



# ANNAMALAI UNIVERSITY

A State University Accredited with 'A' Grade by NAAC



## FACULTY OF ARTS

### DEPARTMENT OF BUSINESS ADMINISTRATION

# MBA

## DUAL SPECIALISATION

2 YEARS FULL-TIME PROGRAM  
(CBCS)

## REGULATIONS

2019

## CURRICULUM & SYLLABUS



**REGULATIONS FOR THE TWO-YEAR POST GRADUATE PROGRAMMES UNDER  
CHOICE BASED CREDIT SYSTEM (CBCS)**

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

**1. Definitions and Nomenclature**

- 1.1 University** refers to Annamalai University.
- 1.2 Department** means any of the academic departments and academic centres at the University.
- 1.3 Discipline** refers to the specialization or branch of knowledge taught and researched in higher education. For example, Botany is a discipline in the Natural Sciences, while Economics is a discipline in Social Sciences.
- 1.4 Programme** encompasses the combination of courses and/or requirements leading to a Degree. For example, M.A., M.Sc.
- 1.5 Course** is an individual subject in a programme. Each course may consist of Lectures/Tutorials/Laboratory work/Seminar/Project work/Experiential learning/ Report writing/viva-voce etc. Each course has a course title and is identified by a course code.
- 1.6 Curriculum** encompasses the totality of student experiences that occur during the educational process.
- 1.7 Syllabus** is an academic document that contains the complete information about an academic programme and defines responsibilities and outcomes. This includes course information, course objectives, policies, evaluation, grading, learning resources and course calendar.
- 1.8 Academic Year** refers to the annual period of sessions of the University that comprises two consecutive semesters.
- 1.9 Semester** is a half-year term that lasts for a minimum duration of 90 days. Each academic year is divided into two semesters.
- 1.10 Choice Based Credit System** A mode of learning in higher education that enables a student to have the freedom to select his/her own choice of elective courses across various disciplines for completing the Degree programme.
- 1.11 Core Course** is mandatory and an essential requirement to qualify for the Degree.
- 1.12 Elective Course** is a course that a student can choose from a range of alternatives.
- 1.13 Value-added Courses** are optional courses that complement the students' knowledge and skills and enhance their employability.
- 1.14 Credit** refers to the quantum of course work in terms of number of class hours in a semester required for a programme. The credit value reflects the content and duration of a particular course in the curriculum.
- 1.15 Credit Hour** refers to the number of class hours per week required for a course in a semester. It is used to calculate the credit value of a particular course.
- 1.16 Programme Outcomes (POs)** are statements that describe crucial and essential knowledge, skills and attitudes that students are expected to achieve and can reliably manifest at the end of a programme.
- 1.17 Programme Specific Outcomes (PSOs)** are statements that list what the graduate of a specific programme should be able to do at the end of the programme.
- 1.18 Learning Objectives also known as Course Objectives** are statements that define the expected goal of a course in terms of demonstrable skills or knowledge that will be acquired by a student as a result of instruction.

**1.19 Course Outcomes (COs)** are statements that describe what students should be able to achieve/demonstrate at the end of a course. They allow follow-up and measurement of Learning Objectives.

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

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

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

**2. Programmes Offered and Eligibility Criteria**

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

Faculty of Arts		
S.No.	Programme	Eligibility
1.	M.B.A. Business Analytics	The candidate who has undergone 10+2+3/4 pattern of study in any discipline with a minimum of 50% marks in Part- III. Admission is through TANCET.
2.	M.B.A. Dual Specialization	
3.	M.B.A. Financial Management	
4.	M.B.A. Human Resource Management	
5.	M.B.A. Infrastructure Management	
6.	M.B.A. International Business Management	
7.	M.B.A. Marketing Management	

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

**3. Reservation Policy**

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

**4. Programme Duration**

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

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

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

**5 Programme Structure**

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

**5.2 Core courses**

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

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

**5.3 Elective courses**

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

5.3.2 **Interdepartmental Electives (IDEs)** are Electives that students can choose from amongst the courses offered by other departments of the same faculty as well as by the departments of other faculties.

### 5.3.3 Students shall take a combination of both DEs and IDEs.

### 5.4 Experiential Learning

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

### 5.5 Project

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

### 5.6 Value added Courses (VACs)

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

### 5.7 Online Courses

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

### 5.8 Credit Distribution

The credit distribution is organised as follows:

	<b>Credits</b>
Core Courses	65-75
Elective Courses	15
Project	6-8
Total (Minimum requirement for award of Degree)	<b>90-95*</b>

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

### 5.9 Credit Assignment

Each course is assigned credits and credit hours on the following basis:

- 1 Credit is defined as
  - 1 Lecture period of one hour per week over a semester
  - 1 Tutorial period of one hour per week over a semester
  - 1 Practical/Project period of two or three hours (depending on the discipline) per week over a semester.

## **6 Attendance**

- 6.1 Each faculty handling a course shall be responsible for the maintenance of *Attendance and Assessment Record* for candidates who have registered for the course.
- 6.2 The Record shall contain details of the students' attendance, marks obtained in the Continuous Internal Assessment (CIA) Tests, Assignments and Seminars. In addition the Record shall also contain the organisation of lesson plan of the Course Instructor.
- 6.3 The record shall be submitted to the Head of the Department once a month for monitoring the attendance and syllabus coverage.
- 6.4 At the end of the semester, the record shall be duly signed by the Course Instructor and the Head of the Department and placed in safe custody for any future verification.
- 6.5 The Course Instructor shall intimate to the Head of the Department at least seven calendar days before the last instruction day in the semester about the attendance particulars of all students.
- 6.6 Each student shall have a minimum of 75% attendance in all the courses of the particular semester failing which he or she will not be permitted to write the End-Semester Examination. The student has to redo the semester in the next year.
- 6.7 Relaxation of attendance requirement up to 10% may be granted for valid reasons such as illness, representing the University in extracurricular activities and participation in NCC/NSS/YRC/RRC.

## **7 Mentor-Mentee System**

- 7.1 To help the students in planning their course of study and for general advice on the academic programme, the Head of the Department will attach certain number of students to a member of the faculty who shall function as a Mentor throughout their period of study.
- 7.2 The Mentors will guide their mentees with the curriculum, monitor their progress, and provide intellectual and emotional support.
- 7.3 The Mentors shall also help their mentees to choose appropriate electives and value-added courses, apply for scholarships, undertake projects, prepare for competitive examinations such as NET/SET, GATE etc., attend campus interviews and participate in extracurricular activities.

## **8 Examinations**

- 8.1 The examination system of the University is designed to systematically test the student's progress in class, laboratory and field work through Continuous Internal Assessment (CIA) Tests and End-Semester Examination (ESE).
  - 8.2 There will be two CIA Tests and one ESE in each semester.
  - 8.3 The Question Papers will be framed to test different levels of learning based on Bloom's taxonomy viz. Knowledge, Comprehension, Application, Analysis, Synthesis and Evaluation/Creativity.
- ### **8.4 Continuous Internal Assessment Tests**
- 8.4.1 The CIA Tests shall be a combination of a variety of tools such as class tests, assignments, seminars, and viva-voce that would be suitable to the course. This requires an element of openness.
  - 8.4.2 The students are to be informed in advance about the assessment procedures.
  - 8.4.3 The pattern of question paper will be decided by the respective faculty.
  - 8.4.4 CIA Test-I will cover the syllabus of the first two Units while CIA Test-II will cover the last three Units.
  - 8.4.5 CIA Tests will be for two to three hours duration depending on the quantum of syllabus.

8.4.6 A student cannot repeat the CIA Test-I and CIA Test-II. However, if for any valid reason, the student is unable to attend the test, the prerogative of arranging a special test lies with the teacher in consultation with the Head of the Department.

### **8.5 End Semester Examinations (ESE)**

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

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

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

## **9 Evaluation**

### **9.1 Marks Distribution**

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

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

### **9.2. Assessment of CIA Tests**

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

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

	Marks
Test-I & Test-II	15
Seminar	05
Assignment	05
Total	25

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

	Marks
Test-I	15
Test-II	15
Viva-voce and Record	10
Total	40

### **9.3 Assessment of End-Semester Examinations**

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

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

### **9.4 Assessment of Project/Dissertation**

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

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

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

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

9.4.5 The Project Evaluation Committee will comprise the Head of the Department, Project Supervisor, and a senior faculty.

9.4.6 The marks shall be distributed as follows:

Continuous Internal Assessment (25 Marks)		End Semester Examination (75 Marks)	
Review-I 10	Review-II: 15	Project / Dissertation Evaluation	Viva-voce
		50	25

### 9.5 Assessment of Value-added Courses

9.5.1 Assessment of VACs shall be internal.

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

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

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

### 9.6 Passing Minimum

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

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

### 10. Conferment of the Master's Degree

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

### 11. Marks and Grading

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

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

11.3 The GPA is calculated by the formula

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

where,  $C_i$  is the Credit earned for the Course  $i$  in any semester;

$G_i$  is the Grade Point obtained by the student for the Course  $i$  and

$n$  is the number of Courses passed in that semester.

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

$$CGPA = \frac{\sum_{i=1}^m \sum_{j=1}^n C_{ij} G_{ij}}{\sum_{i=1}^m \sum_{j=1}^n C_{ij}}$$

where,  $C_{ij}$  is the Credit earned for the Course  $i$  in any semester;

$G_{ij}$  is the Grade Point obtained by the student for the Course  $i$  and

$n$  is the number of Courses passed in that semester.

$m$  is the number of semesters

11.5 Evaluation of the performance of the student will be rated as shown in the Table.

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

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

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

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

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

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

### 11.7 Course-Wise Letter Grades

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

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

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

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

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

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

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

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

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

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

12.4 The application for withdrawal shall be made ten days prior to the commencement of the examination and duly approved by the Controller of Examinations. Notwithstanding the



mandatory prerequisite of ten days notice, due consideration will be given under extraordinary circumstances.

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

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

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

**13. Academic misconduct**

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

**14. Transitory Regulations**

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

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



**Annamalai University**  
**Department of Business Administration**  
**M.B.A. (Dual Specialisation)**  
**(Two Year) Programme**  
**Programme Code: ABUS21**  
**Programme Structure**

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

Course Code	Course Title	Hours per week		C	Marks		
		L	P		CIA	ESE	Total
19BDLC101	Core 1: Management Process	4	-	2	25	75	100
19BDLC102	Core 2: Managerial Economics	4	-	2	25	75	100
19BDLC103	Core 3: Organizational Behaviour	4	-	2	25	75	100
19BDLC104	Core 4: Accounting for Managers	4	-	3	25	75	100
19BDLC106	Core 5: Computer Applications in Management	4	-	2	25	75	100
19BDLC107	Core 6: Project Entrepreneurship and Small Business Management	4	-	2	25	75	100
19BDLC108	Core 7: Research Methodology	4	-	2	25	75	100
19BDLC109	Comprehensive Viva-voce (Industrial Visits and Courses)	-	-	2	25	75	100
	<b>Total</b>			<b>17</b>	<b>200</b>	<b>600</b>	<b>800</b>
19BDLC201	Core 8: Financial Management	4	-	3	25	75	100
19BDLC202	Core 9: Marketing Management	4	-	3	25	75	100
19BDLC203	Core 10: Human Resource Management	4	-	3	25	75	100
19BDLC204	Core 11: Production and Materials Management	4	-	3	25	75	100
19XXXX205	<b>Elective 1: Interdepartmental Elective</b>	3	-	3	25	75	100
19BDLC206	Core 12: Decision Support System and Management Information System	4	-	3	25	75	100
19BDLE207	<b>Elective 2: Department Elective</b>	3	-	3	25	75	100
19BDLE208	<b>Elective 3: Department Elective</b>	3	-	3	25	75	100
19BDLC209	Core 13: Practical I (Statistical package on Business Decision)	-	4	2	25	75	100
19BDLC210	Field visit and Viva-voce (Exposure to Small and Medium Enterprises)	-	-	2	25	75	100
	<b>Total</b>			<b>28</b>	<b>250</b>	<b>750</b>	<b>1000</b>
	<b>Value Added Course (VAC)</b>	<b>Carries Additional Credits</b>					
19BDLC301	Core 14: Operations Research	4	-	3	25	75	100
19BDLC302	Core 15: Introduction to Business Analytics	4	-	3	25	75	100
19BDLC303	Core 16: Business Legislations	4	-	3	25	75	100
19BDLC304	Core 17: International Business and Export Management	4	-	3	25	75	100
19BDLC306	Core 18: Soft Skills	4	-	4	25	75	100
19BDLE307	<b>Elective 4: Department Elective</b>	3	-	3	25	75	100
19BDLE308	<b>Elective 5: Department Elective</b>	3	-	3	25	75	100
19BDLC309	Internship Project and Viva-voce	-	-	3	25	75	100
	<b>Total</b>			<b>25</b>	<b>200</b>	<b>600</b>	<b>800</b>

	Value Added Course (VAC)	Carries Additional Credits					
19BDLC401	Core 19: Retailing and Rural Marketing	4	-	3	25	75	100
19BDLC402	Core 20: Business Policy and Strategic Management	4	-	3	25	75	100
19BDLC403	Core 21: Logistics and Supply Chain Management	4	-	3	25	75	100
19BDLC404	Core 22: Indian Ethos and Values	4	-	3	25	75	100
19XXX405	Elective 6: Interdepartmental Elective	3	-	3	25	75	100
19BDLC406	Core 23: Practical II (Behavioural Science and Communication Lab)	-	4	2	25	75	100
19BDLE407	Elective 7: Department Elective	3	-	3	25	75	100
19BDLE408	Elective 8: Department Elective	3	-	3	25	75	100
19BDLC409	Comprehensive Viva-voce (Industrial Visits and Courses)	-	-	2	25	75	100
	<b>Total</b>			<b>25</b>	<b>225</b>	<b>675</b>	<b>900</b>
	<b>Total credit</b>			<b>95</b>			

L- Lectures; P- Practical; C- Credits; CIA- Continuous Internal Assessment; ESE- End-Semester Examination

**Note:**

1. Students shall take both Department Electives (DEs) and Interdepartmental Electives (IDEs) from a range of choices available.
2. Students may opt for any Value-added Courses listed in the University website.

**Department Electives (DE)**

Course Code	Course Title	Hours per week		C	Marks		
		L	P		CIA	ESE	Total
19BDLE207A/ 19BDLE208A	Accounting Software – Practical	0	3	3	25	75	100
19BDLE207B/ 19BDLE208B	Marketing Research and Consumer Behaviour	3	0	3	25	75	100
19BDLE207C/ 19BDLE208C	Industrial Relations and Labour Welfare Management	3	0	3	25	75	100
19BDLE207D/ 19BDLE208D	Production Planning and Control	3	0	3	25	75	100
19BDLE207E/ 19BDLE208E	System Analysis and Software Development	3	0	3	25	75	100
19BDLE207F/ 19BDLE208F	Export – Import Procedures, Documentation and Logistics	3	0	3	25	75	100
19BDLE307A/ 19BDLE308A	Investment Security and Portfolio Management	3	0	3	25	75	100

19BDLE307B/ 19BDLE308B	Sales and Distribution Management	3	0	3	25	75	100
19BDLE307C/ 19BDLE308C	Legal Framework Governing Human Relations	3	0	3	25	75	100
19BDLE307D/ 19BDLE308D	Total Quality Management	3	0	3	25	75	100
19BDLE307E/ 19BDLE308E	Data Base Management	3	0	3	25	75	100
19BDLE307F/ 19BDLE308F	Foreign Trade Policy	3	0	3	25	75	100
19BDLE407A/ 19BDLE408A	Management of Financial Services	3	0	3	25	75	100
19BDLE407B/ 19BDLE408B	Advertising and Sales Promotion	3	0	3	25	75	100
19BDLE407C/ 19BDLE408C	Management of Training and Development	3	0	3	25	75	100
19BDLE407D/ 19BDLE408D	Business Process and Re-Engineering	3	0	3	25	75	100
19BDLE407E/ 19BDLE408E	E-Commerce	3	0	3	25	75	100
19BDLE407F/ 19BDLE408F	International Marketing Management	3	0	3	25	75	100

**Programme Outcomes**

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

**Programme Specific Outcome****After Completion of MBA Dual specialization, students will**

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

**Learning Objectives**

The objective of this course is

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

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

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

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

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

**Unit–1 Introduction (14 h)**

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

**Unit–2 Planning (10 h)**

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

**Unit–3 Organising (10 h)**

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

**Unit–4 Staffing and Directing (12 h)**

Staffing Function – Nature and Purpose of staffing – Importance of staffing – Components of Staffing – Selection and Training – The Direction Function – Leadership – Co-ordination – Need for co-ordination – Types of Co-ordination – Pooled, Sequential, Reciprocal and Interdependence – Principles of Co-ordination – Approaches achieving effective Co-ordination – Problems of Co-ordination.

