knowledge on the concept of mutual funds and its various types.

Course Outcomes

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

CO 1: Analyse the various techniques of funds management.
CO 2: To demonstrate how the challenges of capitalization could be overcome
CO 3: To develop awareness of the various strategies of profitable investment pattern
CO 4: To familiarize on right usage of human resource accounting.
CO 5: To be well versed on profit earning capacity about mutual funds.
CO 6: To be aware on the performance of non-banking private companies and financial institutions.

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

Unit–II : Capital Structure

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

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

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

References

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**Programme Specific Outcomes (PSO)**

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- PSO6
- PSO7
The Objective of this course is
LO1: To provide an in–depth understanding of the Concept of OR
LO2: To enable the course participants to understand the various Techniques of OR
LO3: To provide an in-depth understanding of the OR role in managerial Decision making.
LO4: To develop competencies in Maximize the productivity with help of least cost techniques

Course Outcomes
Upon completion of the course, the student will
CO1: Critically think about the priorities that are involved in the daily activities of a project.
CO2: Cultivate and Enhance the knowledge about Build the best fit route of transportation for carrying schedule of activities.
CO3: Have the ability to work and Graphically locate the optimum peak point in completing the project.
CO4: Understand the application of Queuing Theory
CO5. Analyze and apply the research techniques in quantitative and qualitative aspects

Unit–I : Introduction

Unit–II : Linear Programming

Special Purpose Algorithms

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

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

Unit–IV : Game Theory
Network Models

Unit–V : Replacement Models
Capital equipment replacement – Replacement of terms that fail completely – Individual Vs Group replacement.

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

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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

Unit–II : Case Development and Analysis Techniques

Unit–III : Case Study Steps

Unit-IV: Cases in Management

Unit–V : Contemporary Cases
Current Cases of Indian Business and Industry – International Business and MNC.

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### MBAC 303 : BUSINESS LEGISLATIONS

**Learning objectives**
The Objectives of this course are
- **LO1**: To assist the students in understanding basic laws affecting operations of a business enterprise.
- **LO2**: To help the students in understanding of the free enterprise system and the legal safeguards of the same.
- **LO3**: To develop in the student acceptable attitudes and viewpoints with respect to business ethics and social responsibility.
- **LO4**: To Communicate effectively using standard business and legal terminology.

**Course Outcomes**
Upon completion of this course the students will be able to
- **CO1**: Expertise with the business laws and company laws.
- **CO2**: Appreciate and analyse the scope of these laws so that they are able to operate their businesses within their legal confines.
- **CO3**: Develop students thinking in a logical way, so that even a student with no legal background is able to understand it.
- **CO4**: Create the students’analytical thinking and logical reasoning as a technique for decision-making on the basis of business legislations.
- **CO5**: Understand the applicability of rules as per today’s scenario.
Unit–I : Contract

Unit–II : Agency and Bailment

Unit–III : Sales and Insurance Laws

Unit–IV : Negotiable Instruments, Partnership and Other Laws

Unit–V : Corporate Secretarial Practices

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Learning Objectives
The objective of the course is:
LO1: To know the origins and patterns of International Trade and concepts of terms of trade
LO2: To understand contemporaneous export procedure, pertinent documents and tariff
LO3: To acquaint the aspects of international finance and forex markets.
LO4: To Evaluate the need for comprehensive and specific export credit insurance policies to the organization

Course outcomes
Upon completion of the course the students will be able to
CO1: Get in depth knowledge about export procedure and documents.
CO2: Describe the aspects of export marketing and pricing methods.
CO3: Know the facet of export & import finance.
CO4: Analyze complexities in export pricing.
CO5: Compare Exim financial services that suits business needs.

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

Unit–II : Export Procedure and Export Documents and Tariff

Unit–III : International Finance and Foreign Exchange Market

Unit–IV : Export Marketing and Pricing

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

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SOSC 306 : SOFT SKILLS

Learning Objectives
The objective of the course is
LO1: To introduce the basic concepts and to explain the importance of Soft Skills.
LO2: To provide understanding of the various Soft Skills.
LO3: To acquaint various soft skills that would assist students in their career and personal lives.
LO4: To Develop and incorporate time management and resource management skills to achieve one’s own goals.

Course Outcomes
Upon completion of the course students will be able to
CO1: Develop effective communication in oral and written forms.
CO2: Improve their cognitive skills by enhancing learning skills, presentation skills with
ICT, problem solving and decision making skills.

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

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

CO5: Analyse conflicts and maintain better interpersonal relationships.

