ANNAMALAI UNIVERSITY
A State University Accredited with ‘A’ Grade by NAAC

FACULTY OF ARTS

DEPARTMENT OF BUSINESS ADMINISTRATION

MBA
DUAL SPECIALISATION
2 YEARS FULL-TIME PROGRAM (CBCS)

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

1. Definitions and Nomenclature

1.1 University refers to Annamalai University.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

1.18 Learning Objectives also known as Course Objectives are statements that define the expected goal of a course in terms of demonstrable skills or knowledge that will be acquired by a student as a result of instruction.
1.19 **Course Outcomes (COs)** are statements that describe what students should be able to achieve/demonstrate at the end of a course. They allow follow-up and measurement of Learning Objectives.

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

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

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

2. **Programmes Offered and Eligibility Criteria**

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

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Programme</th>
<th>Eligibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>M.B.A. Business Analytics</td>
<td>The candidate who has undergone 10+2+3/4 pattern of study in any discipline with a minimum of 50% marks in Part- III. Admission is through TANCET.</td>
</tr>
<tr>
<td>2.</td>
<td>M.B.A. Dual Specialization</td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>M.B.A. Infrastructure Management</td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>M.B.A. Marketing Management</td>
<td></td>
</tr>
</tbody>
</table>

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

3. **Reservation Policy**

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

4. **Programme Duration**

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

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

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

5. **Programme Structure**

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

5.2 **Core courses**

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

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

5.3 **Elective courses**

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

5.3.2 **Interdepartmental Electives (IDEs)** are Electives that students can choose from amongst the courses offered by other departments of the same faculty as well as by the departments of other faculties.
5.3.3 Students shall take a combination of both DEs and IDEs.

5.4 Experiential Learning

5.4.1 Experiential learning provides opportunities to students to connect principles of the discipline with real-life situations.
5.4.2 In-plant training/field trips/internships/industrial visits (as applicable) fall under this category.
5.4.3 Experiential learning is categorised as Core.

5.5 Project

5.5.1 Each student shall undertake a Project in the final semester.
5.5.2 The Head of the Department shall assign a Research Supervisor to the student.
5.5.3 The Research Supervisor shall assign a topic for research and monitor the progress of the student periodically.
5.5.4 Students who wish to undertake project work in recognised institutions/industry shall obtain prior permission from the University. The Research Supervisor will be from the host institute, while the Co-Supervisor shall be a faculty in the parent department.

5.6 Value added Courses (VACs)

5.6.1 Students may also opt to take Value added Courses beyond the minimum credits required for award of the Degree. VACs are outside the normal credit paradigm.
5.6.2 These courses impart employable and life skills. VACs are listed in the University website and in the Handbook on Interdepartmental Electives and VACs.
5.6.3 Each VAC carries 2 credits with 30 hours of instruction, of which 60% (18 hours) shall be Theory and 40% (12 hours) Practical.
5.6.4 Classes for a VAC are conducted beyond the regular class hours and preferably in the II and III Semesters.

5.7 Online Courses

5.7.1 The Heads of Departments shall facilitate enrolment of students in Massive Open Online Courses (MOOCs) platform such as SWAYAM to provide academic flexibility and enhance the academic career of students.
5.7.2 Students who successfully complete a course in the MOOCs platform shall be exempted from one elective course of the programme.

5.8 Credit Distribution

The credit distribution is organised as follows:

<table>
<thead>
<tr>
<th></th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Courses</td>
<td>65-75</td>
</tr>
<tr>
<td>Elective Courses</td>
<td>15</td>
</tr>
<tr>
<td>Project</td>
<td>6-8</td>
</tr>
<tr>
<td>Total (Minimum requirement for award of Degree)</td>
<td><strong>90-95</strong>*</td>
</tr>
</tbody>
</table>

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

5.9 Credit Assignment

Each course is assigned credits and credit hours on the following basis:
1 Credit is defined as
1 Lecture period of one hour per week over a semester
1 Tutorial period of one hour per week over a semester
1 Practical/Project period of two or three hours (depending on the discipline) per week over a semester.
6 Attendance

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

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

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

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

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

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

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

7 Mentor-Mentee System

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

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

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

8 Examinations

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

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

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

8.4 Continuous Internal Assessment Tests

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

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

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

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

8.4.5 CIA Tests will be for two to three hours duration depending on the quantum of syllabus.
8.4.6 A student cannot repeat the CIA Test-I and CIA Test-II. However, if for any valid reason, the student is unable to attend the test, the prerogative of arranging a special test lies with the teacher in consultation with the Head of the Department.