**Unit-5 Supervising Control and MBO (14 h)**

Supervision Function – Position of a supervisor – Qualities of a good supervisor – Role of a Supervisor – Key Man – Man in the middle – Middle marginal man – Human relations specialist – Essential requirements of effective supervision – Rensis Likert studies of supervision – Effectiveness – Concept of control – Importance of control – Span of control – An Integrated Control System – Management By Objective – Hierarchy of Objective – Qualitative and Quantitative Objective – Process of MBO – Management by Exception.

**Text books**

1. Ramasamy.T, Principles of Management, Himalaya publishing House, Mumbai 2004.
2. Gupta.C.B., Management Theory and practice, Sultan chand & sons, New Delhi,2011.

**Supplementary Readings**

1. Stoner.J, Management, 6<sup>th</sup> Edition, New Delhi, Prentice hall of India, 2003.
2. Heinz Welhrichand Mark. V Cannice, Harold koontz, Management (12<sup>th</sup> Edition) Tata McGraw hill, New Delhi,2012
3. Bhushan Y.K, Fundamentals of Business organization and Management, Sultan chand & sons, New Delhi 2013.
4. Samuel C, certo and S. Treviscerto, Modern Management, PHI learning, New Delhi , 2008.

**Course outcomes**

Upon completion of the course students will be able to

- CO1 Impart knowledge in general management practice like planning, organizing, staffing, directing, motivating and controlling in an organization.
- CO2 Understand the need for team work, to work effectively in a team and to act as a global leader.
- CO3 Improve the Cognitive skills related to Indian and global Organisation structure and to understand the different levels of management in an organisation .
- CO4 Understand the need for quality policy and controlling techniques to be practiced in an organization.
- CO5 Improve and develop the communication skills and the need for ethical business practice.
- CO6 Develop conflict management plan and to solve the problems in an organization

### Outcome Mapping

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

Semester – I

**19BDLC102 : Managerial Economics**

**Credits: 2  
Hours: 60**

### Learning Objectives

The Objective of this course is

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

### Unit–1 Basic Concepts (14 h)

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

### Unit–2 Cost Analysis (10 h)

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

### Unit–3 Pricing Decisions (12 h)

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

### Unit–4 Profit Analysis (10 h)

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

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

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

**Text Books**

1. Varshney and Maheswari, Managerial Economics, Sultan Chand, New Delhi.2009.
2. Ahuja, H.L., Managerial Economics, S. Chand & Company Ltd., New Delhi, 2007.

**Supplementary Readings**

1. Mark Hirschey, EricBentzen – Managerial Economics – Cengage Learning.2016.
2. Luke M.Froeb , Brian T.McCann, Michael R. Ward, Shor – Managerial Economics: A Problem solving Approach – Cengage Learning, 2015
3. Joel Dean, *Managerial Economics*, PHI Learning Private Ltd., New Delhi, 2012.
4. Moti Paul S. Gupta, *Managerial Economics*, Tata McGraw Hill Pub., New Delhi, 2013.
5. Mithani, D.M., *Managerial Economics*, Himalaya Publishing House, New Delhi, 2014.

**Course Outcomes**

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

- CO1: Analyse the situations challenging the management environment in an organisation.
- CO2: Understand the role of Economic theory and concepts in Management Decision making
- CO3: Knowing the cost theories will be able to be effective manager in cost reduction
- CO4: Handle the Micro and Macro environment.
- CO5: Understand the challenges of entrepreneur and build the confidence to do his own business.
- CO6: Manage any situation arising in business environment.

**Outcome Mapping**

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

Semester – I

**19BDLC103 : Organizational Behaviour**

**Credits: 2  
Hours: 60**

**Learning Objectives**

The objective of this course is to

- LO1: To learn and understand organizational behaviour concepts and models, moving from individual behaviour to group behaviour
- LO2: To explain the concepts of organizational behaviour and develop effective Human Relations Policies for effective performance.
- LO3: To provide the concepts of attitude, motivation and job satisfaction and related theories.
- LO4: To impart knowledge on the personality & personality attributes of employees in an organisation
- LO5: To provide the concepts of leadership conflict organizational change

**Unit –1 Organizational Behaviour: An Overview (14 h)**

Historical Development, Behavioural sciences and Organizational behaviour organizational behaviour (OB) in global context, Managing worker diversity Developing Assertive Behaviour Skills Emerging Business Realities.



## **Unit2 Learning Attitudes Values and Job Satisfaction (10 h)**

Learning: Definition and Importance, Theories of learning, Principles of learning, Shaping as managerial tool, Applications in organizations. Attitudes, Values and Job Satisfaction: Sources and types of attitudes, Attitude formation and change, Cognitive Dissonance Theory. Values: meaning, importance, source and types, and applications in organizations. Effects of employee attitude, Job related attitudes.

## **Unit –3 Personality & Personality Attributes (10 h)**

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

## **Unit4 Motivation Culture Group Dynamics (14 h)**

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

## **Unit5 Leadership Conflict Organizational Change (12 h)**

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

### **Text Books**

1. Stephen P Robbins; Tim Judge, New York, NY : Pearson, [2019], Organizational behavior. Organization and Administration. 18th edition.
2. Robbins, P. Stephen, Timothy, A. Judge, and Neharika Vohra (2017). Organizational Behavior, ; New Delhi: Pearson Education

### **Supplementary Reading**

1. Human Behaviour at work Keith Davis – (2018) Tata McGraw Hill book Company.
2. McShane & Von Glinow (2015). Organisational Behavior, 6/e; New Delhi: McGraw Hill Education
3. Luthans, Fred (2013). Organisational Behavior, 12/e; New Delhi: McGraw Hill Education
4. Jerald Greenberg, Behaviour in Organization, PHI Learning. 10th edition. 2011
5. Udai Pareek, Understanding Organisational Behaviour, 3rd Edition, Oxford Higher Education, 2011.

### **Course Outcome**

Upon completion of the course students will be able to

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

## Outcome Mappings

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

Semester – I

**19BDLC104: Accounting for Managers**

**Credits: 3  
Hours: 60**

### Learning Objectives

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

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

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

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

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

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

Introduction – Principles – Concept – Accounting conventions – Management accounting – Its origin – Role – Function – Growth – Cost accounting – Financial accounting – Difference between various accounting – Financial Accounting – Journal – Ledger – Trail Balance – Trading – Profit and Loss account – Balance sheet. (Final Accounting Problems with adjustments). Accounting Standards (INDAS) – Generally Accepted Accounting Principles (GAAP).

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

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

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

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

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

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

### Unit5 Standard Costing and Variance Analysis (14 h)

Standard Costing – Advantages of Standard Costing – Limitation of Standard Costing – Determination of Standard Costs – Revision of Standards – Standard Cost Card Variance Analysis Material Cost Variances – Sales Variances – Labour Variances (Simple Problems in Variances)

### Text books

1. Gunasekaran, E., *Accounting for Management*, Lakshmi Publication, Chennai, 2012.
2. Khan. M.Y. and P.K. Jain, *Management Accounting*, Tata McGraw Hill Pub., 2017.

### Supplementary Readings

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

2. New Delhi, 2013.
3. Pandikumar ,M.P, Management Accounting, Excel Bilks, New Delhi, 2010.
4. Narayanasamy.R, Financial Accounting A Managerial Perspective, PHI learning Private Limited , Sixth Edition, 2017.
5. Gupta.R.L and Radhaswamy M, Advanced Accounts, Vol I, Sulthan Chand & Sons, New Delhi 2017.
6. Jain .S.P. and K.L.Narang, Advanced Accounts, Kalyani Publishers, Ludhiana 2018.

### Course Outcomes

Upon completion of the course students will be able to

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

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

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

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

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

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

### Outcome Mapping

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

Semester – I      **19BDLC106 : Computer Applications in Management**

**Credits: 2**  
**Hours: 60**

### Learning Objectives

The Learning Objectives of the course is

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

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

LO3: To enable data processing concepts and its applications.

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

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

### Unit–1 Computer Fundamentals (14 h)

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

### Unit–2 Software Development applications (10 h)

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

### Unit–3 Data Processing Concepts (10 h)

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

#### Unit-4 Computer Networks (12 h)

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

#### Unit5 Implementing and Managing IT (14 h)

IT strategic Alignment – Competitive Forces Model – Value Chain Model – Strategic Resources and Capabilities – IT Planning – Managing IS Department – Evaluating IT Investment: Benefits, Costs and Issues – IT Economics Strategies – Managerial Issues. An Integrated Stepped Approach – Consulting Process – Proposal Development – Contract – Execution – Implementation – Planning – Closing and Collecting.

#### Text Books

1. Alexis Leon and Mathews Leon, *Fundamentals of Information Technology*, Vikas Publishing, New Delhi, 2014.
2. Alexis Leon and Mathews Leon, *Introduction to Computers*, Vikas Publishing, New Delhi, 2013.

#### Supplementary Readings

1. Peter Norton, *Introduction to Computer*, 7<sup>th</sup> Edition, Tata McGraw Hill, New Delhi, 2015.
2. Rajaram. V, *Introduction to Information Technology*, PHI, 2013.
3. K. Mohan Kumar. K and S. Rajkumar, *Computer Applications in Business*, Tata McGraw Hill, New Delhi, 2009.
4. RitendraGoel, D.N. Kakkar, *Computer Applications in Management*, New Age Publishing, New Delhi, 2013.
5. Sanjiva Shankar Dubey., *Management and IT Consultancy*, McGraw Hill, New Delhi, 2012.

#### Course Outcome

Upon completion of the course the students will be able to

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

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

**Learning Objectives**

The objective of this course is to

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

LO2: Explain the process of developing the project and roles and responsibilities of personnel involved in it.

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

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

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

**Unit–1 Project Planning (10 h)**

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

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

Pre–feasibility study – Market and Demand analysis – Feasibility Study: Technical – Commercial – Environmental – Socio economic – Managerial and Financial analysis – Detailed Project Report – Resource Survey – Selection of plant location – Project contracts – Insurance for projects – Project Implementation. Estimating project time and cost – Cost of capital – Source of finance – Cost control – Project Scheduling and Monitoring – Project Information System and Documents – Project Report – Social Cost Benefit Analysis – Project Evaluation and Performance Review Techniques.

**Unit–3 Introduction to Entrepreneur (12 h)**

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

**Unit–4 Entrepreneurship Environment and Challenges (10 h)**

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

**Unit5 Small Business Management (14 h)**

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

**Text books**

1. Prasanna Chandra, Projects, Tata McGraw hill, New Delhi, 2007
2. Khanka.S.S, Entrepreneurial Development, S.Chand& company, Nwedelhi, 2008.

**Supplementary Readings**

1. Clifford F. Gray and ErikW.Larson, Project management, Tata McGraw hill, New Delhi,20007.
2. Nagarajan.K, Project Management, New Age International publishers, New Delhi, 2007.

3. Robert D Hisrich, Michael P.Petersand Dean A. Shepherd, Entrepreneurships, Tata McGraw hill, New Delhi,2007.
4. Vasant Desai, Dynamics of Entrepreneurial Development and Management, Himalayas publishing house, New Delhi, 2008.

### Course outcomes

Upon completion of the course students will be able to

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

### Outcome Mapping

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

Semester – I

**19BDLC108 – Research Methodology**

**Credits: 2  
Hours: 60**

### Learning Objective

The objective of this course is

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

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

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

### Unit–2 Data Collection (10 h)

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

### Unit–3 Research Tools (10 h)

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

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

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

**Unit5 Report Preparation (12 h)**

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

**Text Books**

1. Kothari, C.R., *Research Methodology*, New Age International (P) Ltd, New Delhi, 2004.
2. Arora, P.N. & S. Arora, *Statistics for Management*, S. Chand & Company Ltd., New Delhi, 2007.

**Supplementary Readings**

1. Donald R. Cooper and Pamela S. Schindler, Tata McGraw Hill, 9<sup>th</sup> Edition, New Delhi.
2. Krisnasamy, O.R. and M. Ranganathan, *Methodology of Research in Social Science*, Himalaya Publishing House, Mumbai, 2005.
3. Panneerselvam, R., *Research Methodology*, Prentice Hall of India, New Delhi, 2008.
4. Mark N.K. Saunders Philip Lewis and Adrian Thornhill, *Research Methods for Business Students*, Pearson publishers 2015 •
5. Mark EasterbySmith, Richard Thorpe, Paul R. Jackson, Lena J. Jaspersen *Management and Business Research*, Sage publishers 6<sup>th</sup> edition 2018

**Course Outcomes**

Upon completion of the course students will be able to

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

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

CO3: Evaluate research problems and various research designs,

CO4: Formulate hypotheses and develop statistical models

CO5: Acquire the skills to analyse various research problems, interpret the various statistical tests results and generate good research reports.

CO6: Develop proficiency in using SPSS for Data analysis.

**Outcome Mapping**

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

Semester – I

**19BDLC109 : Comprehensive Vivavoce  
(Industrial Visits and Subjects)**

Credits: 2

**Learning Objectives**

The objective of this course is to

- LO1: To educate the concept of finance and its concern with everything that takes place in the conduct of the business.
- LO2: to develop and acquaint the students with the various concepts, techniques, methods of planning and forecasting.
- LO3: To Explain various sources of finance, dividend policy and capital structure.
- LO4: To impart knowledge on the working capital management
- LO5: To provide the financial concepts of capital structure and capital budgeting.

**Unit–1 Introduction to Financial Management (14 h)**

Finance function: Meaning – Definition – Scope of Finance function – Executive functions and Incidental functions –Goals of Financial Management –Profit maximisation and Wealth maximisation – Time Value of Money – Future value and Present Value.

**Unit–2 Long Term Financing (10 h)**

Sources of long term financing Nature of long term financing Common stock – Preferred stock – shares – types and benefits – types of preferences shares – bonds, yield to maturity(simple problems) – debentures ploughing profit. Debt financing: Secured and Unsecured debts Under writing of shares –Rights issue: Meaning –Procedure –Pricing –Underwriting of rights – Dilution of market price rights –Market price of shares.

**Unit–3 Working Capital Management (10 h)**

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

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

Capital Structure –Theories of Capital Structure – Assumptions Features of an appropriate capital structure Determinants of the capital structure. Capital Budgeting – Methods of ranking Investment proposals – Payback method – Average Rate of Return method – Discounted Cash Flow method – IRR method – NPV method – Excess present value method (simple problems).

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

Cost of Capital – Significance –Determining component of Cost of Capital – Weighted Average Cost of Capital (Simple Problems) – Flotation Costs.Dividend policy decision: Dividend and Retained earnings M.M. Model Walters Model Dividend practices Factors affecting dividend policy Dividend payout ratio – Stock dividend and Stock splits Issue of bonus shares and its procedure.

**Text books**

1. Khan, M.Y. and P.K. Jain, *Financial Management–Text and Problems*, 4<sup>th</sup> ed.,Tata McGraw Hill Publishing Co., New Delhi, 2017.
2. Srivastava. R.M., *Financial Management*, Himalaya Publication House, Mumbai, 2016.

