

ANNAMALAI  **UNIVERSITY**
Annamalainagar – 608 002

DEPARTMENT OF BUSINESS ADMINISTRATION

MBA (International Business Management)
(FULL-TIME)

(2018 - 2019)

HAND BOOK

ANNAMALAI UNIVERSITY
DEPARTMENT OF BUSINESS ADMINISTRATION
MASTER OF BUSINESS ADMINISTRATION (MBA)
(2018–2019)

REGULATIONS

M.B.A. (International Business Management)

MASTER'S PROGRAMME

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

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

Value Added Courses will be suggested by the respective Faculty departments. Value Added Courses may be distributed in all four semesters.

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

SEMESTERS

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

Odd Semester: July to November (90 Working days)

Even Semester: December to April (90 Working days)

CREDITS

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

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

COURSES

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

COURSE WEIGHT

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

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

One credit for each lecture period per week

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

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

Two credits for project work / dissertation is minimum. It is subject to changes depending upon the programme.

Two credits for Comprehensive Viva.

ELIGIBILITY FOR ADMISSION

A candidate who has passed the Bachelor's Degree (10 + 2/3/5 + 3/4) in any subject including the Professional Courses of this University or an examination of any other University accepted by the Syndicate as equivalent thereto.

GRADING SYSTEM

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

DURATION

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

STRUCTURE OF THE PROGRAMME

The Master's Programme consists of:

- Core courses which are compulsory for all the students
- Elective courses which the students can choose among the various departments for the respective Faculty for all four semesters. Elective Courses will be allotted after counselling by a committee of the Head of the Departments under the chairmanship of the Dean.
- Value Added Courses which students can choose amongst from courses approved in other faculties during even semesters (Second & Fourth)
- Dissertation / Project Work / Inplant Training / Field work, which can be done in an organization (Government, Industry, Firm, Public Enterprise etc.) approved by the concerned department.

SWAYAM MOOC

Students are encouraged and permitted to do any one course relevant to a particular semester from the Massive Online Courses (MOOC) offered in SWAYAM Portal.

Students need to get required permission from the concerned Head of the Department and the SWAYAM Coordinator of the department before registering for the course.

On successful completion of the course & on submission of relevant course completion certificate, the credits may be transferred in that particular semester.

ATTENDANCE

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

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

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

Attendance %	Marks
90 and more	5
80-89	4
70-79	3

EXAMINATION

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

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

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

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

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

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

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

EVALUATION

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

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

MARKS AND GRADING

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

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

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

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

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

GRADING

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

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

The Successful candidates are classified as follows.

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

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

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

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

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

Test ————— 10 Marks

Assignment/ Seminar/ Case Study/	—	10 Marks
Role Play/ Viva Voce / Short Answers	—	5 Marks
Attendance	—	25 Marks
Total	—	3200 Marks
The total marks for the entire programme		

COURSE-WISE LETTER GRADES

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

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

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

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

When new Value Added Course is chosen in the place of failed course, the failed course will be indicated as dropped in the subsequent grade card.

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

GENERAL

Applied project work is mandatory for all the students in the second semester.

Project Internship training (major project) in a company for 45 days by students is compulsory. The project develops research bent of mind among them. The students can select any topic in functional areas. The faculty acts as internal guide.

Department Library is equipped with 5000 volumes and a number of journals and back volumes. Laboratory and Computer wing function from 10.00 AM to 5.00 PM.

Facilities offered in the department

- Placement Assistance
- Use of Internet and Computers
- Use of Electronic Gadgets in Classrooms
- Case Study Workshops and Consultancy Training
- Short and Long Industrial Tours
- Nominating students in Inter College and University Management Development Programmes
- Entrepreneurial Training Programmes
- Guest Lectures by corporate leaders
- Project Contest.