8.5 **End Semester Examinations (ESE)**

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

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

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

9 **Evaluation**

9.1 **Marks Distribution**

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

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

9.2 **Assessment of CIA Tests**

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

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

<table>
<thead>
<tr>
<th></th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Test-I &amp; Test-II</td>
<td>15</td>
</tr>
<tr>
<td>Seminar</td>
<td>05</td>
</tr>
<tr>
<td>Assignment</td>
<td>05</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>25</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Test-I</td>
<td>15</td>
</tr>
<tr>
<td>Test-II</td>
<td>15</td>
</tr>
<tr>
<td>Viva-voce and Record</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>40</td>
</tr>
</tbody>
</table>

9.3 **Assessment of End-Semester Examinations**

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

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

9.4 **Assessment of Project/Dissertation**

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

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

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

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

9.4.5 The Project Evaluation Committee will comprise the Head of the Department, Project Supervisor, and a senior faculty.
9.4.6 The marks shall be distributed as follows:

<table>
<thead>
<tr>
<th>Continuous Internal Assessment (25 Marks)</th>
<th>End Semester Examination (75 Marks)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review-I: 10</td>
<td>Project / Dissertation Evaluation</td>
</tr>
<tr>
<td>Review-II: 15</td>
<td>Viva-voce</td>
</tr>
<tr>
<td></td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>25</td>
</tr>
</tbody>
</table>

9.5 Assessment of Value-added Courses

9.5.1 Assessment of VACs shall be internal.

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

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

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

9.6 Passing Minimum

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

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

10. Conferment of the Master’s Degree

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

11. Marks and Grading

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

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

11.3 The GPA is calculated by the formula

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

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

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

\( n \) is the number of Courses passed in that semester.

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

\[ CGPA = \frac{\sum_{i=1}^{n} C_i G_i}{\sum_{i=1}^{n} C_i} \]

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

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

\( n \) is the number of Courses passed in that semester.

\( m \) is the number of semesters

11.5 Evaluation of the performance of the student will be rated as shown in the Table.
### Table: Letter Grade, Grade Points, and Marks %

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

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

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

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

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

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

11.7 **Course-Wise Letter Grades**

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

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

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

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

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

12. **Provision for Withdrawal from the End Semester Examination**

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

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

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

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

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

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

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

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

13. **Academic misconduct**

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

14. **Transitory Regulations**

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

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

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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours per week</th>
<th>C</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>CIA</td>
<td>ESE</td>
</tr>
<tr>
<td>19BDLC101</td>
<td>Core 1: Management Process</td>
<td>4 -</td>
<td>2</td>
<td>25</td>
</tr>
<tr>
<td>19BDLC102</td>
<td>Core 2: Managerial Economics</td>
<td>4 -</td>
<td>2</td>
<td>25</td>
</tr>
<tr>
<td>19BDLC103</td>
<td>Core 3: Organizational Behaviour</td>
<td>4 -</td>
<td>2</td>
<td>25</td>
</tr>
<tr>
<td>19BDLC104</td>
<td>Core 4: Accounting for Managers</td>
<td>4 -</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td>19BDLC106</td>
<td>Core 5: Computer Applications in Management</td>
<td>4 -</td>
<td>2</td>
<td>25</td>
</tr>
<tr>
<td>19BDLC107</td>
<td>Core 6: Project Entrepreneurship and Small Business Management</td>
<td>4 -</td>
<td>2</td>
<td>25</td>
</tr>
<tr>
<td>19BDLC108</td>
<td>Core 7: Research Methodology</td>
<td>4 -</td>
<td>2</td>
<td>25</td>
</tr>
<tr>
<td>19BDLC109</td>
<td>Comprehensive Viva-voce (Industrial Visits and Courses)</td>
<td>- -</td>
<td>2</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td>17</td>
</tr>
<tr>
<td>19BDLC201</td>
<td>Core 8: Financial Management</td>
<td>4 -</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td>19BDLC202</td>
<td>Core 9: Marketing Management</td>
<td>4 -</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td>19BDLC203</td>
<td>Core 10: Human Resource Management</td>
<td>4 -</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td>19BDLC204</td>
<td>Core 11: Production and Materials Management</td>
<td>4 -</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td>19XXXXX205</td>
<td>Elective 1: Interdepartmental Elective</td>
<td>3 -</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td>19BDLC206</td>
<td>Core 12: Decision Support System and Management Information System</td>
<td>4 -</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td>19BDLE207</td>
<td>Elective 2: Department Elective</td>
<td>3 -</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td>19BDLE208</td>
<td>Elective 3: Department Elective</td>
<td>3 -</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td>19BDLC209</td>
<td>Core 13: Practical I (Statistical package on Business Decision)</td>
<td>- 4</td>
<td>2</td>
<td>25</td>
</tr>
<tr>
<td>19BDLC210</td>
<td>Field visit and Viva-voce (Exposure to Small and Medium Enterprises)</td>
<td>- -</td>
<td>2</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td>28</td>
</tr>
</tbody>
</table>

**Value Added Course (VAC) Carries Additional Credits**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours per week</th>
<th>C</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>CIA</td>
<td>ESE</td>
</tr>
<tr>
<td>19BDLC301</td>
<td>Core 14: Operations Research</td>
<td>4 -</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td>19BDLC302</td>
<td>Core 15: Introduction to Business Analytics</td>
<td>4 -</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td>19BDLC303</td>
<td>Core 16: Business Legislations</td>
<td>4 -</td>
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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 Outcome

After Completion of MBA Dual specialization, students will

PSO1: Display competencies and knowledge in key business functions with a special focus on the dual specializations
PSO2: Acquire the skills to communicate effectively
PSO3: Work effectively and professionally in a team of any business organization
PSO4: Develop an understanding to work with multicultural global business environment of both specializations
PSO5: Apply quantitative and qualitative decision making skills to managerial issues
PSO6: Formulate strategies to develop the business and introduce innovative business practices with ethical considerations
PSO7: Have an understanding of leadership theory and demonstrate managerial skills
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.