**Supplementary Readings**

1. Eugene F. Brigham & Michael C. Ehrhardt, *Financial Management: Theory and Practice*, Cengage Publication, 2015.
2. James C Van Horne, *Fundamentals of Financial Management*, 13<sup>th</sup> Edition, PHI Learning Publisher, New Delhi, 2015.
3. Kuchhal, S.C., *Financial Management*, Allahabad, Chaitanya Publishing House, 2014.
4. Pandey, I.M., *Financial Management*, (10<sup>th</sup> Edition), Vikas Publishing House, 2014, New Delhi.
5. Prasanna Chandra, *Financial Management: Theory and Practice*, Tata McGraw Hill, 2012.



### Course outcome

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

CO1: Analyse the functions of finance manager who entails planning, organising, controlling, monitoring and evaluating the financial resources of an organisation to achieve its overall objectives.

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

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

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

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

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

### Outcome Mapping

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

Semester – II

19BDLC202 : Marketing Management

Credits: 3

Hours: 60

### Learning Objectives

This objective of this course is

LO1: To familiarize with the various concepts in marketing

LO2: To acclimatize the students about the marketing environment

LO3: To understand consumer behaviour

LO4: To analyse the factors influencing consumer decision

LO5: To develop the ability to design best marketing strategy

### Unit–1 Marketing and its Environment (14 h)

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

### Unit–2 Market Analysis and Segmentation (12 h)

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

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

### Unit–3 Product and Pricing Strategies (10 h)

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

#### Unit-4 Physical Distribution and Promotion (14 h)

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

#### Unit5 Consumer Behaviour and CRM (10 h)

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

#### Text Books

1. Gupta, G.B. and N. Rajan Nair., Marketing Management, Sultan Chand & Sons, New Delhi, 2016.
2. Philip Kotler, and Kavin Lane Keller, Framework for Marketing Management, 6<sup>th</sup> Edition, Pearson Education, New Delhi, 2016.

#### Supplementary Readings

1. Karen Webb, Consumer Behaviour, 2<sup>nd</sup> Edition, Tata McGraw Hill, New Delhi, 2011.
2. Philip Kotler, Kevin keller, Abraham Koshy and Jha, Marketing Management, 14<sup>th</sup> Edition, Pearson Education, New Delhi, 2012.
3. Ramasamy Namakumari, Marketing Management, Asian Perspective, Mcmillan, New Delhi, 2016.
4. Russel S. Winer, Marketing Management, Tata McGraw Hill, New Delhi, 2012.
5. Warren J. Keegan, Global Marketing Management, 8<sup>th</sup> Edition, Pearson Education, New Delhi, 2014.

#### Course Outcome

After completion of the course students will be able to

- CO1: Familiar into marketing concept and environment.  
 CO2: Built the Critical approach and analyze the market and segmenting markets.  
 CO3: Well communicate the authorities about the buyer's opinion towards promotional as well as marketing mix strategies.  
 CO4: Analyze the innovative market information and derive insights.  
 CO5: Construct the suitable marketing strategies after evaluating the current trend about new products and copyrights.  
 CO6: Teach the ethics of marketing to the corporate world and also can explore the purchase decision process.

#### Outcome Mapping

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

**Learning Objectives:**

The objective of the course is

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

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

LO3: To Acquaint the application of management functions and principles towards acquisition, development, retention and compensation of employees.

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

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

**Unit–1 Introduction (14 h)**

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

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

Job Analysis – Content, Steps in job analysis, methods of collecting job data, potential problems with job analysis – Factors affecting job design – Job Design Approaches – Job specification – Human resource planning – Importance – Future Personnel needs, creating talented Personnel, foundations for personnel functions – Factors affecting HRP – HR supply / demand forecast – Recruitment – Factors affecting recruitment – Recruitment policy – Internal / External sources of recruitment – Methods of recruitment – Selection procedure – Orientation Program – Recruitment Metrics.

**Unit–3 Training and Performance Appraisal (12 h)**

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

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

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

**Unit5 Quality of work life and Participative Management (14 h)**

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

**Text Books**

1. Aswathappa, K., Human Resource Management, Text & Cases, McGraw Hill Education, 2017.
2. Durai., Human Resource Management, Pearson Education India, Second edition, 1 March 2016.

### Supplementary Readings

1. Dessler Gary, Fundamentals of Human Resource Management , Pearson Education, 2017.
2. Subba Rao, P., Essentials of HRM and Industrial Relation, Himalaya Publishing House Pvt. Ltd.; 5/e edition (2013)
3. Biswajeet Pattanayak, Human Resource Management, PHI Learning, 18 April 2018.

### Course Outcomes

Upon completion of the course students will be able to

- CO1: Apply and contribute to the development, implementation and evaluation of Planning of Human Resources, Recruitment, Selection, and Retention.
- CO2: Create the design and evaluation of Training and Development Programmes.
- CO3: Develop and Facilitate Performance management and Compensation management by upholding ethical standards for sustainable development.
- CO4: Critically evaluate and communicate Health, Welfare and safety aspects of employees and organization.
- CO5: Appreciate Human Resource aspects of an organization for better decision making.
- CO6: Conduct research, prepare report and recommend changes in Human Resource Practices.

### Outcome Mapping

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

Semester – II

19BDLC204 : Production and Materials Management

Credits: 3  
Hours: 60

### Learning Objectives

The objective of this course is,

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

### Unit–1 Production Function (14 h)

Introduction – Production functions – Design of production system – Types of production – Types of process – Productivity – Ergonomics. Plant Location – Factors influencing plant location – Multi Plant location – Foreign Location – Relocation – Plant location trends.

### Unit–2 Plant Layout and Maintenance (10 h)

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

physical facilities. Maintenance – Objective of maintenance – Elements of maintenance – Types of maintenance – Breakdown time – Distribution time – Preventive maintenance Vs Breakdown maintenance – Optimum crew size – Maintenance records.

### **Unit-3 Production Planning and Control (10 h)**

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

### **Unit-4 Materials Management and Materials Management Information System (12 h)**

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

### **Unit5 Store and Purchase Function (14 h)**

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

### **Text Books**

1. Sarangi S.K., Production Management and Materials Management: Text & Cases, Asian Books Private Limited Publication, New Delhi, 2011
2. Gopalakrishnan Sundaresan, Materials Management, PHI Learning, New Delhi, 2003.

### **Supplementary Readings**

1. Tony Arnold J. R., Stephen N. Chapman, and Lloyd M. Clive, Introduction to Materials Management, sixth edition, Pearson Prentice Hall, 2008.
2. Dutta, A.K., Integrated Materials Management, New Delhi, PHI Learning, 2000.
3. Nair, N.K., Purchasing and Materials Management, Vikas Publishing House, New Delhi, 2005.
4. Paneer Selvam, R., Production and Operations Management, PHI Learning, 2010.
5. Shridhara Bhat, K., Production and Materials Management, Himalaya Publishing house, Mumbai, 2009.

### **Course Outcomes**

Upon completion of the course students will be able to,

- Demonstrate the core features of production function at the operational and strategic levels,
- CO1: its correlation with employees, process, productivity, quality and information technology besides its contribution to the competitiveness of firms.
- CO2: Appraise the production functions and their interaction with other business functions such as finance, marketing, human resource, supply chain and innovation.
- CO3: Evaluate the factors that may influence the location of a plant in national and foreign along with the ability to identify operational methodologies to assess and improve the organizational overall performance.
- CO4: Assess the principles underlying on Production Planning and Control and pertain various qualitative techniques of maintenance function for an extensive sustainability and development of the organizations.
- CO5: Apply materials forecasting and planning techniques to carry out the work independently or team and develop basic materials requirement schedules in order to take aggregate decisions.
- CO6: Develop an integrated framework for critical thinking entailed for today's managers towards purchasing policies, procedures, legal aspects, and tax considerations which analyze the

enterprise as a whole with a specific focus on the organizations wealth creation processes.

### Outcome Mapping

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

Semester – II

### 19BDLC206 : Decision Support System and Management Information System

Credits: 3  
Hours: 60

#### Learning Objectives

The Learning Objectives of the course is

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

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

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

LO4: To provide the right balance of conceptual background, technical information and realworld applications.

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

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

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

#### Unit–2 Design and development of MIS and DSS (10 h)

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

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

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

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

Information systems applications on Functional domains of Business: Marketing Information systemHR Information SystemFinancial Information SystemAccounting Information SystemProduction Information System Information System applications in retailing Information System applications in Supply Chain Management. Document Management Systems: Record Keeping systems Information system Security and Control – Different layers of protection for IS application Privacy and freedom of information system end usersInformation privacy normsFair use doctrine.

#### Unit5 IT infrastructure Management (12 h)

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

**Text Books**

1. DP Goyal, *Management Information Systems: Managerial Perspectives*, 4<sup>th</sup> edition, Vikas Publishing House, New Delhi, 2014
2. Janakiraman and Sarukeshi, *Decision Support Systems*, 12<sup>th</sup> Edition, PHI Learning Pvt. Ltd., New Delhi, 2011.

**Supplementary Readings**

1. Kenneth J. Sousa, Effy Oz., *Management Information Systems*, Cengage Learning India Pvt. Ltd., New Delhi, 2014.
2. Efrem G. Mallach., *Decision Support Systems and Data Warehouse Systems*, 10<sup>th</sup> Edition, Tata McGrawHill Ltd, New Delhi 2011
3. Kennet C. Laudon, and Jane P. Laudon., *Management Information Systems Managing Digital Firms*, 12<sup>th</sup> Edition, Prentice Hall of India., New Delhi, 2011.
4. Rajesh Ray., *Enterprise Resource Planning Text & Cases*, Sultan Chand & Sons, New Delhi, 2011.
5. Vicki L. Sauter, *Decision Support Systems for Business Intelligence*, Wiley, 2<sup>nd</sup> Edition, 2011.

**Course Outcome**

Upon completion of the course the students will be able to

- CO1: Categorize the components of information systems and differentiate how they interact among them.
- CO2: Understand MIS and DSS within a context of an integrated collection of subsystems within an organisation.
- CO3: Classify the conceptual foundations, structure and technology of information systems.
- CO4: Formulate and develop an information based DSS and MIS, supporting improved decision making and problem solving by improved individual insight.
- CO5: Determine and develop MIS and DSS in support of management, users and functional areas for the organisation
- CO6: Develop planning and techniques involved in the implementation of an information system, specifically MIS & DSS

**Outcome Mapping**

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

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

1. FINANCE	Accounting Software – Practical
2. MARKETING	Marketing Research and Consumer Behaviour
3. HUMAN RESOURCE	Industrial Relations and Labour Welfare Management
4. PRODUCTION	Production Planning and Control
5. SYSTEMS	Systems Analysis and Software Development
6. INTERNATIONAL TRADE	Export – Import Procedures, Documentation and Logistics

**Semester – II      19BDLC 207/208 (1) Accounting Software – Practical**

**Credits: 3  
Hours: 60**

**Learning Objectives:**

The learning objectives of the course is

- LO1: To acquaint the students with the practical knowledge with the various techniques, methods, process of accounting data analysis.
- LO2: To learn the application software of Tally ERP 9.
- LO3: To impart knowledge of Goods and Services Tax (GST)
- LO4: To provide the concepts of fundamentals of tally
- LO5: To understand the concept of inventory methods handling in Tally.

**Accounting Software**

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

**Unit–1 Basics of Accounting (14 h)**

Types of accounts, Golden Rules of Accounting, Accounting Principles, Concepts and Conventions, Double Entry System of Book Keeping, Mode of Accounting, Financial Statements, Final Accounts – Preparation of Trial balance, Profit and Loss Account, Balance sheet.

**Unit–2 Fundamentals of Tally.ERP 9 (10 h)**

- Getting Functional with tally.ERP 9
- Creation/ setting up of Company
- Features
- Configurations
- Setting up Account Heads.
- Preparation of Trading Account
- Preparation of Profit & Loss Account
- Preparation of Balance Sheet

**Unit–3: Inventory in Tally.ERP 9 (12 h)**

- Order Processing
- Reorder Levels
- Tracking Numbers
- Batch wise Details
- Additional Cost Details



- Bill of Materials
- Price List.
- Features of Point of Sale (POS) in Tally. ERP.9.
- Configuring Point of Sale in Tally. ERP.9.
- Entering POS Transactions
- POS Reports

#### Unit-4 Goods and Services Tax (GST) (14 h)

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

#### Unit5 Sales Voucher with GST (10 h)

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

#### Text Books

- 1) Kumar.A, *Tally ERP 9 with GST*, 1<sup>st</sup> Edition, TB Publications, New Delhi, 2018.
- 2) Shraddha Singh, *Tally. ERP 9, Power of Simplicity*, V&S Publishers, New Delhi, 2018.

#### Supplementary Readings

1. Official Guide to *Financial Accounting Using Tally ERP 9*, Fourth Revised & Updated Edition, BPB Publications, 2018.
2. *GST Using Tally ERP 9*, Tally Education Pvt. Ltd, 1<sup>st</sup> Edition, Sahaj Publisher, Bengaluru, 2018.
3. Asok. K. Nadhani, *Tally ERP 9 – Training Guide*, BPB Publications, 2018.
4. Parag Joshi, *Tally ERP 9 with GST*, 1<sup>st</sup> Edition, DnyansankuiPrakashan's Publications, 2018.
5. Rajesh Chheda, *Learn Tally ERP 9 with GST & Eway Bill*, 3<sup>rd</sup> Edition, Ane's Student Edition, New Delhi, 2018.

#### Course Outcomes

Upon completion of the course students will be able to

CO1: Depth knowledge in Tally ERP 9 software and it helps key functions of business.

CO2: Acquire the effective skills of knowledge in Tally ERP 9 for Inventory master and voucher for decision making process in business.

CO3: Formulate the new business strategies practice using Tally ERP 9 software.

CO4: understand financial data and compare with book keeping trustily information of business.

CO5: develop the new ideas for ICT application to enhance the business community like GST, POS.

CO6: provide sustainable development of business using Tally ERP 9 software.

#### Outcome Mappings

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

	<b>Scheme of Examination</b>	<b>Marks</b>
1.	Students will appear for practical exam in the lab for 3 hours to Solve the questions with the help of tally software and the marks will be awarded based on the output and viva performance	75
2.	Internal (Attendance, Assignment, Lab test)	25
	<b>Total</b>	<b>100</b>

**Semester – II      19BDLC207/208 (2) Marketing Research and Consumer Behaviour      Credit:3  
Hours: 60**

### **Learning Objectives**

The objective of this course is

- LO1: To understand and learn the theories and concepts of marketing research and consumer behaviour in business development.
- LO2: To impart knowledge in marketing skills enabling the students to do the marketing research in Business organisation.
- LO3: To provide and make them understand the psychology of the consumers.
- LO4: To explain the concepts of consumer perception
- LO5: To explain the consumer Influence and their post purchase behaviour

### **Unit–1 Market Research (14 h)**

Marketing research – Scope – Applications and Limitations – Marketing Research scenario in Indian Corporate sectors and other researchers. Research Process – Formulating research problem – Exploratory, Descriptive, Causal research design – Data source – Evaluating Secondary data – Designing a questionnaire – Methods of scale construction – Sampling design and Sample size.

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

Interpretation – Report preparation – Report format – types of report – Principles of report writing – Graphs and Tables – Oral presentation – Ethics in marketing research – New product development and test marketing – Advertising Research – Consumer research – Product Research – Promotion Research – Sales analysis and forecasting.

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

Consumer behaviour – Definition – Scope – Customer value – Customer satisfaction – Injurious consumption – Models of Consumer Behaviour – Nicosia, Howard sheth – Consumer benefits and evaluative criteria – Decision Heuristics. Needs – Goals – Discovering purchase motives – Motivation research – Defence mechanism – Personality – Consumer innovativeness – Dogmatism – Cognitive personality factors – Personality and colour – How general personality influence consumer behaviour – Perception – Weber’s Law – Selective perception – Figure and ground, grouping, closure – Perceptual distortion – Perceived risk – Perceived quality – Perceptual mapping.

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

Classical Conditioning – Instrumental Conditioning – Information Processing –Tricomponent attitude model – Multi attribute attitude model – Attribution – Consumer related reference groups – Brand communities – Family decision making process – Family life cycle.

