ANNA UNIVERSITY
A State University Accredited with 'A' Grade by NAAC

FACULTY OF ARTS

DEPARTMENT OF BUSINESS ADMINISTRATION

MBA REGULATIONS
FINANCIAL MANAGEMENT 2019
CURRICULUM & SYLLABUS

2 YEARS FULL-TIME PROGRAM (CBCS)
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>90-95*</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>Total</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>Total</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>50</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.

\[
CGPA = \frac{\sum_{i=1}^{m} \sum_{j=1}^{n} C_i G_j}{\sum_{i=1}^{m} \sum_{j=1}^{n} C_i}
\]

where, \(C_i\) is the Credit earned for the Course \(i\) in any semester; 
\(G_j\) is the Grade Point obtained by the student for the Course \(j\) 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>
<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>L</td>
<td>P</td>
<td>CIA</td>
</tr>
<tr>
<td>19BFMC101</td>
<td>Core 1: Management Process</td>
<td>4</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td>19BFMC102</td>
<td>Core 2: Managerial Economics</td>
<td>4</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td>19BFMC103</td>
<td>Core 3: Organizational Behaviour</td>
<td>4</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td>19BFMC104</td>
<td>Core 4: Accounting for Managers</td>
<td>4</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>19BFMC106</td>
<td>Core 5: Computer Applications in Management</td>
<td>4</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td>19BFMC107</td>
<td>Core 6: Project Entrepreneurship and Small Business Management</td>
<td>4</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td>19BFMC108</td>
<td>Core 7: Research Methodology</td>
<td>4</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td>19BFMC109</td>
<td>Comprehensive Viva-voce (Industrial Visits and Courses)</td>
<td>-</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>17</td>
<td></td>
<td></td>
</tr>
<tr>
<td>19BFMC201</td>
<td>Core 8: Financial Management</td>
<td>4</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>19BFMC202</td>
<td>Core 9: Marketing Management</td>
<td>4</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>19BFMC203</td>
<td>Core 10: Human Resource Management</td>
<td>4</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>19BFMC204</td>
<td>Core 11: Production and Materials Management</td>
<td>4</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>19XXXX205</td>
<td>Elective 1: Interdepartment Elective</td>
<td>3</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>19BFMC206</td>
<td>Core 12: Decision Support System and Management Information System</td>
<td>4</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>19BFME207</td>
<td>Elective 2: Department Elective</td>
<td>3</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>19BFME208</td>
<td>Elective 3: Department Elective</td>
<td>3</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>19BFMC209</td>
<td>Core 13: Practical I (Statistical package on Business Decision)</td>
<td>-</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>19BFMC210</td>
<td>Field visit and Viva-voce (Exposure to Small and Medium Enterprises)</td>
<td>-</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>28</td>
<td></td>
<td></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>L</td>
<td>P</td>
<td>CIA</td>
</tr>
<tr>
<td>19BFMC301</td>
<td>Core 14: Operations Research</td>
<td>4</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>19BFMC302</td>
<td>Core 15: Introduction to Business Analytics</td>
<td>4</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>19BFMC303</td>
<td>Core 16: Business Legislations</td>
<td>4</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>19BFMC304</td>
<td>Core 17: International Business and Export Management</td>
<td>4</td>
<td>-</td>
<td>3</td>
</tr>
<tr>
<td>19BFMC306</td>
<td>Core 18: Soft Skills</td>
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**Note:**
1. Students shall take both Department Electives (DEs) and Interdepartmental Electives (IDEs) from a range of choices available.
2. Students may opt for any Value-added Courses listed in the University website.
Programme Outcomes

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

Programme Specific Outcomes

After Completion of MBA (Financial Management), students will

PSO1: Display competencies and knowledge in the key business functions with a special focus on financial management
PSO2: Acquire the knowledge of Accounting Software and develop competency to work
PSO3: Understand the various behavioral theories on Financing, Investing & Dividend decisions that impact the growth of the firm
PSO4: Have an in depth knowledge on various services and products of Banking and Insurance
PSO5: Apply quantitative and qualitative decision making skills to financial problems
PSO6: Analyze the financial performance of an organization applying various tools that aid in decision making
PSO7: Enhance their knowledge on various financial markets and services to work proficiently with financial markets and institutions
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 organization.
CO5: Improve and develop the communication skills and the need for ethical business practice.
CO6: Develop conflict management plan and to solve the problems in an organization.

