



**Annamalai University**  
**Annamalainagar**

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

**MBA (Human Resource Management)**  
**(Choice Based Credit System)**  
**(FULL-TIME)**

**(2018 - 2019)**

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**HAND BOOK**

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**ANNAMALAI UNIVERSITY**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**(CHOICE BASED CREDIT SYSTEM)**  
**(2018–2019)**

**REGULATIONS**

**For M.B.A. (Dual Specialisation), M.B.A. (Human Resource Management),  
M.B.A. (Financial Management), M.B.A. (Marketing Management), M.B.A.  
(International Business Management), M.B.A. (Hospitality Management).**

**MASTER'S PROGRAMME**

A Master's Programme consists of a number of courses. Master's Programme consists of a set of compulsory courses (Core Courses) and some optional courses (specialisation and elective courses).

Core courses are basic courses required for each programme. The number and distribution of credits for core courses will be decided by the respective faculties.

Elective courses will be suggested by the respective departments. Elective courses may be distributed in all four semesters.

A course is divided into FIVE units to enable the students to achieve modular and progressive learning.

**SEMESTERS**

An academic year is divided into two semesters, odd semester and even semester. The normal semester periods are:

Odd Semester: July to November (90 Working days)

Even Semester: December to April (90 Working days)

**CREDITS**

The term credit is used to describe the quantum of syllabus for various programmes in terms of weightage and hours of study. It indicates differential weightage given according to the contents and duration of the courses in the curriculum design.

The minimum credit requirement for a two year Master's Programme shall be 90.

**COURSES**

Each course may consist of lectures/ cases discussion / tutorials/ laboratory work / seminars/ assignment / project work/ practical training/ report/ viva voce etc.

**COURSE WEIGHT**

Core and Elective courses may carry different weights. For example, a course carrying one credit for lectures will have instruction of one period per week during the semester, if three hours of lecture is necessary in each week for that course, the 2 credits will be the weightage.

Thus normally, in each of the courses, credits will be assigned on the basis of the lectures / tutorials / laboratory work / field and industrial visits and other forms of learning in a 15 week schedule.

One credit for each lecture period per week

One credit for each tutorial per week

One credit for every three periods of laboratory or practical work per week

One credit for 3 contact hours of project work in a week

One credit for every two period seminar

Two credits for project work / dissertation.

Two credits for tour and industrial visits

### **ELIGIBILITY FOR ADMISSION**

A candidate who has passed the Bachelor's Degree in any subject including the Professional Courses of this University or an examination of any other University accepted by the Syndicate as equivalent thereto.

### **GRADING SYSTEM**

The term grading system indicates a 10 point scale of evaluation of the performance of students in terms of marks, grade points, letter grade and class.

### **DURATION**

The duration for completion of a two year Master's Programme in any subject is of four semesters.

### **STRUCTURE OF THE PROGRAMME**

The Master's Programme consists of:

- Core courses which are compulsory for all the students
- Specialisation or Elective courses which students can choose amongst from courses approved within the department or in other departments of the faculty and other faculties.
- The CBCS elective subjects will be allotted after counseling by a committee of the Head of the Departments under the chairmanship of the Dean.
- Dissertation / Project Work / Practical Training / Field work, which can be done in an organization (Government, Industry, Firm, Public Enterprise etc.) approved by the concerned department.
- Student can take any two specializations (Dual Specialization) and should continue with the same from 2<sup>nd</sup> Semester to 4<sup>th</sup> Semester.

### **ATTENDANCE**

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

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

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

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

## **EXAMINATION**

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

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

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

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

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

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

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

## **EVALUATION**

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

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

## **MARKS AND GRADING**

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

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

If a candidate who has not secured a minimum of 50% of marks in a course shall be deemed to have failed in that course.

The Student can repeat the End Semester Examination when it is offered next in the subsequent odd / even semester till the regulations are in force.

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

### GRADING

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

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

The Successful candidates are classified as follows.

First Class–60 % Marks and above in overall percentage of Marks (OPM).

Second Class–50–59% Marks in overall percentage of marks.

Candidates who obtain 75% and above but below 90% of marks (OPM) shall be deemed to have passed the examination in Distinction provided he/she passes all the courses prescribed for the programme at the first appearance.

Candidates who obtain 90% and above (OPM) shall be deemed to have passed the examination in FIRST CLASS Exemplary provided he/she passes all the courses prescribed for the programme at first appearance.

For the Internal Assessment Evaluation, the break up marks shall be as follows:

Test	—	10 Marks
Assignment/ Seminar/ Case Study/ Role Play/ Viva Voce / Short Answers	—	10 Marks
Attendance	—	5 Marks
Total	—	25 Marks

The award of marks shall be as below:

Faculty of Arts, Indian Language and Education	3700 Marks
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## **COURSE-WISE LETTER GRADES**

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

A student is considered to have completed a course successfully and earned the credits if he/she secures an overall letter grade other than F. A letter grade F in any course implies a failure in that course. A course successfully completed cannot be repeated for the purpose of improving the Grade Point.

The F grade once awarded stays in the grade of the student and is not deleted even when he/she completes the course successfully later. The Grade acquired later by the student will be indicated in the grade sheet of the odd/even semester in which the candidate has appeared for clearance of the arrears.

A student who secures F grade in any course which is listed as a core course has to repeat it compulsorily when the course is offered next. If it is an elective course, the student has the option to repeat it when it is offered next or to choose a new elective if he/she so desires in order to get a successful grade.

When new elective is chosen in the place of failed elective, the failed elective will be indicated as dropped in the subsequent grade card.

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

## **GENERAL**

In-plant training is being offered for elective students in organizations. The students get the opportunity to interact with the officials in the company environment in their chosen field.

Major project in a company for 45 days by students is compulsory. The project develops research bent of mind among them. The students can select any topic in functional areas. The faculty acts as internal guide. Computer Laboratory consists more than 100 computers. Each student is served with one PC to enable research and academic activities.

Department Library is equipped with 5000 volumes and a number of journals and back volumes. Laboratory and Computer wing function from 10.00 AM to 8.00 PM.

- Placements in Leading Organizations
- Project Placements in Companies
- Computer Training
- Use of Internet and Computers
- Use of Electronic Gadgets in Classrooms
- Case Study Workshops and Consultancy Training
- Arranging Man-meet Programmes
- Short and Long Industrial Tours

- Specialization Training in Industries
- Nominating students in Inter College and University Management Development Programmes
- Entrepreneurial Training Programmes
- Executive Sports arranged annually
- Guest Lectures from Industries
- Back Volumes–Journals and Magazines

#### **ACTIVITIES AS A PART OF MBA PROGRAMME**

- Organizing and participating programmes in other institutions.
- Students Manmeet and Newsletter.
- Leaders Lecture Programme Series.
- Guest Lectures.
- Marketing Simulation games and exercises.
- Industrial Visits.
- Personality and Management Development Programmes.
- Conferences, Colloquiums, Workshops, Seminars and Symposium.
- Placement training and campus placement.
- Management Meets.
- Communication Development and Entrepreneur Development Programmes.
- Entrepreneurship Summit.
- SME projects and summer projects.
- Project Contest.
- Student's Shoppe realtime exercise

#### M.B.A. (Human Resource Management) (Choice Based Credit System)

##### MBA (Human Resource Management) – An Overview

Human Resource is the most valuable resource of any organisation. Managing humans is at the heart of almost all the real-life management 'problems'. What it takes to 'manage' humans? Why humans are a 'resource' and what makes them special? The purpose of this course is to bring out issues involved in the management of human resources (HRM), both from current theory as well as practice. The course will examine humans at work and discuss various aspects which are basic to human motivation at work and in fulfilling career aspirations within organisations. HRM involves various issues right from selection-placement to performance appraisal, salary-career management, and training, etc. of employees in organisations. The course also endeavours to discuss the basic issues involved in organising of employees as trade union – the origins, comparative institutional context and influence on HRM practices. Finally the course will bring the cutting edge issues with regard to HRM, like

flexibility, automation, empowerment, Japanese practices, etc. The stress throughout would be on evolving a perspective for developing humans at work and in formal organisations.

This course aims to provide high quality graduate professional education to a cultural diverse body of motivated students and also provide a rich programme of complementary activities which introduce students to the application of theory in actual business situations as well as diverse career opportunities and cross cultural experiences. This course offers each student, the opportunity to learn various management skills and business experience. Students of M.B.A-HRM will gain knowledge about tackling the issues related with human resource management.

#### CAREERS:

##### HR Manager in Corporate Sector

The role of a HR manager in the corporate sector is to search, select & recruit suitable and qualified staff for his organization. It is also concerned with the development, motivation & training of the staff in order to maximize their satisfaction & minimize turnover.

Increasingly the role of the HRM has future been empowered by their involvement in Strategic issue revolving around organizational change, statutory compliance & industrial matters. Typically a bachelor's degree in Management allows entry into a junior cadre of HRM, or an MBA is usually the norm for entry into mid level/senior position into HR department of large organization.

##### HR Manager - Training & Development

There are some companies that specialized in T & D as a business. Their jobs are broadly to "Train the Trainer" or in the other words, train HR managers to in turn, train employees of their organization & equip them with certain skill sets. They often hold workshops on "behavioral skills" etc. They also facilitate highly specialized workshops on "how to price high end derivatives" in which case, they act as a link with specialized trainers. Most training firms employ people who have done their masters with either Management or Psychology or those who have pursued a diploma course in Psychology after their bachelors in the same.

##### HR Manager - Recruitment Consultation

The job market is a buzz right now. MNC's are setting up base in India. Many are shifting their back end operations to Indian Cities and every possible foreign bank is also setting foot here. Poaching is no longer a bad word and is, in fact, synonymous with hiring. Thus recruitment consultation is actually a very lucrative & fruitful field to join at this stage.

There are several recruitment consultants firms in India. In some, business responsibilities are split by industries & in others, they are split by functions. The general requirement to become a recruitment consultant is an MBA with specialization in HR.