Unit 1: Soft Skill and Personality Development

Soft skills – Meaning and Importance, Self concept - Self awareness, Self development, Know Thyself – Power of positive attitude – Etiquette and Manners

Listening – Types of Listening – Effective Listening – Barriers to Listening – Assertive communication

Unit 2: Communication Skills

Oral communication – Forms – Types of speeches - Public Speaking — Presentation – Elements of effective presentation – Use of visual aids in presentation

Written communication – Strategies of writing – Business letters – form, structure & formats – Types of business letters – Memos – Agenda & Minutes

Non-verbal communication – Body language – Proxemics

Unit 3: Interpersonal Skills

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

Unit 4: Employability Skills

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

Unit 5: Work Skills


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SECONED YEAR : THIRD SEMESTER

MBAF 307: INVESTMENT SECURITY AND PORTFOLIO MANAGEMENT

Learning Objectives
The Objective of this course is
LO 1: To impose knowledge regarding Security and Portfolio
LO 2: To understand the theory and practice of Security analysis
LO 3: To understand the investment pattern
LO 4: To make right decisions on Investment

Course Outcomes
Upon completion of this course, the student will have the ability to
CO 1: Analyse the investment process, types of investors and Functions of a brokerage firm.
CO 2: To demonstrate how the Fundamental and Technical Analysis are useful in the process of Investment decisions
CO 3: To develop aware of the various portfolio management techniques
CO 5: Comprehend the Tools for technical analysis, pattern of charts and Dollar Cost averaging plans of market theory.
CO 6: Understand security analysis, portfolio management, futures market and recognise risk of the portfolio.

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


**Unit–II: Common Stock Analysis**


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


**Unit–III: Technical Analysis and the Efficient Market Theory**


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.


**Unit–IV: Portfolio Management**


**Unit–V: Financial Derivatives Markets**


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

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**MBAF 308 : BANKING AND INSURANCE MANAGEMENT**

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

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

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

**Course Outcomes**

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

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

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

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

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

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

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

**Unit–I : Introduction**


**Unit–II : Private Sector Banks**


**Unit–III : Recent Trends in Indian Banking**

Unit–IV : Insurance Concepts


Unit–V : Classifications and Legal Aspects of Insurance Business


References
2) Balachandran, *Principles of Life Insurance*, Published by Insurance Institute of India, Mumbai.

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SECOND YEAR : FOURTH SEMESTER

MBAC 401 : RETAILING AND RURAL MARKETING

Learning Objectives

LO1: To focuses on the understanding of Retail management,
LO2: To the development of organized retail in India
LO3: To explain the importance of rural market both as end market and procurement source.
LO4: To know the growth of rural marketing in India.

Course Outcomes
Upon completion of the course students will be able to

CO1: understand the principles and functions of Retailing in India.
CO2: Understand the importance of Retail site locations
CO3: Familiar with the HRM functions in retailing.
CO4: Enable to understand the duties and responsibilities of store manager.
CO5: Develop and evaluate the Rural Marketing.

Unit–I : Retailing – Introduction and Strategy

Unit–II : Retail site Location

Unit–III : 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

References
3) Barry Berman and Joel R. Evans, Retail Management: A Strategic Approach, 10th edition, PHI learning, New Delhi, 2008.
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MBAC 402 : BUSINESS POLICY AND STRATEGIC MANAGEMENT

Learning Objectives
The objective of the course is
LO1: To explain about the Business Environment.
LO2: To introduce the basic concepts and importance of Business Policies and Strategies
LO3: To Acquaint the formulation and implementation of Business Policies and Strategies.
LO4: To Understand the social responsibilities, ethical and social considerations of business organisation

Course Objectives
Upon completion of the course students will be able to
CO1: Understand and get knowledge on managerial functions such as the internal and external environment of the organization.
CO2: Improve the cognitive skills that related to Mission, Vision, Goals, Objectives, Policies and Strategies of any organisation.
CO3: Evaluate and Develop strategic management tools and recommend strategic responses to business problems.
CO4: Develop strategic management plan for sustainable development of the organization
CO5: Analyse and Implement their responsibility to the society and business organisation.

Unit–I : Basic concepts of Business Policy

Unit–II : Business Analysis

Unit–III : Basic concept of strategy

Unit–IV : Business Development Strategies

Unit–V : Business Vs Social

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MBAC 403: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Learning Objectives
The purpose of the course is to
LO1: To Explain the supply chain decisions and supply chain drivers
LO2: To Understand the factors of distribution, designing network and their trade-offs
LO3: To provide the role of information technology in supply chain
LO4: To Understand the importance of Enterprise Resource Planning (ERP).