### **Unit5 Consumer Influence and Post Purchase Behaviour (12 h)**

Opinion leadership – Surrogate buyer – Diffusion of innovation – Adopter categories – Adoption process – Store location, Store design and Physical facilities – Store specific shopper profiles – Instore purchasing behaviour – Usage segmentation – Brand user, Product user, Loyalty, Situation segmentation – Positive/Negative Post purchase behaviour – Complaint behaviour.

### Text Books

1. RajendraNargundkar, Marketing Research, Tata McGraw Hill, New Delhi, 2006.
2. RamanujMajumdar, Consumer Behavior, PHI Learning, New Delhi, 2010.
3. Blackwell, Miniard, Engel, *Consumer Behavior*, Cengage Learning, New Delhi, 2012.

### Supplementary Readings

1. Bonita Kolb – Marketing Research : A Concise Introduction – Sage Publication , 2017.
2. Riccardo Benzo, MarwaG.Mohsen, ChahidFourali – Marketing Research, Planning, Process, Practice – Sage Publications Ltd., 2017.
3. ZubinSethna, Jim Blythe – Consumer Behaviour – Sage Publications Ltd., 2016.
4. Robert East, Jaywant Singh, Malcolm Wright – Consumer Behaviour: Applications In Marketing – Sage Publications Ltd., 2016.
5. Del I. Hawkins, Roger J. Best, Kenneth A. Coney and AmitMookerjee, *Consumer Behavior, Building Marketing Strategy*, 9/e, Tata McGraw Hill, New Delhi, 2007.
6. Boyd, *Marketing Research*, Irwin, New Delhi, 2008.

### Course Outcome

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

- CO1: Study the role of Marketing Research in understanding the consumer Behaviour.  
 CO2: Analyse the situations challenging the study of Consumer Behaviour.  
 CO3: Understanding the effective marketing research techniques.  
 CO4: Handle the Market and Consumers in large Environment.  
 CO5: Be a successful Marketer and build the confidence to do his own business.  
 CO6. Lead a Business organisation in the field of Marketing.

### Outcome Mappings

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

**Learning Objective**

The objective of this course is

- LO1: To enable the students to understand the significance and applications of industrial relations and labour welfare management.
- LO2: This course is an attempt to appreciate the conceptual and practical aspects of industrial relations and welfare at the macro and micro levels.
- LO3: To impart knowledge on the trade unions and discipline
- LO4: To provide the concepts of negotiation and collective bargaining
- LO5: To understand the concept of workers participation management

**Unit–1 Introduction (14 h)**

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

**Unit–2 Trade Unions and Discipline (10 h)**

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

**Unit–3 Negotiation and Collective Bargaining (12 h)**

Negotiation, Conciliation, Arbitration, Adjudication and Collective Settlements, Coownership: Productive Bargaining and Gain Sharing – Collective bargaining – Objectives – Process – Position in India – Collective Bargaining and Settlements including present status – ILO – Aims and Role in Promoting Industrial Peace.

**Unit–4 Labour Welfare (10 h)**

Meaning and Scope – Theories – Classifications, Concepts and Growth of Labour Welfare in India – Role, Responsibilities and Duties of Welfare Officer – Industrial Hygiene and safety.

**Unit5 NCL and Workers Participation Management (14 h)**

Objective of workers Education – Recommendations of National Commission on Labour – Forms – Levels of Participation – Evolution – Models – Objectives – Joint Management Council – Stages of Participative Management – Evaluation.

**Text Books**

1. P.R.N. Sinha, Sinha InduBala, ShekharSeemaPriyadarshini ,Industrial Relations, Trade Unions and Labour Legislation, Pearson publishers 2017.
2. Sita Ram Singh, “Industrial Relations and Labour Laws” APH Publishing Corporation (2016)

**Supplementary Reading**

1. Manoria, Mamoria, Gankar, *Dynamics of Industrial Relations*, Himalaya Publishing, Mumbai, 2012.
2. Puneekar, S.D and Deodhar. S.B., SarewathiSankaran, *Labour Welfare, Trade Unionism and Industrial Relations*, Himalaya Publishing, Mumbai, 2012.
3. PC. Tripathi, *Personel Management & Industrial Relations*, Sultan Chand, New Delhi, 2009.
4. Singh, B.D., *Industrial Relations and Labour Laws*, Excel Books, New Delhi, 2008.
5. Venkatapathy, R., *Labour Welfare & Industrial Relations*, Mumbai, Himalaya Publication, 2003.

### Course Outcome

Upon completion of the course students will be able to

CO1: Display competencies and knowledge in industrial relation and labour welfare concepts.

CO2: Contribute efficient decision making in solving labour union issues, implementation of I.R policies and practices and evaluation of employee –management industrial issues.

CO3: Develop and collaborate with experts in the implementation, and evaluation of organizational and health and safety policies and practices

CO4: Display the knowledge in development and communication of the organization's total compensation plan and integrate the knowledge in General HRD practice for sustainable development of the organization.

CO5: Facilitate and support effective employee and labour relations in both nonunion and union environments.

CO6: Understand and implement the practical aspects of industrial relations in industrial level on the basis of social responsibilities, ethical considerations

### Outcome Mappings

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

Semester – II      **19BDLC207/208 (4) Production Planning and Control**

**Credits: 3  
Hours: 60**

### Learning Objectives

The basic objective of this course is

LO1: To understand the production planning controls system.

LO2: To inculcate the students know about forecasting techniques and planning procedure.

LO3: To enrich their knowledge in scheduling, maintenance and safety management strategies.

LO4: To impart knowledge on the forecasting and planning

LO5: To provide the concepts of scheduling and safety management

### Unit–1 Introduction to PPC (14 h)

Concepts & functions of PPC for various types of production system – Inventory system – Integrated planning and physical distribution – Operations performance evaluation and reporting, design and implementation of PPC system.

### Unit–2 Forecasting and Planning (10 h)

Demand forecasting – Aggregate planning and master scheduling models – Planning and Scheduling for high volume standardised operations, Basic concepts in flow line design – Material requirement planning.

### Unit–3 Scheduling and Safety Management (12 h)

Planning and scheduling for intermittent systems, criteria for effectiveness in scheduling; flow shop scheduling decision rule, applications of computer – Statistical process control – Safety management.

**Unit-4 Group Technology (10 h)**

Group technology and cell system of production, Line of balance techniques, Project monitoring – Forecasting for inventory and Production control – Job shop planning.

**Unit5 Maintenance (14 h)**

Maintenance – Objective of maintenance – Elements of maintenance – Types of maintenance – Breakdown time – Distribution time – Preventive maintenance Vs Breakdown maintenance – Optimum crew size – Maintenance records. Maintenance system, Maintenance planning and control, planned maintenance system: Material handling – Principles – Equipments.

**Text Books**

1. S. Ramachandran, R. Devaraj and Dr. L. Rasidhar, Production Planning And Control, Air Walk Publications, Chennai, 2016.
2. Mukhopadhyay, Production Planning And Control: Text And Cases, PHI Learning Pvt Ltd., New Delhi, 2016.

**Supplementary Readings**

1. Chary, S.N., *Production and Operations Management*, McGraw Hill, New Delhi, 2002.
2. Linda Gonchels, *The Prodcut Manager’s Hand Book*, 4<sup>th</sup> edition, Tata McGraw Hill, 2012.
3. Narasimhan, Mc Leavey & Billington, *Production Planning & Inventory Control*, Prentice Hall of India, New Delhi, 2003.
4. Prem Vrat, Sardana, G.D., and Sahay, G.D., *Productivity Measurement for Business Excellence*, Narosa Publishing, New Delhi, 2009.
5. Tarek Khalil., and Ravi Shankar., *Management of Technology* 2<sup>nd</sup> Edition, McGraw Hill, New Delhi, 2013.

**Course Outcome**

After completion of this course the students will be familiar in

- CO 1: Production planning control system, implementation of PPC system knowledge in industries.
- CO 2: Forecasting the demand for smoother operations by using their critical thinking.
- CO 3: Acquiring the skills that are important in safety management.
- CO 4: Develop an understanding to work with maintenance in organizational setup.
- CO 5: Formulate grouping strategies and effectively communicate the group technology.
- CO 6: Upholding the ethical standards in Industrial maintenance system and required managerial skills.

**Outcome Mapping**

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

**Learning Objectives**

The Objective of this course is

LO1: To understand and make the students learn on systems concepts and its applications.

LO2: To impart knowledge on designing computerized reports for an organization.

LO3: To provide and help the students to gain a vast Knowledge on software development process and techniques.

LO4: To enhance on the process of modernization computerization.

LO5: To improve on the reporting skills to various levels of management.

**Unit–1 Basic Concepts of Systems (14 h)**

Systems Definitions – Systems classifications – open, closed: Deterministic and Probabilistic system: Stable system – Business organization as system – organization structure – Organization Objectives, process and information needs – System – Applications and Development Relationship Process.

**Unit–2 Information System Life Cycle (10 h)**

Information System life cycle – System development stages – System Development Life Cycle – Model – JAD – Phase – User role in systems development process – Establishing a portfolio of information system application – Importance of Auditability, Maintainability and Recoverability in information systems.

**Unit–3 Systems Planning (10 h)**

Systems Planning – Approaches to systems development – feasibility as event – Technological, Economic and Social. System investigation: Objectives of investigation, Management decision making; Procedure and data – Method of investigation – Recording of Investigation.

**Unit–4 Systems Analysis and Design (12 h)**

Systems analysis – Objectives, Nature and Importance of Analysis – Role and Requirement – Tools of analysis – Steps in analysis – Analysis of Organization structure and procedures – Design Objective – Design Alternatives – Output and Input Design Specifications – Design Tools – Case Tools: Design forms, codes, terminal dialogues and user procedure – Data analysis processing requirements–Clerical and Computer – Selection of alternative.

**Unit5 System Implementation Concepts (14 h)**

Systems implementation – Planning and Control – Unit testing and combined module testing – Testing manual procedures – File conversion and set up – Cut over and parallel testing – Training of users and Operating personnel – Documentation of the system – Maintenance and Review of system.

**Text Books**

1. Brijendra Singh., *Systems Analysis and Design (Essentials of Information System)*., First Edition, New Age International Private Ltd., 2016
2. Joseph S. Valacich., Joey. F George., *Modern Systems analysis & Design*, 9th Edition, Pearson, 2019.

**Supplementary Readings**

- 1) Alan Pennier and Barbara Haley Wixom, *Systems Analysis and Design – An Applied Approach*, John Wiley, 2002.
- 2) Hawryszkiewicz, I.T., *Introduction to Systems Analysis and Design*, Prentice Hall, 2001.
- 3) Kenneth C. Landon and Jane P. Landon, *MIS, Managing Digital Firm*, New Delhi, Prentice Hall of India, 2001.

- 4) Satya Sekhar, G.V., *MIS, Excel Publication*, New Delhi, 2003.  
 5) John Dooley., *Software development and Professional Practice*, O'reilly Apress, 2011.

### Course Outcomes

Upon completion of this course the students will be able to

- CO1: Describe the need for system analysis and methods of implementation.  
 CO2: Define the various stages of system development life cycle and users role in system development process.  
 CO3: Conduct feasibility analysis and prepare report as required by management.  
 CO4: Examine the system testing process and procedures.  
 CO5: Identify Key process areas on the business and estimating time schedules.  
 CO6: Prepare various types of reports required for various management levels.

### Outcome Mapping

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

Semester – II

### 19BDLC207/208 (6) Export–Import Procedures, Documentation and Logistics

Credits: 3  
Hours: 60

### Learning Objectives

The Objectives of the Course are:

- LO1: To acquaint students with knowledge of export–import procedures  
 LO2: To train students in export and import documentation  
 LO3: To expose knowledge of world logistics and its latest trends  
 LO4: To provide the concepts of foreign exchange risk and forwarding agents  
 LO5: To impart knowledge on the shipping and containerization

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

Export Order – Processing of Export Order – EXIM Documentation – International Business Contracts – Dispute – Methods of Financing Exports – Letter of Credit – Other Methods of Payment for Export – Packing and Post Shipment Finance – Other Longterm Methods of Payment – Discrepancies in Export Documents – Negotiations of Documents with Commercial Banks – Uniform custom and practices (UCP).

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

Business Risk – Cargo and Foreign Exchange Risk, Foreign Exchange – Cargo Insurance, ECGC – Foreign Exchange Regulations – Quality Control, Inspection and Procedures and Role of Clearing and Forwarding Agents.

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

Shipment of Export Cargo, Excise and customs clearance of cargo, Custom Clearance of Import Cargo, Procedures for availing export incentives – Duty draw backs Export licence – Import Licence and other export incentives from government of India and from Institutions.



#### Unit-4 Shipping and Containerization (10 h)

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

#### Unit5 Air / Sea Transport and Freight (14 h)

Indian Shipping, Concept of Dry Port, Air Transport, Freight rate structure Export Procedures in Airport and Sea Port – Tariff and Nontariff for exporters.

#### Text Books

1. TAS Balagopal, *Export Management*, Himalaya Publishing House, Mumbai, 2013.
2. Francis Cherunilam, *International Trade and Export Management*, Himalaya Publishing House, Mumbai, 2010.

#### Supplementary Readings

1. Export/Import Procedures and Documentation Himalaya Publishing;  
[www.himpub.com/documents/Chapter2105.pdf](http://www.himpub.com/documents/Chapter2105.pdf)
2. Export Import Procedures : Documentation and Logistics EPDF.TIPS;  
<https://epdf.tips/download/exportimportproceduresdocumentationandlogistics.html>;
3. Export/Import Theory, Practices, and Procedures, Second Edition;  
[rafael.glendale.edu/poorna/ib/seyoum%20book.pdf](http://rafael.glendale.edu/poorna/ib/seyoum%20book.pdf);
4. Export/Import Documentation;  
[www.vacwt.com/presentations/64th/selby\\_exportimportdocumentation.pdf](http://www.vacwt.com/presentations/64th/selby_exportimportdocumentation.pdf)
5. Export/Import Documentation;  
[www.vacwt.com/presentations/64th/selby\\_exportimportdocumentation.pdf](http://www.vacwt.com/presentations/64th/selby_exportimportdocumentation.pdf)

#### Course Outcome

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

CO1: Understand the Export and Import procedures in International Trade Business.

CO2: Analyse the challenges of the International environment.

CO3: knowing the Insurance, Banking and Foreign Exchange system in International trade.

CO4: Handle the Cargo shipment, Customs clearance in doing Trade practices

CO5: Understand the challenges of National and International Business and builds the confidence to do his own business.

CO6: Lead in Logistics Management successfully.

#### Outcome Mappings

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

**Learning Objectives**

The objective of this course is

- LO1: To introduce statistical software program used for data management and data analysis and learn how to perform basic statistical analyses.
- LO2: To provide data transferable skills to students so that they can summarize and interpret the research findings.
- LO3: To utilise strong analytical skills and apply tools required for professional practices.
- LO4: To use current techniques, skills and tools necessary for comparisons and correlations.
- LO5: To provide the concepts of hypothesis testing and probability values.

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

Research methods – Data – Evaluation of measuring Instrument – Scale of measurement – Types of Questions – Sampling methods – Reliability and validity of Questionnaire – Filed Procedures.

**Unit–2 Data Editor (10 h)**

Processing of Data – Coding – Variables and variables labels – Rules in Creating Variables Name – Variable Format – Value Labels – Recode Command – Missing Data – Creating and Editing a Data File.

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

Approaches to analyzes – Types of Analysis – Hypothesis Formulation – Hypothesis Testing – Checking of Data – Purification – Modification – Dependent and Independent Variable.

**Unit–4 Simple Tabulation and Cross Tabulation (14 h)**

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

**Unit5 ANOVA and Design of Experiments (12 h)**

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

**Text Books**

1. Darren George and Paul Mallery. IBM SPSS Statistics 23 Step by Step: A Simple Guide and Reference, Routledge, NY, 2016.
2. Alan C. Elliott and Wayne A. Woodward. IBM SPSS by Example A Practical Guide to Statistical Data Analysis, 2<sup>nd</sup> edition, Sage Publications, 2015.