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Semester – I  19BFMC102 : Managerial Economics  Credits: 2  Hours: 60

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 entrepreneur.
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: Understand the role of Economic theory and concepts in Management decision making.
CO2: Analyse the situations challenging the management environment in an organisation.
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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Learning Objectives
The aim of this course is to
LO1: To learn and understand organizational behaviour concepts and models, moving from individual behaviour to group behaviour
LO2: To explain the concepts of organizational behaviour and develop effective Human Relations Policies for effective performance.
LO3: To provide the concepts of attitude, motivation and job satisfaction and related theories.
LO4: To impart knowledge on the personality & personality attributes of employees in an organisation
LO5: To provide the concepts of leadership conflict organizational change

Unit –I 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-II 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 -Perception -Creativity (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)
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.

Outcome Mapping

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Semester – I

19BFMC104: Accounting for Managers

Credits: 3
Hours: 60

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 (10 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 (12 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).

Unit–5 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: Get knowledge, how to differentiate accounting and financial management with effectively and professionally.
CO2: Acquire the skills of knowledge, which related to financial analysis and performance of an organisation.
CO3: Enhance the knowledge, how management accounting helps to financial managers in process decision making with regard to financial and non-financial.
CO4: Contribute to the business, individual and team member as financial Manager.
CO5: Analyse and Implementation of financial information with trustily
CO6: Develop the sustainable development of business using different tools and techniques in accounting system.

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Learning Objective
The learning objective of the course is
LO1: To explain the fundamentals of computers, hardware, software and its evolution.
LO2: To provide in-depth 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)

Unit–5 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 MS-office 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.

Course Outcome

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Semester – I

19BFMC107 : Project, Entrepreneurship and Small Business Management

Credits: 2
Hours: 60

Learning Objectives
The objective of this course is to
LO1: Make understand the frame work for of project and stages involved in it
LO2: Explain the process of developing the project and roles and responsibilities of personnel involved in it.
LO3: Create awareness of the project feasibility and finance involved in it.
LO4: Create awareness of SMME and its role in economy and its developments.
LO5: Evaluating the project and to prepare a ground where the students build the necessary competencies and to motivate for a career in Entrepreneurship.

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)

Unit-5 Small Business Management (14 h)

Text Books

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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Leaning 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.

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Semester – I

19BFMC109 : Comprehensive Vivavoce
(Industrial Visits and Subjects)

Credits: 2

Semester – II

19BFMC201 : Financial Management

Credits: 3
Hours: 60

Learning Objective
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 —Receipt 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)


Unit-5 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 long-term 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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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.

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Semester – II

19BFMC203 : Human Resource Management

Credits: 3
Hours: 60

Learning Objectives
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)

Unit–2 Job Analysis, Job Design and Human Resource Planning (10 h)

Unit–3 Training and Performance Appraisal (12 h)

Unit-4 Promotion, Job Evaluation and Compensation (10 h)

Unit-5 Quality of work life and Participative Management (14 h)

Text Books

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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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 (12 h)

Unit–3 Production Planning and Control (10 h)

Unit–4 Materials Management and Materials Management Information System (10 h)

Unit–5 Store and Purchase Function (14 h)

Text Books

Supplementary Readings
Course Outcomes

Upon completion of the course students will be able to,

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

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

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

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

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

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

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Semester – II

19BFMC206 : Decision Support System and Management Information System

Credits: 3  
Hours: 60

Learning Objective

The Learning Objectives of the course is

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

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

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

LO4: To provide the right balance of conceptual background, technical information and 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)

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

**Unit–2 Design and development of MIS and DSS (12 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 process-DSS evolution-GDSS 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)**


**Unit-5 IT infrastructure Management (10 h)**

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

**Text Books**


**Supplementary Readings**


**Course Outcome**

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

Semester – II  19BFMC 207: Accounting Software – Practical  Credits: 3

Hours: 60

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

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 Intra-State Sales Entry in GST (SGST + CGST)
- Practical on Inter-State 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.