Course Outcomes
Upon completion of the course students will be able to
CO1: Evaluate complex qualitative and quantitative data to support strategic and operational decisions of supply chain.
CO2: Develop comprehensive strategic and tactical plans for supply chain management.
CO3: Use creative, critical and reflective thinking to address organizational opportunities and challenges.
CO4: Integrate appropriate technologies in developing solutions to business opportunities and challenges.
CO5: Analyze the effect of demand uncertainty managing inventory in the supply chain

Unit–I: Logistics Design

Unit–II: Logistics Network

Unit–III: Logistics Demand

Unit–IV: Supply Chain Management Models and Strategy

Unit–V: Supply Chain Management Design

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

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**MBAC 404 : INDIAN ETHOS AND VALUES**

Learning Objectives

The Objectives of the Course are:
LO1: To acquaint the students on the applications of Indian Ethos and values; managerial decision- making process.
LO2: To train students in Yoga practices such as Asnas (yogic exercise), meditation(exercise for mind), Pranayama (exercise for breath),
LO3: To Introspect (practices for positive thinking) and to manage stress in their managerial career.
LO4: To Implement the outcome of Yoga for Managerial Excellence

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

Unit–I : Ethics and Religious Values

Unit–II : Indian Ethos for Business Excellence

Unit–III : Stress Management

Unit–IV : Theories in Yoga

Unit–V : Yoga for Managerial Excellence

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

Learning Objectives
The students should know:

LO1: To know the general principles and aim of psychology – to verify certain problems in experimental situations.
LO2: To explain the methods of giving instruction to the subjects and to contact the experiments.
LO3: To collect the data, interpret them using suitable statistical techniques.
LO4: To understand the dimensions of Decision making.

Course Outcomes
Upon completion of the course students will be able to

CO1: Recognize, describe and implement a variety of research methods and skills common to the behavioral sciences.
CO2: Articulate the key elements of content within a wide variety of areas in the behavioral sciences.
CO3: Creatively and effectively apply behavioral science principles, knowledge and skills to promote positive change in one’s community.
CO4: To enhance the student’s communication skills through activities.
CO5: It helps to understand the dimensions of Emotional intelligence & Ego states.

Unit–I : Creativity and Leadership
Creativity – Creative thinking – Divergent thinking – Stages in Creative thinking.

Unit–II : Decision Making and Assertiveness
Decision Making – Styles – Importance stages in decision making.

Unit–III : Ego States and Stress Coping
Transaction analysis – Parent ego – Adult ego – Child ego – Characteristics.

Unit–IV : Emotional Intelligence and Personality
Emotional Intelligence – Components of Emotional Intelligence – Influencing Emotions – Handling relationships.
Personality – Extraversion – Intraversion.

Unit–V : Adjustment and Values

Values – Value system – Values in different cultures.

Tests

Test will be conducted through practicals on the following aspects:


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Learning Objectives
The main objectives of this course:
LO 1: To help the students to learn the various financial services.
LO 2: To acquaint role of managers in financial services
LO 3: To provide coherent knowledge of the theoretical and professional disciplines of banking and other services
LO 4: To gain the practical knowledge about capital and money markets
LO 5: To perceive the organizational structure and functions of various credit rating agencies

Course Outcomes
After completion of this course, the student should be able to
CO1: Highlight the significance of various financial services in India.
CO2: Explore the functions of financial and nonfinancial intermediaries in the financial markets and to present an overview of financial markets in India.
CO3: Discuss the role of merchant bankers and the recent developments in merchant banking.
CO4: Describe the mechanics of mutual fund operations in India
CO5: Acquaint the functioning of capital market and money markets and its distinctive features.
CO6: Know the operations and structure of venture capital financing.

Unit–I : Indian Financial System

Unit–II : Merchant Banking and Consumer Finance
Consumer Finance: Definition – Types – Credit Cards, Debit cards – Mechanics of Consumer Financing – Sources – Modes.

Unit–III : Mutual Funds Concept and Regulations

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

Unit–V : Venture Capital and Credit Rating


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MBAF 408: CAPITAL MARKETS

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

Course Outcome
After completion of this course, the student should be able to
CO 1: acquaint the basic understanding of how the economic status can take a role in the outcomes of the stock market, and the important aspects the stock markets.
CO 2: have a clear understanding about the functions of various financial markets in India.
CO 3: know the significance of new issue markets and its guidelines.
CO 4: describe the wide range of instruments for financing, investing and controlling risk available in today’s financial markets.
CO 5: explore the role played by institutional investors in dictating the need for various financial instruments with certain investment characteristics.

CO 6: discuss the role of SEBI in regulating the financial markets.

Unit I: Introduction

Unit II: Functions of Various Markets
Primary/Secondary markets, stock exchanges, National Stock Exchange, Bombay Stock Exchange, OTCE - Merchant Banking – Role and functions.

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

Unit IV: New Issue Market

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

References
2) Bharat’s Compendium on SEBI, Capital issues and Listing, 2005.

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