Unit–1 Introduction (14 h)

Unit–2 Planning (10 h)
Distinction between operational and strategic planning – Types of plans – Grouping of various types of plans – Steps in planning – Importance of policies – Types of policies – Principles of policy making – Policy formulation and Administration – Basic area of policy making.

Unit–3 Organising (10 h)

Unit–4 Staffing and Directing (12 h)

Unit-5 Supervising Control and MBO (14 h)

Text books

Supplementary Readings

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 organisation.

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.

Outcome Mapping

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Semester – I

19BDLC102 : 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

Unit–1 Basic Concepts (14 h)

Unit–2 Cost Analysis (10 h)
Cost concepts and classifications – Cost output relationship in the long run and short run – Economies (Internal and External) and Diseconomies of scale – Cost control and Cost reduction – Production function – Isoquants, Isocost curves and least cost combination.

Unit–3 Pricing Decisions (12 h)

Unit–4 Profit Analysis (10 h)
Profit theories – profit policy – Profit budget – Break even analysis – Break even chart – Theory of profit maximization.

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

Text Books

Supplementary Readings

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.

Outcome Mapping

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Semester – I 19BDLC103: 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

Unit – 1 Organizational Behaviour: An Overview (14 h)
Historical Development, Behavioural sciences and Organizational behaviour organizational behaviour (OB) in global context, Managing worker diversity Developing Assertive Behaviour Skills Emerging Business Realities.
Unit 2 Learning Attitudes Values and Job Satisfaction (10 h)
Learning: Definition and Importance, Theories of learning, Principles of learning, Shaping as managerial tool, Applications in organizations. Attitudes, Values and Job Satisfaction: Sources and types of attitudes, Attitude formation and change, Cognitive Dissonance Theory. Values: meaning, importance, source and types, and applications in organizations. Effects of employee attitude, Job related attitudes.

Unit 3 Personality & Personality Attributes (10 h)
Personality: Foundations of individual behaviour, Personality, Meaning and Importance, Development of personality, Determinants of personality, Theories of personality, Relevance of personality to managers. Perception: Nature, Importance and Definition of Perception, Factors involved in perception, The Perceptual Process, Perceptual Selectivity and Organization, Applications in Organizations. Creativity process and Blocks.

Unit 4 Motivation Culture Group Dynamics (14 h)
Motivation: Theories of motivation, Motivation applied in organizations, Principles, applications dimensions & Types of culture, Creating, Sustaining & Transmitting culture, Keeping cultures alive & How employees learn culture. Emotions & Emotional Intelligence Handling Fear, Anger and Depression Group Processes & Teams in Organizations nature of groups, Stages of group development, Meaning of teams, Types of teams, characteristics of teams, Team development, Team decision making Interpersonal Communications Increasing Personal and Interpersonal effectiveness through understanding and practicing, Transactional Analysis and Johari Window Model.

Unit 5 Leadership Conflict Organizational Change (12 h)
Leadership Characteristics of Leading, Importance of Leading, Functions of Leading Power & Politics at work nature & bases of power, power relationships, organizational politics, outcomes of power Conflict, Negotiations sources of conflict, Resolution techniques, and stimulation techniques. Stress: Meaning, factors responsible for stress, coping strategies & Stress Management types of change, managing organizational change, resistance to change, overcoming resistance to change. Meaning & values of organizational development, Organizational development approaches and techniques.

Text Books

Supplementary Reading

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.
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

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


Unit–2 Financial Statement Analysis, Ratio Analysis, Fund and Cash Flow Analysis (12 h)


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

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

Unit–4 Marginal Costing, Budget and Budgetary Control (10 h)

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

Unit5 Standard Costing and Variance Analysis (14 h)


Text books

Supplementary Readings
1. Maheswari, S.N., Cost and Management Accounting, Sultan Chand & Sons., Publisher

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.

Outcome Mapping

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Semester – I 19BDLC106 : Computer Applications in Management  
Credits: 2  
Hours: 60

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

Unit–1 Computer Fundamentals (14 h)

Unit–2 Software Development applications (10 h)

Unit–3 Data Processing Concepts (10 h)
Unit–4  Computer Networks (12 h)

Unit5  Implementing and Managing IT (14 h)

Text Books

Supplementary Readings

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.

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Learning Objectives
The objective of this course is to
LO1: Make understand the framework for 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.

Unit–1 Project Planning (10 h)

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

Unit–3 Introduction to Entrepreneur (12 h)

Unit–4 Entrepreneurship Environment and Challenges (10 h)

Unit5 Small Business Management (14 h)

Text books
1. Prasanna Chandra, Projects, Tata McGraw hill, New Delhi, 2007

Supplementary Readings

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.

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

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

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

Unit–2 Data Collection (10 h)
Methods of data collection – Observational and Survey methods – Field work plan – Administration of surveys – Training for field investigators – Sampling methods – Sample size.

Unit–3 Research Tools (10 h)
Source of Data – Primary – Secondary data – Questionnaire Design; Attitude measurement techniques – Scaling Techniques.