##### HR Consultant



This is the upcoming field, where in organizations employ the services of HR consultants to either find solutions or help tide over issues relating to people in the organization. For instance, when two companies are merging to form a common entity, they often hire HR consultants to figure out a way to smoothly integrate the people & culture of the organizations. In the case of organizations that need to re-structure, HR consultant decides on those who need to be retained, fired or promoted. In public sector companies when voluntary retirement schemes are announced, HR consultants are hired to make the process smoother.

HR consultants are often employed by organizations for compensation, benefit analysis review. A bachelor's degree in Management or a specialized master's degree in HR would be good entry points at several levels of HR consulting.

#### Career Counselling

One of the most prominent facts of career counselling is the one that caters to the youth. This field includes the paid services of private organizations & also schools & colleges that provide career counselling to their students. To be eligible for this field, a PG diploma in counselling is required.

A related field is that of conducting behavioural test, which are carried out in order to analyze personality traits of individuals, through which the type of education & career profile that is best suited to them can be determined. This is a specialized field & requires a degree in clinical psychology. "Several schools & colleges hire counsellors to conduct behavioural test for students who are the verge of choosing a career stream. They conduct behavioural tests which help students ascertain their skills set & the field that would be ideal for them to join. An increasing number of institutions understand the advantage of catching children while they are young to detect any odd behavioural pattern by conducting this test.

#### Academics

If a person is interested in academics & is keen to take up HR, then a MBA with a specialization in HR is the best option. This followed by doctorate in the same field would make the candidate eligible to teach HR or OB at any institution.

HR is a fast developing field, which until a few decades ago, was considered the domain of women. However due to the variety of roles available to day & the increasing relevance of this field, finds more & more men & women pursuing HR as a viable career option.



**ANNAMALAI UNIVERSITY**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**  
**M.B.A. (HUMAN RESOURCE MANAGEMENT) – TWO YEAR PG PROGRAMME**

Semester	Course No.	Course Code	Course Title	Course Type	Credit	University Exam Marks	Internal Marks	Total Marks
I	1.	MBAC 101	1. Management Process	Core	2	75	25	100
I	2.	MBAC 102	2. Managerial Economics	Core	2	75	25	100
I	3.	MBAC 103	3. Organizational Behaviour	Core	2	75	25	100
I	4.	MBAC 104	4. Accounting for Managers	Core	2	75	25	100
I	5.		5. Elective Course	Elective	4	75	25	100
I	6.	MBAC 106	6. Computer Applications in Management	Core	2	75	25	100
I	7.	MBAC 107	7. Project Entrepreneurship and Small Business Management	Core	2	75	25	100
I	8.	MBAC 108	8. Research Methodology	Core	2	75	25	100
I	9.	MBAC 109	9. Comprehensive Viva-voce (Industrial Visits and Subjects)	Core	2	75	25	100
			<b>Total</b>		<b>20</b>	<b>675</b>	<b>225</b>	<b>900</b>
II	10	MBAC 201	1. Financial Management	Core	2	75	25	100
II	11.	MBAC 202	2. Marketing Management	Core	2	75	25	100
II	12.	MBAC 203	3. Human Resource Management	Core	2	75	25	100
II	13.	MBAC 204	4. Production and Materials Management	Core	2	75	25	100
II	14.		5. Elective Course	Elective	4	75	25	100
II	15.	MBAC 206	6. Decision Support System and Management Information System	Core	2	75	25	100
II	16.	MBAH 207	7. Industrial Relations and Labour Welfare Management	Core	3	75	25	100
II	17.	MBAH 208	8. Legal Framework Governing Human Relations	Core	3	75	25	100
II	18.	MBAC 209	9. Lab for Statistical Packages on Business Decision	Core	2	75	25	100
II	19.	MBAC 210	10. Project and Viva-voce (Exposure to Small and Medium Enterprises)	Core	2	75	25	100
			<b>Total</b>		<b>24</b>	<b>750</b>	<b>250</b>	<b>1000</b>
III	20.	MBAC 301	1. Operations Research	Core	2	75	25	100
III	21.	MBAC 302	2. Case Study and Analysis	Core	2	75	25	100
III	22.	MBAC 303	3. Business Legislations	Core	2	75	25	100
III	23.	MBAC 304	4. International Business and Export Management	Core	2	75	25	100

III	24.		5. Elective Course	Elective	4	75	25	100
III	25.	SOSC 306	6. Soft Skills	Core	3	75	25	100
III	26.	MBAH 307	7. Management of Training and Development	Core	3	75	25	100
III	27.	MBAH 308	8. Compensation Management	Core	3	75	25	100
III	28.	MBAC 309	9. Project and Viva- voce (Industrial Visits and Subjects)	Core	3	75	25	100
			<b>Total</b>		<b>24</b>	<b>675</b>	<b>225</b>	<b>900</b>
IV	29.	MBAC 401	1. Retailing and Rural Marketing	Core	2	75	25	100
IV	30.	MBAC 402	2. Business Policy and Strategic Management	Core	2	75	25	100
IV	31.	MBAC 403	3. Logistics and Supply Chain Management	Core	2	75	25	100
IV	32.	MBAC 404	4. Indian Ethos and Values	Core	2	75	25	100
IV	33.		5. Elective Course	Elective	4	75	25	100
IV	34.	MBAC 406	6. Behavioral Science Experiments and Testing-Practical	Core	2	75	25	100
IV	35.	MBAH 407	7. Organizational Change and Development	Core	3	75	25	100
IV	36.	MBAH 408	8. Performance Management	Core	3	75	25	100
IV	37.	MBAC 409	9. Comprehensive Viva-voce (Industrial Visits and Subjects)	Core	2	75	25	100
			<b>Total</b>		<b>22</b>	<b>675</b>	<b>225</b>	<b>900</b>
			<b>Grand Total</b>		<b>90</b>	<b>2775</b>	<b>925</b>	<b>3700</b>

**Note** : 1. Industrial Visits /Educational Tour Reports and subjects will be evaluated and examined in the viva.

2. A student can choose any two specializations (MBA Dual Programme) from the options

and should continue with the same specializations from Semester II to Semester IV.

3. Syllabus for MBA Programmes Appendix I (PP: 20- 146)

4. The Elective Courses offered by Business Administration Department from Semester I to Semester IV are enclosed in Appendix II (PP: 147 - 151)

5. An Elective Course has to be chosen by a student as per his / her choice. Elective Courses offered by various Departments for the Two Year PG Programmes from Semester I to Semester IV are enclosed in Appendix III. (PP: 152 - 155)

**APPENDIX – i****SYLLABUS****M.B.A. (HR)****(CHOICE BASED CREDIT SYSTEM)****FIRST YEAR : FIRST SEMESTER****MBAC 101 : MANAGEMENT PROCESS****Learning Objectives**

The objective of this course is

LO1: To impart knowledge in general management practice in an organization.

LO2: To provide managerial skills to students to manage an organization.

LO3: To impart knowledge in management activities like planning, organizing, staffing, directing, motivating and controlling.

LO4: To provide the general outline about the need for controlling in an organization.

LO5: To impart knowledge on the need for communication and different types of communication.

**Course outcomes**

Upon completion of the course students will be able to

CO1 Impart knowledge in general management practice like planning, organizing, staffing, directing, motivating and controlling in an organization.

CO2 Understand the need for team work, to work effectively in a team and to act as a global leader.

CO3 Improve the Cognitive skills related to Indian and global Organisation structure and to understand the different levels of management in an organisation .

CO4 Understand the need for quality policy and controlling techniques to be practiced in an organization.

CO5 Improve and develop the communication skills and the need for ethical business practice.

CO6 Develop conflict management plan and to solve the problems in an organization

**Unit-I : Introduction**

Evolution of Management thought, Managerial process, Functions, Skills and Roles in an Organization – Decision making and Problem solving. Understanding and managing group processes – Group decision making.

**Unit-II : Planning**

Distinction between operational and strategic planning – Types of plans –Grouping of various types of plans – Steps in planning – Importance of policies – Types of policies – Principles of policy making – Policy formulation and Administration – Basic area of policy making.

**Unit-III : Organising**

Authority Relationships – Line authority – Staff authority – Line organization – Pure line and Departmental line organization – Staff relationships – Line and Staff organization – Functional organization – Committee organization – Definition of Authority – Components of authority – Rational authority – Traditional authority – Charismatic authority – Limits of authority – Delegation of authority – Process of delegation – Principles of Delegation – Centralization and Decentralization.



## **MBAC 102 : MANAGERIAL ECONOMICS**

### **Learning Objectives**

The Objective of this course is

LO1: To understand and learn the economic theories and concepts to be adapted in business

development.

LO2: To impart knowledge in analytical skills enabling the students to face the challenges arising in

business organisation.

LO3: To provide and help the students a vast knowledge on managerial economics to become

business entrepreneurs.

LO4: To provide the concepts of cost analysis and pricing decision in economic aspects

LO5: To impart knowledge in profit analysis towards business operation

### **Course Outcomes**

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

CO1: Analyse the situations challenging the management environment in an organisation.

CO2: Understand the role of Economic theory and concepts in Management Decision making

CO3: Knowing the cost theories will be able to be effective manager in cost reduction

CO4: Handle the Micro and Macro environment.

CO5: Understand the challenges of entrepreneur and build the confidence to do his own business.

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

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

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

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

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

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

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

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

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

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

**References**

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

**Outcome Mapping**

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1														✓						
CO2		✓											✓							
CO3																	✓			
CO4																			✓	
CO5			✓																	
CO6											✓									✓

**MBAC 103 : ORGANIZATIONAL BEHAVIOUR****Learning Objectives**

The objective of this course is to

LO1: To learn and understand organizational behaviour concepts and models, moving from

individual behaviour to group behaviour

LO2: To explain the concepts of organizational behaviour and develop effective Human Relations

Policies for effective performance.

LO3: To provide the concepts of attitude, motivation and job satisfaction and related theories.

LO4: To impart knowledge on the personality & personality attributes of employees in an organisation

LO5: To provide the concepts of leadership conflict organizational change



**Course Outcome**

Upon completion of the course students will be able to

- CO1: Understand individual behavior in organizations, including diversity, attitudes.  
 CO2: Study job satisfaction, emotions, moods, personality, values, perception, decision making, and motivational theories.  
 CO3: Recognize group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.  
 CO4: Unleash the organizational system, including organizational structures, culture, human resource and change.  
 CO5: Analyze the Leadership characteristics, organizational conflicts  
 CO6: Know the importance of organizational change.