MBA (INTERNATIONAL BUSINESS) PROGRAMME

Programme Specific Objectives:

Annamalai University is a pioneering institution in providing Business administration Programme with the following major objectives

1. To inculcate basic managerial Theoretical concepts and skills
2. To impart functional management knowledge with Export and Import documentation.
3. To enhance the knowledge in Theoretical models in International Business.
4. To develop skills of Information Technology application on International Business.
5. To provide strategic, Ethical Decision making skills.

Programme Specific Outcomes

After Completion of MBA(International Business), Students:

1. Will develop team player skill by channelizing different functions of management
2. Will understand the application of Information Technology in International Business.
3. Will apply appropriate theoretical models in International Business.
4. Will evolve as strategic ethical leader.
5. Will communicate effectively and efficiently in retailing products from Rural to Global.

PSO1: Display competencies and knowledge in the key business functions with a special focus on financial management

PSO2: Acquire the knowledge of Accounting Software and develop competency to work

PSO3: Understand the various behavioral theories on Financing, Investing & Dividend decisions that impact the growth of the firm

PSO4: Have an in depth knowledge on various services and products of Banking and Insurance

PSO5: Apply quantitative and qualitative decision making skills to financial problems

PSO6: Analyze the financial performance of an organization applying various tools that aid in decision making

PSO7: Enhance their knowledge on various financial markets and services to work proficiently with financial markets and institutions

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	PSO 8	
CO1																					
CO2																					
CO3																					
CO4																					
CO5																					
CO6																					

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

Semester	Course No.	Course Code	Course Title	Course Type	Credit	University Exam Marks	Internal Marks	Total Marks
I	1.	ABUS26 -101	Management Process	Core	2	75	25	100
I	2.	ABUS26 -102	Managerial Economics	Core	2	75	25	100
I	3.	ABUS26 -103	Organizational Behaviour	Core	2	75	25	100
I	4.	ABUS26 -104	Accounting for Managers	Core	2	75	25	100
I	5.	ABUS26 -105	Elective	Elective	3	75	25	100
I	6.	ABUS26 -106	Computer Applications in Management	Core	2	75	25	100
I	7.	ABUS26 -107	Project Entrepreneurship and Small Business Management	Core	2	75	25	100
I	8.	ABUS26 -108	Research Methodology	Core	2	75	25	100
I	9.	ABUS26 -109	Comprehensive Viva –voce (Industrial Visits and Subjects)	Core	3	75	25	100
			Total		20	675	225	900
II	10	ABUS26 -201	Financial Management	Core	2	75	25	100
II	11.	ABUS26 -202	Marketing Management	Core	2	75	25	100
II	12.	ABUS26 -203	Human Resource Management	Core	2	75	25	100
II	13.	ABUS26 -204	Production and Materials Management	Core	2	75	25	100
II	14.	ABUS26 -205	Elective	Elective	3	75	25	100
II	15.	ABUS26 -206	Decision Support System and Management Information System	Core	2	75	25	100
II	16.	ABUS26 -207	Export–Import Procedures, Documentation and Logistics	Core	3	75	25	100
II	17.	ABUS26 -208	International Economics	Core	3	75	25	100
II	18.	ABUS26 -209	Lab for statistical packages on business decision	Core	2	75	25	100
II	19.	ABUS26 -210	Project and Viva-voce (Exposure to Small and Medium Enterprises)	Core	3	75	25	100
			Total		24	750	250	1000
			Value Added Course	Carries Additional Credits				
III	20.	ABUS26 -301	Operations Research	Core	2	75	25	100
III	21.	ABUS26 -302	Introduction to Business Analytics	Core	2	75	25	100
III	22.	ABUS26 -303	Business Legislations	Core	2	75	25	100
III	23.	ABUS26 -304	International Business and Export Management	Core	2	75	25	100
III	24.	ABUS26 -305	Elective	Elective	3	75	25	100
III	25.	ABUS26 -306	Soft Skills	Core	3	75	25	100
III	26.	ABUS26 -307	Foreign Trade Policy	Core	3	75	25	100
III	27.	ABUS26 -308	Information Technology and E-Commerce	Core	3	75	25	100
III	28.	ABUS26 -309	Project and Viva- voce (Industrial Visits and Subjects)	Core	4	75	25	100