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

**Unit 5  Report Preparation (12 h)**


**Text Books**

**Supplementary Readings**

**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.

**Outcome Mapping**

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**Semester – I**

**19BDLC109 : Comprehensive Vivavoce**

*(Industrial Visits and Subjects)*

Credits: 2
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.

Unit–1 Introduction to Financial Management (14 h)

Unit–2 Long Term Financing (10 h)

Unit–3 Working Capital Management (10 h)
Meaning of working capital Net working capital – Financing mix approaches Sources of working capital financing Management of cash and marketable security: Importance of cash and liquidity Cash balance deciding factors Determination of cash cycle – Receivable management Objectives Formulation of Credit and collection policies Inventory management Objectives of Inventory – Determination of optimum level of inventory Types of Inventory.

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

Unit5 Cost of Capital and Dividend Policy Decision (14 h)

Text books

Supplementary Readings
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.

Outcome Mapping

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Semester – II 19BDLC202 : Marketing Management Credits: 3 Hours: 60

Learning Objectives
This objective of this course is
LO1: To familiarize with the various concepts in marketing
LO2: To acclimatize the students about the marketing environment
LO3: To understand consumer behaviour
LO4: To analyse the factors influencing consumer decision
LO5: To develop the ability to design best marketing strategy

Unit–1 Marketing and its Environment (14 h)

Unit–2 Market Analysis and Segmentation (12 h)


Unit–3 Product and Pricing Strategies (10 h)
Unit 4 Physical Distribution and Promotion (14 h)

Unit 5 Consumer Behaviour and CRM (10 h)

Text Books

Supplementary Readings

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.

Outcome Mapping

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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.

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

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

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

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

Unit5 Quality of work life and Participative Management (14 h)
Scope and ways of Participation – Staff council, Joint council, Collective bargaining, Job
enlargement/enrichment, Suggestion schemes and Quality circle – Total quality management –
Structure of Participative management – Nature and benefits of participation – Managing diversity –
Gender equality in employment – Quality of work life – Role of supervisor in QWL – Safety – Types
of accidents – Safety programs – Work place health issues – Work place violence – Outsourcing HR
activities – Productivity & Performance Metrics.

Text Books
2017.
2016.
Supplementary Readings

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.

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Semester – II 19BDLC204: Production and Materials Management Credits: 3 Hours: 60

Learning Objectives

The objective of this course is,
LO1: To acquire a working understanding of production function in the context of business enterprises and the various ergonomics considerations in designing the production system of an organisation.
LO2: To analyze the factors influencing plant location and principles of plant out existing in the industry.
LO3: To help the students to understand about production, planning and control and the role of Gantt charts in production scheduling.
LO4: To explain the essentials of materials management and the role of inventory system in running a business and to develop skills in solving production related problems.
LO5: To impart knowledge on the materials management information system.

Unit–1 Production Function (14 h)

Unit–2 Plant Layout and Maintenance (10 h)
physical facilities. Maintenance – Objective of maintenance – Elements of maintenance – Types of
maintenance – Breakdown time – Distribution time – Preventive maintenance Vs Breakdown
maintenance – Optimum crew size – Maintenance records.

Unit–3 Production Planning and Control (10 h)

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

Unit–4 Materials Management and Materials Management Information System (12 h)

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

Unit 5 Store and Purchase Function (14 h)

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

Text Books
1. Sarangi S.K., Production Management and Materials Management: Text & Cases, Asian Books
Private Limited Publication, New Delhi, 2011

Supplementary Readings
5. Shridhara Bhat, K., Production and Materials Management, Himalaya Publishing house,

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

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

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

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

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

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

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

Outcome Mapping

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Semester – II  
19BDLC206: Decision Support System and Management Information System  
Credits: 3  
Hours: 60

Learning Objectives
The Learning Objectives of the course is
LO1: To provide a realworld understanding of information systems and Decision Support System application in business.
LO2: To impart a firm foundation and background needed in the field of information systems.
LO3: To explain the Information System technologies currently available in business world.
LO4: To provide the right balance of conceptual background, technical information and realworld applications.
LO5: To introduce the infrastructure required and security issues for the effective use of information System.

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

Unit–2 Design and development of MIS and DSS (10 h)
Designing Information System: System Development Life cycle (SDLC) approach: Requirement Analysis; Information gathering; Design and developing the IS; Implementation of IS in organizational settings. Rapid application Development: Application Systems; ERP applications. DSS development processDSS evolutionGDSS application and design. Mathematical models in DSS.

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

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

Unit5  IT infrastructure Management (12 h)
Organising MIS function in the enterprise structure of MIS team in the organization Different strategies of IT infrastructure management; Inhouse development of MIS Outsourcing MIS function; Hardware and Software updating End user training and development End user training need identification.

Text Books

Supplementary Readings

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.

