



SINCE 1881

THE AMERICAN COLLEGE

(An Autonomous Institution affiliated to Madurai Kamaraj University, India)

Re-accredited (2nd cycle) by NAAC with Grade A CGPA – 3.46 on a 4-point scale

Madurai – 625 002

DEPARTMENT OF MANAGEMENT STUDIES

Board of Studies

held on 27th May, 2019

OBE Syllabus

MBA Programme

Semester Pattern

PROGRAMME OUTCOMES (POs)

1. *Academic Excellence*: Being a member of the academic community with advanced discipline-specific knowledge and professional skills in the relevant field with the prowess to communicate complex ideas and to engage in current critical debates with all sensitivity and fairness.
2. *Higher Order Thinking Skills*: Ability to critically think, analyse, evaluate, and create new knowledge and skills both in the chosen discipline and across other fields.
3. *Subscription to Quality Research*: Ability to design and carry out independent research, to update oneself with current research trends and contemporary inputs in the discipline, and to evaluate research contributions.
4. *Lifelong Learning*: Ability to learn, unlearn, and relearn knowledge and skills in the emerging areas of the field of specialization.
5. *ICT Literacy*: Ability to be digital natives so that they can access a wide range of technologies for personal, academic and professional use and to be members of online communities enjoying the unlimited access blending transparency with accountability and fair practices.
6. *Good Communication*: Ability to participate in public discourse on varied themes and topics in one's mother tongue as well as in English as a global link language.
7. *Individuals as Assets*: To be academically honest, intellectually curious, ethically responsible, professionally competent, and spiritually inspiring citizens.
8. *Civic and Social Responsibility*: Ability to function as matured democratic citizens with participation in issues of equity, gender equality, social justice, sustainable development, and poverty alleviation.
9. *Continuous Professional Development*: Ability to continuously develop oneself professionally and to critically improve one's self with a view to taking appropriate decisions in diverse professional and real life environments.
10. *Global Citizenship*: Ability to work effectively and to live responsibly in a global context of cross-cultural life and capability, to value human diversity and lead life of timeless learning and endless opportunities.

**DEPARTMENT OF MANAGEMENT STUDIES, THE AMERICAN COLLEGE,
MADURAI**

COURSE STRUCTURE FOR MBA PROGRAMME

SEMESTER	COURSE NO.	COURSE TITLE	HOURS / WEEK	Marks
Semester I	MBA 4513	Essentials of Management	5	100
	MBA 4503	Organisational Behaviour	5	100
	MBA 4505	Economics for Managers	5	100
	MBA 4507	Marketing Management	5	100
	MBA 4509	Managerial Accounting	5	100
	MBA 4511	IT for Managerial Decisions	5	100
Semester II	MBA 4514	Operations Management and Information Systems	5	100
	MBA 4516	Research Methodology	5	100
	MBA 4506	Business Environment	5	100
	MBA 4508	Corporate Finance	5	100
	MBA 4510	Human Resource Management	5	100
	MBA 4512	Entrepreneurship	5	100
Summer	MBA 4500	Summer Internship	-	100
Semester III	MBA 5501	Strategic Management	5	100
	MBA 5503	E-Commerce	5	100
	MBA 5505	Quantitative Techniques	5	100
	Electives	Finance / HR / Marketing / B & I / Entrepreneurship – Elective I	5	100
	Electives	Finance / HR / Marketing / B & I / Entrepreneurship – Elective II	5	100
	Electives	Finance / HR / Marketing / B & I / Entrepreneurship – Elective III	5	100
	Electives	Finance / HR / Marketing / B & I / Entrepreneurship – Elective IV (Self study)	--	100
Semester IV	MBA 5600	Project Work (Company Attachment)	--	100
	Self Study Papers	Finance / HR / Marketing / B & I / Entrepreneurship – Elective V (Self Study)	--	100

Electives

I FINANCIAL MANAGEMENT

COURSE NO.	COURSE TITLE
MBA 5511	Investment and Portfolio Management
MBA 5513	International Financial Management
MBA 5515	Strategic Cost Management
MBA 5517	Financial markets, Treasury & Risk Management (Self Study III Semester)
MBA 5512	Project Management and Control (Self Study IV Semester)

II MARKETING MANAGEMENT

COURSE NO.	COURSE TITLE
MBA 5531	Marketing Research
MBA 5533	Consumer Behaviour
MBA 5535	Services Marketing
MBA 5537	Logistics Management (Self study III Semester)
MBA 5532	Brand Management (Self Study IV Semester)

III HUMAN RESOURCE MANAGEMENT

COURSE NO.	COURSE TITLE
MBA 5551	Training and Development
MBA 5553	Emotional Intelligence
MBA 5555	Workplace Counselling
MBA 5557	Techniques for Selection of Personnel (Self Study III Semester)
MBA 5552	Labour Law Applications (Self Study IV Semester)

IV ENTREPRENEURSHIP

COURSE NO.	COURSE TITLE
MBA5571	Entrepreneurship & project management
MBA5573	Entrepreneurial marketing
MBA5575	Entrepreneurship & management of small and medium enterprises
MBA5577	Entrepreneurial methods (III semester self study)
MBA5572	Financing of small business (IV semester self study)

PROGRAMME SPECIFIC OUTCOMES

- PSO 1:** Develop the knowledge of business management and administration across all domains.
- PSO 2:** Describe and analyse current domestic and international business trends.
- PSO3:** Analyse business situations and inculcate entrepreneurial skills.
- PSO4:** Evaluate and evolve various business strategies.
- PSO5:** Apply accounting and financial management principles and practices in business.
- PSO6:** Outline the principles related to human resources management.
- PSO7:** Assess the business ethical practices and the impact of corporate social responsibilities.
- PSO8:** Design and apply technology and modern analytics in managerial decision making.
- PSO9:** Solve the complex management problems with an understanding of its impact.
- PSO10:** Create skills related to planning, organizing and controlling of an organisation.

Mapping of Courses with Programme Specific Outcomes (PSOs)

Courses	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8	PSO 9	PSO 10
MBA 4513	X		X		X			X	X	X
MBA 4503	X		X	X		X			X	X
MBA 4505	X	X	X		X			X	X	X
MBA 4507	X	X		X			X	X	X	X
MBA 4509		X	X	X	X				X	X
MBA 4511	X	X	X				X		X	X
MBA 4514	X	X	X	X	X		X	X		
MBA 4516	X		X	X				X	X	X
MBA 4506	X	X		X		X	X			X
MBA 4508	X	X		X	X		X		X	X
MBA 4510	X	X	X	X		X				X
MBA 4512	X	X	X					X	X	X
MBA 5501	X			X	X			X	X	X
MBA 5503	X	X	X					X	X	X
MBA 5505	X	X		X				X	X	X

Courses	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8	PSO 9	PSO 10
MBA 5511	X	X			X			X	X	X
MBA 5513	X	X	X					X	X	X
MBA 5515	X	X			X		X		X	X
MBA 5517	X	X	X	X	X					X
MBA 5512	X			X	X	X		X		X
MBA 5531	X			X			X	X	X	X
MBA 5533	X	X		X				X	X	X
MBA 5535	X	X		X				X	X	X
MBA 5537	X	X		X		X	X	X	X	X
MBA 5532	X	X		X			X	X	X	X
MBA 5551	X	X	X			X		X		X
MBA 5553	X			X		X		X	X	X
MBA 5555	X	X	X			X	X			X
MBA 5557	X	X	X			X		X		X
MBA 5552	X	X	X		X	X				X
MBA5571	X	X	X	X	X					X
MBA5573	X	X	X	X				X		X
MBA5575	X	X	X		X	X				X
MBA5577	X	X	X		X			X		X
MBA5572	X	X			X			X	X	X
MBA 4500	X	X			X			X	X	X
MBA 5600	X	X			X			X	X	X

Mapping of Programme Specific Outcomes (PSOs) with Programme Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
PSO 1	X									X
PSO 2			X							
PSO 3						X				
PSO 4								X		
PSO 5								X		
PSO 6								X		
PSO 7							X			
PSO 8		X			X	X			X	
PSO 9		X								
PSO10				X						X

SEMESTER I

MBA 4513

ESSENTIALS OF MANAGEMENT

5 Hours/ 5 Credits

Objective: This course provides an introduction to the basic management processes in organization. It introduces students to the environment of management and covers the basic management functions like planning, organizing, leading and controlling. Further, it develops an understanding of the development thoughts through ages and its applications.

Outcome: At the end of the course, students will be able to

- i. Compile the Overview of the concept of Management
- ii. Summarize the Function of Planning
- iii. Outline the concepts of Organising & Staffing Functions
- iv. Explain the Facet of Direction in Management
- v. Recognize the importance & Function of Controlling

Unit I OVERVIEW OF MANAGEMENT Definition of management- Science or Art- Nature and scope of management- Management theories- Evolution of management- Importance of management- Features or characteristics of management- Management and Administration- Managers and organization role and skills of managers- Functions of a manager- Approaches and movements of management.

Unit II PLANNING Nature and purpose- Importance- Types and process of planning- Steps involved in planning- Objectives- Setting objectives- MBO. Strategies: Types of strategies- Policies and planning premises- Decision making- Importance- Types- Steps and approaches- Process- Rational decision making process- Decision making under different conditions- Decision tree.

Unit III ORGANISING Nature and purpose- concept- types- Structure and process of organization- Organization chart- Departmentation- Line and staff authority- Centralization and Decentralization- Delegation- Staffing- selection process- Techniques- Orientation- Career development- stages- training- Performance appraisal- HRD.

Unit IV DIRECTING Scope- Creativity and innovation- Motivation and satisfaction- Leadership theory- Communication- Hurdles to effective communication- Organization culture- Elements and types of culture- Managing cultural diversity- Motivation theories- Job enrichment.

Unit V CONTROLLING: Introduction to controlling- process and types of controlling- steps in control process- requirements of effective control system- controlling techniques- Budgetary and Non Budgetary control techniques- quality control- planning.

REFERENCES

1. Stephen P. Robbins and Mary Coulter “Management” Prentice Hall of India, 2007
2. Andrew J. Dubrin, “Essentials of Management” Thomson South Western.2009
3. VSP Rao and V.H. Krishna “Management” Excel Books.2008
4. Harold Koontz and Heinz Weihrich “Essentials of Management” Tata McGraw-Hill.2010
5. Joseph and Massie “Essentials of Management” Prentice Hall of India.2005
6. Tripathy PC and Reddy PN,. “Principles of Management”, Tata McGraw- Hill.2005

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X									
CO2	X									X
CO3	X				X			X		X
CO4			X		X			X	X	X
CO5			X		X			X	X	X

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1		2				
CO2		2				
CO3				4		
CO4				4		
CO5				4		

Mean : 3.2

Objective: This course intends to familiarize the students in the theories of management leading to organizational behaviour. The whole syllabus concentrates on making the students as organizational contributors and not mere managers. The content acts as an eye opener to the students in understanding the aspects of organizational behaviour, which necessarily involves managerial skills and ways of thinking.