**Supplementary Readings**

1. Holmes Finch, Brian French and Jason C. Immekus, Applied Psychometrics using SPSS and AMOS, Information Age Publishing, 2016.
2. K. Kalyanaraman, Hareesh N. Ramanathan, P.N. Harikumar. Statistical Methods for Research A StepbyStep Approach Using IBM SPSS, Atlantic Publishers, New Delhi, 2016.
3. Lawrence S. Meyers., Glenn C. Gamst and A.J. Guarino. Performing Data Analysis using IBM SPSS, John Wiley & Sons, Inc, NJ, 2015.
4. Asthana and Braj Bhushan. Statistics for Social Sciences (With SPSS Applications), PHI LEARNING PVT LTD, 2017.

**Course Outcomes**

Upon completion of the course, the student will

- CO1: Understand the role that statistical data analysis plays in managerial decision making process.
- CO2: Improved statistical thinking abilities, involving the identification and exploitation of variation in decision making and problem solving.

- CO3: Critically evaluate reports presenting statistical data and translate and communicate the results of statistical analyses to organizational managers.
- CO4: Expertise in recording, presenting, recitation and making inferences from quantitative data.
- CO5: Develop capabilities as a manager to “think statistically” using data and to substantiate the business intuitions.
- CO6: Achieve a practical level of competence in building statistical models that suit business applications.

### Outcome Mappings

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

Semester – II

### 19BDLC210 : Project And VivaVoce (Exposure to Small and Medium Enterprises)

Credits: 2  
Hours: 40

#### Course Objective

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

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

#### Guidelines

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

**Learning Objectives**

The Objective of this course is

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

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

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

LO4: To impart knowledge on the inventory models

LO5: To understand the concepts of game theory

**Unit–1 Introduction (14 h)**

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

**Unit–2 Linear Programming (10 h)**

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

**Special Purpose Algorithms**

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

**Unit–3 Inventory Models (14 h)**

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

**Unit–4 Game Theory (10 h)**

Two person Zero sum Games – Pure Strategy – Mixed Strategy – Dominance – Mix N Games – Graphical solution.

**Network Models**

PERT – CPM – PERT cost – Resource allocation – Float and slack – Other network models.

**Unit5 Replacement Models (12 h)**

Capital equipment replacement – Replacement of terms that fail completely – Individual Vs Group replacement. Sequencing Problems with 'n' jobs and 2 machines problems with 'n' jobs and 3 machines.

**Text Books**

- 1) S.R. Yadav, A.K. Malik, "Operations Research" Oxford University Press; First edition, 2014
- 2) Srinivasan, G. Operations Research : Principles And Applications, PHI, 2017

**Supplementary Readings**

- 1) Budnik, Frank S. Dennis MgKaney and Richard Mojena, Principles of Operations Research, All India Traveller Bookseller, New Delhi, 1995.
- 2) Gould, F.C. etc., Introduction to Management Science, Englewood Chiffs, Prentice Hall Inc., New Jersey, 1993.
- 3) Kapoor, V.K., Operations Research, Sultan Chand & Sons, New Delhi, 2011.
- 4) Panneerselvam, Operations Research, Prentice Hall of India, New Delhi, 2003.

- 5) Paul Loomba N., Management A Quantitative Perspective, Collier Macmillan Publishing Co., New York, 1990.
- 6) Richard I. Levin and Charles A. Krikpatrick, Quantitative Approaches to Management, 6<sup>th</sup> Edition, McGraw Hill Kogakuha Ltd., Tokyo, 1998.
- 7) Sharma, J.K., Operation Research: Theory & Application, Macmillan India Ltd., New Delhi, 2001.
- 8) Taha, Operations Research – An Introduction, Prentice Hall of India, New Delhi, 2003.

### Course Outcomes

Upon completion of the course, the student will

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

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

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

CO4: Understand the application of Queuing Theory

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

CO6: Develop competencies in Maximize the productivity with help of least cost techniques

### Outcome Mapping

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

Semester – III

**19BDLC302: Introduction to Business Analytics**

**Credits: 3**

**Hours: 60**

### Learning Objectives

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

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

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

LO4: To provide the concepts of time series and forecasting

LO5: To impart knowledge on the data analysis using R

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

Business Analytics – Definition Need – Scope A categorization of Analytical Methods – Analytics in action – Big data – Business analytics in practice – types of data – modifying data in excel – creating Distributions from data– measures of location

### Unit 2 Application of Business Analytics (12 h)

Machine Learning Introduction and Concepts Differentiating algorithmic and model based frameworks, Decision analytics. Descriptive analytics Predictive analytics Prescriptive analytics.

**Unit 3 Decision support and Data Visualisation (10 h)**

DSS Executive and enterprise support Automated decision support Web analytics Data mining Applied artificial intelligence Visual analysis: Data concepts – Data Dashboards Data exploration & visualization Scorecards

**Unit 4 Time Series and Forecasting (14 h)**

Time series pattern – forecasting accuracy – moving averages and exponential smoothing using regression analysis for forecasting – determining the best forecasting model to use building good spreadsheet model – WhatIf analysis – some useful excel functions for modeling – auditing spreadsheet model – a simple maximization problem.

**Unit 5 Data Analysis using R (10 h)**

R Studio: Introduction – R data types and objects, reading and writing data Data structures in R R programming fundamentals Advantages and disadvantages of using R.

**Text Books**

1. Jeffery D.Camm, James J. Cochran, Michael J. Fry, Jeffrey W. Ohlmann, David R. Anderson, Essentials of Business Analytics, Cengage Learning, 2015
2. Sandhya Kuruganti, Business Analytics: Applications To Consumer Marketing, McGraw Hill, 2015

**Supplementary Readings**

1. Bernard Marr, Big Data: Using Smart Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance, Wiley, 2015
2. Majid Nabavi, David L.Olson, Introduction to Business Analytics, Business Expert Press, 2018

**Course Outcome:**

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

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

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

**Learning Objectives**

The Objectives of this course are

- LO1: To assist the students in understanding basic laws affecting operations of a business enterprise.
- LO2: To help the students in understanding of the free enterprise system and the legal safeguards of the same.
- LO3: To develop in the student acceptable attitudes and viewpoints with respect to business ethics and social responsibility.
- LO4: To provide the concepts of sales and insurance laws
- LO5: To impart knowledge on the corporate secretarial practices

**Unit–1 Contract (14 h)**

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

**Unit–2 Special Contract (10 h)**

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

**Unit–3 Sales and Insurance Laws (10 h)**

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

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

The Negotiable Instruments Act, 1881, Nature and Types. Negotiation and Assignment – Holder in due course – Dishonour and Discharge of a Negotiable Instrument Partnership Act. 1932 –The Limited Liability Partnership Act, 2008 Law of Arbitration – Consumer Protection Act and Cyber Laws.

**Unit5 Corporate Secretarial Practices (14 h)**

The Indian Company Law – Nature, Kinds, Incorporation of company, One Person Company – The Companies Act, 2013 Memorandum of Association, Articles of Association, Prospectus, Share capital, Debentures and Charges, Management and Administration – Meetings and Proceedings, Accounts and Auditors, Prevention of Oppression and Mismanagement Revival and Rehabilitation of Sick Companies Winding up – Law relating to corporate governance.

**Text Books**

1. Gogna P.P.S., *Business and Industrial Laws*, S. Chand, New Delhi, 2010.
2. Saravanavel, P. and S. Sumathi, *Legal aspects of Business*, Himalaya Publishing House, Mumbai, 2012.

**Supplementary Reading**

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

## Course Outcomes

Upon completion of this course the students will be able to

- CO1: Expertise with the business laws and company laws.  
 CO2: Appreciate and analyse the scope of these laws so that they are able to operate their businesses within their legal confines.  
 CO3: Develop students thinking in a logical way, so that even a student with no legal background is able to understand it.  
 CO4: Create the students' analytical thinking and logical reasoning as a technique for decisionmaking on the basis of business legislations.  
 CO5: Understand the applicability of rules as per today's scenario.  
 CO6: Communicate effectively using standard business and legal terminology

## Outcome Mappings

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

Semester – III

**19BDLC304: International Business  
and Export Management**

Credits: 3

Hours: 60

### Learning Objectives:

The objectives of the course is

LO1: To know the origins and patterns of International Trade and concepts of terms of trade

LO2: To understand contemporaneous export procedure, pertinent documents and tariff

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

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

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

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

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

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

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

### Unit–4 Export Marketing and Pricing (12 h)

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



FRANCO – Pricing Strategies – Impact of incentives on pricing – Labelling, packaging and marking of export consignments.

**Unit5 Export and Import Finance (14 h)**

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

**Text Books**

1. Francis Cherunilam, International trade and export management, Himalaya publishing house 2010.
2. Gargi Sanati ,Financing International tradebanking theories and applications, SAGE2019

**Supplementary Readings**

1. Dr.P.Y.Mishra, Principles of International Marketing, Laxmi Book Publications 2017
2. Richard Willsher, Export Finance Risks, Structures and Documentation Macmillan press Ltd 2016.
3. Chase C. Rhee, Principles of International Trade, Author House 2018.
4. Export Import Management, Ajay Pathak, Educreation publishing 2016.
5. Gerald S. Albaum,Edwin Duerr, International marketing and export management Prentice hall 2011

**Course Outcomes**

- Upon completion of the course the students will be able to
- CO1: Get in depth knowledge about export procedure and documents.
  - CO2: Describe the aspects of export marketing and pricing methods.
  - CO3: Know the facet of export & import finance.
  - CO4: Analyze complexities in export pricing.
  - CO5: Compare EXIM financial services that suits business needs.
  - CO6: Evaluate the need for comprehensive and specific export credit insurance policies to the organization.

**Outcome Mapping**

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

**Learning Objectives:**

The objective of the course is

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

LO2: To provide understanding of the various Soft Skills.

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

**Unit 1 Soft Skill and Personality Development (14 h)**

Soft skills – Meaning and Importance, Self concept Self awareness, Self development, Know Thyself – Power of positive attitude – Etiquette and Manners Listening – Types of Listening – Effective Listening – Barriers to Listening – Assertive communication

**Unit 2 Communication Skills (12 h)**

Oral communication – Forms – Types of speeches Public Speaking — Presentation – Elements of effective presentation – Use of visual aids in presentation Written communication – Strategies of writing – Business letters – form, structure & formats – Types of business letters – Memos – Agenda & Minutes Nonverbal communication – Body language – Proxemics

**Unit 3 Interpersonal Skills (10 h)**

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

**Unit – 4 Employability Skills (14 h)**

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

**Unit 5 Work Skills (10 h)**

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

**Text Books**

1. Alex. K., Soft Skills, S Chand & Company, 2014.
2. Gopaldaswamy Ramesh., The Ace of Soft Skills: Attitude, Communication and Etiquette for Success, Pearson Education, September 2013.

**Supplementary Readings**

1. Barun Mitra., Personality Development and Soft Skills, Oxford University Press, 2016.
2. Prashant A. Dhanwalkar (Manusmare) ., Sai Jyoti Publication, 2015.
3. Gajendra Singh Chauhan, Sangeeta Sharma., Soft Skills: An Integrated Approach to Maximise Personality, Wiley, 2015.

**Course Outcomes:**

Upon completion of the course students will be able to

CO1: Develop effective communication in oral and written forms.

CO2: Improve their cognitive skills by enhancing learning skills, presentation skills with ICT, problem solving and decision making skills.

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

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

CO5: Analyse conflicts and maintain better interpersonal relationships.

CO6: Develop and incorporate time management and resource management skills to achieve one's own goals.

## Outcome Mappings

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

### 19BDLC307 & 308 (DUAL SPECIALIZATION)

1. FINANCE	Investment Security and Portfolio Management
2. MARKETING	Sales and Distribution Management
3. HUMAN RESOURCE	Legal Framework Governing Human Relations
4. PRODUCTION	Total Quality Management
5. SYSTEMS	Database Management
6. INTERNATIONAL TRADE	Foreign Trade Policy

### **Learning Objectives**

The Objective of this course is

LO1: To impose knowledge regarding Security and Portfolio

LO2: To understand the theory and practice of Security analysis

LO3: To understand the investment pattern

LO4: To make right decisions on Investment

LO5: To provide the concepts of industrial and financial analysis

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

Investments – Concept and objectives – Nature of Investment – Scope for Investment – Types of Investors – The Investment process – Stages of Investment –Speculation – Types of Speculators – Distinction between Investment and Speculation – Gambling – Features of Gambling Listing of Securities: Introduction – Advantages of Listing – Legal Requirements – Key provisions in listing agreement.

**Brokerage Business:** Introduction – Functions of a brokerage firm – Functional specialisation of members – Selecting a broker – Execution of orders – Types of transactions in a Stock Exchange – Mechanics of Share Trading – Carry forward Facility – Badla Transactions – Revised Carry Forward System ( RCFS ) – Brokerage Charges.

### **Unit–2 Common Stock Analysis (12 h)**

**Fundamental Analysis:** Economic Analysis – Stock market and the economy – Business cycle and the stock market.

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

**Company Analysis:** Introduction – Internal information – External information – General aspects.

**Financial Analysis:** Introduction – Structure of a Balance sheet – Financial Ratios and their significance – Valuation of shares. (Simple Problems).

### **Unit–3 Technical Analysis and the Efficient Market Theory (10 h)**

Technical Analysis: Introduction – Tools for technical analysis – The Dow Theory – Advantages and limitations of technical analysis. Charting Techniques: Introduction – Meaning of Charts – Methods of preparing charts – Uses and limitations “P” and “F” (charts points and figure) – Pattern of charts and their uses. Dollar cost averaging: Introduction – Meaning of DCA – GUIDELINES for using DCA – Modified DCA plans.

### **Unit–4 Portfolio Management (10 h)**

Introduction – Meanings – Objectives of portfolio – Traditional portfolio analysis – Diversification of portfolio – Portfolio selection – Portfolio revision Techniques – Advantages and Limitations. Capital Asset Pricing Model – Security Market Line – Capital Market Line – SML Versus CML. (Simple problems)

### **Unit5 Financial Derivatives Markets (14 h)**

Warrants: Definition – Considerations for shares issued through warrants – Gearing effect – Valuing warrants – Lapse of warrants – Futures markets – Hedging using index futures – futures versus options – synthetic futures – futures versus forward markets – strategies for futures markets. Swaps – Basic Swap structures – Interest Rate Swap – Fixed Rate Currency Swaps – Currency Coupon Swap – Basis Rate Swaps.

### **Text books**

1. Indian Mutual Funds Handbook 5th Edition: A Guide for Industry Professionals and Intelligent Investors 21 May 2018, by Sundar Sankaran
2. Security Analysis and Portfolio Management, 30 October 2015, by S. Kevin, PHI Learning; 2nd Revised edition (30 October 2015)
3. Investment Analysis and Portfolio Management, by Prasanna Chandra, McGraw Hill Education; Fifth edition (10 March 2017)

### Supplementary Readings

- 1) Bhalla, V.K., *Investment Management; Security analysis and Portfolio Management*, 14<sup>th</sup> Ed., S. Chand and Company, New Delhi, 2013.
- 2) Dhanesh Kharti., *Security Analysis and Portfolio Management*, Macmillan, New Delhi, 2011.
- 3) Prasanna Chandra, *Investment Analysis and Portfolio Management*, 2<sup>nd</sup> Ed., Tata McGraw Hill Publishing Company Ltd, New Delhi, 2005.
- 4) Preeti Singh, *Investment Management*, 13<sup>th</sup> Ed., Mumbai, Himalaya Publishing House, Bombay, 2008.

### Course Outcomes

After the completion of the course, the students will understand

CO1: The investment pattern and gain knowledge on it

CO2: The types and advantages of investment globally

CO3: The methods of Security analysis and Stock analysis

CO4: To take right decisions on Investment

CO5: The concept of issues and the securities on Investment and work individually

CO6: Make ethical investment decisions based on the securities

### Outcome Mapping

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

Semester – III

**19BDLC307/308 (2) Sales and Distribution Management**

**Credits: 4**

**Hours: 60**

### Learning Objectives

The objectives of this course is

LO1: To know the functions of sales management and its planning activities

LO2: To learn the sales forecast techniques

LO3: To help in developing a sound sales and distribution policy and organizing, managing the sales force.