**Unit-I : Introduction and Individual Behaviour**

Organization Behavior – Definition and Meaning – Models of Organizational Behavior – Hawthorne Experiments – Personality Determinants – Type A/B personality – Theories of Personality – Values – Types of Values – Perception – Elements of Perception – Perceptual Errors – Learning – Theories of Learning – Learning Curve.

**Unit-II : Work Attitude, Motivation and Job Satisfaction**

Attitudes – The ABC Model – Work attitudes – Motivation – Process – Theories of Motivation – Job Satisfaction – Causes of Dissatisfaction EVLP framework.

**Unit-III : Leadership and Counselling**

Leadership – Leaders Vs Manager – Leadership theories – Leadership styles – Power – Sources of power – Conflict – Causes – Resolution strategies and Types of conflict – Interpersonal / Intra Group Conflict – Transactional Analysis – Johari Window – Counselling – Types of Counselling.

**Unit-IV : Group Dynamics**

Defining and Classifying Groups – Work group behaviour – Techniques for group decision making – Advantages and disadvantages of group decision making – Participation in decision making – Factors that influence group effectiveness – Empowerment and self managed teams.

Stress – Causes of stress – Stress reduction strategies.

**Unit-V : Organisation Change and OD**

Organization change – Meaning – Models of change – Resistance to change – Managing planned change organizational culture – Factors influencing Organizational Culture – Organizational Climate – Dimensions of Organizational Development – OD Cycle.

**References**

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

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- 9) **Outcome Mappings**

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1	√												√							
CO2		√					√							√						
CO3							√									√				
CO4																				
CO5							√												√	
CO6							√													√

### MBAC 104 : ACCOUNTING FOR MANAGERS

#### Learning Objectives

LO1: To acquaint the students with the various concepts, techniques of accounts methods

LO2: To analyse the process of accounting data analysis and interpretation.

LO3: To help the student take decision making in the areas of management accounting.

LO4: To impart knowledge on the financial statement analysis, ratio analysis, fund and cash flow

analysis

LO5: To provide the managerial concepts of standard costing and variance analysis

#### Course Outcomes

Upon completion of the course students will be able to

CO1: Understand and get knowledge on accounting format with effectively and professionally.

CO2: Acquire the knowledge and skills that related to financial and nonfinancial information to formulate business.

CO3: Develop the global business, how to management accounting helps for decision making.

CO4: work individual as well as team member in financial aspects of business.

CO5: Analyse and Implementation their responsibility and ethical financial information.

**CO6: Provide sustainable development of business using tools and technique in accounting**

#### Unit-I : Introduction to Management Accounting and Financial Accounting

Introduction – Principles – Concept – Accounting conventions – Management accounting – Its origin – Role – Function – Growth – Cost accounting – Financial

accounting – Difference between various accounting – Financial Accounting – Journal – Ledger – Trail Balance – Trading – Profit and Loss account – Balance sheet.

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

Analysis and interpretation of financial statements – Analysis of Comparative Balance sheet – Common size statement (simple problems) – Ratio Analysis – Nature – Classification – Limitations – Interpretations of Ratios – Funds flow analysis – Concept – Merits and Demerits – Cash flow analysis – Concept – Merits and Demerits (simple problems).

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

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

### **Unit-IV : Capital Budgeting**

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

### **Unit-V : Reporting**

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

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### **Outcome Mapping**

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1															√					



## **MBAC 106 : COMPUTER APPLICATIONS IN MANAGEMENT**

### **Learning Objectives**

The Learning Objectives of the course is

LO1: To explain the fundamentals of computers, hardware, software and its evolution.

LO2: To provide indepth knowledge on software development process and its related functionalities.

LO3: To enable data processing concepts and its applications.

LO4: To impart knowledge on networking, its types and topologies.

LO5: To introduce the strategic implementation of IT and its applications in organizations

### **Course Outcome**

Upon completion of the course the students will be able to

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

### **Unit-I : Computer Fundamentals**

Organization of computers – Generations of computers – Types of computers – Input /Output devices – Storage devices – Software: Systems software, Application software – Overview of Linux, Unix, Windows, Freewares – Programming Languages/ Assembly Languages – Compiler – Interpreter.

### **Unit-II : Software Development applications**

Software Development Process: File Design & Report Design – Data File Types/ Organization; Master, Transaction File. Application and uses of MS-Office: Word, Power Point, Excel, Access.

### **Unit-III : Data Processing Concepts**

Basics of Data Processing – Modes of Data Processing – Data Hierarchy – Data Processing Systems – Management of Data Processing System in Business Organization – Application portfolio Development – Program Development Cycle – Flow Chart.

### **Unit-IV : Computer Networks**

DATA Communications: Networking Concepts, Classification – LAN, MAN, WAN – Wireless LAN – Internet, Intranet, Extranet – Virtual Private Networks (VPN) – Peer-to-Peer, Client Server – Networking topologies – Virus – Meaning – Types – Anti-virus – Benefits – Detection and Elimination.

### **Unit-V : Implementing and Managing IT**

IT strategic Alignment – Competitive Forces Model – Value Chain Model – Strategic Resources and Capabilities – IT Planning – Managing IS Department – Evaluating IT Investment: Benefits, Costs and Issues – IT Economics Strategies – Managerial Issues.

An Integrated Stepped Approach – Consulting Process – Proposal Development – Contract – Execution – Implementation – Planning – Closing and Collecting.

### References

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### Outcome Mapping

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1				√					√				√							
CO2		√		√	√							√	√			√			√	
CO3			√	√				√			√	√			√		√			
CO4				√									√		√				√	
CO5				√	√		√							√						
CO6	√			√		√		√			√	√		√		√	√	√	√	√

## MBAC 107 : PROJECT, ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

### Learning Objectives

The objective of this course is to

LO1: Make understand the frame work for of project and stages involved in it

LO2: Explain the process of developing the project and roles and responsibilities of personnel

involved in it.

LO3: Create awareness of the project feasibility and finance involved in it.

LO4: Create awareness of SMME and its role in economy and its developments.

LO5: Evaluating the project and to prepare a ground where the students build the necessary competencies and to motivate for a career in Entrepreneurship.

### **Course outcomes**

Upon completion of the course students will be able to

- CO1: Understand and get skill on Project management tools and Information system used in a project.
- CO2: Impart knowledge on infrastructure project and project identification methods that are practiced in Indian and Global scenario.
- CO3: Improve cognitive skills on project delays and to resolve conflict in a project.
- CO4: Understand the role of entrepreneur and ethical practice in Indian and global scenario.
- CO5: Develop the leadership skills, communication skills and the ability to work with a project team.
- CO6: Impart knowledge on Training institute and financial institution that assist the small scale industry in the sustainable development.

### **Unit-I : Project Planning**

Definition of project – Classifications of projects – Importance – Scope – Project Identification – Idea generation and Screening – Project selection and Planning – Project Formulation – Project life cycle – Project Organisation – Roles and Responsibilities of project manager – Managing project team.

### **Unit-II : Project Feasibility and Project Finance and Evaluation**

Pre-feasibility study – Market and Demand analysis – Feasibility Study: Technical – Commercial – Environmental – Socio economic – Managerial and Financial analysis – Detailed Project Report – Resource Survey – Selection of plant location – Project contracts – Insurance for projects – Project Implementation.

Estimating project time and cost – Cost of capital – Source of finance – Cost control – Project Scheduling and Monitoring – Project Information System and Documents – Project Report – Social Cost Benefit Analysis – Project Evaluation and Performance Review Techniques.

### **Unit-III : Introduction to Entrepreneur**

Definition – Concept – Classification and types of entrepreneurs – Entrepreneurial Traits – Need and Important – Roles and Responsibilities of Entrepreneurs in Indian business context – Entrepreneurial Motivation – Entrepreneurial Development Programme: Role and objectives of the programme – Contents – Institutions aiding Entrepreneurs – Central and State level Institutions.

### **Unit-IV : Entrepreneurship Environment and Challenges**

Entrepreneurship environment: Social – Cultural – Political – Natural – Geographic – Technological – Economic Environment and its impact on Entrepreneurship – Factors affecting entrepreneurial growth – Globalization and its challenges – Steps to face global challenges – Strategies for the development of women entrepreneurs.

### **Unit-V : Small Business Management**

Small Enterprises – Definition – Classification – Characteristics – Ownership Structures – Steps involved in setting up a small business – Identifying and selecting a good Business opportunity – Market potential analysis – Marketing methods: Pricing and Distribution methods. Sickness in small Business: Concept – Magnitude – Causes and Consequences – Corrective Measures – Government Policy on Small Scale Enterprises – Growth Strategies in small industry: Expansion – Diversification – Joint Venture – Merger and Sub Contracting.

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- 1) Clifford F. Gray and Erik W. Larson, *Project Management*, Tata McGraw Hill, New Delhi, 2007.
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### Outcome Mapping

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1:		√														√				
CO2:									√						√					
CO3:		√																		
CO4:				√					√											
CO5:				√										√						
CO6:											√									

### MBAC 108 – RESEARCH METHODOLOGY

#### Learning Objective

The objective of this course is

LO1: To equip the students with the basic understanding of the research methodology

LO2: To provide an insight into the application of modern analytical tools and techniques for the

purpose of management decision making.

LO3: To impart knowledge in data collection and research tools to efficiently complete their business



research.

LO4: To provide the statistical concepts of primary and secondary data and its collection methods

LO5: To make understand the method of preparing statistical reports in business organization

### **Course Outcomes**

Upon completion of the course students will be able to

CO1: Display competencies and knowledge on the key knowledge area of research and its methodologies.

CO2: Acquire the skills to explore appropriate research problems and parameters.