Outcome: At the end of the course, students will be able to

- i. Associate the evolution of organizational behaviour and its different school of thoughts
- ii. Identify the pertinent determinants of individual behaviour and describe the impact of each determinant at the individual level
- iii. Demonstrate the nature of attitude and motivation in influencing individual behaviour and to discuss the key theories
- iv. Analyze the behaviour of individuals in a group setting, to demonstrate the effectiveness of different leadership styles and to analyze the causes and management of stress
- v. To explain the role of organizational change and to assess the importance of organizational development and organizational culture

Unit I INTRODUCTION AND HISTORICAL OVERVIEW: Organizational behaviour – Definition and historical overview of the field – Elton Mayo and the Hawthorne Studies

Unit II FOUNDATIONS OF INDIVIDUAL BEHAVIOUR: Individual Behaviour – Personality – determinants of personality, theories of personality and Measuring Personality - Perception - perceptual process, selective perception and social perception. Learning – theories of learning – reinforcement and punishment

Unit III ATTITUDE AND MOTIVATION – CONCEPTS & THEORIES: Attitudes – Nature and components of attitudes, functions of attitudes and changing attitudes. Motivation - content and process theories of work motivation

Unit IV GROUP DYNAMICS AND LEADERSHIP: Group Behaviour – Dynamics of group formation – types of groups – reasons for group formation. Leadership – Leadership styles – Difference between a leader and manager. Stress – definition, causes of stress, managing stress. Emotional Intelligence

Unit V DYNAMICS OF ORGANIZATION: Organizational – Organizational Change – Types of change, process of change, resistance to change and overcoming resistance to change. Organizational Development – OD interventions. Organizational Culture

REFERENCES

1. Fred Luthans, Organization Behavior Mc Graw Hill International Edition, Tenth Edition, 2005.
2. Stephen P. Robbins, Organization Behavior (10th Ed) PHI Pvt ltd., 2006.
3. Koith Davis and John w. Newstron (bed) Human Behavior at work, Mc Draw Hill International Edition (2000.)

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1			X							X
CO2									X	
CO3						X				
CO4	X									
CO5				X					X	

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1					5	
CO2		2				
CO3			3			
CO4				4		
CO5					5	

Mean : 3.8

Objective: Economics has much to offer business executives. Economists have a depth of knowledge to say about pricing, evolving market structures, capital structure, profit planning, investment, National Income etc. They can warn of coming market collapses and hopefully point out on expanding market opportunities.

Outcome: At the end of the course, students will be able to

- i. Summarize the Fundamentals of Managerial Economics
- ii. Identify Supply Determinants & Analyze Cost-Output Relationship
- iii. Classify the market structures & Examine the Pricing Strategies under each market.
- iv. Analyze the role of Profits in Investment & Output Decisions
- v. Discuss the influences of Macro Economic Concepts in a business.

Unit I INTRODUCTION: Managerial Economics- meaning, nature and scope – Managerial Economics and business decision making – Role of Managerial Economist – Fundamental concepts of Managerial Economics – Demand Analysis – meaning, determinants and types of demand – Elasticity of Demand.

Unit II SUPPLY, PRODUCTION & COST ANALYSIS: Supply meaning and determinants – production decisions – production functions – Isoquants, Expansion path – Cobb-Douglas functions. Cost concepts – cost – output relationship – Economies and diseconomies of scale – cost functions.

Unit III MARKET STRUCTURES & PRICING DECISIONS: Market structure – characteristics – Pricing and output decisions – methods of pricing – differential pricing – Government intervention and pricing.

Unit IV PROFIT & INVESTMENT ANALYSIS: Profit – Meaning and nature – Profit policies – Profit planning and forecasting – Cost volume profit analysis – Investment analysis.

Unit V MACRO-ECONOMIC ANALYSIS: National Income – Business cycle – Circular flow of Income - inflation and deflation – Balance of payments – Monetary and Fiscal Policies.

REFERENCES

1. Joel Dean – Managerial Economics, Prentice Hall/Pearson,2002
2. Rangarajan – Principles of Macro Economics, Tata McGraw Hill.,2008
3. Athmanand.R., Managerial Economics, Excel, New Delhi,2002
4. P.L.Mehta, Managerial Economics, S.Chand and Sons Company Ltd., New Delhi,2004
5. Peterson Lewis, Managerial Economics, Prentice Hall of India, New Delhi,2002

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X	X								X
CO2			X					X		X
CO3			X		X					
CO4								X		X
CO5	X	X								X

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1				4		
CO2				4		
CO3				4		
CO4					5	
CO5		2				

Mean : 3.8

MBA 4507 MARKETING MANAGEMENT

5 Hours/ 5 Credits

Objective: Marketing is an organizational function and set of process for creating, communicating and delivering values to the customer and for managing customer relationship in ways that benefit the organization and its stake holders. The Students understand the significance of Customer Orientation. This is mandatory course in first semester of the master's programme in business administration

Outcome: At the end of the course, students will be able to

- i. Identify and explain the functions of marketing and impact of environmental factors.
- ii. Outline the MIS – discuss the research process
- iii. Analyze the product and pricing tools of marketing
- iv. Identify the existing marketing channels and logistics
- v. Can evaluate the current promotional strategies.

Unit I MARKETING CONCEPTS – Nature , scope and Importance of marketing - Approaches to Marketing – Marketing Process – Functions of Marketing-Marketing environment and their impact on marketing decisions.

Unit II MARKETING INFORMATION SYSTEM – Marketing Research – Market Research Process – Marketing Mix- Buyer Behavior – STP Marketing

Unit III PRODUCT – Conceptual Framework – Product Line & Product Mix- Branding, Packaging, Labeling – New Product Development – Product Life cycle – Pricing – Classifications of Pricing - Factor Affecting Price Determination

Unit IV CHANNELS OF DISTRIBUTION – Importance and role of distribution in marketing – Types – Design Marketing Channel - Channel management decisions; Retailing and wholesaling – market Logistics

Unit V PROMOTION – Tools - advertising, personal selling, sales promotion, publicity , public relations Direct Marketing and Online Marketing – Integrated marketing Communication - reasons for and benefits of going international; entry strategies in international marketing.

REFERENCES

1. Kotler Philip and Keller; Marketing Management, PHI, New Delhi.2007
2. Marketing Special Indian Edition- Dhruv Grewal, Michael Levy,2006
3. Principles of Marketing 9th Edition - Philip Kotler and Gary Armstrong,2010

4. Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.2008
5. Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.2006
6. McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York.
7. Ramasamy and Namakumari, Marketing Management – An Indian Perspective , 2nd edition , McMilan India Ltd,2011

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X			X			X			X
CO2								X	X	
CO3							X		X	
CO4		X		X					X	
CO5	X			X					X	

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1				4		
CO2				4		
CO3				4		
CO4					5	
CO5		2				

Mean: 3.8

MBA 4509

MANAGERIAL ACCOUNTING

5 Hours/ 5 Credits

Objective: Under this course students not only learn about recording and classifying data, they also learn about managing an organization by reporting and interpreting data for decision making. Here students are exposed to various fields of accounting viz., financial accounting, cost accounting and management accounting.

Outcome: At the end of the course, students will be able to

- i. Prepare the corporate financial statements as per the accounting standards
- ii. Compute ratios by comparing financial information presented and critically evaluate the performance of the firm over a period of time
- iii. Compilation of cost related records to determine breakeven point and variances in the standard operating procedure
- iv. Formulate a business plan to go about starting a new venture and outline the scope of various audit programs.
- v. Outline the contemporary areas in accounting and costing to use updated methods warranted by changing business scenario

Unit I PREPARATION OF FINANCIAL STATEMENTS: Basics of Understanding Corporate Financial Statements - Relevant terms - Balance Sheet and Profit and Loss Account - Notes to the accounts - Schedules - Significance of Accounting standards – An overview of International Financial Reporting System (IFRS) - Window Dressing.

Unit II CRITICAL EVALUATION OF FINANCIAL PERFORMANCE: Analyzing Accounting Information - Quality of Earnings - Financial Statement Analysis – Tools and Techniques used - Ratio analysis - Statement of Cash Flows and Funds flows - Management Decisions and Analysis of Report - Check points when analyzing a Financial Statement.

Unit III: BREAKEVEN POINT & VARIANCE ANALYSIS : Cost Concepts and Classification - Methods of Costing - Cost Determination in Manufacturing and Service Organizations – Maintenance of Costing records under cost accounting records and rules - Short Run Decision Analysis – Break even analysis its assumptions and limitations – Budgets – Variance analysis.

Unit IV BUSINESS PLAN AND AUDITING: A General view of Business plan – Preparation of Business plan – Auditing – Financial, Cost and Management Audits

Unit V CONTEMPORARY AREAS IN ACCOUNTING & COSTING: An overview of contemporary areas in Accounting and Costing.

REFERENCES

1. Khan MY & Jain PK : Management Accounting 4th edition McGraw Hill, 2007
2. Singhvi NM & Ruzbeh J. Bodhanwala Management Accounting Text & Cases PHI, 2006
3. Narayanaswamy R. - Financial Accounting A Managerial perspective 2nd edition PHI, 2005
4. John Hampton, Financial Decision Making, concepts, problems and cases, Prentice Hall, 1999
5. Bhattacharya and John Deardon, Accounting for Management, Vikas Publishing House, 2004

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1					X					
CO2					X				X	
CO3				X					X	
CO4			X							X
CO5		X								

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1		2				
CO2			3			
CO3						6
CO4						6
CO5		2				

Mean : 3.8

MBA 4511 INFORMATION TECHNOLOGY FOR MANAGERIAL DECISIONS

5 Hours/ 5 Credits

Objective: To help the students understand the concepts and need, of computer based information system so that they would participate effectively in designing and utilizing such systems for carrying out managerial decisions under various circumstances.

Outcome: At the end of the course, students will be able to

- i. Identify the basics of Management Information System
- ii. Outline the Decision support systems used by the Management in the organization organizational decision making
- iii. Analyze and design the system and the different tools required for the Information system
- iv. Compile the Data ware housing and data mining techniques
- v. Outline the Customer Relationship Concepts in the Business World

Unit I FUNDAMENTALS OF MIS: Conceptual Foundation of MIS: Management - Definition - Function - Levels. Information - Concepts - sources - information needs for Managerial function, System Concepts - Characteristics - Organization as a system, MIS – Definition - IS Model - System Approach to Problem Solving - MIS Structure. Information System Needs for Managers: Changing Role of IS. In Organization - Information systems in Organization - classification - Mint berg's managerial roles & supporting I S - Decision Making -Types - Simon's Model - Supporting I S.

Unit II DECISION SUPPORT SYSTEM & EXPERT SYSTEMS: Information System in Business and Management: Transaction Processing Systems - Information processing for online/ real time and batch system- MIS for functional areas - Integrated MIS - End user and office automation system. Advanced Concepts: DSS. Definition- characteristics - Types - Structure - levels - of DSS - Technology - Development process - EIS Characteristics - Expert systems - Definition - Characteristics - Structure - Development Process.

Unit III SYSTEM ANALYSIS & DESIGN: System Analysis and Design Introduction to different Methodologies and Structured system analysis - Requirement analysis - Feasibility analysis. System Design Tools - ER diagram - Dataflow Diagram for business suite development.

Unit IV DATA MINING & DATA WAREHOUSING: Data Mining - Data Mining- on Relation Database- Data Warehouses- Classification of Data Mining systems - - Introduction to Data were house features- Data mining concepts in relevant to business applications - Approaches - Methodology.

Unit V CRM: Electronic Customer relationship management: Business process models and CRM - foundations of customer - centric business - customers and their lifecycles – ECRM / web based CRM architecture -goals - Components – Parameters for analysing customers - Analysis of successful CRM sites - Critical success factors for CRM through the web.