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STUDENT CAN CHOOSE ANY TWO SPECIALIZATIONS FROM THE OPTIONS
AND SHOULD CONTINUE WITH THE SAME SPECIALIZATIONS FROM
SECOND SEMESTER TO FOURTH SEMESTER.
19BDLC 207 & 208 (DUAL SPECIALIZATION) – CHOOSE ANY TWO

<table>
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<tr>
<th>Specialization</th>
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<tr>
<td>1. FINANCE</td>
<td>Accounting Software – Practical</td>
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<td>2. MARKETING</td>
<td>Marketing Research and Consumer Behaviour</td>
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<td>3. HUMAN RESOURCE</td>
<td>Industrial Relations and Labour Welfare Management</td>
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<td>4. PRODUCTION</td>
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<td>5. SYSTEMS</td>
<td>Systems Analysis and Software Development</td>
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<td>6. INTERNATIONAL TRADE</td>
<td>Export – Import Procedures, Documentation and Logistics</td>
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Semester – II 19BDLC 207/208 (1) Accounting Software – Practical

Credits: 3
Hours: 60

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.

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

Unit–1 Basics of Accounting (14 h)

Unit–2 Fundamentals of Tally.ERP 9 (10 h)
- Getting Functional with tally.ERP 9
- Creation/ setting up of Company
- Features
- Configurations
- Setting up Account Heads.
- Preparation of Trading Account
- Preparation of Profit & Loss Account
- Preparation of Balance Sheet

Unit–3: Inventory in Tally.ERP 9 (12 h)
- Order Processing
- Reorder Levels
- Tracking Numbers
- Batch wise Details
- Additional Cost Details
Bill of Materials
Price List.
Features of Point of Sale (POS) in Tally. ERP.9.
Configuring Point of Sale in Tally. ERP.9.
Entering POS Transactions
POS Reports

Unit 4 Goods and Services Tax (GST) (14 h)
- Introduction about Goods and Services Tax (GST)
- Activating Tally in GST
- Setting Up GST (Company Level, Ledger Level and Inventory Level)
- GST Taxes & Invoices
- Understanding SGST, CGST & IGST
- Creating GST Masters in Tally

Unit 5 Sales Voucher with GST (10 h)
- Updating GST Number for Suppliers
- Practical on IntraState Sales Entry in GST (SGST + CGST)
- Practical on InterState Sales Entry in GST (IGST)
- Printing GST Sales Invoice from Tally ERP9 Software

Text Books

Supplementary Readings

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.

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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

Total 100

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

Unit–1 Market Research (14 h)

Unit–2 Report Preparation and Applications of Marketing Research (10 h)

Unit–3 Consumer Behaviour and Consumer perception (14 h)

Unit–4 Consumer Learning and Reference Group Appeal (10 h)

Unit5 Consumer Influence and Post Purchase Behaviour (12 h)
Text Books
2. Ramanuj Majumdar, Consumer Behavior, PHI Learning, New Delhi, 2010.

Supplementary Readings

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.

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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

Unit–1 Introduction (14 h)
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–2 Trade Unions and Discipline (10 h)

Unit–3 Negotiation and Collective Bargaining (12 h)

Unit–4 Labour Welfare (10 h)

Unit5 NCL and Workers Participation Management (14 h)

Text Books

Supplementary Reading
3. PC. Tripathi, Personel Management & Industrial Relations, Sultan Chand, New Delhi, 2009.
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 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

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Semester – II 19BDLC207/208 (4) Production Planning and Control Credits: 3
Hours: 60

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

Unit–1 Introduction to PPC (14 h)
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–2 Forecasting and Planning (10 h)
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–3 Scheduling and Safety Management (12 h)
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 4  Group Technology (10 h)
Group technology and cell system of production, Line of balance techniques, Project monitoring – Forecasting for inventory and Production control – Job shop planning.

Unit 5  Maintenance (14 h)

Text Books

Supplementary Readings

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.

Outcome Mapping

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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.

Unit–1 Basic Concepts of Systems (14 h)

Unit–2 Information System Life Cycle (10 h)

Unit–3 Systems Planning (10 h)

Unit–4 Systems Analysis and Design (12 h)

Unit5 System Implementation Concepts (14 h)
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.

Text Books

Supplementary Readings

**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.

**Outcome Mapping**

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**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

**Unit–1 Export Offer and Documents, Export Contract and Negotiation with Commercial Banks for Availing Export Finance and Methods of Export Finance from Commercial Banks (14 h)**


**Unit–2 Insurance, Foreign Exchange Risk and Forwarding Agents (10 h)**


**Unit–3 Cargo Shipment, Custom Clearance, Export Import Licences and Other Export Incentives (12 h)**

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 4  Shipping and Containerization (10 h)
World Shipping, Structure, Liners, and Tramps, Conference System and Freight – Containerization – Container Corporation of India Conferences on Sea Transport.

Unit 5  Air / Sea Transport and Freight (14 h)
Indian Shipping, Concept of Dry Port, Air Transport, Freight rate structure Export Procedures in Airport and Sea Port – Tariff and Nontariff for exporters.

Text Books

Supplementary Readings
2. Export Import Procedures: Documentation and Logistics EPDF.TIPS; https://epdf.tips/download/exportimportproceduresdocumentationandlogistics.html;
5. Export Import Documentation; www.vacwt.com/presentations/64th/selby_exportimportdocumentation.pdf

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
CO5: Understand the challenges of National and International Business and builds the confidence to do his own business.
CO6: Lead in Logistics Management successfully.

Outcome Mappings

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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.

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

Unit–2 Data Editor (10 h)

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

Unit–4 Simple Tabulation and Cross Tabulation (14 h)
Simple Tabulation – Frequencies – Percentage – Charts – Simple Tabulation for ranking type questions – Cross Tabulation – Calculating percentage in a cross tabulation – Cross tabulation of more than two variables – chisquare test for cross tabulation – Measures of the strength of association between variables.