### Unit–1 Sales Management and Planning (14 h)

Sales Management – Functions – Sales Objectives – Salesmanship – Duties and Responsibilities of Sales Manager – Sales Management Skills – Characteristics of Sales People – Sales Management Information Systems – Sales Planning – Personal Selling – AIDAS – Selling Process – Sales Negotiation – Types of Selling – Transactional Selling – Telephone Selling – Relationship Selling – Term Selling.

## **Unit-2 Sales Forecasting and Organization (10 h)**

Sales Forecasting – Basic Rules – Methods; Sales Budget – Methods – Sales Budget Process – Sales Force Organization – Structure – Fixation of Sales Force Size – Methods of Fixation; Sales territory – Designing Sales territory – Evaluation; Sales Quotas – Types – Sales Promotion Techniques.

## **Unit-3 Recruitment, Training and Control of Sales Force (10 h)**

Recruitment and Selection of Sales Force – Process – Sales Training – Sales Training Methods – Execution and Evaluation of the Sales Training Programme; Sales Force Motivation – Tools of Motivation ; Sales Force Compensation – Basic Types – Supervision of Sales People – Controlling of Sales Force – Sales Meeting and Sales Contests – Sales Audit – Sales Analysis – Sales Performance Evaluation.

## **Unit-4 Distribution and Logistics (12 h)**

Definition – Need for Distribution Channel – Role of Distribution in Marketing – Marketing channel– Channel Classification – Vertical, Horizontal, Multichannel marketing system–Distribution Intensity – Selection of Right Channel – Channels for consumer & industrial products – Inventory Management – Packaging and Material Handling – Distribution cost analysis & Control. Logistics – Scope – Functions – Focus area of Logistics – Cost of Service – Performance Measurement – Transportation – Modes of transport– Selection of the right transport mode.

## **Unit5 Channel Intermediaries Retailing and Channel Design (14 h)**

Channel intermediaries – Role – Wholesaling – Functions – Classifications – Trends – Future of Wholesalers in India. Retailing – Types of Retailers – Role of Retailers – Retail Strategies – Performance Measures – Aspects of Store Design – Franchising – Retailing – Retailing in India. Channel Design – Stages in channel planning – Non store Retailing and Electronic channels – Channel Information Systems – Purpose – Elements – Channel Performance Evaluation; Distributors – Selection – Motivation tools – Categorization – Performance evaluation.

### **Text Books**

- 1) Bholanath Dutta, Fundamentals of Sales and Distribution Management: Text & Cases, I K International Publishing House, 2011
- 2) Panda Tapan K., Sales and Distribution Management, 2e , OUP India, 2012

### **Supplementary Reading**

- 1) Krishna K. Havaladar and Vasant M. Cavale, *Sales & Distribution Management*, Tata McGraw Hill, New Delhi, 2005.
- 2) Mark W. Johnston and Greg W. Marshall, *Sales Force Management*, Tata McGraw Hill, New Delhi, 2006.
- 3) Nair, N.G. and Latha Nair, *Sales & Distribution Management*, Himalaya Publishing House, Mumbai, 2003.
- 4) Sahu, P.K. and K.C. Raul, *Salesmanship and Sales Management*, Vikas Publishing House, New Delhi, 2005.
- 5) Havaladar Krishna K. Sales and Distribution Management Text and Cases, Tata McGrawHill Education 2016

### **Course Outcomes**

After completion of the course students will be able to

CO1: Improve the critical thinking towards the sales management skills

CO2: Effectively communicate the sales target, Quotas and selling skills to the marketing people

CO3: Cultivate the attitude and aptitude about the team work.

CO4: Identify and offer world class sales training to the salesman.

CO5: Trace and quantify the various inventory management strategies and logistics tricks.

CO6: Strengthen the potentiality towards the innovative business tricks and decisions.

## Outcome Mappings

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

Semester – III

**19BDLC307/308 (3) Legal Framework Governing  
Human Relations**

Credits: 3

Hours: 60

### Learning Objectives

The objective of this course is,

- LO1: To gain understanding and appreciation of the rules set out in labour laws, industrial relation laws, and their administrative regulations.
- LO2: To provide the overview of industrial disputes, its major proceedings, chapters and the workings trade unions, its evolution, growth and the problems associated in it.
- LO3: To understand the regulations in terms of the formation and development of rules on workmen compensation, wages, bonus and their payments.
- LO4: To explain the laws relating to social security and working conditions such as, ESI, PF, Gratuity, and Maternity benefits.

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

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

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

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

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

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

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

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

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

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

### Text Books

- 1) Rajamohan. A., *Industrial Law*, United Publishers, Mangalore – 575 002, 2011.
- 2) Dheodar, Puneekar & Sankaran, *Labour Welfare, Trade Unionism and Industrial Relation*, Himalaya Publication, Mumbai, 1994.

### Supplementary Readings

1. T.S.Papola, *Labour Regulation in Indian Industry*, Institute for Studies in Industrial DevelopmentMK Books ,India 2009
2. Padhi P.K , *Labour and Industrial Laws*, PHI –Leanning pvt.Ltd. 2016
3. *Kapoor. N.D., Elements of Mercantile law*, Sultan Chand, New Delhi, 2009.
4. Mamoria, C.B. & Mamoria, S., *Dynamics of Industrial Relations in India*, Mumbai, Himalaya Publication, 1994.
5. Taxman , *labour laws* , Amazon publishers ,2019

### Course Outcomes

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

CO1: Demonstrate the elements of industrial relations laws and the development of legal analysis and research in order to solve complex labor related problems in the key business functions.

CO2: Apply and communicate effectively the various machineries available for the settlement of industrial disputes between employees and employer.

CO3: Develop the strategies for critical thinking that may be used to solve legal problems associated in the global business environment.

CO4: Formulate the work effectively and professionally by team or individually in any business organisation for the implementation of safety, health and welfare measures.

CO5: Apply quantitative and qualitative decisions for framing standing orders and disciplinary proceedings for the misconduct of employees under the industrial employment act.

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

### Outcome Mappings

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



**Learning Objectives**

The objective of this course is,

- LO1: To familiarize the basic concepts of total quality management, its evolution and the various dimensions of quality.
- LO2: To acclimatize the conceptual approach to Statistical Quality Control, Statistical process and Inspection plans for effective quality management.
- LO3: To know about the key aspects of quality with reliability and maintainability, failure analysis, Just – in – time system and use appropriate tools & techniques for controlling, improving and measuring quality.
- LO4: To analyse the quality audits, marketing aspects of total quality, strategic issues in quality management, and to devise quality implementation plans.

**Unit–1 Basic Concepts and Origin of TQM (14 h)**

Basic concept of total quality (TQ), Evolution of Total Quality Mgt., cost of quality, Scope of TQM, Dimensions of Quality.

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

Conceptual approach to SQC, Acceptance sampling and Inspection plans, Statistical process control, Prevention through process improvement. Process capability studies, Humanistic aspects of TQM, Management of quality circle and Z.D. Programmes, Kaizen.

**Unit–3 Just in Time, Kanban (10 h)**

Q – 7 tools, Taguchi loss function, Functional linkage of quality with reliability and maintainability, Failure analysis, Just – in – time system, JIT manufacturing system, JIT Pull system, use of kanban, JIT purchase.

**Unit–4 Total Productive Maintenance (10 h)**

Optimum maintenance decisions, TPM, Process design and the work process. Management support mechanisms, Customer Retention.

**Unit5 ISO, Six Sigma (14 h)**

ISO – 9000 standards, Quality audits, TQM tools, Marketing aspects of total quality, Total quality of services, Total Quality – Safety – Six sigma – Quality Standard.

**Text Books**

- 1) Akshay Puri, Quality Management Systems, Himalaya Publishing House, Mumbai, 2013.
- 2) Suresh Dalela & Saurabh, ISO 9000 A Manual for Total Quality Management, S. Chand & Company Ltd., New Delhi, 2004.

**Supplementary Readings**

- 1) Mandel S.K., Total Quality Management Principles and Practice, Vikas Publication House Pvt Ltd, 2004
- 2) James R Erans, David A Collier, Operation Management, Cengage Learning, New Delhi, 2007.
- 3) Palpandi. A, U. Surya Rao, D. Jeyathilagan, Total Quality Management, Vrinda Publication, New Delhi, 2009.
- 4) Shridhara Bhat, K., Total Quality Management, Himalaya Publishing House, Mumbai, 2004.
- 5) Gopal K. Kanji and Mike Asher, 100 Methods for Total Quality Management, Sage Publication, New Delhi, 2006.

**Course Outcomes**

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

- CO1: Demonstrate the quality management philosophies, theories and frameworks and to develop analytical skills for investigating and analyzing quality management issues in the business functions.
- CO2: Formulate strategies to develop quality improvement cycle and to use appropriate tools and techniques for controlling, improving and measuring quality in innovative business practices.

- CO3: Develop the application SQC and Q7 tools in business organizations which facilitate the quantitative and qualitative decision making skills of managers.
- CO4: Appraise the organizational, communication and teamwork requirements for effective implementation of quality management system.
- CO5: Analyze the strategic issues in quality management, including current issues and developments, and to devise quality execution plans in order to work with multicultural global business environment.
- CO6: Develop the competencies and knowledge in obtaining ISO 9000 standards and quality audits in constructing quality business organisations.

### Outcome Mappings

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

Semester – III

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

**Credits: 3**

**Hours: 60**

### Learning Objectives

The Objective of this Course

LO1: To understand and learn the concept of the Database

LO2: To develop the knowledge of Transaction Management in CRM

LO3: To enhance the knowledge of Data Warehousing and its uses

LO4: To help and impart Big Data Analysis

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

Basic concepts of DBMS: Data, Record, File, Record types – Indexing and Hashing: Ordered Indexes, Internal External Dynamic Hashing – Types of DBMS: Advantages & Disadvantages – Database Development Life Cycle (DDLC).

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

Introduction: Relational data integrity, CODD's rules – Database Architecture and Data Modeling – ER Model – EER Model – Data Normalisation – Logical Access Maps (LAMS) – Database Action Diagram (DAD).

### Unit–3 SQL (12 h)

Relational Algebra and Relational Calculus – Characteristics and advantages of SQL – Data types – Types of SQL commands: DDL, DML, DQL, DCL, TCL – Operators: Arithmetic, Comparison, Logical, Set – Aggregate Functions.

### Unit–4 Transaction Management (10 h)

Transaction: Concept, Properties – Serializability – Recoverability – Concurrency Control, Protocols, CRM, SCM, Recovery Systems, Recovery with Concurrent Transactions.

### Unit5 Advanced Concepts (14 h)

Tables, Views, Indexes – Joins and Unions – DB Security – DB Integrity – DB System Architecture: Centralised, Client–Server, Server System, Parallel, Distributed, Network systems – Data Warehouse and Mining, Knowledge Discovery in DB (KDD).

### Text books

1. Fundamentals of Database System by Elmasri Ramez (Author), Navathe Shamkant (Author) Pearson Education; Seventh edition (30 June 2017)
2. Database System Concepts by Silbers (Author) McGraw Hill Education; 6 edition (1 July 2017)
3. Database Management Systems Paperback – 2012 by Gaurav Gupta Sarika Gupta (Author) Khanna Book Publishing; 1 edition (2012)

### Supplementary Readings

- 1) Date, C.J., *An Introduction to Database Systems*, Eighth Edition, Addison Wesley, New York, 2003.
- 2) Fred R. McFadden, Jeffrey A Hoffer and Mary B. Prescott, *Modern Database Management*, Addison Wesley, 2000.
- 3) Gerald V. Post, *Database Management Systems*, Tata McGraw Hill, New Delhi, 2002.
- 4) Jeffrey A. Hoffer, Mary B. Prescott and Fred R. Mcfadden, *Modern Database Management*, Prentice Hall, 6th edition, 2002.
- 5) Pannerselvam, R., *Database Management System*, Prentice Hall, New Delhi.
- 6) Raghu Ramakrishnan, and Johannesgerhrke., *Data Base Management Systems*, McGraw Hill International, New York, 2000.

### Course Outcomes

- CO1: Understand the role of data and databases in information systems.  
 CO2: Understand the database concept and the developmental activities in DBMS  
 CO3: Be familiar with the data modeling concepts (E–R diagrams) used in database design.  
 CO4: Be able to create databases and pose complex SQL queries of relational databases.  
 CO5: Develop appreciation of several DBMS strategies and  
 CO6: Be familiar with data management issues including data integrity and security.

### Outcome Mapping

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

Semester – III

19BDLC307/308 (6) Foreign Trade Policy

Credits: 3

Hours: 60

### Learning Objectives

The Objective of this course is

- LO1: To understand and learn with recent trends in India's Foreign trade Policy and management.  
 LO2: To impart knowledge on policy related issues in Foreign trade in the global context.  
 LO3: To provide and help the students to gain a vast Knowledge on Foreign trade aspects.

### Unit–1 :Trade Policy and Performance of India (14 h)

Trade policy – National Growth – Stages of national growth – Trade patterns– Recent trends in world trade – leading players in the world – Major items traded India's Foreign Trade –Commodity composition and destination –India's position in the world merchandise trade and servicesBalance of Payments of India.

## **Unit–2 Tariffs (10 h)**

Barriers to free Trade – Tariffs and economic theory – Tariff systems – Tariff mitigation – Other nontariff measures – TRIPS – Copyrights.

## **Unit–3 EXIM Policy (10 h)**

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

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

New initiatives –Export promotion –Marketing Assistance–Trade House Schemes – Export and Trading Houses – Star trading houses. –Foreign investment policy–policy framework for FDI in India Technology transfer – Appropriate technology – international procurement of technology.

## **Unit5 Institutions (12 h)**

Export Promotion councils Commodity Boards – EXIM Bank ECGCI – Role of Government in India's Foreign Trade–EOU EPZ–SEZ – STP EHTP in India.

### **Text Books**

1. Francis Cherulinam, *International Business*, Wheeler Publishing, New Delhi, 2000.
2. Velayudham, T.K., *Foreign Trade*, Wheeler publishing, New Delhi, 2000.

### **Supplementary Readings**

- 1) Dominick Salvatore, *International Economics*, Macmillan, New Delhi, 1998.
- 2) Hodgetts and Luthans, *International Management*, Tata McGraw Hill Publication, New Delhi, 2002.
- 3) Nair, S.K., *Contract Management*, Vrinda Publications, New Delhi, 2005.
- 4) Datey V. S. (Taxmann)., *Guide to Foreign Trade Policy 20152020 A Comprehensive Commentary on New Foreign Trade Policy.*, Taxmann Publications., 2015.
- 5) Kalirajan D., *Practical Guide on Foreign Trade Policy.*, LexisNexis., 2015.

### **Course Outcomes**

Upon completion of the course, students will be able to:

- CO1: Get associate with the Latest “EXIM” Policy, License for Export and Import, the condition for DGFT Licensing, Import Policy Control.
- CO2: Able to Explain about the Various aspects of Tariff and its Economic Theory along with its Barriers and other non – tariff measures.
- CO3: Understand the India's Foreign Trade Policy, its Commodity composition and destination. Also learned about India's position in the world merchandise trade and services, Balance of Payments of India.
- CO4: Understood the basic concepts of “Trade Policy” and its “Performance in India”.
- CO5: Evaluate on EXIM policy Promotion, assistance required for Marketing, Schemes of Trade House and related Export, Transfer of Technology required for the same.
- CO6: Critically Evaluate on Export Promotion Councils, Commodity Boards, ECGCI, FOREX and Governments policy on Foreign Trade etc.

## Outcome Mappings

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

Semester – III

**19BDLC309: Project and Viva– Voce  
(Industrial Visits and Subjects)**

Credits: 3

Hours: 60

### Project Training

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

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

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

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

### Project Related Activities

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

**Learning Objectives**

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

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

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

**Unit–2 Retail site Location (10 h)**

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

**Unit–3 Human Resource Management (10 h)**

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

**Unit–4 Merchandize Management (12 h)**

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

**Unit5 Rural Market (14 h)**

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

**Text Books**

1. James R. Ogden, Denise Togden, *International Retail Management*, Biztantra, New Delhi, 2009.
2. Patrick M. Dunne and Robert F. Lusch, *Retail Management*, Cengage learning, Delhi, 2008.