REFERENCES

1. James A O'brien, Management Information System (4 ed.) Tata Mc GrawHill, 2006
2. Gary W Dickson & James C Wetherbe, The Management of information System, Mc GrawHill, 1999.
3. Janakiraman V S & Sarukesi V S. Decision support system (1 ed.) PHI, 2001
4. Gordon B Davis, Margret H Olson, Management Information System (2 ed) Mc GrawHill, 2003
5. Senn A James, Analysis and Design of Information Systems (2 ed.) Mc GrawHill, 2001
6. Jiawei Han, Micheline Kamber, Data Mining, Concepts and Techniques, Morgan Kaufmann Publishers an Imprint of Elsevier, 2001.
7. John W Gosney, Thomas P Boehm, CRM Essentials, PHI, 2000

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X	X							X	
CO2	X						X			
CO3			X						X	X
CO4										X
CO5	X						X			

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1		2				
CO2		2				
CO3				4		
CO4			3			
CO5				4		

Mean : 3.0

II SEMESTER

MBA 4514 OPERATIONS MANAGEMENT AND INFORMATION SYSTEMS

5 Hours/ 5 Credits

Objective: The course illustrates the process carried out in the production and service sectors. For any concern, productivity is the main criteria that decide the sustainability. Hence to improve the productivity, a basic knowledge on the operation and production process is essential. This paper throws light on the aspect of production and the total quality management. In addition to this, concepts of ERP are also integrated.

Outcome: At the end of the course, students will be able to

- i. Identify the meaning scope, meaning of productions and operations management and predict the demand forecasting methods
- ii. Design different plant layout types – merits and demerits
- iii. Formulate the inventory management, EOQ, material management and discuss the ERP system
- iv. Compute the PERT, CPM –understand the lean manufacturing systems
- v. Identify and apply the concept of TQM and different tools for TQM.

Unit I FORECASTING AND PRODUCTION: Scope of operations management – importance of productivity – forecasting techniques.

Unit II PLANT LAYOUT METHODS: Production types – location planning - plant maintenance.

Unit III INVENTORY MANAGEMENT – Inventory models and EOQ – aggregate planning – MRP I & II, CRP and ERP. ERP life cycle – implementation – case studies on success factors of ERP

Unit IV LEAN PRODUCTION TECHNIQUES – JIT, Kanban - Project management – PERT & CPM

Unit V CONCEPTS OF TQM – Tools of quality management – Statistical quality control , ISO & BIS certifications.

REFERENCES

1. William Stevenson , Operations management., Tata McGraw Hill Ltd.,2012
2. Elwood S.Buffer & Rakesh K. Sarin, Modern Production / Operations Management, Wiley Publications.2012
3. R. Panneerselvam ,2012 Production and Operations Management , Prentice Hall India Ltd.,

4. Buffa & Sarin, Modern Production / Operations Management – Ninth Edition – Wiley publishers ltd., 2010
5. Suganthi & Samuel – Total Quality Management - Prentice Hall India Ltd.,2012

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X									
CO2	X							X		
CO3		X			X					
CO4	X	X	X	X				X		
CO5							X			

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1			3			
CO2		2				
CO3						6
CO4			3			
CO5						6

Mean: 4.0

Objective: This course aims at imparting working knowledge in carrying out independent scientific inquiry and giving emphasis to report writing and presentation.

Outcome: At the end of the course, students will be able to

- i. Demonstrate and apply the Research Process
- ii. Formulate the Research design and sample design
- iii. Compare different data collection methods and devise the steps in data preparation
- iv. Demonstrate proficiency in hypothesis testing using different statistical methods
- v. Design and organize a research report using appropriate manuscript writing procedures

SYLLABUS

Unit I INTRODUCTION TO BUSINESS RESEARCH: Introduction to Business Research – Managers as Researchers – Emerging Hierarchy of Information Based Decision makers – Research Process – Research problem identification/Formulation – its Approaches – Research proposal – Writing a research proposal –Requirements of the Sponsor and Funding agencies – Ethics in Research

Unit II RESEARCH DESIGN AND SAMPLING: Research Design – Types of Research Design – Research Design for data acquisition (measurement scales) – Sample Design – Sampling Process – Sampling Methods – Determination of Sample size.

Unit III DATA COLLECTION AND PREPARATION: Acquisition of Research data – Sources of secondary data – Primary Data collection methods – Validity and Reliability of data collection procedures - Data Preparation - Data Entry and Preliminary Data Analysis

Unit IV HYPOTHESIS TESTING: Hypothesis Testing – Univariate Analysis - Bivariate Analysis and Hypothesis Testing - Analysis of Experimental Data - Multivariate Analysis of Data: Dependence Analysis - Multivariate Analysis of Data: Interdependence Analysis

Unit V REPORT WRITING AND PRESENTATION: Presenting Insights and Findings Style and Composition of the report – Format of reporting – Pre writing concerns – Oral Presentation - Briefing – Delivery – Audio visuals.

REFERENCES

1. Kothari C.R., Research Methodology, Methods & Techniques, New Age International., 2004
2. Krishnaswamy K.N., Management Research Methodology, Integration of Principles Methods and Technique, Pearson Education, 2006
3. Donnal R.Cooper & Pamala Schindler, Business Research Methods McGraw Hill Publication, 2004
4. Krishnaswamy O.R., Research Methodology for Social Science Himalaya Publication, 1998

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X									
CO2				X						
CO3									X	
CO4			X					X		
CO5										X

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1					5	
CO2			3			
CO3					5	
CO4				4		
CO5			3			

Mean : 4.0

Objective: The objective of this course is to an introduction the economic environment within which business operates. The concepts and knowledge learnt in this course will provide a firm basis for the strategic management course

Outcome: At the end of the course, students will be able to

- i. Learn the nature of business environment – political factors and discuss important acts.
- ii. Discuss the social, cultural and economic systems
- iii. Analyze the reasons for international business
- iv. Analyze the nature of business ethics and its role
- v. Learn the corporate social responsibility and its importance

Unit I: POLITICAL AND LEGAL ENVIRONMENT: Definition of business environment – Political stability and risk – Political involvement by businessmen and corporate political strategy. Recent amendments and important provision of the companies Act 1956, Factories Act, 1948, Indian Contract Act, 1872, Consumer Protection Act, 1986.

Unit II: SOCIO-ECONOMIC ENVIRONMENT: Social stratification – Population and Economic growth – cultural environment, attitudes, practices, cross culture. Economic systems – fiscal, monetary, trade and credit policies – stock market

Unit III: INTERNATIONAL TRADE: The world of International business, Internationalization, international market size and the reasons for growth – why companies go international? And theories of international business – structure of international market, regional integration – EU , NAFTA and others. International trade framework – GATT, WTO – trade disputes and settlement mechanisms.

Unit IV: BUSINESS ETHICS: An overview of ethics and business ethics – definition of ethics – business ethics – relationship between business and ethics – evolution of business ethics as a field of study. Relationship between ethics and corporate excellence – corporate mission statement – code of ethics – organizational culture – total quality management

Unit V: CORPORATE SOCIAL RESPONSIBILITY: Social responsibility defined – Interaction between business and society – major social responsibilities of business – environmental protection – fair trade practices – relationship between law and ethics – fulfilling all national obligations under various laws – safeguard the health and wellbeing of customers – economic responsibility of business.

REFERENCES

1. Paul Justin, Business Environment, (2 ed) Tata McGraw Hill, 2007
2. Daniels and Radebaugh international Business (8 ed) Pearson, Education 2006
3. Francis cherunilam, Business Environment (2ED) Himalaya Publishing.,2006
4. Dr. Mrs. Rituparna Raj, A study in Business Ethics, Himalaya Publishing House, 1999
5. S.k. Chakaraborty values and Ethics for Organizations, Oxford, 1999
6. Weiss, Business Ethic, International Thomson, 1994

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X									
CO2		X		X		X				
CO3		X		X						
CO4							X			
CO5							X			X

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1		2				
CO2						6
CO3		2				
CO4					5	
CO5				4		

Mean: 3.8

Objective: Corporate Finance is the study of corporations and businesses from the standpoint of the financial manager.

Outcome: At the end of the course, students will be able to

- i. Identify the key decisions of financial management and demonstrate how they are connected to the objective of financial management
- ii. Demonstrate the effect of fixed charges obligation on the value of firm and selecting an optimal capital structure
- iii. Evaluate the alternative investments by applying capital budgeting methods and assess the working capital requirements
- iv. Analyse the effect of dividend policies by discussing the dividend theories.
- v. Outline the regulations regarding borrowing powers, inter-corporate loans and winding up given under companies act.

Unit I KEY DECISIONS & OBJECTIVES OF FINANCIAL MANAGEMENT: Overview of Financial Management –Finance its interface with other disciplines Planning Environment- Key Decision of Finance management - Emerging Role of Finance manager

Unit II LEVERAGE AND CAPITAL STRUCTURE THEORIES: Analysis of Operating and Financial Leverages – Capital Structure Theories and Planning – Cost of Capital – EBIT and EPS analysis.

Unit III INVESTMENTS & WORKING CAPITAL DECISIONS: Investment Decisions – Capital Budgeting- Capital Rationing – Evaluation Techniques – Working Capital Management (Planning & Financing only) – Sources of financing long term and short term requirements.

Unit IV DIVIDEND THEORIES : Dividend and Retention policies – Determinants of Dividends – Relevance and Irrelevance of Dividends. Dividend Practices in Manufacturing and service companies.

Unit V PROVISIONS OF COMPANIES ACT : Corporate Finance and Companies Act – Borrowing Powers – Inter Corporate Loans – Financial Management during Winding Up – An overview of International Financial Management.

REFERENCES

1. Braily Meyers: Corporate Finance, McGraw Hill, 2006
2. Khan MY & Jain PK Financial Management, Text, Problems and Cases McGraw Hill, 2004
3. Khan MY & Jain PK Basic Finance Management, Mc Graw Hill., 2006
4. Pandey IM Financial Management, Vikas Publishing House., 1999
5. John Hampton, Financial Decision making, Problems, text and cases, Prentice Hall of India, 1999

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X				X					
CO2				X	X				X	
CO3					X				X	X
CO4				X	X					
CO5		X		X			X			

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1		2				
CO2						6
CO3					5	
CO4					5	
CO5						6

Mean : 4.8

Objective: This course sensitizes the students about the historical development of HRM, growth in India and the various functions of HRM starting from procurement, development, compensation, integration, maintenance and separation.

Outcome: At the end of the course, students will be able to

- i. Outline a framework of knowledge relating to the concepts and evolution of Human Resources Management
- ii. Apply the knowledge of Job analysis and job specification in the field of HR
- iii. Identify the correct recruitment methods for different job openings in the industry
- iv. Analyze the different training needs in an organization and suggest appropriate training methods.
- v. Evaluate the importance of Industrial relations concept

Unit I: INTRODUCTION TO HUMAN RESOURCE MANAGEMENT: Nature and scope of H.R.M- objectives- importance- evolution of H.R.M- traditional vs strategic H.R.M- approaches of H.R.M- strategic H.R.M- history of H.R.M- growth of H.R.M in India- H.R.D- evolution and concept of H.R.D.