Unit5 ANOVA and Design of Experiments (12 h)
Application – Methods – Variables – Completely randomized design in a oneway ANOVA – Factorial Design with two or more factors – Pair wise test – Independent ttest – Correlation – Regression – Interpretation of Result.

Text Books

Supplementary Readings

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.

Outcome Mappings

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Semester – II 19BDLC210: Project And VivaVoce (Exposure to Small and Medium Enterprises) Credits: 2 Hours: 40

Course Objective

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

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

Guidelines

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

Unit–1 Introduction (14 h)

Unit–2 Linear Programming (10 h)

Special Purpose Algorithms

Unit–3 Inventory Models (14 h)
Inventory costs – Cost of average inventory – Optimum Number of orders per year – Optimum days supply per order – Optimum rupee value per order – Assumptions – Applications of EOQ in Production process – Reorder point – Lead Time – Safety Stock. Waiting Line Models – Definitions of waiting lines – Single channel Queue models (Poisson Distributed arrivals and Exponentially Distributed Service Time) – Multiple channel Queue models (Poisson Distributed Arrivals and exponentially distributed Service Times) – Simulation of Queuing System.

Unit–4 Game Theory (10 h)

Network Models

Unit5 Replacement Models (12 h)

Text Books
2) Srinivasan, G. Operations Research : Principles And Applications, PHI, 2017

Supplementary Readings
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

Outcome Mapping

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Semester – III

19BDLC302: Introduction to Business Analytics

Credits: 3
Hours: 60

Learning Objectives

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

LO2: Decision modeling to effectively persuade in the project oriented world of datadriven decisions.

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

LO4: To provide the concepts of time series and forecasting

LO5: To impart knowledge on the data analysis using R

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


Unit 2 Application of Business Analytics (12 h)

Unit 3 Decision support and Data Visualisation (10 h)
DSS Executive and enterprise support Automated decision support Web analytics Data mining Applied artificial intelligence Visual analysis: Data concepts – Data Dashboards Data exploration & visualization Scorecards

Unit 4 Time Series and Forecasting (14 h)

Unit 5 Data Analysis using R (10 h)
R Studio: Introduction – R data types and objects, reading and writing data Data structures in R R programming fundamentals Advantages and disadvantages of using R.

Text Books

Supplementary Readings

Course Outcome:
Upon completion of this course, the student will have the ability to
CO1: Display competencies and knowledge in key business problems and apply analytical knowledge in big data
CO2: Demonstrate managerial skills, understand and apply the language, theory and models of the field of business analytics.
CO3: Able to cultivating cognitive skills on the applications of business analytics to formulate strategies to develop the business.
CO4: Commitment to sustainable development of data visualization and time series analysis related to any business organization.
CO5: Provide leadership in application of using R statistics for multicultural global business environment
CO6: Cultivating cognitive skills acquired on forecasting methods for decision making skills to managerial issues

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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

Unit–1 Contract (14 h)

Unit–2 Special Contract (10 h)

Unit–3 Sales and Insurance Laws (10 h)

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

Unit5 Corporate Secretarial Practices (14 h)

Text Books

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

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Semester – III 19BDLC304: International Business and Export Management

Credits: 3
Hours: 60

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

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

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

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

Unit–4 Export Marketing and Pricing (12 h)
FRANCO – Pricing Strategies – Impact of incentives on pricing – Labelling, packaging and marking of export consignments.

Unit 5 Export and Import Finance (14 h)

Text Books
2. Gargi Sanati, Financing International trade banking theories and applications, SAGE2019

Supplementary Readings
1. Dr. P.Y. Mishra, Principles of International Marketing, Laxmi Book Publications 2017
5. Gerald S. Albaum, Edwin Duerr, International marketing and export management Prentice hall 2011

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.

Outcome Mapping

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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.

Unit 1 Soft Skill and Personality Development (14 h)
Soft skills – Meaning and Importance, Self concept, Self awareness, Self development, Know Thyself – Power of positive attitude – Etiquette and Manners Listening – Types of Listening – Effective Listening – Barriers to Listening – Assertive communication

Unit 2 Communication Skills (12 h)

Unit 3 Interpersonal Skills (10 h)
Interpersonal skills – Relationship development and maintenance – Transactional Analysis Conflict resolution skills – levels of conflict – handling conflict Persuasion – Empathy – Managing emotions Negotiation – types, stages & skills – Counselling skills

Unit 4 Employability Skills (14 h)
Goal setting – Career planning – Corporate skills – Group discussion – Interview skills – Types of Interview Interview body language Email writing – Job application – cover letter Resume preparation

Unit 5 Work Skills (10 h)

Text Books

Supplementary Readings

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.
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19BDLC307 & 308 (DUAL SPECIALIZATION)

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<td>2. MARKETING</td>
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<td>6. INTERNATIONAL TRADE</td>
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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

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


Unit–2  Common Stock Analysis (12 h)
Industry Analysis: Classification of industries – Industry life cycle – Methods of analysis – Key characteristics of an industry analysis.