			Total		24	675	225	900
IV	29.	ABUS26 -401	Retailing and Rural Marketing	Core	2	75	25	100
IV	30.	ABUS26 -402	Business Policy and Strategic Management	Core	2	75	25	100
IV	31.	ABUS26 -403	Logistics and Supply Chain Management	Core	2	75	25	100
IV	32.	ABUS26 -404	Indian Ethos and Values	Core	2	75	25	100
IV	33.	ABUS26 -405	Elective	Elective	3	75	25	100
IV	34.	ABUS26 -406	Behavioural Science and Communication Lab – Practical	Core	2	75	25	100
IV	35.	ABUS26 -407	International Marketing Management	Core	3	75	25	100
IV	36.	ABUS26 -408	International Financial Management	Core	3	75	25	100
IV	37.	ABUS26 -409	Comprehensive Viva-voce (Industrial Visits and Subjects)	Core	3	75	25	100
			Total		22	675	225	900
			Value Added Course	Carries Additional Credits				
			Grand Total		90	2775	925	3700

Note :

1. Industrial Visits /Educational Tour Reports and subjects will be evaluated and examined in the viva.
2. Syllabus for MBA Programmes **Appendix I**
3. The Elective Courses offered by Business Administration Department from Semester I to Semester IV are enclosed in **Appendix II**
4. An Elective Course has to be chosen by a student as per his / her choice. Elective Courses offered by various Departments for the Two Year PG Programmes from Semester I to Semester IV are enclosed in **Appendix III**.
5. Value Added Courses offer during IInd and IVth Semester – **Appendix IV**

APPENDIX – I

SYLLABUS

M.B.A. (INTERNATIONAL BUSINESS MANAGEMENT)

(CHOICE BASED CREDIT SYSTEM)

FIRST YEAR : FIRST SEMESTER

MBAC 101: Management Process

Learning Objectives

The objective of this course is

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

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

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

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

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

Course Outcomes

Upon completion of the course students will be able to

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

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

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

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

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

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

Unit-1 Introduction

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

Unit-2 Planning

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

Unit-3 Organising

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

Unit-4 Staffing and Directing

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

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.

References

- 1) Bhushan, Y.K., *Fundamentals of Business Organization and Management*, Sultan Chand & Sons, New Delhi, 2013.
- 2) Gupta, C.B., *Management Theory and Practice*, Sultan Chand & Sons, New Delhi, 2011.
- 3) Heinz Wehrich, and Mark V. Cannice, Harold Koontz, *Management*, (12th Edition) Tata McGraw Hill, New Delhi, 2008.
- 4) Radha R Sharma, *Change Management and Organizational Transformation*, 2nd Edition, McGraw Hill, New Delhi, 2012.
- 5) Ramasamy. T., *Principles of Management*, Himalaya Publishing House, Mumbai, 2004.
- 6) Samuel C. Certo and S. Trevis Certo, *Modern Management*, PHI learning, New Delhi, 2008.
- 7) Stoner J., *Management*, 6th Ed., New Delhi, Prentice Hall of India, 1996.
- 8) Williams Chuck, *MGMI, Cengage Learning*, New Delhi, 2013.

Outcome Mapping

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

MBAC 102 : Managerial Economics

Learning Objectives

The Objective of this course is

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

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

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

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

LO5: To impart knowledge in profit analysis towards business operation

Course Outcomes

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

- CO1:** Understand the role of Economic theory and concepts in Management Decision
- CO2 :** Analyse the situations challenging the management environment in an
- 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
- CO6:** Manage any situation arising in Business environment.