CO3: Evaluate research problems and various research designs,

CO4: Formulate hypotheses and develop statistical models

CO5: Acquire the skills to analyse various research problems, interpret the various statistical

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

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

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

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

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

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

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

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

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

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

### **References**

- 1) Kothari, C.R., *Research Methodology*, New Age International (P) Ltd, New Delhi, 2004.
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### Outcome Mapping

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1	√														√					
CO2		√												√						
CO3																	√			
CO4											√								√	
CO5																				√
CO6								√										√		

**MBAC 109 : COMPREHENSIVE VIVA-VOCE (INDUSTRIAL VISITS AND SUBJECTS)**

**FIRST YEAR : SECOND SEMESTER**  
**MBAC 201 : FINANCIAL MANAGEMENT**

**Learning Objectives**

The objective of this course is to

LO1: To educate the concept of finance and its concern with everything that takes place in the

conduct of the business.

LO2: to develop and acquaint the students with the various concepts, techniques, methods of

planning and forecasting.

LO3: To Explain various sources of finance, dividend policy and capital structure.

LO4: To impart knowledge on the working capital management

LO5: To provide the financial concepts of capital structure and capital budgeting.

**Course outcome**

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

CO1: Analyse the functions of finance manager who entails planning, organising, controlling,

monitoring and evaluating the financial resources of an organisation to achieve its overall

objectives.

CO2: Describe the characteristics of various sources of longterm financing.

CO3: Analyse the key issues related to working capital policy and various facets of inventory

management

CO4: Discuss the techniques of Capital budgeting and explore certain advanced issues in capital

budgeting.

CO5: Expound various views on relationship between capital structure and cost of capital.

CO6: Explore the aspects of dividend decision and describe the determinants of appropriate

dividend policy.

**Unit-I : Introduction to Financial Management**

Finance function: Meaning – Definition – Scope of Finance function – Executive functions and Incidental functions – Goals of Financial Management – Profit maximisation and Wealth maximisation.

**Unit-II : Short – Term Financing**

Sources of short term financing: Meaning of working capital – Net working capital – Financing mix approaches – Sources of working capital financing – Management of cash and marketable security: Importance of cash and liquidity – Cash balance deciding factors – Determination of cash cycle – Receivable management – Objectives – Formulation of Credit and collection policies - Inventory management – Objectives of Inventory – Determination of optimum level of inventory – Types of Inventory.

**Unit-III : Long – Term Financing**

Sources of long term financing – Nature of long term financing – Common stock – Preferred stock – Debt financing: Secured and Unsecured debts – Repurchase of shares – Under writing of shares – Rights issue: Meaning – Procedure – Pricing – Underwriting of rights – Dilution of market price rights – Market price of shares.

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

Dividend policy decision: Dividend and Retained earnings – M.M. Model – Walters Model – Dividend practices – Factors affecting dividend policy – Dividend payout ratio – Stock dividend and Stock splits – Issue of bonus shares and its procedure.

Cost of Capital – Significance – Determining component of Cost of Capital – Weighted Average Cost of Capital – Flotation Costs.

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

Capital Structure – Features of an appropriate capital structure – Determinants of the capital structure – Modigliani–Miller Hypothesis under No taxes – MM Hypothesis under corporate taxes – Analysis of capital structure in practice (simple problems).

Leasing: Characteristics of leasing – Leasing as a source of finance – Types of Leasing – Leasing arrangements – Advantages and Disadvantages – Hire-Purchase – Meaning and Characteristics – Hire-purchase Vs Instalment payment – Fixation aspects.

#### **References**

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- 10) Chandra Prasanna, *Financial Management – Theory and Practice*, Tata McGraw Hill Publishing Co., 4<sup>th</sup> ed., New Delhi, 2007.
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#### **Outcome Mapping**

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1	√											√		√	√	√	√	√	√	√

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

## **MBAC 202 : MARKETING MANAGEMENT**

### **Learning Objectives**

This objective of this course is

LO1: To familiarize with the various concepts in marketing

LO2: To acclimatize the students about the marketing environment

LO3: To understand consumer behaviour

LO4: To analyse the factors influencing consumer decision

LO5: To develop the ability to design best marketing strategy

### **Course Outcome**

After completion of the course students will be able to

CO1: Familiar into marketing concept and environment.

CO2: Built the Critical approach and analyze the market and segmenting markets.

CO3: Well communicate the authorities about the buyer's opinion towards promotional as well as marketing mix strategies.

CO4: Analyze the innovative market information and derive insights.

CO5: Construct the suitable marketing strategies after evaluating the current trend about new products and copyrights.

CO6: Teach the ethics of marketing to the corporate world and also can explore the purchase decision process.

### **Unit-I : Marketing and its Environment**

Definition – Role of marketing – Concepts of marketing – Production concept – Product concept – Selling concept – Marketing concept – Societal marketing, Relationship Marketing concept; Tasks of Marketing; Marketing Environment – Macro and Micro Environment – Marketing strategies – Market Leader Strategies – Market follower Strategies – Market Challenger Strategies and Market Niche Strategies.

### **Unit-II : Market Analysis and Segmentation**

Market Analysis – Types of Markets – Marketing mix elements – Market Portfolio Planning – Demand forecasting methods – Survey – Buyer's opinion – Composite Sales force opinion – Experts opinion – Market test method.

Market Segmentation – Bases of Segmenting Consumer Market and Industrial Market – Target Marketing – Product differentiation – Market Positioning Strategy.

### **Unit-III : Product and Pricing Strategies**

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

**Unit-IV : Physical Distribution and Promotion**

Marketing Channels – Direct Marketing – Industrial Marketing – Network Marketing – e-marketing – B2B – B2C – Distribution Network – Channel Management – Retailing – Wholesaling – Promotions– Advertising – Publicity – Sales Promotion Methods – Sales force Management – Qualities of Sales Manager – Performance Evaluation of Marketing Programmes; Marketing Research – Process – MIS; Ethics in Marketing – Consumerism – Environmentatism – Global Marketing – Services Marketing.

**Unit-V : Consumer Behaviour and CRM**

Consumer Behaviour – Factors influencing Consumer Behaviour – Demographics – Psychographics – Behavioural – Psychological influence – Purchase decision process – Strategies – Family decision making – Stages in buying process – Dissonance behaviour. Customer Relationship Management.

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**Outcome Mapping**

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSOP 1	PSOP 2	PSOP 3	PSOP 4	PSOP 5	PSOP 6	PSOP 7	
CO1				√									√							
CO2	√													√						
CO3			√												√					√
CO4																√				
CO5																	√			
CO6																		√		

**MBAC 203 : HUMAN RESOURCE MANAGEMENT****Learning Objectives:**

The objective of the course is

LO1: To introduce the basic concepts to understand the importance of human resource Management

LO2: To provide understanding of the various functions of human resource management

LO3: To Acquaint the application of management functions and principles towards acquisition,

development, retention and compensation of employees.

LO4: To provide the concepts of job analysis and job design

LO5: To impart knowledge on the promotion, job evaluation and compensation issues.

### **Course Outcomes**

Upon completion of the course students will be able to

CO1: Apply and contribute to the development, implementation and evaluation of Planning of Human Resources, Recruitment, Selection, and Retention.

CO2: Create the design and evaluation of Training and Development Programmes.

CO3: Develop and Facilitate Performance management and Compensation management by upholding ethical standards for sustainable development.

CO4: Critically evaluate and communicate Health, Welfare and safety aspects of employees and organization.

CO5: Appreciate Human Resource aspects of an organization for better decision making.

CO6: Conduct research, prepare report and recommend changes in Human Resource Practices.

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

Human Resource Management – Importance – Challenges – Line and Staff aspect – HR management activities – Role of personnel manager – Images and qualities of HR manager – Integration of employee/management interests –Environment of Human Resource Management – External forces, Internal forces.

### **Unit-II : Job Analysis, Job Design and Human Resource Planning**

Job analysis – Content, steps in job analysis, methods of collecting job data, potential problems with job analysis – Factors affecting job design – Job design approaches – Job specification – Human resource Planning – Importance – future personnel needs, creating talented personnel, foundations for personnel functions – Factors affecting HRP – HR supply/demand forecast – Recruitment – Factors affecting recruitment – Recruitment policy – Internal/External sources of recruitment – Methods of recruitment – Selection procedure – Orientation program.

### **Unit-III : Training and Performance Appraisal**

Distinction between training, development education – Inputs in T&D – Skills, Development, Ethics, Attitudinal Changes, Decision making skills – Gaps in training – Principles of learning – Learning curve –Training process – Evaluation of the job and off the job training methods. Training techniques – Management Development – Factors of Appraisal – Traditional methods – Modern methods – MBO process – Appraisal techniques failure – Ethics of appraisal – Potential appraisal – Potential attributes – Career planning and development – Succession planning – Retention determinants – Organizational components and organizational career opportunities – Attrition.

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

Promotion – Promotion policy – Types of Promotion – Basis of Promotion – Seniority – Merit – Ability – Transfers – Reasons, principles and types – Separation – Lay off, Resignation, Dismissal, Retrenchment, Voluntary retirement scheme – Job evaluation – Procedure, Advantages, Limitations – Job evaluation methods – Components of remuneration – Wages and salary, incentives, fringe benefits – Factors affecting employee remuneration – Minimum wage, fair wage and living wage – Executive remuneration.

### Unit-V : Quality of work life and Participative Management

Scope and ways of participation – Staff council, joint council, collective bargaining, Job enlargement/enrichment, suggestion schemes and quality circle – Total quality management – Structure of participative management – Nature and benefits of participation – Managing diversity – Gender issues in equal employment – Quality of work life – Role of supervisor in QWL – Safety – Types of accidents – Safety programs – Work place health issues – Work place violence – Outsourcing HR activities.

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### Outcome Mapping

PO/CO	Programme Outcomes												Programme Specific Outcomes						
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO1	√															√		√	√
CO2		√									√	√	√			√			
CO3								√			√					√			√
CO4	√		√								√					√			
CO5	√	√									√					√	√		
CO6		√		√					√	√	√						√	√	



## **MBAC 204 : PRODUCTION AND MATERIALS MANAGEMENT**

### **LEARNING OBJECTIVES**

The objective of this course is,

LO1: To acquire a working understanding of production function in the context of business

enterprises and the various ergonomics considerations in designing the production system of an organisation.