Outcome Mapping

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Semester – II  

19BFME 208: Behavioural Finance  
Credit:3  
Hours: 60

Learning Objective
LO1: To known the investors behaviour in a rational predictable manner.
LO2: To understand the behavioural finance challenge its traditionally held notion.
LO3: To acquaint the investors cognitive psychology decision theory and interpret with information.
LO4: To understand the investors, decision making for behavioural aspect of finance.
Unit – 1 Introduction to Behavioural finance


Unit – 2 Cognitive Psychology and Limits to Arbitrage


Unit – 3 Belief Biases and Elsberg's Paradoxes

Demand by average investors - Definition of average investor - Belief biases - Limited attention and categorization - Non–traditional preferences – Prospect theory and loss aversion - Bubbles and systematic investor sentiment - Elsberg’s paradoxes - Rationality from an economics and evolutionary prospective - Different ways to define rationality - Dependence on time horizon - Individual or group rationality.

Unit – 4 Behavioural Theories and Emotions in Investment Decision


Unit – 5 Behavioural Corporate Finance


Text Books

Supplementary Readings

Course Outcome
CO1: Can be gained critical thinking over the finance function and behavioural finance market strategies.
CO2: Cultivate cognitive skills to develop competency to work towards professional arbitrage.
CO3: Well communicate the trends to the investors about the demand and supply of investment.
CO4: Familiarize on banking and insurance products.
CO5: Cultivate aptitude on statistical methods to evaluate the capital market trends.
CO6: Ability to construct the saving behaviour and ethics among the investing population.
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#### Semester – II

**19BFMC209: Lab for Statistical Packages on Business Decision**  
**Credits:** 2  
**Hours:** 60

**Learning Objectives**

- **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.

#### 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 – chi-square test for cross tabulation – Measures of the strength of association between variables.

#### Unit-5 ANOVA and Design of Experiments (12 h)
Application – Methods – Variables – Completely randomized design in a one-way ANOVA – Factorial Design with two or more factors – Pair wise test – Independent t-test – Correlation – Regression – Interpretation of Result.

**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.

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Semester – II 19BFMC210: PROJECT AND VIVA-VOCE (EXPOSURE TO SMALL AND MEDIUM E ENTERPRISES)

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 Viva-voce 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 in-depth understanding of the OR role in managerial Decision making.

Teaching Methods
Lecture.

Unit–1 Introduction (14 h)

Unit–2 Linear Programming (10 h)

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)

Unit-5 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

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**Semester – III 19BFMC302: Introduction to Business Analytics**

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

**Learning Objective:**

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

**LO2:** Decision modeling to effectively persuade in the project-oriented world of data-driven 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.

**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 financial management problems and apply analytical knowledge in big data
CO2: Develop own professional development in financial management and its models of the field of business analytics.
CO3: Able to cultivating cognitive skills on the applications of business analytics to financing, investing & dividend decisions.
CO4: Commitment to sustainable development of data visualization and time series analysis in solving financial management issues.
CO5: Provide leadership in application of using R statistics for solving financial management issues within and between disciplines
CO6: Cultivating cognitive skills acquired on forecasting methods to support the finance management functions.

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**Semester – III 19BFMC303 : Business Legislations**

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

**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.

**Teaching Methods**
Lectures and Case Analysis.
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)

Unit-5 Corporate Secretarial Practices (14 h)

TextBooks

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 decision-making 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.
### Outcome Mapping

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### 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.

### Teaching Methods
Lecture and Case Method.

### 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)

### Unit 5 Export and Import Finance (14 h)
Text Books
2. Gargi Sanati, Financing International trade-banking theories and applications, SAGE2019

Supplementary Readings
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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Semester – III 19BFMC306: SOFT SKILLS Credits: 4 Hours: 60

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.

Teaching Methods
Small, Medium and Long games, Role Play, Case Study and Group Discussion.