Unit II: JOB ANALYSIS: Introduction to job analysis- uses and process of job analysis- methods of collecting job analysis data- job description- job specification- human resource planning- responsibility of H.R.P- effective H.R.P- job evaluation- concept- methods- limitations- essentials for the success of job evaluation.

Unit III: HR RECRUITMENT: Introduction- definition- constraints and challenges of recruitment- sources- methods of recruitment- selection- definition- purpose- process- placement- induction- orientation- internal mobility- transfer- employee separation- performance appraisal- process & methods- careers & success in planning- how do people choose careers.

Unit IV: TRAINING & DEVELOPMENT: Training- training vs development- areas of training- types of training- system approach to training- training methods- evaluation of training programme - executive development concept- definition- importance- development programme- techniques- selection of suitable method of executive development.

Unit V: INDUSTRIAL RELATIONS: Process and approaches to I.R- significance- industrial conflicts- reasons for conflicts- personal record- purpose of records- principles of record keeping- H.R audit- personnel research- distress- employee counseling- mentoring- international H.R.M.

REFERENCES

1. VS. Rao, Human Resource Management (Text & Cases), excel books 2009
2. Ashwatappa Human Resource Management , 7th edition , 2007
3. Edwin Flippo , Personnel Management .Mc grill ,2008
4. Malik , Human Resource Management Anmol publishers ,2008
5. Ian Beard Well and Lan holder, Human Resource Management , 2006
6. Krishnan G.R Human Resource Management. Kanishka publishers , 2009

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X					X				
CO2		X								
CO3			X			X				
CO4				X						
CO5		X								X

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1						
CO2		2	3			
CO3				4		
CO4					5	
CO5					5	

Mean : 3.8

Objective: The objective of this course is to sensitize the students with entrepreneurship skills they should nurture and develop. This course sensitizes the students with the concept of entrepreneurship, entrepreneurial traits and the process of entrepreneurship.

Outcome: At the end of the course, students will be able to

- i. Outline the Importance of Entrepreneurship & its Evolution in India
- ii. Identify the Major Characteristics and Types of Entrepreneurs
- iii. Explain the Importance, Role & Nature of Entrepreneurship
- iv. Narrate the process of Creation & Managing of an Enterprise
- v. Specify the stages of Growth & Closure of an Enterprise

Unit I INTRODUCTION TO ENTREPRENEURSHIP: The nature and importance of entrepreneurs – Definition of entrepreneur and entrepreneurship – Role of entrepreneurship in economic development – Entrepreneurship in ancient period, pre independence period, and 1947 onwards. Future and drawbacks of entrepreneurship. Advantages and drawbacks of pursuing entrepreneurship as a career

Unit II CHARACTERISTICS & CLASSIFICATION OF ENTREPRENEURS: Classification and functions of entrepreneur – characteristics and traits of entrepreneur- Types of Entrepreneur.

Unit III INTRODUCTION & IMPORTANCE OF ENTREPRENEURSHIP: managerial vs. Entrepreneurial decision making – Intrapreneurship – Climate for Intrapreneurship – establishing Intrapreneurship in organization

Unit IV BUSINESS CREATION & MANAGEMENT: Creating and starting the venture – creativity and business idea – the business plan – sources of capital – managing the enterprise – Buying an existing business – Franchising

Unit V BUSINESS GROWTH, FINANCING & CLOSURE: Strategies for growth and managing the implications of growth – Accessing resources for growth from external sources – Going public – Ending the venture - Financial support by the government, development banks and public sector banks Global aspects of entrepreneurship Contemporary issues.

References:

1. Hisrich, Peters and Sheperd, Entrepreneurship, Sixth edition, Tata McGraw Hill, 2006
2. Peter Drucker Innovation and Entrepreneurship, Colins (Reprint) 2006
3. Zimmerer and Scarborough, Essentials of entrepreneurship and small business management, fourth edition, Prentice Hall of India, 2006
4. Charantimath, Entrepreneurship Development, Pearson Education, 2006
5. Mohanty, Fundamentals of Entrepreneurship, Prentice Hall of India, 2006

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X									
CO2			X							
CO3			X							
CO4			X					X	X	X
CO5		X							X	X

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1	1					
CO2		2				
CO3				4		
CO4					5	
CO5					5	

Mean : 3.4

THIRD SEMESTER

MBA 5501

STRATEGIC MANAGEMENT

5 Hours/ 5 Credits

Objective: The course strategy management is meant for the top echelon in the management as CEOs and managers to run the organization in the long term and to take decisions.

Outcome: At the end of the course, students will be able to

- i. Demonstrate the need for strategies in business context and to illustrate the strategic management process
- ii. Outline the mechanism and guidelines for formulating mission and vision
- iii. Distinguish the key environmental and organizational assessment techniques and interpret their key characteristics
- iv. Compare and discriminate the different types of strategies and to discuss the conceptual basis for its application in different contexts.
- v. Describe the nature of strategy implementation and to provide a practical framework for evaluating strategies and control

Unit I THE NATURE OF STRATEGIC MANAGEMENT: Strategy – Definition – need for study in context of management – relationship with business policy – levels of strategy – relationship with other disciplines of management – strategy management process.

Unit II THE BUSINESS VISION AND MISSION: Strategy Intent – need - components – mission, vision, goals and objectives – features.

Unit III ENVIRONMENTAL SCANNING: Environmental appraisal – organizational appraisal – tools – tools for appraisal – SWOT – tools for corporate portfolio analysis.

Unit IV STRATEGY FORMULATION: Business level strategies – functional level strategies- grand strategies – International strategies.

Unit V STRATEGY IMPLEMENTATION AND CONTROL: Strategy implementation – structural, behavioural, functional implementation. Strategic evaluation and control

REFERENCES

1. Azhar Kazmi, Business policy and strategy implementation.2010
2. V.S. Ramaswamy & S Namakumari , Strategic planning – Formulation of Corporate strategy – Text cases – The Indian Context , 2008
3. Fred & R. David , Strategy Management concepts and Cases – Prentice Hall India Ltd., 2010
4. Srivastava & Varma – Strategic Management – Concepts , skills & practices – Prentice Hall India Ltd.,2008

5. David, Strategic Management Concepts & cases – Eleventh Edition, Prentice Hall India Ltd.,2007

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X									
CO2										X
CO3				X	X				X	
CO4										
CO5								X		

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1		2				
CO2					5	
CO3			3			
CO4					5	
CO5				4		

Mean : 3.8

Objective: This course titled E-commerce is aptly known as the electronic commerce in general. This course sketches the current trends of business in the electronic world. It carries case studies on the familiar business sites. It also deals with the prevailing cybercrimes and security

Outcome: At the end of the course, students will be able to

- i. Discuss the scope of e-commerce, applications and explain the terminologies
- ii. To identify and design business models – evaluation of successful sites
- iii. Evaluate the trends in e-marketing
- iv. Explain the e-payment and mechanism of ATM, online transaction
- v. Explain the prevailing cybercrime and frame suitable security measures.

Unit I FUNDAMENTAL CONCEPTS – Ecommerce, EDI, email, internet, intranet, mobile commerce – Technical issues as cookies, sessions – search engines, types of web sites. Ecommerce advantages – features and differences from brick-and-mortar trade.

Unit II BUSINESS MODELS IN ECOM – Features and examples – trading systems – steps in development of web site – 7Cs of ecommerce. Analysis of successful online brands, sites etc.

Unit III TRENDS IN EMARKETING – Viral marketing – social media marketing – e-branding – e-advertisement and marketing types

Unit IV EPAYMENT – Types – recent trends in online payment – technological background of SET mechanism – ATM – types of plastic money.

Unit V CYBER CRIMES AND THREATS – Security measures – cryptography basics – cyber ethics – e-governance.

REFERENCES

1. Bharat Bhaskar , Ecommerce- Framework, Technologies & Applications , The McGraw Hill Ltd.,2010
2. P.T. Joseph, Ecommerce – An Indian Perspective , Eastern Economy Edition.2011
3. Jibitesh Mishra – Ecommerce – Macmillan Publishers India Ltd., 2007
4. Kalakota, Whinston – Electronic Commerce , Pearson Education Ltd.,2012

5. Joseph, Ecommerce – An Indian Perspective – 5th Edition, Prentice Hall India Ltd.,2007

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X									X
CO2		X								
CO3			X							
CO4								X		
CO5									X	

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1	1					
CO2					5	
CO3				4		
CO4					5	
CO5					5	

Mean : 4.0

Objective: This course introduces the key Operations Research and Statistical techniques that can be used in taking better decisions.

Outcome: At the end of the course, students will be able to

- i. Gain analytical skills in the field of statistics
- ii. Apply choice of tools and linking them with the process of decision making.
- iii. Create a tight and sufficient control of the management of complex projects through an integrated system of forced planning and evaluation.
- iv. Analyze the future values of the Business.
- v. Predict the changes in the business

Unit I LINEAR PROGRAMMING: Linear Programming Problem – Model Formulation – Primal Simplex – Graphical Method – Simplex Method. Integer Programming Problem – Zero one programming – Enumeration Method – Branch and Bound algorithm

Unit II TRANSPORTATION & ASSIGNMENT PROBLEMS: Transportation problem- Initial Basic feasible solution- North West Corner Rule, Least Cost Method and Vogel's Approximation Method- optimal solution, degeneracy and unbalanced transportation problem. Assignment problem

Unit III DYNAMIC PROGRAMMING: Dynamic Programming Problem – PERT and CPM – Game theory- Pure and Mixed strategy – Dominance rule- Graphical solution. – Markov Chains

Unit IV TIME SERIES ANALYSIS: Time Series: Components – Trends – Seasonal – cyclical – irregular variables Measurement of trend – Method of semi averages and method of moving averages principle of least squares – Measurement of seasonal fluctuations

Unit V REGRESSION, CORRELATION & BREAK EVEN ANALYSIS :Regression – Correlation – Normal Distribution – application of normal distribution in Quality Control – Set Theory – Break Even analysis – Optimization

REFERENCES

1. Levin and Rubin, Statistics for Management, Pearson Education. 2004
2. Levine, Krehbiel and Berenson, Business Statistics: A first course, Pearson Education, 2005
3. Pannerselvam., Operations Research, Prentice Hall of India, 2005
4. Hillier and Liberman, Introduction to Operations Research Tata McGraw Hill 2007
5. Saha, Practical Business Mathematics and Statistics Tata McGraw Hill 1998

Mapping Course Outcomes (Cos) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X							X		
CO2		X							X	
CO3				X				X	X	
CO4								X		
CO5									X	X

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1		2				
CO2			3			
CO3						6
CO4				4		
CO5					5	

Mean: 4.0

FINANCE ELECTIVES

MBA 5511 INVESTMENT AND PORTFOLIO MANAGEMENT 5 Hours/ 5 Credits

Objective: The global investment scenario is very dynamic. This subject focuses in providing a sound knowledge in equity research and security analysis.

Outcome: At the end of the course, students will be able to

- i. Identify the investment alternatives and discussing the risk return relationship
- ii. Compute the value of debt, equity, options, futures, convertible securities and warrants
- iii. Utilize the fundamental analysis to pick out the most promising stocks
- iv. Apply technical analysis tools to predict the next possible move of stock prices.
- v. Discuss about various portfolio models to select the best performing portfolio

Unit I INVESTMENT ALTERNATIVES: Investment - Meaning - Classification - Features - Investment, Speculation and gambling - Factors influencing Investment - Investment Avenues in India. - Tax planning and Investment - Risk and Return - Systematic and unsystematic Risk - measurement of Risk and Return - Return on Investment.