LO2: To analyze the factors influencing plant location and principles of plant out existing in the industry.

LO3: To help the students to understand about production, planning and control and the role of

Gantt charts in production scheduling.

LO4: To explain the essentials of materials management and the role of inventory system in running a business and to develop skills in solving production related problems.

LO5: To impart knowledge on the materials management information system.

### **Course Outcomes**

Upon completion of the course students will be able to,

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

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

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

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

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

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

### **Unit-I : Production Function**

Introduction – Production functions – Design of production system – Types of production – Types of process – Productivity – Ergonomics.

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

### **Unit-II : Plant Layout and Maintenance**

Plant Layout – Types of layouts – Process layout – Product layout – Layout of service facilities – Office layout – Use of service facilities – Use of drawings, templates and models in layout physical facilities.



	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
CO1																		√	
CO2													√						
CO3									√						√				
CO4																	√		
CO5							√								√				
CO6	√																		√

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

### **Learning Objectives**

The Learning Objectives of the course is

LO1: To provide a real world understanding of information systems and Decision Support System

application in business.

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

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

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

applications.

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

### **Course Outcome**

Upon completion of the course the students will be able to

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

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

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

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

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

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

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

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

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

Designing Information System: System Development Life cycle (SDLC) approach: Requirement Analysis; Information gathering; Design and developing the IS; Implementation of IS in organizational settings. Rapid application Development:

Application Systems; ERP applications. DSS development process-DSS evolution-GDSS application and design. Mathematical models in DSS.

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

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

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

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

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

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

### **References**

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### **Outcome Mapping**

	<b>Programme Outcomes</b>	<b>Programme Specific Outcomes</b>
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PO/CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSOP 1	PSOP 2	PSOP 3	PSOP 4	PSOP 5	PSOP 6	PSOP 7	
CO1:		√		√			√		√			√	√		√					
CO2:		√		√		√						√	√	√		√				
CO3:		√		√					√				√							
CO4:	√			√	√	√	√	√	√		√	√	√	√				√	√	√
CO5:	√		√	√	√		√		√		√	√		√	√	√	√	√	√	√
CO6:	√		√	√	√	√		√	√	√	√	√				√	√	√	√	

### FIRST YEAR : SECOND SEMESTER

#### MBAH 207 : INDUSTRIAL RELATIONS AND LABOUR WELFARE MANAGEMENT

##### Learning Objective

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 Educate the objectives of workers Education & National commission of Labour

##### Course Outcome

Upon completion of the course students will be able to

CO1: Facilitate and support effective employee and labour relations in both non-union and union environments.

CO2: Research and support the development and communication of the organization's total compensation plan.

CO3: Collaborate with others, in the development, implementation, and evaluation of organizational and health and safety policies and practices.

CO4: Understand about Labour welfare and its impact & implications.

CO5: To know about importance of Workers participative Management

##### Unit-I : Introduction

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

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

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

##### Unit-III : Negotiation and Collective Bargaining



## **MBAH 208 : LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS**

### **Learning Objective of the course is**

- LO1: To understand the labour law framework for the efficient decision making process.
- LO2: To provide an application of various labour laws and their implications for industrial relations and labour issues.
- LO3: To acquaint the students with the basic concepts of trade union, disputes, industrial employments and acts.
- LO4: To Understand the social responsibilities, ethical and social considerations of business organisation on the basis of legal frame work.

### **Course Outcomes**

Upon completion of the course students will be able to

- CO1: Display competencies and knowledge in all Labour Laws.
- CO2: Contribute efficient decision making in solving labour legal issues , implementation of policies and practices and evaluation of employee –management industrial issues.
- CO3 Develop own professional development in labour legislation and exhibit leadership skills in workplace
- CO4: Display the knowledge in welfare and wage Legislations also to integrate the knowledge of Labour Law in General HRD practice for sustainable development of the organization.
- CO5: Facilitate the enquiry procedural and industrial discipline on the basis of Indian labour legislations.

### **Unit-I : Introduction to Labour Law**

Scope – Principles, Emergence and Objective of Labour Laws and their Socio-economic Environment; Industrial Relations Laws – Apprentices Act, Contract Labour Act.

### **Unit-II : Trade Union & Disputes**

Industrial Disputes Act – 1947, Trade Union Act – 1926.

### **Unit-III : Industrial Employment Act, Wages and Bonus Laws**

Standing Orders; Laws Relating to Discharge – Misconduct – Disciplinary Action - The Law of Minimum Wages – Payment of Wages – Payment of Bonus.

### **Unit-IV : Social Security Laws**

Laws Relating to Workmen's Compensation – Employees State Insurance – Provident Fund – Gratuity – Maternity Relief.

### **Unit-V : Laws Relating to Working Conditions**

The Laws Relating to Factories and Establishment – Mines Act – Plantation Act – Interpretations of Labour Laws – Their Working, and Implications for Management – Union – Workmen.

### **References**

- 1) Dheodar, Punekar & Sankaran, *Labour Welfare, Trade Unionism and Industrial Relation*, Himalaya Publication, Mumbai, 1994.

- 2) Ghaiye, B.R., *Law and Procedure of Departmental Enquiry in Private and Public Sector*, Eastern Law Company, Lucknow, 1994.
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- 6) Saini and S. Debi, *Redressal of Labour Grievances, Claims and Disputes*, Oxford & IBH, New Delhi, 1994.
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### Outcome Mapping

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1	√												√							
CO2		√												√						
CO3																√				
CO4			√						√		√								√	
CO5						√														√
CO6								√							√					



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

**Learning Objectives**  
**60**

**Hours:**

The Objective of this course is

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

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

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

LO4: To develop competencies in Maximize the productivity with help of least cost techniques

**Course Outcomes**

Upon completion of the course, the student will

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

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

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

CO4: Understand the application of Queuing Theory

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

**Unit–I : Introduction**

Evolution of Operations Research – Models – Formulation of Models – Using models for problem solving – Techniques of Operations Research – Limitations of Operations Research.

**Unit–II : Linear Programming**

Requirements of L.P. Applications – Graphical methods and Simplex method of solving optimization problems – Duality – Technical issues in Simplex method.

**Special Purpose Algorithms**

Transportation model – Balanced and Unbalanced problems – North–West Corner rule – Least Cost Method – Vogels Approximation method – MODI method – Assignment model – Hungarian model – Travelling Salesman Problem.

**Unit–III : Inventory Models**

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

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

**Unit–IV : Game Theory**



## **MBAC 302 : CASE STUDY AND ANALYSIS**

### **Learning Objectives**

The Objective of this course is

LO1: To provide an in-depth understanding on the concept of management through Case study

LO2: To enable the course participants to understand various strategies through practical cases

LO3: To develop Case Studies for problem solving

LO4: To impart knowledge on the inventory models

### **Course Outcomes**

Upon completion of the course, the student will

CO1: Critically think the concepts of Management through Case Analysis

CO2: Cultivate and Enhance the knowledge on developing practical Case Study

CO3: Have the ability to work develop own cases by using Data Bank

CO4: Understand the application of Queuing Theory

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

### **Unit-I : Case Study Fundamentals**

Case Based Learning – Role – Expectations – Classroom Discussions – Participation – Fundamentals – Arguments – Types of Cases – Methods – Groups – Preparations – Techniques – Problem Identification – Case Study Data Banks.

### **Unit-II : Case Development and Analysis Techniques**

Developing Cases – Lead Generation – Documentation – Approval – Finalization – Key Process Areas – Clearance – Class room Preparation – Lead Questions – Approaches on Problem Identification, Solving, Approach – Questions – Assumptions – Concluding the Case.

### **Unit-III : Case Study Steps**

Titling – Introduction – Synopsis – Case Premisses – Problem Identification – Central Issue – Analysis – Alternatives/Strategies Development – Feasibility Study (SWOT) – Selection of Best Alternatives/Strategy – Action Planning – Recommendation/Suggestion – Predicted Outcome – Conclusion.

### **Unit-IV: Cases in Management**

Cases related to Finance – Marketing – Human Resource – Organization Behaviour – Production - Materials – International Business – Business Policy – Systems - Entrepreneurship.

### **Unit-V : Contemporary Cases**

Current Cases of Indian Business and Industry – International Business and MNC.

### **References**

- 1) Amita Mital., *Cases in Strategic Management, Volume II*, McGraw Hill, New Delhi, 2013.
- 2) Anu SinghLather, and Meenakshi Handa, *Cases in Management*, Wisdom Publications, Delhi, 2009.

- 3) Edd Applegate and Art Johnsen., *Cases in Advertising & Marketing Management*, Pinnacle, New Delhi, 2010.
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- 5) Marianne M. Jennings, *Cases in Business Ethics*, Cengage Learning, New Delhi, 2008.
- 6) Mark Asher, Eric Chung, *Vault Guide to the Case Interview*, New Age International (P) Ltd., New Delhi, 2006.
- 7) Natarajan. B., and Nagarajan. S.K., *Developing Analytical Skills: Case Studies in Management*, Shroff Publishers and Distributors Ltd., Mumbai, 2008.
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### Outcome Mapping

PO/CO	Programme Outcomes											Programme Specific Outcomes								
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1			√															√		
CO2					√															√
CO3							√				√							√	√	
CO4														√						
CO5	√			√						√						√				√

### MBAC 303 : BUSINESS LEGISLATIONS

#### Learning objectives

The Objectives of this course are

LO1: To assist the students in understanding basic laws affecting operations of a business

enterprise.

LO2: To help the students in understanding of the free enterprise system and the legal safeguards of the same.

LO3: To develop in the student acceptable attitudes and viewpoints with respect to business

ethics and social responsibility.

LO4: To Communicate effectively using standard business and legal terminology.

#### Course Outcomes

Upon completion of this course the students will be able to

CO1: Expertise with the business laws and company laws .

CO2: Appreciate and analyse the scope of these laws so that they are able to operate their

businesses within their legal confines.

CO3: Develop students thinking in a logical way, so that even a student with no legal background is able to understand it.