Unit–3  Technical Analysis and the Efficient Market Theory (10 h)
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–4  Portfolio Management (10 h)

Unit5  Financial Derivatives Markets (14 h)
Swaps – Basic Swap structures – Interest Rate Swap – Fixed Rate Currency Swaps – Currency Coupon Swap – Basis Rate Swaps.

Text books
Supplementary Readings

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

Outcome Mapping

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Semester – III 19BDLC307/308 (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.

Unit–1 Sales Management and Planning (14 h)
Unit–2 Sales Forecasting and Organization (10 h)


Unit–3 Recruitment, Training and Control of Sales Force (10 h)


Unit–4 Distribution and Logistics (12 h)


Unit5 Channel Intermediaries Retailing and Channel Design (14 h)


Text Books

2) Panda Tapan K., Sales and Distribution Management, 2e , OUP India, 2012

Supplementary Reading


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.
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Semester – III  **19BDLC307/308 (3) Legal Framework Governing Human Relations**

Credits: 3  Hours: 60

**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.

**Unit–1 Introduction to Labour Law (14 h)**


**Unit–2 Trade Union & Disputes (10 h)**


**Unit–3 Industrial Employment Act, Wages and Bonus Laws (12 h)**


**Unit–4 Social Security Laws (10 h)**


**Unit5 Laws Relating to Working Conditions (14 h)**


**Text Books**


**Supplementary Readings**

5. Taxman , *labour laws*, Amazon publishers, 2019
**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.

CO6: Analyze and apply legal statutes for fixing compensation, bonus and other benefits which is indispensable for the sustainable development of the business and innovative business practices with ethical considerations.

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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.

Unit–1 Basic Concepts and Origin of TQM (14 h)
Basic concept of total quality (TQ), Evolution of Total Quality Mgt., cost of quality, Scope of TQM, Dimensions of Quality.

Unit–2 Statistical Quality Control and Process Capability (12 h)

Unit–3 Just in Time, Kanban (10 h)
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–4 Total Productive Maintenance (10 h)
Optimum maintenance decisions, TPM, Process design and the work process. Management support mechanisms, Customer Retention.

Unit5 ISO, Six Sigma (14 h)

Text Books

Supplementary Readings

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.

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#### Semester – III

**19BDLC307/308 (5) Database Management**

**Credits:** 3  
**Hours:** 60

### 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

### Unit–1 Introduction to DBMS (14 h)


### Unit–2 Introduction to RDBMS (10 h)


### Unit–3 SQL (12 h)

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–4 Transaction Management (10 h)


### Unit5 Advanced Concepts (14 h)

Text books
1. Fundamentals of Database System by Elmasri Ramez (Author), Navathe Shamkant (Author) Pearson Education; Seventh edition (30 June 2017)

Supplementary Readings

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.

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Semester – III 19BDLC307/308 (6) Foreign Trade Policy Credits: 3 Hours: 60

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.

Unit–1 : Trade Policy and Performance of India (14 h)
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–2 Tariffs (10 h)
Barriers to free Trade – Tariffs and economic theory – Tariff systems – Tariff mitigation – Other nontariff measures – TRIPS – Copyrights.

Unit–3 EXIM Policy (10 h)
EXIM policy (latest amendment) – License procedures for Export and Import – DGFT – Licensing conditions Import Policy and control Export import licenses.

Unit–4 EXIM Policy Promotions and Transfer of Technology (14 h)

Unit5 Institutions (12 h)
Export Promotion councils Commodity Boards – EXIM Bank ECGCI – Role of Government in India’s Foreign Trade – EOU EPZ – SEZ – STP EHTP in India.

Text Books

Supplementary Readings

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.
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Semester – III 19BDLC309: Project and Viva–Voce
(Industrial Visits and Subjects) Credits: 3 Hours: 60

Project Training

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

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

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

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

Project Related Activities

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

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

Unit–2 Retail site Location (10 h)

Unit–3 Human Resource Management (10 h)

Unit–4 Merchandize Management (12 h)
Presenting the merchandize – Merchandize Amendment Planning – Store display and ambience – Retail Signage – Types and characteristics – Components of retail store operations – Duties and responsibilities of store manager.

Unit5 Rural Market (14 h)

Text Books

Supplementary Reading

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.
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Semester – IV  19BDLC402 : Business Policy and Strategic Management

Credits: 3
Hours: 60

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.

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

Unit–2 Business Analysis (10 h)

Unit–3 Basic concept of strategy (14 h)

Unit–4 Business Development Strategies (10 h)

Unit5 Business Vs Social (12 h)

Text Books

Supplementary Readings
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.

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SEMESTER – IV  19BDLC403 : Logistics and Supply Chain Management  Credits: 3
Hours: 60

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

Unit–1 Logistics Design (14 h)

Unit–2 Logistics Network (10 h)

Unit–3 Logistics Demand (10 h)

Unit–4 Supply Chain Management (14 h)

Unit5 Supply Chain Management Design (12 h)

Text Books

Supplementary Reading

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).

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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.