Unit II VALUATION OF SECURITIES: Valuation of securities - concept of valuation - Going concern value – Bond valuation - Equity valuation - Time Value of Money -Options and futures - Valuation of options - Warrants and Convertibles - Mutual Funds.

Unit III FUNDAMENTAL ANALYSIS: Fundamental Analysis - Economic, Industry, and Company analysis – Trading in stock market - Stock Exchanges - Indices - SEBI - Depository System.

Unit IV TECHNICAL ANALYSIS: Technical Analysis - Features - Tools for analysis of individual security - Tools for market analysis - Charts - Dow Theory – Efficient market Hypothesis - various forms of market efficiency - Random Walk Theory.

Unit V PORTFOLIO MANAGEMENT: Portfolio Management - Principles - Policies - Diversification – Modern portfolio Theory - An optimum portfolio - portfolio selection The Efficient frontier - leveraged and un-leveraged portfolio - CAPM - Assumptions - Determinants of expected return - Security Market Line - Reward to Risk ratio - Markowitz Model - Share's Portfolio Model - Arbitrage Pricing Theory.

REFERENCES

1. Sharpe, Alexander and Bailey, Investments, PHI, 1999.
2. Kevin S. Portfolio Management PHI 2001.
3. Fischer and Jordan, Security Analysis and Portfolio Management , 2004
4. Jack Clark Francis, Investments McGraw Hill International Edition, 1991.
5. P. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas, 2001.
6. Dr. L. Natarajan, Investment Management, Margham, 2005.

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X				X					
CO2									X	
CO3		X								
CO4								X		
CO5					X				X	X

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1		2				
CO2				4		
CO3					5	
CO4					5	
CO5						6

Mean : 4.4

Objective: The objective is to inculcate the students with introductory knowledge of international trade like Balance of Payments, LC transactions, FDI etc., thereby, they are taken to have a glimpse of our economy in the light of exchange rate parity and its appreciation and depreciation, and their consequent impact on the macroeconomic parameters like GDP, Inflation, Liquidity and BOP surplus or deficit.

Outcome: At the end of the course, students will be able to

- i. Distinguish the various International theories and International business methods
- ii. Analyze international exchange rates and arbitrage methods
- iii. Evaluate different foreign exchange exposure and classify Forex derivatives
- iv. Explain euro currency, credit and bond market
- v. Discuss International payment methods and foreign direct investment

Unit I FOUNDATIONS OF INTERNATIONAL FINANCIAL MANAGEMENT: An overview, Importance, nature and scope, Theories of International business, International business methods, recent changes and challenges in IFM. Balance of payments-Current account and Capital account-correspondent Banks- Nostro and Vostro account.

Unit II EXCHANGE RATES AND INTERNATIONAL PARITY RELATIONSHIP: Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates – exchange rates systems. International arbitrage and Interest rate parity- Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity-International Fisher Effect.

Unit III FOREIGN EXCHANGE EXPOSURE AND MANAGEMENT: Motives of Foreign Direct Investment. Management of Exposure: Transaction Exposure, Translation Exposure and Economic Exposure. Methods of hedging the exposure – overview of Derivatives' in hedging in the risk –Forward contracts, swap, Options and future.

Unit IV EXCHANGE MARKETS AND INTERNATIONAL FINANCIAL SYSTEM: Overview of the other markets- Euro currency market, Euro credit market, Euro bond market, International Stock market. Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate arrangements.

Unit V FOREIGN DIRECT INVESTMENT AND FINANCING INTERNATIONAL TRADE Foreign Direct Investment (Indian Perspective)- Payment methods of

international trade, trade finance methods, Export- Import bank of India, recent amendment in EXIM policy, regulations and guidelines.

REFERENCES

1. P.G.Apte, International Financial Management, Tata McGraw-Hill, New Delhi, 2004.
2. Alan C.Shapiro, Multinational Financial Management, 4/e, Prentice Hall India Private Ltd, 2004.
3. Jeff Madura, International Financial Management, 6 Edition, Thomson Publication.
4. Maurice D.Levi, International Finance, 3rd Edition, Tata McGraw-Hill, New Delhi, 2003.
5. Seth, International Financial Management Tata Mc Graw- Hill, New Delhi, 2003.

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1			X							
CO2								X		
CO3									X	
CO4	X	X								
CO5										X

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1					5	
CO2				4		
CO3			3			
CO4					5	
CO5			3			

Mean:4.0

MBA 5515 STRATEGIC COST MANAGEMENT 5 Hours/ 5 Credits

Objective: The objective is to provide adequate knowledge on Strategic Cost Management techniques to be applied for effective planning and control of operations.

Outcome: At the end of the course, students will be able to

- i. Analyze the concept of SCM & its applications
- ii. Design SCM tools & Techniques
- iii. Develop Balanced Scorecard
- iv. Discuss the different pricing strategies
- v. Develop cost reduction techniques

Unit I SCM AND ITS IMPORTANCE : Conceptual framework of SCM, environmental influences on cost management practices, role of SCM in strategic positioning; cost management tools - life cycle costing, target costing, kaizen costing, JIT & theory of constraints, BPR and bench marking

Unit II SCM –TOOLS AND TECHNIQUES: Strategic cost management tools and techniques – activity based costing and activity based management – drawbacks of conventional manufacturing costing system – target costing – lifecycle costing

Unit III BALANCE SCORE CARD: Measuring total business unit performance – financial and non financial – balanced scorecard and its perspectives, Divisional performance and segment performance.

Unit IV PRODUCT PLANNING Cost information for pricing and product planning – factors involved in deciding pricing – role of BICP – role of product's cost in pricing – short term and long term pricing decisions – ROI, cost plus, marginal cost, bottom line pricing – transfer pricing – international transfer pricing – governments intervention in pricing.

Unit V COST REDUCTION: Total cost management and value engineering – cost control and cost reduction – techniques of cost reduction – six sigma and cost manger – bench marking

REFERENCES

1. John K.shank and vijay govindarajan, strategic cost management, vikas publishing house, 2004
2. Robert Kaplan & robin cooper – cost and effect, Harvard business school, 2002
3. Saxena and vashist – advanced management accounting problem and solution, sultan chand, 2006.

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X									
CO2		X			X					
CO3					X		X		X	
CO4										
CO5										X

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1		2				
CO2			3			
CO3				4		
CO4					5	
CO5						6

Mean: 4.0

MBA 5517 FINANCIAL MARKETS, TREASURY AND RISK MANAGEMENT

(Self Study)

5 Credits

Objective: The objective of this course is to make the students familiarize with the functioning of Indian Financial system, Treasury management and those engaged in financial services industry along with a focus on risk Management. This course attempts to provide the essentials of India financial system, treasury management banking industry and risk management problems in banking. Role of Commercial banks in Indian Economy and Project Planning in Banks

Outcome: At the end of the course, students will be able to

- i. Discuss about the Indian Financial system and its components
- ii. Evaluate the treasury management in banking industry
- iii. Demonstrate the risk management process in banking and discuss about capital adequacy norms.
- iv. Discuss about the commercial banks and their roles in Indian economy
- v. Analyze the profit planning activities of banks through subsidiary activities

Unit I INDIAN FINANCIAL SYSTEM: An overview of Indian Financial System - Financial Markets - Money Market and Capital Market - Money Market Instruments - call Money, T-Bills, Commercial Paper, Certificate of Deposits, Repo and Reverse Repo.- Primary and Secondary Market - Role of RBI,SEBI,DFHI,SHCI in Financial Markets.

Unit II TREASURY MANAGEMENT IN BANKING INDUSTRY: Concept and Functions of Treasury Management in Commercial banks - Treasury Products in Forex Market, Money Market and Securities Market - Funding and Regulatory aspects - CRR, SLR, Liquidity Adjustment Facility (LAF) and Payment and Settlement system.

Unit III RISK MANAGEMENT PROCESS IN BANKING: Risks in Banking activities - Credit Risk, Liquidity Risk, Interest Rate Risk, Market Risk, Exchange Rate Risk and Operational risk - Risk Mitigation Measures. Capital Management in Banking - Capital Adequacy Norms - Basel II -Three Pillars Overview and Compliance Requirements.

Unit IV COMMERCIAL BANKS AND THEIR ROLES IN INDIAN ECONOMY: Role of RBI in ensuring economic growth and Containing Inflation through Commercial banks - Recent Trends in Banking - Retail Lending and Corporate Banking - Universal banking - Leasing and Hire purchase - Credit Rating- Home Loans- Mutual fund -Bancassurance - Resolving customer complaints through Ombudsman.

Unit V PROFIT PLANNING ACTIVITIES OF BANKS THROUGH SUBSIDIARY ACTIVITIES: Merchant Banking - IPO and Equity issue - Underwriting of Shares - Pricing of issue - Book building process - Profit earnings through non fund based

activities like issue of LCs, Bank Guarantees etc. and other fee based activities. - Increasing liquidity and profitability through the process of Securitization.

REFERENCES

1. Varsnney and Mittel - Indian Financial System - Sultan Chand Publications, New Delhi. 2003
2. Avadhani. V.A - Treasury Management in India - Himalaya Publishing House, 2002
3. Theory and Practice of Treasury and Risk Management in Banks-Tax Man's Publication for Indian Institute of Banking and Finance New Delhi, 2002
4. MY. Khan - Financial Services - McGraw , 2004

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X	X								
CO2			X		X					X
CO3		X			X					
CO4		X		X						X
CO5					X					X

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1		2				
CO2				4		
CO3					5	
CO4				4		
CO5				4		

Mean: 3.8

(Self Study)

Objective: To provide adequate knowledge on formulation, appraisal, financing, administration and control projects.

Outcome: At the end of the course, students will be able to

- i. Identify the steps involved in project management and compile the characteristics of a project
- ii. Analyze the sources of project ideas and formulate project feasibility report
- iii. Assess the technical, economic, financial, managerial and commercial viability of projects
- iv. Identify the sources and patterns of financing a project and formulate projected financial statement
- v. Utilize the project scheduling techniques in project administration

Unit I PROJECT CLASSIFICATION: Project Management – An overview – Characteristics of a project – Steps in Project management – participants in project management – Project life cycle Taxonomy of projects.

Unit II PROJECT IDENTIFICATION AND FORMULATION: Project Identification and Formulation - Project opportunities – source of project ideas – initial selection – Strategies for implementing project ideas project feasibility study – Detailed Project Report (DPR).

Unit III PROJECT APPRAISAL: Project Appraisal – Multidimensional View Technical – Economical – Financial Managerial – Commercial – Non financial Justification of projects – social cost benefit analysis.

Unit IV PROJECT FINANCING: Project Financing – sources and patterns of financing role of financial institutions in project financing – Project income statement and balance sheet

Unit V PROJECT ADMINISTRATION: Project Administration – Project Scheduling – Network Techniques PERT / CPM project cost control – Time and Cost Overruns – post evaluation of projects – performance review methodology – post project audit – computer based project management – An Overview.