CO4: Create the students' analytical thinking and logical reasoning as a technique for

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

#### Unit-I : Contract

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

#### Unit-II : Agency and Bailment

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

#### Unit-III : Sales and Insurance Laws

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

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

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

#### Unit-V : Corporate Secretarial Practices

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

#### References

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

#### Outcome Mapping

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1													√							
CO2																		√		
CO3	√													√						

CO4					√									√			
CO5																	√
CO6			√													√	

## **MBAC 304 : INTERNATIONAL BUSINESS AND EXPORT MANAGEMENT**

### **Learning Objectives**

The objective of the course is:

LO1: To know the origins and patterns of International Trade and concepts of terms of trade  
 LO2: To understand contemporaneous export procedure, pertinent documents and tariff

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

LO4 : To Evaluate the need for comprehensive and specific export credit insurance policies to the organization

### **Course outcomes**

Upon completion of the course the students will be able to

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

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

CO3: Know the facet of export & import finance.

CO4: Analyze complexities in export pricing.

CO5: Compare Exim financial services that suits business needs.

### **Unit-I : Theories of International Trade and Nature of International Business and BOT/BOP**

International Trade – Theories for basis of international trade (The comparative cost theory, opportunity cost theory, Heckschey ohlin theory) – Concepts of terms of trade – Balance of Payment – Balance of Payment disequilibrium and correction – International Orientation and Environment.

### **Unit-II : Export Procedure and Export Documents and Tariff**

Offer and receipt of confirmed orders – production clearance of the products – Excise duty rebate – shipment – Negotiation of documents – Export incentives – Bill of Lading, commercial invoice – Certificate of Origin and other export documents – Trade barrier – Tariffs – Classification, impacts – Non tariff barriers – Quantitative restrictions – Tariffs Vs Quota.

### **Unit-III : International Finance and Foreign Exchange Market**

Foreign exchange market – functions – methods of effecting international payments – Swap and forward exchange – Determination of Exchange rate – Exchange Control – Methods, Objectives – Exchange rate classifications – Foreign Direct Investment and Foreign Institutional Investments – Euro Dollar and Euro Currency – WTO.

### **Unit-IV : Export Marketing and Pricing**

Export marketing, Export pricing, costing and packaging factors influencing pricing – Structure of export price – Quotation – Export Contract – F.O.R – F.A.S. – F.O.B. –

C&F – CIF – INCO Terms – FRANCO – Pricing Strategies – Impact of incentives on pricing – Labelling, packaging and marking of export consignments.

### Unit-V : Export and Import Finance

Export Finance – Payment by documentary credit – Letter of Credit – Parties, types – Advance payment – Cash against documents – Documents on Acceptance – Consignment basis – Preshipment Credit and Post shipment Credit – Scrutiny of Export Import Documents - Discrepancies in export documents - Need for export credit insurance – comprehensive and specific policies – Export credit and guarantee corporation – Risks covered and not covered – Import Finance – Export and Import Licence – Types.

### References

- 1) Ashwathappa. K., *International Business*, 3<sup>rd</sup> edition, Tata McGraw Hill, New Delhi, 2007.
- 2) Balagopal. T.A.S., *Export Management*, Himalaya Publishing House, Mumbai, 2011.
- 3) Cherunilam, Francis., *International Trade and Export Management*, Himalaya Publishing House, Mumbai, 2010.
- 4) Francis Cherunilam, *International Business*, Wheeler Publishing, 2000.
- 5) James H. Taggart and Michael C. McDermott, *The Essence of International Business*, Prentice Hall of India, New Delhi, 2003.
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- 9) TAS Balagopal, *Export Management*, Himalaya Publishing House, Mumbai, 2013.

### Outcome Mapping

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

### SOSC 306 : SOFT SKILLS

#### Learning Objectives

The objective of the course is

LO1: To introduce the basic concepts and to explain the importance of Soft Skills.

LO2: To provide understanding of the various Soft Skills.

LO3: To acquaint various soft skills that would assist students in their career and personal lives.

LO4: To Develop and incorporate time management and resource management skills to achieve one's own goals.

### **Course Outcomes**

Upon completion of the course students will be able to

CO1: Develop effective communication in oral and written forms.

CO2: Improve their cognitive skills by enhancing learning skills, presentation skills with ICT,

problem solving and decision making skills.

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

and professional success

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

business environment.

CO5: Analyse conflicts and maintain better interpersonal relationships.

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

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

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

### **Unit 2: Communication Skills**

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

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

Non-verbal communication – Body language – Proxemics

### **Unit 3: Interpersonal Skills**

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

### **Unit 4: Employability Skills**

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

### **Unit 5: Work Skills**

Decision making skills – Problem solving – Emotional Intelligence – Team building skills – team spirit – Time management – Stress management – resolving techniques.

### **References:**

1. Ghosh. B.N (2012), Managing Soft Skills for Personality Development, Edited volume, Tata McGraw Hill Education Pvt Ltd., New Delhi.



2. Krishna Mohan and Meera Banerji (2009), Developing Communication Skills, 2<sup>nd</sup> Edition, MacMillan Publishers India Ltd., New Delhi.
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CO1			√																√	
CO2			√	√			√						√			√	√			
CO3								√						√						
CO4											√			√						
CO5						√								√	√				√	
CO6											√	√			√					√

### SECOND YEAR : THIRD SEMESTER

#### MBAH 307 : MANAGEMENT OF TRAINING AND DEVELOPMENT

#### Learning Objectives

##### The Objective of this course is

LO1: To provide an in-depth understanding of the role of Training in the HRD

LO2: To enable the course participants to manage the Training systems and processes.

LO3: To provide an in-depth understanding of management Development.

LO4: To Uphold the ethical issues in training and development programme in India.

#### Course Outcomes

Upon completion of the course, the student will be familiar in

CO1: Roles, Responsibilities and Challenges to Training Managers.

CO2: Acquiring the skill in 'on-the-job training' and 'off-the-job training'

CO3: Develop an understanding in Career planning and Management

CO4: Analyse the need for training in India

CO5: Develop the competencies in Management development programmes

#### Unit-I : Introduction

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

**Unit-II : Training Techniques**

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

**Unit-III : Career – Planning**

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

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

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

**Unit-V : MDP Institutions**

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

**References**

- 1) Janakiraman. B, *Training and Development - Indian Text Edition*, Dreamtech Press, 2007.
- 2) KVSS N. Rao, *Training and Development, Creative Common Attribution*, 2012.
- 3) Lynton, R. Pareek, U., *Training for Development*, Vistaar, 2<sup>nd</sup> ed., New Delhi, 1990.
- 4) Raymond Andrew Noe, *Employee Training & Development*, Tata McGraw Hill, International Ed., New Delhi, 1999.
- 5) Robert Craig, *The ASTD Training and Development Handbook: A Guide to Human Resource Development American Society for Training and Development*, USA.
- 6) Rolf Lynton and Udai Pareek, *Training for Development*, Sage Publications India (P) Ltd., New Delhi, 1990.

**Outcome Mapping**

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSOP 1	PSOP 2	PSOP 3	PSOP 4	PSOP 5	PSOP 6	PSOP 7	
CO1													√							
CO2														√						
CO3														√						
CO4																√				
CO5											√							√		
CO6								√												√

**MBAH 308 : COMPENSATION MANAGEMENT****Learning Objectives**

- LO1: To provide hands on experience in wage determination at the enterprise level  
 LO2: To understand the wage structure in a Company and its administration & control  
 LO3: To analyze and contrast the wage Incentives and group incentives  
 LO4: To Cultivate cognitive skills acquired on fringe benefits methods to support the enhancement of compensation techniques.

### **Course Outcomes**

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

- CO1: Display competencies and knowledge in wage payment problems & apply knowledge in wage determination  
 CO2: Develop own professional development in job evaluation system and its models of the field of compensation management.  
 CO3: Able to cultivating cognitive skills on the applications of business analytics to export, import and taxation.  
 CO4: Commitment to sustainable development of remuneration and incentive plans in solving compensation issues.  
 CO5: Provide leadership in application of using job evaluation for solving compensation management issues within and between disciplines

### **Unit-I : Wage Determination**

Issues in Wage Determination – Components of Wage Payment – Relevant Legislations Regarding Wages – Wage Determination at the enterprise Level.

### **Unit-II : Job Evaluation for Personnel**

Choosing a Job Evaluation System – Problems in Implementing Job evaluation Programme at Company Level – Conditions for Successful Implementation of Job Evaluation Programme – Drawing up a Wage Payment Plan for a Proposed Plant.

### **Unit-III**

Removing Wage Disparities – Reorganising the Wage Structure in a Company – Administration and Control – Preparation of Pay Roll and Wage Calculations – Wage Fixation through Adjudication, Wage Boards and Collective Bargaining – Implementing a Job Evaluation Scheme – Job Evaluation for Plant Personnel – Job evaluation for Engineering – Technical and Professional Personnel – Job Evaluation for Office Personnel – Job evaluation and Pay Plans for Sales Personnel

### **Unit-IV**

Fundamentals and Relational for Wage Incentives – Incentive Plans – Individual and Group.

Group Incentives: Case Studies: (i) Bank Wiring Observation Room, (ii) British Coal Mine – Productivity Bargaining – Indian Situation.

Incentive for Supervisory and Managerial Personnel – Profit Sharing and Stock Ownership – Fringe Benefits.

### **Unit-V : Managerial Remuneration**

Managerial Remuneration: Fundamentals – Managerial Remuneration: Situation in India.

Managerial Remuneration: Boothalingam and Sachar Committee – Managerial Remuneration in the Future.

### References

- 1) David W. Belcher, *Wages and Salary Administration*, Prentice Hall, New Delhi, 1962.
- 2) Elizabeth Lanham, *Administration of Wage and Salaries*, Harper & Row 2011.
- 3) Famulare, *Handbook of Modern Personnel Administration*, McGraw Hill, 1972.
- 4) Pramod Verma, *Wage Determination Concepts and Cases*, Wiley Eastern, 1980.
- 5) Richar I, Henderson, *Compensation Management: Rewarding Performance in the Modern Organisation*, Reston Publication Company, 1985.
- 6) Suri, G.K. Wage, *Incentives: Theory and Practice. Shri Ram Centre of Industrial Relations and Human Resources*, 1973.