Unit–1 Ethics and Religious Values (14 h)

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

Unit–3 Stress Management (12 h)

Unit–4 Theories in Yoga (10 h)

Unit5 Yoga for Managerial Excellence (14 h)

Text Books

Supplementary Readings
1. Indian Ethos and Values Essay Example For Students | Artscolumbia https://artsolumbia.org › Essays
3. Indian Ethos and Management ISIB isib.co.uk/ims/wpcontent/uploads/2015/02/IndianEthosandManagement.pdf
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

Outcome Mappings

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Semester – IV  19BDLC406 : Behavioural Science and Communication Lab – Practical  Credits: 2  Hours: 60

Learning Objectives
The students should know:
LO1: To Know the general principles and aim of psychology – to verify certain problems in experimental situations.
LO2: To explain The methods of giving instruction to the subjects and to contact the experiments.
LO3: To collect the data, interpret them using suitable statistical techniques.

Unit–1 Creativity and Leadership (14 h)

Unit–2 Decision Making and Assertiveness (10 h)

Unit–3 Ego States and Values (10 h)

Unit–4 Emotional Intelligence and Personality (12 h)

Unit5 Communication Development Exercise (14 h)

Tests
Test will be conducted through practicals on the following aspects:
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.

Outcome Mappings

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19BDLC 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

Semester – IV 19BDLC 407/408 (1) Management of Financial Services  Credit: 3
Hours: 60

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

Unit–1 Indian Financial System (14 h)

Unit–2 Merchant Banking and Consumer Finance (12 h)
Unit–3 Mutual Funds Concept and Regulations (10 h)

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


Unit5 Venture Capital and Credit Rating (10 h)


Text books

Supplementary Readings
5. Thummulurisiddaiah” Financial Services. Pearson Education. 2011

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.

Outcome Mappings

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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.

Unit–1 Advertising Fundamentals and Classification (14 h)

Unit–2 Psychological Principles and Ethical aspects of Advertising (10 h)

Unit–3 Media selection, Creativity and Advertising Agencies (14 h)

Unit–4 Sales Promotion (12 h)

Unit5 Public Relations and Corporate Advertising (10 h)
Public relations – Integrating PR into the promotional mix – Establishing a PR plan – Advantages and disadvantages of PR – Measuring the effectiveness of PR – Publicity – The power of publicity – Control and dissemination of publicity – Objectives, types of corporate advertising.

Text Books
Supplementary Readings

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.

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Semester – IV 19BDLC 407/408 (3) Management of Training and Development Credits: 3 Hours: 60

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.

Unit–1 Introduction (14 h)

Unit–2 Training Techniques (14 h)
Unit–3 Career – Planning (10 h)

Unit–4 MDP and Training Institutions (10 h)

Unit5 MDP Institutions (12 h)

Text Books

Supplementary reading
1. Raymond A. Noe, Employee training and development, Richard D. Irwin, Inc. Published: 2017

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.

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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**: Recognise the relationship between reengineering and TQM, CPI and reengineering
- **LO5**: Understand the Holonic concepts and its relationship with BPR

**Unit 1** Introduction (14 h)


**Unit 2** Project (10 h)


**Unit 3** (10 h)


**Unit 4** TQM (12 h)


**Unit 5** Network (14 h)


**Text Books**


**Supplementary Readings**


**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.
Outcome Mapping

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Semester – IV 19BDLC 407/408 (5) E–Commerce Credits: 3 Hours: 60

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.

Unit–1 Introduction to ecommerce (14 h)

Unit–2 Internet governance and technology details (12 h)

Unit–3 Deploying ecommerce systems (10 h)
Building and Managing eCommerce Web SiteChoosing web server softwareChoosing the hardware for an eCommerce site toolsOnline security and payment systems ePayment systemsOnline banking systemselectronic fund transfer Mobile commerce – Web applications eCommerce in action.

Unit–4 Consumers on Internet and Ecommerce business models (14 h)
Consumer Online: The Internet Audience Consumer BehaviorBasic Marketing concepts in eCommerceInternet Marketing Technologies B2C and B2B ECommerce Marketing and Branding StrategiesUnderstanding Ethical, Social and Political issues in eCommerce B2B Marketing. Online Retailing and ServicesOnline Financial ServiceOnline Travel Service Online Career ServiceOnline Content and publishing IndustryThe Online Entertainment IndustrySearch enginesMultimedia applications in Internet Internet television and Telephony applications.

Unit5 Internet and society (10 h)
Social Networks and Online communitiesOnline AuctionsCommerce PortalsTrends in SCM and collaborative commerceNet MarketplacesPrivate Industrial NetworksCyber CrimeCyber patrolsOnline system Vulnerability Censoring InternetEthical and human rights perspectives.
Text books
3. Laudon, ECommerce 10/e, Pearson Education India; 10 edition (2016)

Supplementary Readings

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

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| CO6  | √     |        |        |        |
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.

Unit–1 Challenges and Dynamic Environments of International Marketing and Trade (14 h)

Unit–2 Cultural Dynamics in Assessing Global Markets (12 h)

Unit–3 The Political Environment (10 h)

Unit–4 Global Marketing Management (10 h)

Unit5 Assessing Global Market Opportunities (14 h)
Breath and Scope of International Marketing Research – Problems of gathering Primary data – Research in the Internet.


Text Books

Supplementary Reading

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.

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## 19BDLC 409: Comprehensive VivaVoce
(Industrial Visits and Subjects)

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Continuous Internal Evaluation (25 Marks)

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