REFERENCES

1. Prasanna Chandra, Project Management and control, TM. 2004
2. Garg, R. K, Project Management and Control, Bharat Law House, 2000
3. Vasant Desai, Project Management, Himalaya Publishing Co., 2005

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X									
CO2				X						
CO3						X		X		X
CO4					X					
CO5								X		X

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1		2				
CO2				4		
CO3					5	
CO4						6
CO5						6

Mean: 4.6

MARKETING MANAGEMENT ELECTIVES

MBA 5531

MARKETING RESEARCH

5 Hours/ 5 Credits

Objective: This course aims to enhance the ability of the students to understand the process of research and to apply the tools and techniques of research in the area of marketing.

Outcome: At the end of the course, students will be able to

- i. Describe a conceptual framework for conducting marketing research and explain the importance and process in defining a marketing research problem
- ii. Outline research design, classify various research designs and compare and contrast the basic research designs
- iii. Discuss the concepts and primary scales of measurement, discuss the sampling design process and classify sampling techniques
- iv. Discuss data analysis associated with frequencies, cross tabulation and evaluate data analysis associated with hypothesis testing
- v. Evaluate the basic concept and scope of multidimensional scaling (MDS) in marketing research and describe the concept and procedure for conducting conjoint analysis

UNIT I INTRODUCTION TO MARKETING RESEARCH: Introduction to marketing research: Nature and scope of marketing research- marketing research process- defining marketing research problem- developing an approach to the problem.

UNIT II RESEARCH DESIGN: Basic research design- Exploratory research: Secondary data, quality research- descriptive research: Survey and observation and casual research: Experimentation.

UNIT III MEASUREMENT AND SAMPLING: Measurement and scaling: Comparative and non comparative scaling- questionnaire and form design- sampling design and procedures- sample size determination- field work- data preparation.

UNIT IV HYPOTHESIS TESTING AND DATA CLASSIFICATION: Frequency distribution, cross tabulation and hypothesis testing – ANOVA and the design of experiments- correlation and regression- discriminant analysis for classification and prediction- factor analysis- cluster analysis

UNIT V PERCEPTUAL MAPPING AND REPORT PREPARATION: Multidimensional scaling- conjoint analysis- attribute based perceptual mapping using discriminant analysis- report preparation and presentation.

REFERENCES

1. Naresh K Malhotra, Marketing research: An applied orientation, 4th ed., PHI, 2005
2. Rajendra Nargundkar, marketing research: text and cases, 2nd ed., TMH, 2004

3. Donald R Cooper Pamela S.Schindler, Marketing research- concepts and cases, TMT, 2006.
4. Paul E. Green Donald S. Tull, and Gerald Albaum, Research for marketing decisions, 5th ed., PHI, 2005.

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X									
CO2									X	
CO3							X			X
CO4				X						
CO5								X		

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1		2				
CO2			3			
CO3					5	
CO4				4		
CO5				4		

Mean : 3.6

Objective: This course aims at enabling students understand why and how consumers make consumption decisions. This would enable them to make better strategic marketing decisions.

Outcome: At the end of the course, students will be able to

- i. Outline the marketing concept and the discipline of consumer behavior
- ii. Identify the psychological influences on consumer behavior
- iii. Analyse the consumer learning, memory and involvement in consumption related activities
- iv. Discuss about the sociological influences on consumer behavior
- v. Explain the consumer decision making process, innovation and diffusion process

Unit I: MARKETING CONCEPTS & CONSUMER BEHAVIOUR: Introduction to Consumer Behaviour – Marketing Concept and the discipline of Consumer Behaviour – Customer Value, Satisfaction and Retention – Consumer Research Process – Market Segmentation and Positioning.

Unit II: PSYCHOLOGICAL FACTORS INFLUENCING CONSUMER BEHAVIOR: Psychological Influences on Consumer Behaviour: Consumer Needs, Goals and Motivation – Personality and Consumer Behaviour – Consumer Perception.

Unit III: CONSUMER LEARNING & ATTITUDE: Consumer Learning, Memory and Involvement – Consumer Attitude - Formation Attitude Change Strategies – Communication and Consumer Behaviour.

Unit IV: SOCIOLOGICAL INFLUENCES ON CONSUMER BEHAVIOR: Sociological Influences on Consumer Behaviour: Influence of Culture and Subculture – Social Class Influences – Reference Group and Family Influences – Household Decision Making – Communication within Groups and Opinion Leadership.

Unit V: CONSUMER DECISION MAKING PROCESS: Consumer Decision Making Process : Situational Variables - Problem Recognition – Information Search – Evaluation of Alternatives – Outlet Selection and Purchase – Post-Purchase Action. Innovations and the Diffusion Process – Organisational Buyer Behaviour.

REFERENCES

1. Satish K Batra, Kazmi SHH, Consumer Behaviour – Text and cases, Excel Books, 2002
2. Leon G. Shiffman, Leslie Lazer Kanuk, Consumer Behaviour, 9th ed., PHI, 2007.

3. JDavid L.Louden, Alberton J.Della Bitta, Consumer Behaviour – Concepts and Applications, McGraw Hill Inc, 1993.
4. Margaret Craig – Lee, Sally Joy, Beverly Browne, Consumer Behaviour, John Wiley and Sons, 1995.
5. James F. Engel, Roger D. Blackwell, Paul W. Miniard, Consumer Behaviour, Harcourt Brace College Publishers., 1995.
6. John C. Mower, Consumer Behaviour, Macmillan Publishing, 1993.

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X									
CO2				X					X	
CO3				X				X		
CO4		X		X						
CO5				X						X

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1		2				
CO2				4		
CO3				4		
CO4					5	
CO5						6

Mean:4.2

Objective: The objective of this course is to introduce students to the unique features and characteristics of Services and the marketing challenges.

Outcome: At the end of the course, students will be able to

- i. Define the importance, nature and features of services sector and its differences with product, the challenges.
- ii. Analyse the service market potential and other service marketing concepts.
- iii. Define and design the SERVQUAL model
- iv. Analyse the service delivery system and channels.
- v. Discuss the different service sectors and its features

Unit I: INTRODUCTION: Definition – Service Economy – Evolution and growth of service Sector – Nature and Scope of Services – Unique characteristics of services – Challenges and issues in Services Marketing.

Unit II SERVICE MARKETING OPPORTUNITIES: Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.

Unit III SERVICE DESIGN AND DEVELOPMENT: Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.

Unit IV SERVICE DELIVERY AND PROMOTION: Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle - Integrated Service marketing communication.

Unit V SERVICE STRATEGIES: Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment & public utility Information technique Services.

REFERENCES

1. Valarie Zeithaml, Mary Jo Bitner, Dwayne Gremler and Ajay Pandit Services Marketing: Integrating Customer Focus Across the Firm, 4th edition, , Tata McGraw-Hill, (2008)
2. Christopher Lovelock and Jochen Wirtz, Services Marketing: People, Technology, Strategy, 6th ed., Prentice Hall. (2007)
3. Rajendra Nargundkar Services Marketing 2nd ed, Tata McGraw Hill (2006)
4. Ravi Shanker Services Marketing the Indian Perspective Excel 1st ed reprint (2006)
5. Adrian Payne The essence of Services Marketing 7th Prentice Hall of India Indian reprint (2002)

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X			X						
CO2	X			X				X		
CO3									X	
CO4								X	X	
CO5		X								X

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1		2				
CO2				4		
CO3						6
CO4						6
CO5		2				

Mean: 4.0

SELF STUDY COURSE III SEMESTER

Objective: This course focuses on Personal Selling, Sales Management and Sales Control. This course also covers marketing Logistics functions like order processing, inventory management material handling, warehousing and transportation

Outcome: At the end of the course, students will be able to

- i. Identify the selling and sales management functions
- ii. Assess the sales budgeting and sales force requirement planning
- iii. Identify the sales control system.
- iv. Explain the different logistics systems
- v. Discuss the types of warehouse systems.

Unit I: PERSONAL SELLING: Relationship with marketing objectives and process of personal selling – Theories of Selling – Salesmanship – Sales Management function.

Unit II: SALES ORGANIZATION: Interdepartmental relations – Formation of sales territories – Sales budgeting – sales force requirement planning.

Unit III: SALES FORCE SELECTION: Training – Motivation – Sales Quotas – Sales contests – Sales control.

Unit IV: MARKET LOGISTICS: Logistics Information system – order processing – Inventory control – Material handling – packaging.

Unit V: WAREHOUSING: Types – location – capacity – design – Transportation – Modes – containerization.

REFERENCES

1. Lancaster and Jobber, Selling and Sales management 3 ed.) MacMillan India Ltd., 2004
2. Richard R.Still, Edward W. Cundiff, Norman A.P. Govoni, Sales management – Decision, Strategies and Cases (5 ed.),PHI, 2013.
3. Donald Bower SoX and Davids Closs, Logistical Management, TMH, 2000.
4. Khanna K.K., Physical Distribution Management – Logistical approach, Himalaya, 2002

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X	X		X						X
CO2								X		
CO3		X				X			X	X
CO4							X			
CO5										X

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1		2				
CO2			3			
CO3			3			
CO4				4		
CO5					5	

Mean:3.4

(SELF STUDY IV SEMESTER)

Objective: The purpose of the Product and Brand Management class is to give a fundamental understanding of how to build, measure, and manage a brand.

Outcome: At the end of the course, students will be able to

- i. Identify the concept of brand – functions and types.
- ii. Evaluate the brand management process with elements.
- iii. Evaluate the brand promotion methods and role of celebrities.
- iv. Explain the brand extension and rebranding.
- v. Assess the brand audit and brand equity measurement.

Unit I: BASICS UNDERSTANDING OF BRANDS: Definitions - Branding Concepts – Functions of Brand Significance of Brands – Different Types of Brands – Co branding – Store brands.

Unit II: BRAND STRATEGIES: Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets

Unit III: BRAND COMMUNICATIONS: Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, Celebrities – On line Brand Promotions.

UNIT IV: BRAND EXTENSION: Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.

UNIT V: BRAND PERFORMANCE: Measuring Brand Performance – Brand Equity Management - Global Branding strategies - Brand Audit – Brand Equity Measurement – Brand Leverage - Role of Brand Managers– Branding challenges & opportunities – Case Studies.