### Outcome Mapping

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1	√												√							
CO2														√						
CO3		√													√					
CO4										√						√				
CO5																	√			
CO6		√																		√

## SECOND YEAR : FOURTH SEMESTER

### MBAC 401 : RETAILING AND RURAL MARKETING

#### Learning Objectives

LO1: To focus on the understanding of Retail management,

LO2: To the development of organized retail in India

LO3: To explain the importance of rural market both as end market and procurement source.

LO4: To know the growth of growth of rural marketing in India.

#### Course Outcomes

Upon completion of the course students will be able to

CO1: understand the principles and functions of Retailing in India.

CO2: Understand the importance of Retail site locations

CO3: Familiar with the HRM functions in retailing.

CO4: Enable to understand the duties and responsibilities of store manager.

CO5: Develop and evaluate the Rural Marketing.

Unit-I : Retailing – Introduction and Strategy

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

Unit-II : Retail site Location

Importance of Location – Target Market and Store Location – Site Characteristics – Site Location and Analysis – Trading area Analysis – Density of Target Market – Environmental Issues.

Unit-III : Human Resource Management

Objectives of HRM in Retailing – Human Resource Functions in Retailing – Retail Organization Design – Motivating Retail Employees – Building Employee Commitment – Issue in Retail Human Resource Management.

Unit-IV : Merchandize Management

Presenting the merchandize – Merchandize Amendment Planning – Store display and ambience – Retail Signage – Types and characteristics – Components of retail store operations – Duties and responsibilities of store manager.

Unit-V : Rural Market

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

### References

- 1) Arif Sheikh and Kaneez Fatima, *Retail Management*, Himalaya Publishing House, Mumbai, 2008.
- 2) Balram Doga and Karminder Ghuman, *Rural Marketing*, Tata McGraw Hill, New Delhi, 2008
- 3) Barry Berman and Joel R. Evans, *Retail Management: A Strategic Approach*, 10<sup>th</sup> edition, PHI learning, New Delhi, 2008.
- 4) Bedi, R.V. & N.V. Bedi, *Rural Marketing*, Himalaya Publishing House, Mumbai, 2004.
- 5) James R. Ogden, Denise Togden, *International Retail Management*, Biztantra, New Delhi, 2009.
- 6) Michael Levy, Barton A. Weitz, and Ajay Pandit, *Retailing Management*, 6<sup>th</sup> Edition, Tata McGraw Hill, New Delhi, 2008.
- 7) Patrick M. Dunne and Robert F. Lusch, *Retail Management*, Cengage learning, Delhi, 2008.
- 8) Swapna Pradhan, *Retailing Management Text and Cases*, Tata McGraw Hill, New Delhi, 2006.

### Outcome Mapping

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1		√																		
CO2								√												
CO3		√							√				√							

CO4																				√			
CO5		√						√														√	
CO6		√							√												√		

## MBAC 402 : BUSINESS POLICY AND STRATEGIC MANAGEMENT

### Learning Objectives

The objective of the course is

LO1: To explain about the Business Environment.

LO2: To introduce the basic concepts and importance of Business Policies and Strategies

LO3: To Acquaint the formulation and implementation of Business Policies and Strategies.

LO4: To Understand the social responsibilities, ethical and social considerations of business organisation

### Course Objectives

Upon completion of the course students will be able to

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

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

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

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

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

Unit-I : Basic concepts of Business Policy

Business Policy: Meaning and definition – Importance – Scope – Need Essentials of An Effective Business Policy, Types and Classification of Policies – Organizational Direction: Vision – Mission – Objectives – Goals of business, Business Planning: Process – Benefits – Limitation.

Unit-II : Business Analysis

Business Portfolio Analysis: BCG matrix – GE matrix, Industry Analysis: Michael Porter's Five force model – Strategic Competitive Advantage Analysis – Values Chain in Analysis – 7' Frame work – SWOT analysis.

Unit-III : Basic concept of strategy

Evolution of Strategy – Strategic Management – Benefits – Strategy Vs Policy – Strategy Formulation – Strategic Planning – Strategic Management Process – Strategic Decision Making – Strategic Risks – Corporate Level Generic Strategies – Strategy Implementation: Functional Issues, Challenges of Strategy Implementation – Strategic Evaluation and Control Process – Monitoring Performance and Evaluating Deviations

Unit-IV : Business Development Strategies

Corporate Governance – Business Growth Strategies: Intensive – Integrative – Diversification Strategies, Functional Strategies: Marketing Strategies – Production Strategies – HR Strategies – Financial Strategies – Product Strategies, Business Process Re-engineering.

## Unit–V : Business Vs Social

Corporate Social Responsibility – Social Audit: Benefits – Procedures, Ethical and Social Considerations in Strategy Development – Business Organization in Society – Social issues in Business - Strategic Management in Non-Profit Organization.

**References**

- 1) Arthur A Thompson, *Crafting and Executing Strategy*, 13<sup>th</sup> edition TMH, 2006.
- 2) Azhar Kazmi, *Business Policy and Strategic Management*, Tata McGraw Hill, New Delhi, 2008.
- 3) C.B. Mamoria, Cathis Mamoria and P. Subba Rao, *Business Policy and Strategic Management*, Himalaya Publishing House, Mumbai, 2011.
- 4) Charles W.I. Hill. Jareth R. Jones, *An Integrated Approach to Strategic Management*, Cengage Learning, New Delhi, 2009.
- 5) Francis Cherunilam, *Strategic Management*, Himalaya Publishing House, Mumbai, 2008.
- 6) Fred R. David, *Strategic Management*, PHI Learning, New Delhi, 2009.
- 7) Ghosh, P.K., *Strategic Management Text & Cases*, Sultan Chand & Sons, New Delhi, 2012.
- 8) John A. Pearce, Richard Robinson and Amita Mital, *Strategic Management*, Tata McGraw Hill, New Delhi, 2012.
- 9) Thompson A., Margaret A Peteraf, John E Gamble, A J Strickland and A K Jain, *Crafting and Executing Strategy*, McGraw Hill, New Delhi, 2013.

**Outcome Mapping**

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1													√							
CO2		√												√						
CO3																√				
CO4											√								√	
CO5																				√
CO6								√							√					

## **MBAC 403 : LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

### **Learning Objectives**

The purpose of the course is to

LO1: To Explain the supply chain decisions and supply chain drivers

LO2: To Understand the factors of distribution, designing network and their trade-offs

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

LO4: To Understand the importance of Enterprise Resource Planning (ERP).

### **Course Outcomes**

Upon completion of the course students will be able to

CO1: Evaluate complex qualitative and quantitative data to support strategic and operational

decisions of supply chain.

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

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

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

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

### **Unit-I : Logistics Design**

Logistics Management – Definition – Meaning – Types. The work of Logistics – Network Design – Information – Transportation – Inventory – Warehousing – Material Handling and Packaging – Organizational Structures – Role of Government.

### **Unit-II : Logistics Network**

Logistics Resources – Principles of Logistics Information – Logistics Information System Flow – Application of Information Technologies – Electronic Data Inter change – Barcode – Scanning.

### **Unit-III : Logistics Demand**

Forecasting – The Nature of Demand – Forecast Components – Forecast Technique – Forecast Error – Transportation Infrastructure – Principle – Model Characteristics – Logistics Location Structure.

### **Unit-IV : Supply Chain Management Models and Strategy**

Supply chain Management – Definition – Objectives – Applications – Types – Conceptual Models – Mathematical Models – Simulation Models – Formal Models – Implicit Business Models – Key issues in supply chain management.

Inventory Management – The effect of demand uncertainty managing inventory in the supply chain – Push and Pull systems – Dell's supply chain strategy – Demand and cash flow in supply chain management.

### **Unit-V : Supply Chain Management Design**

Channel design – The impact of internet on supply chain – E-Business – Integrated supply chain management (SCM) – Enterprise Resource Planning (ERP) – Supply chain management matrix – Modules of an ERP system – ERP support to SCM.

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

### **References**





## MBAC 404 : INDIAN ETHOS AND VALUES

### Learning Objectives

The Objectives of the Course are:

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

### Course Outcomes

The completion of this course will result in

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

#### Unit-I : Ethics and Religious Values

Value based management – Ethics – Definition – Meaning – Ethical Analysis in decision making – Cultural Values and Indian Management Ethos – Trans-cultural human values – Total quality mind for TQM – Models of values for organizational culture – Values for Indian managers – Guna Theory – Professional Ethics – Business ethics – Values and ethics from religions: Buddhism, Jainism, Sikhism, Judaism, Taoism, Christianity, Islam.

#### Unit-II : Indian Ethos for Business Excellence

Principles of Indian Ethos – Gita lessons for management – Kautilya's Arthashastra Principles – Karma Yoga – Nishkama karma – Manu Dharma – Management lessons from Thirukkural – Divine managerial qualities.

#### Unit-III : Stress Management

Stress management – Types of Stress – Mechanism – Organizational Stressors – Various stress management techniques. Vethathiri Maharishis' views on Mind – Mind – Body – Conscious –relationship – Anger Management.

#### Unit-IV: Theories in Yoga

Mental health – Yoga – meaning – Patanjali yoga sutras – Detailed steps in Yoga and Meditation – Conditional and unconditional types. Different views on Meditation.

#### Unit-V : Yoga for Managerial Excellence

Emotional Quotient and yoga – Spiritual Quotient and yoga – Concept of self and Yoga – Mahatma Gandhi and Introspection – Thought analysis – Positive thinking – Trust – Holistic Creativity – Visualization techniques.

### References

- 1) Balachandran, et.al., *Ethics, Indian Ethos and Management*, Shroff Publishers & Distributors Pvt. Ltd. Delhi. 2005.
- 2) Balaji and Raj Agrawal, *Business Ethics: An Indian Perspective*, Biztantra Publication, New Delhi, 2004.
- 3) Chakraborty, *Management Effectiveness and Quality of Work Life Indian Insight*, TMH, 2007.