Unit-1 Basic Concepts

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

Unit-2 Cost Analysis

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

Unit-3 Pricing Decisions

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

Unit-4 Profit Analysis

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

Unit-5 Macro Economics and Business Decision

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

References

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

Outcome Mapping

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

MBAC103 : Organizational Behaviour

Learning Objective

The objective of this course is to

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

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

Policies for effective performance.

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

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

LO5: To provide the concepts of leadership conflict organizational change.

Course Outcome

Upon completion of the course students will be able to

CO1: Understand individual behavior in organizations, including diversity, attitudes.

CO2: Study job satisfaction, emotions, moods, personality, values, perception, decision making, and motivational theories.

CO3: Recognize group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.

CO4: Unleash the organizational system, including organizational structures, culture, human resource and change.

CO5: Analyze the Leadership characteristics, organizational conflicts

CO6: Know the importance of organizational change.

Unit –1 Organizational Behaviour: An Overview

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

Unit-2 Learning-Attitudes-Values and –Job Satisfaction

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

Unit –3 Personality & Personality Attributes -Perception -Creativity

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

Unit-4 Motivation-Culture-Group Dynamics

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

Unit-5 Leadership-Conflict-Organizational Change

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.

References

- 1) Debra L. Nelson, James Campbell Quick, Preetam Khandelwal, *Organizational Behavior*, Cengage Learning, New Delhi, 2012.
- 2) Jarold Greenberg, Robert A Baron, *Organizational Behavior*, PHI Learning, New Delhi, 2010.
- 3) John Newstrom, Keith Davis, *Organizational Behavior – Human Behaviour at Work*, Tata McGraw Hill Publication, New Delhi, 2006.
- 4) Kavita Singh, *Organizational Behavior*, Pearson, New Delhi, 2012.
- 5) Margie Parikh, Rajen Gupta, *Organizational Behavior*, Tata McGraw Hill, New Delhi, 2010.
- 6) Ricky W. Griffin, Gregorej Moorhead, *Organizational Behavior*, Biztantra, New Delhi, 2009.
- 7) Stephen P. Robbins, Timothy Judge, *Organizational Behavior*, Phi Learning, New Delhi, 2007.
- 8) Thomas Kalliath, Paula Brough, Michael O'Driscoll, Mathew J Manimalla, O1.Ling Siu, *Organizational Behavior*, Tata McGraw Hill, New Delhi, 2011.

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	
C01	√												√							
C02		√					√							√						
C03							√									√				
C04																	√			
C05							√											√		
C06							√												√	

MBAC104: Accounting for Managers

Learning Objectives

- LO1: To acquaint the students with the various concepts, techniques of accounts methods**
LO2: To analyse the process of accounting data analysis and interpretation.
LO3: To help the student take decision making in the areas of management accounting.

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

analysis

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

Course Outcomes

Upon completion of the course students will be able to

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

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

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

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

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

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

Unit-1 Introduction to Management Accounting and Financial Accounting

Introduction – Principles – Concept – Accounting conventions – Management accounting – Its origin – Role – Function – Growth – Cost accounting – Financial accounting – Difference between various accounting – Financial Accounting – Journal – Ledger – Trail Balance – Trading – Profit and Loss account – Balance sheet. (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

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

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

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

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).

References

- 1) **Bhattacharya. Ashishik, *Financial Accounting for Business Managers*, Prentice Hall of India, 2003.**
- 2) **Gunasekaran, E., *Accounting for Management*, Lakshmi Publication, Chennai, 2012.**
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- 4) **Maheswari, S.N., *Corporate Accounting for Managers*, Vikas Publishing House, New Delhi, 2004.**
- 5) **Maheswari, S.N., *Financial and Cost Accounting*, Sultan Chand Pub., New Delhi, 2003.**
- 6) **Pandikumar, *Management Accounting*, Excel Books, New Delhi, 2008.**
- 7) **Sharma. R.K. and Shashi. K. Gupta, *Management Accounting*, Kalyani Publishers, 2004.**

- 8) Srinivasan, N.P. and M. Sakthivel Murugan, *Accounting for Management*, S. Chand & Co., New Delhi, 2004.