**Supplementary Reading**

1. Michael Levy, Barton A. Weitz, and Ajay Pandit, *Retailing Management*, 6<sup>th</sup> Edition, Tata McGraw Hill, New Delhi, 2008.
2. Barry Berman and Joel R. Evans, *Retail Management: A Strategic Approach*, 10<sup>th</sup> edition, PHI learning, New Delhi, 2008.
3. BalramDoga and KarminderGhuman, *Rural Marketing*, Tata McGraw Hill, New Delhi, 2008
4. Arif Sheikh and Kaneez Fatima, *Retail Management*, Himalaya Publishing House, Mumbai, 2008.
5. Swapna Pradhan, *Retailing Management Text and Cases*, Tata McGraw Hill, New Delhi, 2006.

**Course Outcomes**

Upon completion of the course students will be able to

- CO1: understand the principles and functions of Retailing in India.  
 CO2: Understand the importance of Retail site locations  
 CO3: Familiar with the HRM functions in retailing.  
 CO4: Enable to understand the duties and responsibilities of store manager.  
 CO5: Develop and evaluate the Rural Marketing.  
 CO6: To know the growth of growth of rural marketing in India.

## Outcome Mappings

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

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

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

### Learning Objectives:

The objective of the course is

LO1: To explain about the Business Environment.

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

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

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

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

### Unit–2 Business Analysis (10 h)

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

### Unit–3 Basic concept of strategy (14 h)

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

### Unit–4 Business Development Strategies (10 h)

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

### Unit5 Business Vs Social (12 h)

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

### Text Books

1. Subba Rao, P., Business Policy and Strategic Management, Himalaya Pub. House, 2014.
2. Cherunilam F., Business Policy and Strategic Management, Himalaya Pub. House, 2015

### Supplementary Readings

1. Kazmi., Strategic Management, McGraw Hill Education, 2015.
2. Vijay Pithadia., Strategic Management and Business Policy (BIZTANTRA), Dreamtech Press, 2016

3. Elisha Stephens & Brice Martin., Business Policy and Strategic Management, EdTech Press, 2018.

### Course Outcomes

Upon completion of the course students will be able to

- CO1: Understand and get knowledge on managerial functions such as the internal and external environment of the organization.  
 CO2: Improve the cognitive skills that related to Mission, Vision, Goals, Objectives, Policies and Strategies of any organisation.  
 CO3: Evaluate and Develop strategic management tools and recommend strategic responses to business problems.  
 CO4: Develop strategic management plan for sustainable development of the organization  
 CO5: Analyse and Implement their responsibility to the society and business organisation .  
 CO6: Understand the social responsibilities, ethical and social considerations of business organisation.

### Outcome Mappings

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

SEMESTER – IV

19BDLC403 : Logistics and Supply Chain Management

Credits: 3  
Hours: 60

### Learning Objectives

The purpose of the course is to

- LO1: To Explain the supply chain decisions and supply chain drivers  
 LO2: To Understand the factors of distribution, designing network and their tradeoffs  
 LO3: To provide the role of information technology in supply chain

### Unit–1 Logistics Design (14 h)

Logistics Management – Overview Definition – Types – Components functions – Integrated logistics System – Network Design – Information – Transportation – Inventory – Warehousing – Material Handling and Packaging – Organizational Structures – Role of Government – Logistics in India.

### Unit–2 Logistics Network (10 h)

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

### Unit–3 Logistics Demand (10 h)

Forecasting – Nature and Components – Forecast Components – Forecast Technique – Forecast Error – Transportation Infrastructure – Principle – Transportation Decision – Model Characteristics – Transportation Network – Multimodal transport Logistics Location Structure.

### Unit–4 Supply Chain Management (14 h)

Supply chain Management – Nature – Concept Definition – Objectives – Applications – Types – Conceptual Models – Mathematical Models – Simulation Models – Formal Models – Implicit



Business Models – Key issues in supply chain management – Supply Chain Relationship – Supply Chain Strategy Value Chains Inventory – Concept – Types – Functions – Elements of Inventory Cost Inventory Management The effect of demand uncertainty managing inventory in the supply chain – Push and Pull systems – MRP DRP – JIT Dell’s supply chain strategy – Demand and cash flow in supply chain management

**Unit5 Supply Chain Management Design (12 h)**

Channel design Supply Chain Vulnerability, Risk, Robustness, Resilience – The impact of internet on supply chain – EBusiness – Integrated supply chain management (SCM) – Enterprise Resource Planning (ERP) – Supply chain management matrix – Modules of an ERP system – ERP support to SCM.

**Text Books**

- 1) David Simchi–Levi, Philip Kaminsky and Edith Simchi–levi, *Designing and Managing the Supply Chain Concepts, Strategies and Case*, 2<sup>nd</sup> Edition, Tata McGraw Hill, 2006.
- 2) Donald J. Bolversox and Davis J. Closs, *Logistics Management: The Integrated Supply Chain Process*, Tata McGraw Hill, 2006.

**Supplementary Reading**

1. Rahul V. Altekar, *Supply Chain Management, Concepts & Cases*, PHI Learning, 2006.
2. Sunil Chopra, Peter Meindl and DharamrirKalra, *Supply Chain Management*, Pearson, New Delhi, 2013.
3. Martin Christopher, *Logistics & Supply Chain Management*, 5th Edition, Pearson education, New Delhi, 2016.
4. F. Robert Jacobs, Ravisankar and Richard Chase, *Operations and Supply Chain Management*, 14<sup>th</sup> Edition, McGraw hill, New Delhi, 2017.
5. Paul A. Myerson, *Supply Chain and Logistics Management Made Easy: Methods and Applications for Planning, Operations, Integration, Control and Improvement, and Network Design*, Pearson education, New Delhi, 2015.
6. Ronald Ballou and Sameer K Srivastava, *Business Logistics/Supply Chain Management*, Pearson education, New Delhi, 2014.

**Course Outcomes**

Upon completion of the course students will be able to

- CO1: Evaluate complex qualitative and quantitative data to support strategic and operational decisions of supply chain.
- CO2: Develop comprehensive strategic and tactical plans for supply chain management.
- CO3: Use creative, critical and reflective thinking to address organizational opportunities and challenges.
- CO4: Integrate appropriate technologies in developing solutions to business opportunities and challenges.
- CO5: Analyze the effect of demand uncertainty managing inventory in the supply chain
- CO6: Understand the importance of Enterprise Resource Planning (ERP).

**Outcome Mappings**

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

**Learning Objectives**

The Objectives of the Course are:

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

**Unit–1 Ethics and Religious Values (14 h)**

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

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

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

**Unit–3 Stress Management (12 h)**

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

**Unit–4 Theories in Yoga (10 h)**

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

**Unit5 Yoga for Managerial Excellence (14 h)**

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

**Text Books**

1. Khandelual, *Indian Ethos and Values for Managers*, Himalaya Publishing House. 2012
2. Chakraborty, *Management Effectiveness and Quality of Work Life Indian Insight*, TMH, 2007.

**Supplementary Readings**

1. Indian Ethos and Values Essay Example For Students | ArtsColumbia  
<https://artscolumbia.org › Essays>
2. Indian Ethos & Values in Modern Management ;  
<https://himadri.cmsdu.org/documents/indianethos.pdf>
3. Indian Ethos and Management ISIB  
[Isib.co.uk/lms/wpcontent/uploads/2015/02/IndianEthosandManagement.pdf](http://Isib.co.uk/lms/wpcontent/uploads/2015/02/IndianEthosandManagement.pdf)
4. 3. Indian Ethos And Values In Management R Nandagopal and ... bvimsr  
[www.bvimsr.com/documents/publication/2012V4N1/15.pdf](http://www.bvimsr.com/documents/publication/2012V4N1/15.pdf)
5. Indian Ethos in Management RCCM Indore  
[rccmindore.com/wpcontent/uploads/2015/06/IndianEthosinManagement.pdf](http://rccmindore.com/wpcontent/uploads/2015/06/IndianEthosinManagement.pdf)

## Course Outcome

The completion of this course will result in

CO1: Enhancing the understanding of Ethics and Religious Values

CO2: Increasing capacities on Indian Ethos for Business Excellence

CO3: Managing stress in real world situations

CO4: Practicing yoga and meditation for better mental health

CO5: Exercising yoga and meditation for better physical health and social skills

CO6: Implementing the outcome of Yoga for Managerial Excellence

## Outcome Mappings

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

Semester – IV

**19BDLC406 : Behavioural Science and  
Communication Lab – Practical**

Credits: 2

Hours: 60

## Learning Objectives

The students should know:

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

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

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

### Unit–1 Creativity and Leadership (14 h)

Creativity – Creative thinking – Divergent thinking – Stages in Creative thinking. Leadership – Leadership Orientation – Task versus person orientation.

### Unit–2 Decision Making and Assertiveness (10 h)

Decision Making – Styles – Importance stages in decision making. Assertiveness – Assertiveness in communication – Benefits of assertiveness – Submissive Communication – Assertive Communication – Aggressive Communication.

### Unit–3 Ego States and Values (10 h)

Transaction analysis – Parent ego – Adult ego – Child ego – Characteristics. Values – Value system – Values in different cultures.

### Unit–4 Emotional Intelligence and Personality (12 h)

Emotional Intelligence – Components of Emotional Intelligence – Influencing Emotions – Handling relationships. Personality – Extraversion – Intraversion.

### Unit5 Communication Development Exercise (14 h)

Presentation Skill Development Exercise – Role Play – Resume Preparation – Spoken English Skill Development – Listening Skill Development Exercise – Communication Games – Team Building Activities.

## Tests

Test will be conducted through practicals on the following aspects:

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

### Course Outcomes

Upon completion of the course students will be able to

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

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

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

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

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

CO6: It helps to understand the dimensions of Decision making.

### Outcome Mappings

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

### 19BDLC 407 & 408 (DUAL SPECIALIZATION)

1. FINANCE	Management of Financial Services
2. MARKETING	Advertising and Sales Promotion
3. HUMAN RESOURCE	Management of Training and Development
4. PRODUCTION	Business Process and Re-Engineering
5. SYSTEMS	E-Commerce
6. INTERNATIONAL TRADE	International Marketing Management

Semester – IV **19BDLC 407/408 (1) Management of Financial Services**

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

### Learning Objectives

The main objective of this course:

LO1: To help the students to learn the various financial services.

LO2: To acquaint role of managers in financial services

LO3: To provide coherent knowledge of the theoretical and professional disciplines of banking and other services

### Unit–1 Indian Financial System (14 h)

Introduction – Structure of the Indian Financial System – Recent Developments – Financial services – Concept – Objectives – Importance – characteristics – Types of Financial Services – Regulatory Framework – Problems in Financial services sector.

### Unit–2 Merchant Banking and Consumer Finance (12 h)

Definition – Need for Merchant Banks – Functions – Role – Recent Developments and Challenges ahead – Categories of Merchant Bankers – Merchant Bankers' Code of Conduct – SEBI guidelines. Consumer Finance: Definition – Types – Credit Cards, Debit cards – Mechanics of Consumer Financing – Sources – Modes.

### Unit-3 Mutual Funds Concept and Regulations (10 h)

Introduction – Types – Advantages and Disadvantages – Mechanics of Mutual Fund Operations – Asset Management Company (AMC) – Net Asset Value (NAV) – SEBI’s New Regulations to Mutual Funds (1999).

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

**Capital Market:** Meaning – Functions – Importance – Players in Capital Market – Primary and secondary Capital Market. Money Market: Definition – Features – Money Market Instruments – Capital Market versus Money Market etc., NSE – OTCEI.

**Factoring Services:** Introduction – Mechanics of Factoring – Types – Advantages and disadvantages – Players in factoring services – Factoring Vs Bills Discounting – RBI GUIDELINES for factoring – Constrains of Factoring Services in India – Forfeiting.

### Unit5 Venture Capital and Credit Rating (10 h)

**Venture Capital:** Concept – Features – Forms of Venture Capital – Phases – Functions – Advantages – Venture Capital Institutions.

**Credit Rating:** Introduction – Rating Process – Credit Rating Agencies – CRISIL, ICRA, CARE – Credit Rating Symbols.

#### Text books

- 1) Avadhani.V.A Marketing of Financial Services of Markets, 4<sup>th</sup> edition , Himalaya publishing house ,Mumbai ,2011.
- 2) Gurusamy.S, Financial Services & Markets, Vijay Nicole Imprints Pvt.Ltd.2013.

#### Supplementary Readings

1. Khan,M.Y.,Financial Services,8<sup>th</sup> Edition,Tata McGraw Hill,New Delhi,2015.
2. Siddharth Sankar Saha,Indian Financial Systems And Markets,McGraw Hill, New Delhi,2013.
3. Ramagopal .C.'Management Of Financial Services'. Vikas Publishing House Pvt Ltd. 2014
4. Rajesh Kothari "Financial Services In India SAGE Publication Pvt Ltd 2010.
5. Thummurididdaiah" Financial Services. Pearson Education. 2011

#### Course Outcome:

Upon completion of the course students will be able to

CO1: understand the knowledge of basic financial services concepts and key functions of any services oriented and global business.

CO2: Acquire the effective skills of knowledge and professionally in financial market like mutual funds, venture capitalist.

CO3: understand the leadership quality and managerial skills in financial services industry.

CO4: Work collaboratively with others to solve applied problems in financial services.

CO5: Think critical and creatively to identify better solutions within business constraints.

CO6: Knowledge and cognitive skills to professionals and nonexperts involved with the financial services industry.

#### Outcome Mappings

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

**Learning Objectives**

The basic objective of this course is

LO1: To educate the students about advertising management concepts and fundamentals..

LO2: To enrich the students' knowledge in Psychological Principles and Ethical aspects of Advertising

LO3: To impart the skills to assess Media selection, Creativity and Advertising Agencies.

LO4: To identify the importance of Public Relations and Corporate Advertising.

**Unit–1 Advertising Fundamentals and Classification (14 h)**

Advertising – Concepts, objectives – Role of advertising in modern Business – Advertisement layout – components of layout – Economic aspects of Advertising – Evolution of IMC – Marketing Communication mix – High control message – Low control message – Strength and weakness of major IMC tools. Types and Classification of Ads – Advertising appeals: Humor, slice of life, Testimonials, Demonstrations, Problem solution, Talking heads, Characters, News, emotions – Persuasion matrix – Risks of using celebrity – Advertisement based on demand influence level – Advertisement based on audience – Advertisement based on timing of response – Advertisement based on geographic coverage.

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

Behavioral effects of advertising: Sensory level, Cognitive level, Personal and sociological level – Communication models: AIDA model, Hierarchy effect model – Innovation adoption model, Information processing Model, Operational model – DAGMAR philosophy – Unique selling proposition. Ethics in advertising – Advertising and Children – Advertising and cultural values – Advertising Standards Council of India.

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

Types of media: print, broadcast, outdoor, transit, internet and other media – Media plan – Media mix – Media Scheduling – Advertising budget – Methods of determining advertising appropriation – Computers in media planning. Creative process: Preparation, incubation, elimination, verification – Jingles –Thematic classification – Creative strategy evaluation – Copy writing – Advertisement evaluation: Pre–testing – Concept testing, Theme Testing, Copy Research – Post testing – Advertising agencies – types – functions – Selecting an agency – Client agency relationship – Agency compensation – Advertisement as a career.

**Unit–4 Sales Promotion (12 h)**

Sales Promotion – Objectives – Promotional mix – Consumer oriented sales promotion techniques: Sampling, couponing, Premiums, Contests and sweepstakes, Refunds and Rebates, Bonus Packs, Price – off deals, Event marketing, – Trade oriented sales Promotion: Trade allowances – Display aesthetics – Types of Displays – Managing displays – Point of purchase materials – Trade shows – Cooperative advertising – Salesman trade promotion: Sales force contest – Evaluation of Sales Promotion – Coordinating sales promotion and advertisement.