- 4) Chakraborty, *Work–Contribution from Indian Insight*, TMH, 2006.
- 5) Khandelual, *Indian Ethos and Values for Managers*, Himalaya Publishing House.
- 6) Rita Agrawal, *Stress in Life and at Work*, Sage Publications India (P) Ltd., New Delhi, 2001.

### Outcome Mapping

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1		√	√			√		√		√				√						
CO2		√	√			√	√	√			√			√						
CO3		√				√	√			√				√						
CO4		√	√		√	√	√			√		√		√		√	√	√	√	
CO5		√	√			√	√	√		√		√		√		√	√	√	√	
CO6			√			√	√			√	√	√	√	√	√	√	√	√	√	√

### MBAC 406 : BEHAVIOURAL SCIENCE EXPERIMENTS AND TESTING – PRACTICAL

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

#### Learning Objectives

The students should know:

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

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

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

LO4: To understand the dimensions of Decision making.

#### Course Outcomes

Upon completion of the course students will be able to

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

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

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

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

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

#### Unit-I : Creativity and Leadership

Creativity – Creative thinking – Divergent thinking – Stages in Creative thinking.

Leadership – Leadership Orientation – Task versus person orientation.

### **Unit-II : Decision Making and Assertiveness**

Decision Making – Styles – Importance stages in decision making.

Assertiveness – Assertiveness in communication – Benefits of assertiveness – Submissive Communication – Assertive Communication – Aggressive Communication.

### **Unit-III : Ego States and Stress Coping**

Transaction analysis – Parent ego – Adult ego – Child ego – Characteristics.

Stress coping – Eu stress – Disstress – Coping strategies.

### **Unit-IV : Emotional Intelligence and Personality**

Emotional Intelligence – Components of Emotional Intelligence – Influencing Emotions – Handling relationships.

Personality – Extraversion – Intraversion.

### **Unit-V : Adjustment and Values**

Adjustment – Home adjustment – Health adjustment – Social adjustment – Emotional adjustment – Occupational adjustment.

Values – Value system – Values in different cultures.

### **Tests**

Test will be conducted through practicals on the following aspects:

Emotional Quotient – Telephoning Skills – Creativity – Attitude Achievement – Motivation – Traits Personality – Stress – Money attitude – Tolerance of Change.

	<b>Scheme of Examination</b>	<b>Marks</b>
1.	Practical Examinations inclusive of answer papers and viva (output)	75
2.	Internal (Attendance, Assignment, Seminar)	25
		<b>100</b>

### **References**

- 1) Khandwalla, P.N. Fourth eye-Excellence through creativity. New Delhi: Wheeler Publishing Co Ltd., 1994.
- 2) Schaefer, C.E. Manual for the creativity attitude survey. Jacksonville: Psychologists and Education, INC., 1971.
- 3) Robbins, S. P. Organizational Behaviour (6<sup>th</sup> Edn.) Concepts, controversies and Applications. New Delhi: Prentice Hall of India Pvt., Ltd 1995.
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- 5) Rathus, S. A. "A 30 item Schedule for Assessing Assertive Behaviour" Journal of Behaviour Therapy, 4, 398-406, 1973.
- 6) Rathus, S. A. and Nevid, J. S. Adjustment and Growth - The challenges of Life (5<sup>th</sup> Edn). New York: Harcourt Brace College Publishers, 1992.
- 7) Carson, R. C. Butcher, J. N. and Mineka, S. Abnormal Psychology and Modern Life (10<sup>th</sup> Edn.) New York : Longman, 1998.
- 8) Baron, A.R. and Byrne, D. *Social Psychology*. New Delhi: Prentice-Hall of India, 1988.

- 9) Brehm, S.S. and Kassir, M.S. *Social Psychology*. Boston: Houghton Mifflin Co, 1990.
- 10) Atwater, E. *Psychology of Adjustment* (2<sup>nd</sup> Ed.) Englewood Cliffs, New Jersey: Prentice Hall Inc., 1983.
- 11) Wolman, B. *Dictionary of Behavioural Sciences* (2<sup>nd</sup> Ed.) New York: Academic Press, 1989.

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

## SECOND YEAR : FOURTH SEMESTER MBAH 407 : ORGANIZATIONAL CHANGE AND DEVELOPMENT

### Learning Objectives

- LO1: To understand the Changes in a Company and its administration  
 LO2: To analyze and contrast the change and development  
 LO3: To Cultivate the team interventions and its methods to support  
 LO4: To understand the client relationship and its importance  
 LO5: to analyze the role of Human resource in organization development

### Course Outcomes

- Upon completion of this course, the student will have the ability to  
 CO1: Display competencies and knowledge in organization development  
 CO2 : Will solve the problems & apply knowledge in Change management  
 CO2: Develop own professional development in Client Relationship  
 CO3: Able to the team interventions in Organisational Change  
 CO4: Commitment to sustainable development in development issues.  
 CO5: Develop the leadership qualities in Consultancy.

### Unit-I : Introduction

Organizational Change – Evolution, Concept and Importance – Process of Managing Organizational Change – Types of Changes – Individual Group and Organizational Change.

### Unit-II : Change Methods

Dynamics of resistance to Change – Implementation of Change, Methods and Techniques of Overcoming Resistance to Change – Problems of Implementing Change – Readiness for change – Approaches to Planned Change – Phases of Organization Growth.

**Unit-III : Organisational Development**

Organizational Development – History of organization Development – Values – Assumptions – Beliefs in Organization Development – Theory and management of Organizational Development – Foundations of organizational Development – Managing of Organizational Development Process – Action Research and Organization Development.

**Unit-IV : Organisational Development Interventions**

Organization Developmental Interventions – Team Interventions – Inter Group and Third Party Peacemaking Interventions – Comprehensive Interventions – Structural Interventions – Training Experiences.

**Unit-V : Contemporary Organisational Development**

Key Considerations and Issues – Issues in Consultant – Client Relationships – Role of Human Resource in Organizational Development – System Ramifications – Power, Politics and Organizational Development – Research in Organizational Development – The Future and Organizational Development – Organizational Development in International Settings.

**References**

- 1) Dey B.R., *Business Process Reengineering*, Biztantra and Change Management, New Delhi, 2012.
- 2) Gareth R. Jones, *Organization theory Design and Change*, Pearson Education, 2004.
- 3) Richard L. Draft, *Understanding the Theory & Design of Organization*, Cengage Learning Western, 2007.
- 4) Warker Burke, W., *Organization Change: Theory and Practice*, Sage Publication, 2010.

**Outcome Mapping**

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1	√	√					√					√	√		√					
CO2		√										√								
CO3		√										√			√					
CO4		√	√									√								
CO5							√					√								
CO6		√					√					√					√			√

## **MBAH 408 : PERFORMANCE MANAGEMENT**

### **Learning Objectives:**

The objective of the course is

LO1: To introduce the basic concepts to understand the importance of human resource Management

LO2: To provide understanding of the various functions of human resource management

LO3: To Acquaint the application of management functions and principles towards acquisition,

development, retention and compensation of employees.

LO4: To provide the concepts of job analysis and job design

LO5: To impart knowledge on the promotion, job evaluation and compensation issues.

### **Course Outcomes**

Upon completion of the course students will be able to

CO1: Apply and contribute to the development, implementation and evaluation of Planning of Human Resources, Recruitment, Selection, and Retention.

CO2: Create the design and evaluation of Training and Development Programmes.

CO3: Develop and Facilitate Performance management and Compensation management by upholding ethical standards for sustainable development.

CO4: Critically evaluate and communicate Health, Welfare and safety aspects of employees and organization.

CO5: Appreciate Human Resource aspects of an organization for better decision making.

CO6: Conduct research, prepare report and recommend changes in Human Resource Practices.

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

Quality Performance Management – Concept – Dimensions – Mechanics – Features of Facilitating Organizations for Performance – Organizational Dynamics and Employee Performance – A Multi Dimensional Analysis.

### **Unit-II : Management Techniques**

Work Place and Its Improvement Through 5S – Modern Management Techniques and Management of Employee Performance – Team Building – Concept, Culture, Methods, Effectiveness & Empowerment, Problems – Potential and Perspectives.

### **Unit-III : Motivation and Performance Appraisal**

Organizational Structure and Employee Motivation and Morale – Contemporary Thinking on Employment Practices (Tenure Employment) and Work Schedules (Flexitime) and the Related Performance Appraisal Systems; Quality Circle – Features – Process – Pre-requisites for their Efficiency.

### **Unit-IV : Problems and Rewards**

The Potential Problems in Performance Management – Opposition to Evaluation – System Design and Operating Problems – Rater Problems – Eliminating Rater Errors – Avoiding Problems with Employees – Evaluating Techniques Failure – Ethics in Performance Evaluation – Feedback Interviews.

Industrial Restructuring – Reward System and Employee Productivity; Quality Standards and Employee Dimensions – Illustrations on HR Dimensions drawn from CMM.

### Unit-V : Quality Performance

Quality Performance Management – Indian and Western Thought in an Market era - Integrated Studies Dealing with Methods, Techniques, and Processes.

### References

- 1) Appa Rao. C, *Performance Management*, Wiley India Pvt, Ltd., New Delhi-2, May 2013.
- 2) Memoria, CB., *Personnel Management*, HPH, Bombay, 2000.
- 3) Chakravarthy S.K., *Managerial Effectiveness and Quality of Work Life – Indian Insights*, Tata McGraw Hill Publishing Co. Ltd., 2000.
- 4) Gomez, L., *Managing Human Resource*, PHI Publication, New Delhi, 2000.
- 5) Peter F. Drucker, *Management*, Allied Publishers, 2000.
- 6) William G. Dyer: *Team Building – Issues and Alternatives*, Addition-Wesley Publishing Company, 2000.

### Outcome Mapping

PO/CO	Programme Outcomes												Programme Specific Outcomes						
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO1	√															√		√	√
CO2		√									√	√	√			√			
CO3								√			√					√			√
CO4	√		√								√					√			
CO5	√	√									√					√	√		
CO6		√		√					√	√	√						√	√	