Outcome Mapping

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

MBAC 106 : Computer Applications in Management

Learning Objectives

The Learning Objectives of the course is

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

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

LO3: To enable data processing concepts and its applications.

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

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

Course Outcome

Upon completion of the course the students will be able to

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

Unit-1 Computer Fundamentals

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

Unit-2 Software Development applications

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

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

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

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

References

- 1) **Alexis Leon and Matuews Leon, *Fundamentals of Information Technology, Leon Tech World, New Delhi, 2008.***
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- 6) **Ramesh Behl, *Information Technology for Management, Tata McGraw Hill, New Delhi, 2012.***
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PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
CO1				√					√				√							
CO2		√		√	√							√	√			√			√	
CO3			√	√				√				√	√			√		√		
CO4				√									√		√				√	
CO5				√	√		√							√						
CO6	√			√		√		√			√	√		√		√	√	√	√	√

MBAC 107 : Project, Entrepreneurship and Small Business Management

Learning Objectives

The objective of this course is to

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

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

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

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

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

Course outcomes

Upon completion of the course students will be able to

CO1: Understand and get skill on Project management tools and Information system used in a project.

CO2: Impart knowledge on infrastructure project and project identification methods that are practiced in Indian and Global scenario.

CO3: Improve cognitive skills on project delays and to resolve conflict in a project.

CO4: Understand the role of entrepreneur and ethical practice in Indian and global scenario.

CO5: Develop the leadership skills, communication skills and the ability to work with a project team.

CO6: Impart knowledge on Training institute and financial institution that assist the small scale industry in the sustainable development.

Unit-1 Project Planning

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

Unit-2 Project Feasibility and Project Finance and Evaluation

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

Unit-3 Introduction to Entrepreneur

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

Unit-4 Entrepreneurship Environment and Challenges

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

Unit5 Small Business Management

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

References

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

- 2) **Gobal Krishnan, P. & V.E. Ramamoorthy**, *Project Management*, **MacMillan India Ltd**, New Delhi, 2006.
- 3) **Khanka, S.S.**, *Entrepreneurial Development*, **S. Chand & Company**, New Delhi, 2008.
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Outcome Mapping

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

MBAC 108 – Research Methodology

Learning Objective

The objective of this course is

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

LO2: To provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

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

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

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

Course Outcomes

Upon completion of the course students will be able to

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

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

CO3: Evaluate research problems and various research designs,

CO4: Formulate hypotheses and develop statistical models

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

CO6: Develop proficiency in using SPSS for Data analysis.

Unit-1 Introduction to Research and Research Methodology

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

Unit-2 Data Collection

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

Unit-3 Research Tools

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

Unit-4 Application of Statistics in Research

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

Unit5 Report Preparation

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

References

- 1) Kothari, C.R., *Research Methodology*, New Age International (P) Ltd, New Delhi, 2004.
- 2) Arora, P.N. & S. Arora, *Statistics for Management*, S. Chand & Company Ltd., New Delhi, 2007.
- 3) Bhandarkar Wilkinson Laldas, *Methodology and Techniques of Social Research*, Himalaya Publishing House, Mumbai, 2004.
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Outcome Mapping

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

**MBAC 109 : Comprehensive Vivavoce
(Industrial Visits and Subjects)**

MBAC 201 : FINANCIAL MANAGEMENT

Learning Objective

The basic purpose 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.

Course outcome

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

CO2: Describe the characteristics of various sources of long-term financing.

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

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

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

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

Teaching Methods

Lectures and Seminar Presentation.

Students are to be examined on theoretical aspects 80% and problem aspects 20%.

Unit-1 Introduction to Financial Management

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

Unit-2 Long - Term Financing

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

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

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).

Unit-5 Cost of Capital and Dividend Policy Decision

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.