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

**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 - E-mail 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.

**Outcome Mapping**

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

Teaching Methods
Lecture, Case Study and Seminar Presentation.

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

Unit–2 Common Stock Analysis (10 h)

Unit–3 Technical Analysis and the Efficient Market Theory (12 h)

Unit–4 Portfolio Management (10 h)

Unit-5 Financial Derivatives Markets (14 h)

Text books

**Supplementary Readings**

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

**Outcome Mapping**

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**Learning Objectives**
The Objective of this course is
LO 1: To help students to learn the various insurance and banking practices and their role in the overall financial sectors.
LO 2: To recognise the recent trends in Indian Banking and role and importance of insurance.
LO 3: To impart of knowledge about classification of policies, Legal and Financial Aspects of Insurance.

**Teaching Methods**
Lectures, Case Study and Seminar presentation.

**Unit–1 : Introduction**– No. of Hours - 12
**Unit–2 : Private Sector Banks**– No. of Hours - 12


**Unit–3 : Recent Trends in Indian Banking**– No. of Hours - 12


**Unit–4 : Insurance Concepts**– No. of Hours - 12


**Unit-5 : Classifications & Legal Aspects of Insurance Business**– No. of Hours - 12


**Text Books**

**Supplementary Readings**

**Course Outcomes**
Upon completion of this course, the student will have the ability to:

CO 1: Understand the development of banking system and classification of banking. [pos1]

CO 2: To examine the role of commercial banks in the Indian Economy [pos2]

CO 3: Analyse the importance of Private sector bank, functions of commercial bank and role of Reserve Bank of India. [pos3]

CO 4: Improving the knowledge about Recent Trends in Indian Banking [pos6]

CO 5: Comprehend the role and importance of Insurance, classification of policies and calculation of premium. [po5]

CO 6: Improve the knowledge about legal and financial aspects of insurance and IRDA Acts. [pos1]

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45
Project Training

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

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

MBA project 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.
LO 1: To focus on the understanding of Retail management,
LO 2: To the development of organized retail in India
LO 3: To explain the importance of rural market both as end market and procurement source.

Teaching Methods
Lectures and Case Study.

Unit–1 Retailing – Introduction and Strategy (14 h)
Introduction to Retailing – Meaning and Definition – Retailing Characteristics – Functions –
Principles – Retailing in India – Organized – Unorganized – Retailing Formats – General
Merchandise Retailers – Food Retailers – Non Store Retailers - Retail Strategy – Meaning – Target
Market and Retail Format – Building a sustainable competitive advantage – Growth Strategies –
The strategic retail planning process.

Unit–2 Retail site Location (10 h)
Importance of Location – Target Market and Store Location – Site Characteristics – Site Location

Unit–3 Human Resource Management (10 h)
Objectives of HRM in Retailing – Human Resource Functions in Retailing – Retail Organization
Design – Motivating Retail Employees – Building Employee Commitment – Issue in Retail Human
Resource Management.

Unit–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.

Unit–5 Rural Market (14 h)
Evaluation of Rural Marketing – Nature and Characteristics of Rural Market – Needs and wants of
rural customers – Rural market and product life cycle – Rural Marketing of FMCG in India –
Commodity Marketing – Life Stock Products.

Text Books

Supplementary Reading

Course Out comes
Upon completion of the course students will be able to
CO 1: Understand the principles and functions of Retailing in India.
CO 2: Understand the importance of Retail site locations
CO 3: Familiar with the HRM functions in retailing.
CO 4: Enable to understand the duties and responsibilities of store manager.
Outcome Mapping

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Semester – IV

19BFMC 402: BUSINESS POLICY AND STRATEGIC MANAGEMENT

Credits: 3
Hours: 60

Learning Objectives
The objective of the course is

**LO 1:** To explain about the Business Environment.

**LO 2:** To introduce the basic concepts and importance of Business Policies and Strategies

**LO 3:** 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)**


**Unit-5 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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| CO6   | √                  | √              |

**Semester – IV**
19BFMC403 : LOGISTICS AND SUPPLY CHAIN MANAGEMENT
Credits : 3
Hours: 60

**Learning Objectives**
The purpose of the course is to
LO 1: To explain the supply chain decisions and supply chain drivers
LO 2: To understand the factors of distribution, designing network and their trade-offs
LO 3: To provide the role of information technology in supply chain

**Teaching Methods**
Industrial Visit, Case Study and Lectures

**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)

Unit-5 Supply Chain Management Design (12 h)

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

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).
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.