REFERENCES

1. Tyboust and Kotter, Kellogg on Branding, Wiley, 2008
2. Lan Batey, Asain Branding – A Great way to fly, PHI, Singapore, 2002.
3. Paul Tmepoal, Branding in Asia, John Willy, 2000.
4. Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.
5. Jagdeep Kapoor, Brandex, Biztranza, India, 2005

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X	X		X			X	X		
CO2	X	X		X			X			
CO3							X			
CO4									X	X
CO5									X	X

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1				4		
CO2			3			
CO3					5	
CO4					5	
CO5					5	

Mean: 4.4

HUMAN RESOURCES MANAGEMENT

ELECTIVES

MBA 5551 Training & Development

5 Hours/ 5 Credits

Objective: The purpose of this course is to provide the participants with training methodologies and specific personal skills that will assist them in developing and delivering effective training. The course is designed to enable the participants, specifically those working in research, teaching, management, development and donor agencies, to effectively develop, present and manage training programs

Outcome: At the end of the course, students will be able to

- i. Understand the concepts of training and development and its roles
- ii. Plan and design training programs as per the needs of an organization
- iii. Gain insights of various training & evaluation methods
- iv. Analyze the different learning principles and OD models
- v. Expose the latest training methods followed in Organization

Unit I: INTRODUCTION TO TRAINING: Introduction To Training Concept: Definition – Meaning - Need For Training - Importance Of Training - Objectives Of Training - Concepts Of Education – Training , Education And Development

Unit II: TRAINING PROCESS: Need Analysis – Definition –Objectives - Framework for conducting training need analysis – Designing training and development programs - Methods for determining & Process of training needs

Unit III: TRAINING METHODS & TRAINING EVALUATION: Training Methods – Development & Implementation of training –Concept , Definition and need - Evaluation of training & development - Concept, definition and need of evaluation - Principles of evaluation - Criteria and approaches to evaluation

Unit IV: ORGANIZATIONAL DEVELOPMENT: Learning: Principles Of Learning - Theories Of Learning – Organizational Development – Concepts – Values, Assumptions and beliefs in OD, Foundations of OD – Models of OD – OD Interventions

Unit V: TECHNOLOGIES IN TRAINING: Technology In Training: CBT - Multimedia Training - E-Learning/Online Learning - Distance Learning – Issues in consultant – Client relationship – System related issues

REFERENCES

1. Blanchard, Thacker, “ Effective Training – Systems, Strategies and practices” 2nd ed.,PHI, 2013
2. Employee Training And Development – Raymond Noe, 2000
3. Training And Development- S.K. Bhatia, 2008

4. French and bell, Organisational Development, 6th ed.,PHI, 2009
5. Rao TV, and Singh k, Organizational Development, Response Book , 2004

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1						X				
CO2		X								X
CO3			X			X				
CO4	X							X		
CO5						X				

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1	1					
CO2		2				
CO3			3			
CO4				4		
CO5					5	

Mean: 3.0

Objective: The main objective of the course is to students gain a thorough knowledge on their emotional intelligence and they must learn to cope up with their stress at their home, workplace, so that they can maintain a quality of work life.

Outcome: At the end of the course, students will be able to

- i. Outline the Emotional Intelligence Concepts
- ii. Discuss the various emotional competencies found among humans
- iii. Analyze the different levels of emotional literacy
- iv. Demonstrate the emotional intelligence traits at workplace
- v. Explain the emotional intelligence from an organizational perspective

Unit I: AN INTRODUCTION: Introduction to E.I- Emotional brain; Theories of Emotion; E.I concepts & its revolution; Difference between E.I & E.Q; Marshmallow experiment; Low & high E.I; Some myths about E.I; Case of emotional winners & losers.

Unit II: EMOTIONAL COMPETENCIES: Competency Framework; Measuring E.I; Where from emotions come; Nature of E.I; Can E.I be developed; cases.

Unit III: EMOTIONAL LITERACY: Emotional intelligence ad, Emotional literacy; Managing aggression & depression; Training & developing emotional skill; cognitive skills & behavioral skills; Emotional skills that managers should learn; learning to recognize your emotions; Dealing with emotional upsets & how to cope up; How to measure E.I [Questionnaire]- cases.

Unit IV: EMOTIONAL INTELLIGENCE AT WORK PLACE: The role of E.I. in leaderships, E.I in terms; E.I & personality; E.I & stress; E.I & attitudes.

Unit V: E.I IN ORGANIZATION: Training of E.I in organization; Handling frustration in organization; E.I & credibility of managers E.I & conflict resolution; E.I & Effective communication in developing; E.I at work & implementing E.I programmes.

REFERENCES

1. P.T.Joseph – E.I in business, 2005
2. Abad Ahmad – Passion to win, 2004
3. Robert K Cooper – E.I in business, 2007.

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X									
CO2										X
CO3								X		
CO4				X					X	
CO5						X				

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1		2				
CO2					5	
CO3				4		
CO4					5	
CO5				4		

Mean: 4.0

Objective: The main objective of all workplace counseling is to help individuals become self-sufficient, self-dependent, self-directed and to adjust themselves efficiently to the demands of a better and meaningful life.

Outcome: At the end of the course, students will be able to

- i. Discuss the workplace counseling concept with different work oriented models
- ii. Compile the role of counselors, their duties and responsibilities
- iii. Analyze the different counseling techniques followed
- iv. Evaluate the effectiveness and efficiency if counseling
- v. Explain the methods of training the counselors

Unit I: INTRODUCTION TO WORKPLACE COUNSELING: Workplace counseling: history, basics, dimensions and common criticisms - orientation models - brief therapy models - problem focused models - work oriented models - manager based models - externally based models - internally based models - welfare based models - organization change models

Unit II: ROLE OF COUNSELORS: Multiple roles of counselors - counseling values vs business values - training for counselors - ethical issues in counseling - stress and counseling - impact of organizations - systematic approaches - organization culture: different cultures and counseling

Unit III: COUNSELING TECHNIQUE: Preparation for counseling - assessing workplace counseling - contracting for counseling - introducing counseling in the workplace, terminating counseling -preparation of employee, assessment of employee, contracting / referring, engaging in counseling and terminating counseling

Unit IV: EVALUATION OF COUNSELING: Usefulness of evaluation, record keeping, evaluation, formative and summative evaluation - different methods of counseling evaluation - training in ethical decision-making - ethical responsibilities for and to clients - employee counselors - ethical responsibilities for and to themselves - organization's ethical responsibilities.

Unit V: COUNSELOR TRAINING: Methods of training counselors - dynamics of training - the training team, facilities, context, student group, curriculum, assessment, learning community - supervisory relationships, supervision for counselors - parallel process in workplace counseling, helping counselors in supervision.

REFERENCES

1. Carroll, Michael, Workplace Counseling, Sage Publications, 1999
2. Welson and Jones, Introduction to Counseling skills – Texts and Activities, Sage Publications, 2000
3. Gibson, Mitchell, Introduction to Counseling and Guidance, 7th ed., PHI, 2013
4. Culley, “Integrative Counselling Skills in Action” (Vol.-I), Sage Publication 2001.
5. Dalton, “Counselling People with Communication Problem” (Vol.-II), Sage Publication, 2002.
6. Bernard H.S., Fullman DW, “Principle of Guidance - A Basic Text”, 2002.

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1						X				
CO2			X			X				
CO3	X									
CO4		X					X			
CO5						X				X

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1		2				
CO2			3			
CO3				4		
CO4		2			5	
CO5						

Mean: 3.2

Objective: This course aims at familiarizing students with the different techniques for selection of employees and also about the skills required for administering relevant tests.

Outcome: At the end of the course, students will be able to

- i. Discuss the concept of recruitment in organizations
- ii. Analyze the different selection techniques
- iii. Explain the statistical tools and parametric and non-parametric tools
- iv. Asses the testing methodologies in evaluating the employees
- v. Identify the personalities through latest techniques used in assessment of personnel

Unit I: RECRUITMENT: Recruitment: Introduction- Definition, Objectives - Corporate Mission, Objectives, Strategies, Tactics and Recruitment – Services and Source of Recruitment - Assessment of Recruitment programme.

Unit II: SELECTION & CLASSIFICATION OF TESTS: Selection: Introduction, Essentials, Factors affecting Selection Decision, Selection Procedure - Historical background of testing -classification of tests- characteristics of test, standardization of tests - reliability - validity.

Unit III: STATISTICAL TOOLS USED IN TESTS: Interpretation of tests - basic statistical tools - correlation - rank order - partial, multiple correlation - analysis of variance - sample - population - parametric and non-parametric tests - how to choose a test.

Unit IV: SKILL TESTS: Assessing abilities - intelligence test - achievement test - creativity test - mechanical ability - clerical ability - stress resilience.

Unit V: BEHAVIORAL & APTITUDE TESTS: Assessing personality - observation - interviews - rating - projective techniques -leadership assessment - assessing interest - aptitude. Test, attitude test - interest test - cases - exercises - development of tests.

REFERENCES

1. Lawis R. Aikan, Allyn and Bacon, Psychological Testing and Assessment, 2002.
2. Ghosh P. K. and Ghorpade M. B, Industrial Psychology, Himalaya Publishing Company, 2004.
3. Arun Kumar Singh, Test Measurement and Research Methods in Behavioural Sciences, Tata McGraw Hill, 2005.

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X									X
CO2						X				
CO3		X						X		
CO4								X		
CO5			X			X				

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1		2				
CO2				4		
CO3			3			
CO4					5	
CO5		2				

Mean: 3.2

(Self Study IV SEMESTER)

Objective: This course aims at familiarizing students with labour law applications relating to welfare, recruitment, training, social security measures, wages and bonus, and industrial relations including trade unions and employment conditions.

Outcome: At the end of the course, students will be able to

- i. Discuss the role of labour legislation in India
- ii. Revise the factories act and workmen's compensation Act
- iii. Analyze the payment of wages and bonus act
- iv. Discuss the various employee benefits through Maternity act and Insurance act
- v. Explain the trade union act and industrial disputes act

Unit I: LABOUR LEGISLATIONS IN INDIA: Introduction: Concept of Labour Legislations, Principles of Labour Legislations, Constitutional framework of Labour Legislations in India, Role of ILO in developing Labour legislations. Employment Exchange (Compulsory Notification of vacancies) Act 1959 - Contract Labour (Regulation and Abolition) Act 1970 - Apprentices Act 1961.

Unit II: FACTORIES ACT AND WORKMEN'S COMPENSATION ACT: The Factories Act 1948 - The Shops and Commercial Establishment Act - The Workmen's Compensation Act 1923.

Unit III: PAYMENT OF WAGES AND BONUS ACT: Payment of Wages Act 1936 - The Minimum Wages Act 1948 - Payment of Bonus Act 1965.

Unit IV: MATERNITY ACT AND INSURANCE ACT: The Maternity Benefit Act 1961- The Employees State Insurance Act 1948 - The Provident Fund and Miscellaneous Provisions Act 1952 - The Payment of Gratuity Act 1975.

Unit V: TRADE UNION ACT AND INDUSTRIAL DISPUTES ACT: The Trade Union Act 1926 - The Industrial Employment (Standing Order) Act 1946 - The Industrial Disputes Act 1947

REFERENCES

1. Kapoor N.D. Mercantile Law, Sultan Chand & Sons, 2007.
2. Saravanan & Sumathi, Legal Environment of Law, HPH,2006.
3. Srivastava S.C, Industrial Relations and Labour Legislations (2 ed.) Oxford and IBH Publishing Company, New Delhi, 1986

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X					X				
CO2			X							
CO3					X					
CO4		X				X				
CO5						X				X

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1						
CO2		2				
CO3				4		
CO4			3		5	
CO5		2				

Mean:3.2

ENTREPRENEURSHIP ELECTIVES

MBA5571 ENTREPRENEURSHIP & PROJECT MANAGEMENT 5 Hours/ 5 Credits

Objective: The objective of this course is to provide a foundation to mould the students to become an entrepreneur by identifying the different avenues of business and the traits for an entrepreneur

Outcome: At the end of the course, students will be able to

- i. Impart basic entrepreneurial skills and understanding to run a business effectively & efficiently
- ii. Discuss the different support mechanism for budding entrepreneurs in India
- iii. Outline the concept of feasibility studies
- iv. Analyze the financial concepts related to entrepreneurship
- v. Explain the various aspects of project management

UNIT I: ENTREPRENEURIAL DEVELOPMENT: Entrepreneurship: need, scope, Entrepreneurial competencies & traits, Factors affecting entrepreneurial development, conceptual model of Entrepreneurship

UNIT II: ENTREPRENEURSHIP SUPPORT MECHANISM IN INDIA: Steps for starting a small industry, registration as SSI, Role of SIDBI; advantages and problems of SSIs; Institutional Support mechanism in India; Incentives & Facilities, Govt. Policies for SSIs

UNIT III: PROJECT MANAGEMENT: Project management: meaning, scope & importance, role of project manager; Project appraisal: Preparation of a real time project feasibility report containing Technical appraisal,; Environmental appraisal, Market appraisal (including market survey for forecasting future demand and sales) and Managerial appraisal.