**Unit5 Public Relations and Corporate Advertising (10 h)**

Public relations – Integrating PR into the promotional mix – Establishing a PR plan – Advantages and disadvantages of PR – Measuring the effectiveness of PR – Publicity – The power of publicity – Control and dissemination of publicity – Objectives, types of corporate advertising.

**Text Books**

1. Sandra Moriarty, Nancy Mitchell, Charles Wood, and William D. Wells, Advertising: Principles and Practice, 11th Edition Pearson Education, New Delhi, 2019.
2. Kenneth E. Clow, and Donald E. Baack Integrated Advertising, Promotion, and Marketing Communications, 8<sup>th</sup> edition, Pearson Education, New Delhi, 2018.

### Supplementary Readings

1. George E Belch, Michael A Belch and Keyoor Purani Advertising And Promotion : An Integrated Marketing Communications Perspective, Mc Graw Hill, New Delhi, 2013.
2. A Nag, Sales And Distribution Management Mc Graw Hill, New Delhi, 2013.
3. Krishna K Havaladar and Vasant M Cavale Sales And Distribution Management Mc Graw Hill, New Delhi, 2017.
4. Sangeetha Sharma and Raguvir Singh, *Advertising Planning and Implementation*, PHI Learning, New Delhi, 2008.
5. Rajeev Batra, John G. Myers and David A. Aaker, *Advertisement Management*, PHI Learning, New Delhi, 2008.

### Course Outcome

Upon completion of the course students will have the ability to

CO1: Understand and learn to improve the cognitive skills in advertising fundamentals and its classification.

CO2: Apply the qualitative decision making knowledge on communication models which related to advertising.

CO3: Understand the way of media selection and functions of advertising Agencies.

CO4: Able to solve conflicts and maintain better interpersonal relationships among advertising agency and clients from domestic and globally.

CO5: Realize and incorporate competencies and knowledge with sales promotional techniques.

CO6: Work professionally in a team in any advertising agencies.

### Outcome Mappings

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

Semester – IV      **19BDLC 407/408 (3) Management of Training and Development**

Credits: 3  
Hours: 60

### Learning Objectives

The Objectives of this course are

LO1: To understand the concepts, principles and process of training and development

LO2: To provide an in–depth understanding of the role of Training in the HRD

LO3: To enable the course participants to manage the Training systems and processes and levels, tools and techniques involved in evaluation of training effectiveness.

### Unit–1 Introduction (14 h)

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

### Unit–2 Training Techniques (14 h)

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

### Unit-3 Career – Planning (10 h)

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

### Unit-4 MDP and Training Institutions (10 h)

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

### Unit5 MDP Institutions (12 h)

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

#### Text Books

1. Rao, PL., *HRD through InHouse Training*, Vikas Publishing House (P) Ltd., New Delhi, 1998.
2. Rolf Lynton and Udai Pareek, *Training for Development*, Sage Publications India (P) Ltd., New Delhi, 1990.

#### Supplementary reading

1. Raymond A. Noe, *Employee training and development*, Richard D. Irwin, Inc. Published: 2017
2. *Training and Development: Enhancing Communication and Leadership Skills*, by Steven A. Beebe, Timothy P. Mottet and K. David Roach, 2012
3. Dr. Ibraiz Tarique, *Seven Trends in Corporate Training and Development: Strategies to Align Goals with Employee Needs (FT Press Human Resources)*, 1st Edition, Pearson Ft press, 2014.
4. Dipak Kumar Bhattacharyya, *Training and Development: Theories and Applications*, Sage Publications Pvt. Limited, 2015.

#### Course Outcomes

Upon completion of this course the students will be able to

CO1: Understand various aspects of training techniques and career planning

CO2: Acquire the current training skill and knowledge .

CO3: Identify appropriate resources for learning about training ,research and practice.

CO4: Understand the various non training solutions to improve employee performance.

CO5: Generate young trainers to coach others.

CO6. Create and deliver motivating and effective training programs.

#### Outcome Mappings

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



**Learning Objectives**

- LO1: Understanding the role of BPR in organization
- LO2: Understand the phases of reengineering and implement effectively
- LO3: Perform network analysis and crashing in the projects
- LO4: Recognise the relationship between reengineering and TQM, CPI and reengineering
- LO5: Understand the Holonic concepts and its relationship with BPR

**Unit-1 Introduction (14 h)**

Introduction – Definition – Automation – Cost Benefit Analysis – Time Scale – Suitability.

**Unit-2 Project (10 h)**

Phases in Re-engineering – BPR Implementation – Project Characteristics – Project Life Cycle – Network Analysis – PERT/CPM.

**Unit-3 (10 h)**

Crashing – 3 R's of Re-engineering – Cross Functional team – Work Process Dimension – Quality and Re-engineering – CPI Versus Process Reengineering.

**Unit-4 TQM (12 h)**

TQM & Re-engineering – Simulation – Reengineering Software – Break through improvements – Job Redesign – Break Point.

**Unit5 Network (14 h)**

Holonic Concept – Holonic networks – Vertical network – Horizontal Network – Regional Network – Out of Necessity Networks – Self Promoted Networks – BPR Phases – BPR Opportunities Blue Print Business System – Perform the transformation – Pilot Project – Reengineering in Service Industry.

**Text Books**

- 1) R. Srinivasan, *Business Process Reengineering*, Tata McGraw Hill Education Pvt. Ltd., New Delhi, 2011.
- 2) R. Radhakrishnan, S. Balasubramian, *Business Process Reengineering: Text and Cases*, PHI Learning Pvt. Ltd., New Delhi, 2014

**Supplementary Readings**

- 1) Alexis Leon, *Enterprise Resource Planning*, Tata McGraw Hill Publishing Company Ltd., New Delhi, 2014.
- 2) Balasubramanian, K., S. UshaPriya and K. Hema, *Business Process Reengineering*, GIGO Publication, Trichy, 2003.
- 3) Charles W. Zamzow, *Business Process Reengineering*, 2010.
- 4) Henry J. Johnson, *BPR Strategies for Market Dominance*, Wiley publishers, 2009.
- 5) John Hamptan, *Business Process Reengineering*, Prentice Hall Publishing Ltd., New Delhi.

**Course Outcome****Upon completion of the course the students will be able to**

- CO1: Understanding the basics of BPR and its necessity in organisation
- CO2: Understand the phases of reengineering and effective implementation
- CO3: Perform network analysis and crashing in the projects
- CO4: Recognise the relationship between reengineering and TQM, CPI and reengineering
- CO5: Understand the Holonic concepts and its relationship with BPR
- CO6: Develop holonic network for various business and carryout BPR for various industries.

## Outcome Mapping

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

Semester – IV

19BDLC 407/408 (5) E–Commerce

Credits: 3

Hours: 60

### Learning Objectives

LO1: To introduce the students with the past, present and the future development of electronic commerce,

LO2: To Analyse the various IT research issues that are related to the development of electronic commerce

LO3: To understand the basic ECom business models and the associated technologies behind electronic systems.

LO4: To Evaluate and synthesis the competitive advantage of internet enabled business models through Porter's framework.

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

E–Commerce Frame work, Traditional Vs EBusiness applications – Unique features of eCommerce – eCommerce: A Brief history Major Categories of e–Commerce – B2C, B2B, C2B and C2C eCommerce Business Models Firm Value Chains and Firm value Webs Industry Value ChainBusiness Strategy Porters Model of Internet and Strategy.

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

Peer Networks The Internet: Technology Background The World Wide WebThe Internet and Web features Web Hosting Services – Web servers, Domain Naming Systems (DNS) – types – POP, IMAP – Accredited Registrars, Country Coded and Top level domains, Internet Regulatory organizations.

### Unit–3 Deploying ecommerce systems (10 h)

Building and Managing eCommerce Web SiteChoosing web server softwareChoosing the hardware for an eCommerce site toolsOnline security and payment systems ePayment systemsOnline banking systemselectronic fund transfer Mobile commerce – Web applications eCommerce in action.

### Unit–4 Consumers on Internet and Ecommerce business models (14 h)

Consumer Online: The Internet Audience Consumer BehaviorBasic Marketing concepts in eCommerceInternet Marketing TechnologiesB2C and B2B ECommerce Marketing and Branding StrategiesUnderstanding Ethical, Social and Political issues in eCommerceB2B Marketing. Online Retailing and ServicesOnline Financial ServiceOnline Travel Service Online Career ServiceOnline Content and publishing IndustryThe Online Entertainment IndustrySearch enginesMultimedia applications in InternetInternet television and Telephony applications.

### Unit5 Internet and society (10 h)

Social Networks and Online communitiesOnline AuctionseCommerce PortalsTrends in SCM and collaborative commerceNet MarketplacesPrivate Industrial NetworksCyber CrimeCyber patrolsOnline system Vulnerability Censoring InternetEthical and human rights perspectives.

### Text books

1. David Whiteley, E Commerce: Strategy, Technologies and Applications ,McGraw Hill Education (1 July 2017)
2. P. T. Joseph, ECommerce: An Indian Perspective, PHI Learning (30 November 2015)
3. Laudon, ECommerce 10/e , Pearson Education India; 10 edition (2016)

### Supplementary Readings

- 1) Bharath Bhaskar, *Electronic Commerce*, 3<sup>rd</sup> Edition, Tata McGraw Hill, New Delhi, 2007.
- 2) Efraim Turbon, Jae Lee, David King and H. Michael Chung, *Electronic Commerce, A Managerial Perspective*, Pearson Education Asia, 2001.
- 3) Gray Schneider, *Electronic Commerce, Thomson Course Technology*, 7<sup>th</sup> Annual Edition, Noida, 2009.
- 4) Joseph, P.T., *Electronic Commerce: A Managerial Perspective*, 3<sup>rd</sup> Edition, Prentice Hall of India Learning, New Delhi, 2008.
- 5) Kenneth C. Laudon and Carol Traver, *ECommerce: Business, Technology, Society*, 6<sup>th</sup> Edition, Pearson Education International, 2011.
- 6) Napier, Jdd, Rivers and Wagner, *Creating a Winning E-Business*, Thomson Learning, 2000.
- 7) Pandey, U.S., Rahul Srivastava and Saurabh Shukla, *E-Commerce and Its Applications*, 1<sup>st</sup> Edition, S. Chand, New Delhi, 2009.
- 8) Ward A. Hanson and Karthi Kalyanam, *Internet Marketing and Commerce*, First Edition, Thomson Southwestern, New Delhi, 2007.
- 9) Paul Phillips, *EBusiness Strategy*, Sultan Chand & Sons, New Delhi, 2011.

### Course Outcomes

After the completion of the course ,this course will increase

CO1: The knowledge of the students in understanding the development of ecommerce.

CO2: The ability of the students on understanding the applications of ecommerce

CO3: the knowledge on Understanding ecom business models and the associated technologies

CO4: the capacity of working with the internet enabled business.

CO5: the knowledge on IT and its advantages in business and for society development

CO6: communicative patterns and knowledge to communicate globally

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

**Learning Objectives**

LO1: Apply basic international marketing theories and concepts to understand the environment.

LO2: Able to evaluate and create sustainable strategies in global markets.

LO3: Apply knowledge gained in other courses to the understanding of marketing management in an international setting.

LO4: Able to address how to conduct international market development, such as market segmentation.

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

Global Perspective: Global – International Marketing – The International Marketing – Marketing Decision – Aspects of the Domestic and foreign environments – Developing Global awareness – Stages of International Marketing – Strategic Orientation – Domestic Market Extension – Multidomestic Market Orientation.

Trade Barriers – The Twentieth to the Twentyfirst Century – Multinationals – Balance of Payments – Protectionism – Trade Barriers – Easing Trade Restrictions – Competitiveness Act – General Agreement of Tariffs and Trade (WTO) – The International Monetary Fund and World Bank – Protests against Global Institutions.

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

Global Perspective: Equities and eBay – Culture gets in the way – Culture’s Pervasive Impact – Definition and Origins and Culture – Elements of Culture – Cultural Values – Rituals – Symbols – Beliefs – Thought Processes – Cultural Knowledge – Factual versus Interpretive Knowledge – Cultural Sensitivity and Tolerance – Culture, Management Style, and Business Systems – The Impact of American Culture on Management Style – Management Styles around the World – Authority and Decision Making – Management Objectives and Aspirations – Communication Styles – Formality and Tempo – PTime versus MTime – Negotiations Emphasis – Gender Bias in International Business – Business Ethics – Corruption Defined – the Western Focus on Bribery – Ethically and Socially Responsible Decision – Culture’s Influence on Strategic Thinking.

**Unit–3 The Political Environment (10 h)**

The Sovereignty of Nations Political Risks of Global Business – Economic risks political and social activity – World of Politics – Global Perspective. Emerging Markets: Marketing and Economic Development – Objectives of developing countries – Marketing a developing country – Developing countries and Emerging Markets – Strategic Implementation of Marketing.

**Unit–4 Global Marketing Management (10 h)**

Planning for Global Markets – Alternative Market Entry Strategies – Organizing for Global Competition – Products and Services for Consumers – Products and Culture – Analyzing Product Components for Adaptation – Marketing Consumer Services Globally – Brands in International Markets. Geography and Global Markets – Climate and topography – Geography, Nature and Economic Growth – Social responsibility and Environmental Management.

**Unit5 Assessing Global Market Opportunities (14 h)**

Breadth and Scope of International Marketing Research – Problems of gathering Primary data – Research in the Internet.

**Multinational Market Regions and Market Groups:** Global Markets and Multinational – Market Groups – European Union – North America Free Trade Agreement – Asian – Pacific Rim – Regional Trading Groups and Emerging Markets.

**International Marketing Channels:** Channel of Distribution Structure – Import Oriented Distribution Structures – Channel Control – Modern Channel Structure – Distribution.

**Implementing Global Marketing Strategies:** Negotiation with International Customers, Partners and Regulation – The Pervasive impact an culture on Negotiation Behaviour – Negotiation terms and preliminaries – After Negotiation.

### Text Books

1. International Marketing – Analysis & Strategy by Sak Onkvisit, John J Shaw, 4<sup>th</sup> Edition, Routledge, 2004.
2. Philip R. Cateora, John Graham and Mary C Gilly, International Marketing, 16<sup>th</sup> Edition, McGraw hill, New Delhi, 2017.

### Supplementary Reading

1. Cateora, Philip R. and Graham John L.(2005). International Marketing. Tata McGraw Hill Edition.
2. Kotabe Masaaki and Helsen Kristiaan (2nd Edition, 2001). Global Marketing Management. John Wiley & Sons (Asia) Pte Ltd.
3. Richard Fletcher and Heather Crawford, International Marketing: An Asia Pacific Perspective, 7<sup>th</sup> Edition, Pearson Education, New Delhi, 2017.
4. Terpstra, Vern and Sarathy, Ravi (2000). International Marketing. The Dryden Press, Chicago.
5. Varshney, R. L. and Bhattacharya, B. (2001). International Marketing: An Indian Perspectives. Sultan Chand, New Delhi.
6. Warren J Keegan and Mark C Green, Global Marketing, 9<sup>th</sup> Edition, Pearson education, New Delhi, 2017.

### Course Outcome:

Upon completion of the course, the student will

CO1: Remember theoretical and practical competencies in international marketing management.

CO2: Understand the marketing tools and strategies in the context of latest technology and intensive global markets.

CO3: Demonstrate the planning of marketing activities on foreign markets

CO4: Create the strategies for international business environments that firms utilize when marketing their products in foreign countries.

CO5: Display how to conduct international market development, such as market segmentation.

CO6: Apply personal and interpersonal skills appropriate to being an effective member of an international marketing team.

### Outcome Mappings

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

**ASSESSMENT PATTERN**  
Continuous Internal Evaluation (25 Marks)

Bloom's Category Marks (out of 25)	Test	Assignment	Seminar	Non CIA		
				Activities	Industrial Visit	Quiz
Knowledge	√					√
Comprehension	√	√	√		√	√
Apply			√	√		
Analyze	√					√
Evaluate	√					
Create	√		√	√		

End Semester Examination (75 Marks)

Bloom's Category Marks	Test (75 Marks)
Knowledge	
Comprehension	
Application	
Analysis	
Synthesis	
Evaluation	
Creation	