Teaching Methods
Lectures, Guest lectures, case studies, Yoga, Spiritual Movies, Ethical Clippings, Group and Discussion.

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)

Unit–5 Yoga for Managerial Excellence (14 h)

Text Books
Supplementary Readings
1. Indian Ethos and Values Essay Example For Students | Artscolumbia
   https://artscolumbia.org › Essays
2. Indian Ethos & Values in Modern Management ;
   https://himadri.cmsdu.org/documents/indianethos.pdf
3. Indian Ethos and Management - ISIB
   isib.co.uk/lms/wp-content/uploads/2015/02/Indian-Ethos-and-Management.pdf
4. Indian Ethos And Values In Management R Nandagopal and ... - bvimsr
5. Indian Ethos in Management - RCCM Indore

Course Outcome
The completion of this course will result in
CO 1: Enhancing the understanding of Ethics and Religious Values
CO 2: Increasing capacities on Indian Ethos for Business Excellence
CO 3: Managing stress in real world situations
CO 4: Practicing yoga and meditation for better mental health
CO 5: Exercising yoga and meditation for better physical health and social skills
CO 6: Implementing the outcome of Yoga for Managerial Excellence

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Semester – IV
19BFMC406 : 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.

Teaching Methods
Lecture and oral presentations.

Unit–1 Creativity and Leadership (14 h)

Unit–2 Decision Making and Assertiveness (12 h)

Unit–3 Ego States and Values (10 h)
Unit–4 Emotional Intelligence and Personality (10 h)

Unit-5 communication Development Exercise (14 h)

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

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<td>2. Internal (Attendance, Assignment, Seminar)</td>
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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.

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Semester – IV 19BFME 407 : MANAGEMENT OF FINANCIAL SERVICES Credits: 3 Hours: 60

Learning Objective
The main objective of this course:
LO 1: To help the students to learn the various financial services.
LO 2: To acquaint role of managers in financial services
LO 3: To provide coherent knowledge of the theoretical and professional disciplines of banking and other services

Teaching Methods
Lectures, Case Study and Seminar Presentation.
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)


Unit–5 Venture Capital and Credit Rating (10 h)


Text Books

Supplementary Readings

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

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Semester – IV  19BFME408: CAPITAL MARKETS  Credits:  3

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

Teaching Methods
Lectures and Seminar presentation.

Unit–1 Introduction

Unit–2 Functions of Various Markets
Stock Exchanges, National Stock Exchange, Bombay Stock Exchange, OTCEI – Stock market index – Macro and Micro new issue Management.

Unit–3 Capital Issues
Capital issues – Equity and debt instruments, pricing, insider trading; Management of Pre-issue and Post-issue activities including issue of prospectus/offer documents; Rights issue, Bonus issue, Private placements, Loan syndications, Euro Issues, ECBs and GDRs – SEBI Guideline for protection of investors – Principle steps in public issues.

Unit–4 New Issue Market

Unit-5 Capital Market Instruments

Text Books

Supplementary Readings

**Course Outcome**

After completion of this course, the student should be able to

**CO 1:** acquaint the basic understanding of how the economic status can take a role in the outcomes of the stock market, and the important aspects the stock markets.

**CO 2:** have a clear understanding about the functions of various financial markets in India.

**CO 3:** know the significance of new issue markets and its guidelines.

**CO 4:** describe the wide range of instruments for financing, investing and controlling risk available in today’s financial markets.

**CO 5:** explore the role played by institutional investors in dictating the need for various financial instruments with certain investment characteristics.

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

**Outcome Mapping**

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**ASSESSMENT PATTERN**

*Continuous Internal Evaluation (25 Marks)*

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*End Semester Examination (75 Marks)*

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