UNIT IV: PROJECT FINANCING: Project Financing: project cost estimation & working capital requirements, sources of funds, capital budgeting, Risk & uncertainty in project evaluation, preparation of projected financial statements -Preparation of detailed project report.

UNIT V: PROJECT IMPLEMENTATION: Implementation of projects: Graphic Representation of Project Activities, Network Analysis, Management & control of projects, Project scheduling, problems of project implementation, project audit.

REFERENCES

1. Kenneth R., Van Voorhis, Entrepreneurship and Small Business Management. New York : Threshold Editions, 2012.
2. Projects: Planning, Analysis, Selection, financing, Implementation and Review.. Prasanna Chandra. TATA McGraw-Hill Publishing Company, 2012.
3. C. B. Gupta & N. P. Srinivasan, Entrepreneurship Development in India, Sultan Chand & Sons , 2012.
4. P.Gopala Krishnan & V.E Rama Moorthy , Project Management, MacMillan India, 2012.
5. Harvey Maylor, Project Management, Fourth Edition, Prentice Hall Ltd., 2010.

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X		X							
CO2			X							
CO3				X						
CO4		X			X					
CO5			X							X

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1		2				
CO2		2				
CO3			3			
CO4				4		
CO5					5	

Mean: 3.2

Objective: The objective of this course is to i) identify the potential marketing sources ii) to formulate a suitable marketing strategy iii) to fix a suitable price level iv) to identify the problems in distribution channel v) to identify a niche market

Outcome: At the end of the course, students will be able to

- i. Design different types of marketing as per customer needs.
- ii. Analyse different market opportunities for new markets
- iii. Development of different market strategies
- iv. Calculation of breakeven point
- v. Design distribution strategy for different marketing channels.

Unit I: SIGNIFICANCE OF MARKETING IN ENTREPRENEURSHIP: Marketing and Entrepreneurship – Need and scope for marketing – Different types of marketing – identification of needs and different types of customers.

Unit II: OPPORTUNITY ANALYSIS: Identifying Market Opportunities – analysis of different potential marketing sectors – marketing channels – problem analysis and solutions in marketing.

Unit III: MARKETING STRATEGIES: Market Development and Entrepreneurial Communication Strategy – Marketing strategies as market expansion , penetration-branding and rebranding.

Unit IV: PRICING STRATEGIES: Entrepreneurial Pricing Strategy – pricing types in different circumstances – analysis of BEP

Unit V: CUSTOMER RELATIONSHIP MANAGEMENT: Entrepreneurial Distribution Strategy and Building Customer Relationships – study of distributional channels – CRM need and methods of building customer rapport.

REFERENCES

1. Charantimath, Pearson Entrepreneurship Development Small Business Enterprises, , Seventh Edition , 2012.
2. Small Scale Industries and Entrepreneurship, Dr. Vasant Desai, Himalayan Publishing House . 2012.
3. Collins and Lazier W, “Beyond entrepreneurship”, Prentice Hall , New Jersey, 2007.
4. Entrepreneurship & New Venture Creation, Sahay & Sharma, EB , 2010

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X		X							
CO2		X								
CO3		X						X		
CO4								X		X
CO5				X						

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1		2				
CO2				4		
CO3				4		
CO4			3			
CO5			3			

Mean: 3.2

**MBA5575 ENTREPRENEURSHIP & MANAGEMENT OF
SMALL AND MEDIUM ENTERPRISES**

5 Hours/ 5 Credits

Objective: The objective of this course is to i) classify the different industries or enterprises based on the capital and money invested ii) to identify the suitable enterprise according to their mode of operation iii) to follow up the particular project.

Outcome: At the end of the course, students will be able to

- i. Identify the concept of entrepreneur and analyse the success and failures of entrepreneurs.
- ii. Develop project preparation and financial outlay for small business
- iii. Analyse the cause of industrial sickness and remedial measures.
- iv. Develop a business plan
- v. Discuss the problems pertinent to financial management and marketing management.

Unit I: FUNDAMENTALS: Concept of Entrepreneur, Entrepreneurial Motivation - Why to start Business- classification of sectoral businesses - small and medium business definition - Entrepreneurial success and failures.

Unit II: PROJECT PREPARATION: Setting up of a small Business Enterprise -prerequisites – financial outlay and planning – project preparation.

Unit III: SMALL SCALE INDUSTRIES: Issues related to business laws - Environmental pollution related clearances. Sickness in Small Business Enterprises - Causes of sickness – Symptoms of sickness – cures of sickness. Govt policies on revival of sickness and remedial measures.

Unit IV: BUSINESS PLAN: Institutions supporting Small Business, Central / State level Institutions , Preparation of a Business Plan – Elements of a Business Plan – Kinds of Business Plans.

Unit V: FINANCIAL MANAGEMENT IN ENTERPRISES: Financial Management – Working Capital management.-Accounting & Book Keeping – Preparation of Financial Statement – Marketing Management, problems & strategies, Problems of HRM – Relevant Labour – laws.

Case Analysis Compulsory

REFERENCES

1. Charantimath, Pearson Entrepreneurship Development Small Business Enterprises, , Seventh Edition , 2012.
2. Small Scale Industries and Entrepreneurship, Dr. Vasant Desai, Himalayan Publishing House . 2012.

3. S. K. Mohanty, “Fundamentals of entrepreneurship” , Prentice Hall of India, 2012.
 4. Moharanas and Dash C.R., “Entrepreneurship development”, RBSA Publishing , Jaipure, 2012

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X									
CO2		X								
CO3			X			X				
CO4					X					X
CO5										

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1		2				
CO2			3			
CO3				4		
CO4					5	
CO5						6

Mean:4.0

(III SEMESTER SELF STUDY PATTERN)

Objective: The objective of this course is to i) identify a suitable project based on his choice.
ii) to chalk out a plan and project for that project.

Outcome: At the end of the course, students will be able to

- i. Identify the types of entrepreneur – their role and status in India
- ii. Analyse the concept of small business and its impact in Indian economy.
- iii. Design a business plan for a medium business
- iv. Identify the loans and financial facilities for modern entrepreneurs.
- v. Identify cost planning methods.

Unit I: ENTREPRENEURSHIP AND TYPES: Entrepreneurship and types - entrepreneur vs. Intrapreneur; Classification of entrepreneurs; Entrepreneurial Development Programmes - their relevance and achievements, Role of government- Women Entrepreneurs: Present status in India; steps being taken for their promotion.

Unit II: SMALL BUSINESS: Small Business : Concept & Definition, Role of Small Business in modern Indian Economy, Small entrepreneur in International business; Types of small business

Unit III: MEDIUM BUSINESS: Medium business - project formulation for medium business.

Unit IV: MODERN ENTREPRENEURS: Modern types of entrepreneurs – Technopreneurs, agropreneurs- Facilities, schemes, loans facilities.

Unit V: PROFIT PLANNING: Identification of a project - Profit planning – analysis of breakeven point – Cost planning methods

REFERENCES

1. Desai, Vasant, Small Scale Industries and Entrepreneurship, Himalaya publishing House, 1995.
2. Staley, E and Morsey , R. Small Scale Industries in the Developing Countries, New York, McGraw Hill co., ltd., 2009.
3. Vepa, Ram N. How to Success in Small Industry, Vikas publishing Co., Ltd., New Delhi, 1984.
4. Dr. Vasant Desai, “Management of small scale industries” , Himalayan Publishing House, 2012.
5. David Oates, “A Guide to Entrepreneurship” , Jaico Publishing House, Mumbai, Edn 2009.

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X									
CO2		X								
CO3			X		X					
CO4								X		
CO5										X

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1		2				
CO2			3			
CO3				4		
CO4					5	
CO5						6

Mean: 4.0

**MBA5572 FINANCING OF SMALL BUSINESS
(IV SEMESTER SELF STUDY PATTERN)**

5 Credits

Objective: The objective of this course is to identify a suitable project based on his choice and to go for a suitable financial projection and to identify the various resources of finance

Outcome: At the end of the course, students will be able to

- i. Identify the Capital Requirements in Small Scale Industries
- ii. Analyse the Short & Long Term Sources of Finance available for SSIs in India
- iii. Outline the financial assistance from Central & State Governments
- iv. Summarise the facilities provided by different agencies to small business
- v. Identify & financially analyse a New Project.

Unit I: FINANCIAL MANAGEMENT: Financial management in small industries – financial needs of small business – types of capital requirements – cash management problems.

Unit II: FINANCIAL SOURCES: Sources of finance for small business in India – indigenous bankers, public deposits, State finance corporations, Industrial co-operatives – adequacy and appropriateness of funds from banking and non-banking institutes.

Unit III: RBI AND POLICIES: Monetary policy of the RBI for small business – financial assistance from the Central and state Governments – Feasibility studies in financial facilities.

Unit IV: FINANCIAL INSTITUTES: Financing labour and marketing problems – facilities provided by different institutes and agencies – financing facilities for new enterprises, marketing.

Unit IV: FINANCIAL ANALYSIS: Identification of a project – Financial analysis for the project.

REFERENCES

1. Bhalla , V.K. Financial Management and policy , Anmol publishers, New Delhi, 2010.
2. Staley, E and Morsey , R. Small Scale Industries in the Developing Countries, New York, McGraw Hill co., Ltd., 2006.
3. Vepa, Ram N. How to Success in Small Industry, Vikas publishing Co., Ltd., New Delhi, 2008.

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1					X			X	X	X
CO2					X			X	X	X
CO3	X	X								
CO4	X	X								
CO5								X	X	

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1				4		
CO2				4		
CO3		2				
CO4		2				
CO5					5	

Mean: 3.4

MBA 4500 Summer Internship**Credit 5**

Objective: The objective of summer internship is to accommodate the students in any organization to gain practical knowledge

Outcome: At the end of the course, students will be able to

- i. Learn the functions of different departments in an organization
- ii. Synergize the theoretical knowledge with real time exposure
- iii. Use hands-on experience on various industry practices
- iv. Involve in all the three levels of management
- v. Utilize the knowledge gained in future course of action

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1					X			X	X	X
CO2					X			X	X	X
CO3	X	X								
CO4	X	X								
CO5								X	X	

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1				4		
CO2				4		
CO3		2				
CO4		2				
CO5			3			

Mean:3.0

MBA 5600 Project Work**Credits 6**

Objectives: The objective of the project work is to carry out an independent scientific inquiry and emphasis on the area of specialisation

Outcome: At the end of the course, students will be able to

- i. Demonstrate the knowledge in the subject of Business Administration and
- ii. Apply the principles of Business Administration to the needs of the Employer / Institution /Enterprise/ Society.
- iii. Gain Analytical skills in the field/area of Management and Administration
- iv. Solve the complex management problems and evolve strategies for organization development
- v. Demonstrate professional ethics, community living and Nation Building initiatives

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1					X			X	X	X
CO2					X			X	X	X
CO3	X	X								
CO4	X	X								
CO5								X	X	

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1				4		
CO2				4		
CO3						6
CO4						6
CO5					5	

Mean:5.0