References

- 1) **Prasanna Chandra**, *Financial Management: Theory and Practice*, **Tata McGraw Hill**, 2012.
- 2) **Chandra Prasanna**, *Financial Management – Theory and Practice*, **Tata McGraw Hill Publishing Co.**, 4th ed., **New Delhi**, 2007.
- 3) **Eugene F. Brigham & Joel F. Houston**, **Fundamentals of Financial Management**, **Cengage**, 2011.
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Outcome Mapping

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

MBAC 202 : MARKETING MANAGEMENT

Learning Objectives

This course focuses

- LO1: To familiarize with the various concepts in marketing**
- LO2: To acclimatize the students about the marketing environment**
- LO3: To understand consumer behaviour**
- LO4: To analyse the factors influencing consumer decision**
- LO5: To develop the ability to design best marketing strategy**

Course Outcome

After completion of the course students will be able to

- CO1: Familiar into marketing concept and environment.**
- CO2: Built the Critical approach and analyze the market and segmenting markets.**
- CO3: Well communicate the authorities about the buyer's opinion towards promotional as well as marketing mix strategies.**
- CO4: Analyze the innovative market information and derive insights.**

- C05: Construct the suitable marketing strategies after evaluating the current trend about new products and copyrights.**
- C06: Teach the ethics of marketing to the corporate world and also can explore the purchase decision process .**

Unit-1 Marketing and its Environment

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

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

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

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.

Unit-5 Consumer Behaviour and CRM

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

References

- 1) **Carl Mc. Daniel, Charles W. Lamb and Joseph F. Hair, *MKTG, Cengage Learning, New Delhi, 2011.***
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- 8) Ramaswamy, V.S. and S. Namakumari, *Marketing Management, Global Perspective Indian Context*, Macmillan, New Delhi, 2009.
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Outcome Mapping

PO/CO	Programme Outcomes												Programme Specific Outcomes							
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CO1				√											√					
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MBAC 203 : HUMAN RESOURCE MANAGEMENT

Learning Objectives

The objective of the course is

LO1: To introduce the basic concepts to understand the importance of Human Resource Management

LO2: To provide understanding of the various functions of Human Resource Management

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

Course Outcomes

Upon completion of the course students will be able to

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

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

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

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

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

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

Unit-1 Introduction

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

Unit-2 Job Analysis, Job Design and Human Resource Planning

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

Unit-3 Training and Performance Appraisal

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

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.

Unit-5 Quality of work life and Participative Management

Scope and ways of Participation – Staff council, Joint council, Collective bargaining, Job enlargement/enrichment, Suggestion schemes and Quality circle – Total quality management – Structure of Participative management – Nature and benefits of participation – Managing diversity – Gender 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.

References

- 1) Aswathappa K., and Sadhna Dash, *International Human Resource Management*, 2nd Edition, Mc Graw Hill, New Delhi, 2013.
- 2) Aswathappa, K., *Human Resource Management*, McGraw Hill, 2013.
- 3) Cynthia D. Fischer, Lyle F Schoenfeldt, James B Shaw, *Human Resource Management*, Biztantra, New Delhi, 2004.
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Outcome Mapping

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

MBAC 204 : PRODUCTION AND MATERIALS MANAGEMENT

Learning Objectives

The objective of this course is,

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

Course Outcomes

Upon completion of the course students will be able to,

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

Unit-1 Production Function

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

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

Unit-2 Plant Layout and Maintenance

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

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

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

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

Unit-5 Store and Purchase Function

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.

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- 1) Adam, EE & Ebert, R., *Production and Operations Management*, PHI Learning, 6th ed., New Delhi, 1995.
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- 3) Chary, S.N., *Production and Operations Management*, Tata McGraw Hill, New Delhi, 1999.
- 4) Dutta, A.K., *Integrated Materials Management*, New Delhi, PHI Learning, 2000.
- 5) Gopalakrishnan Sundaresan, *Materials Management*, PHI Learning, New Delhi, 2003.
- 6) Nair, N.K., *Purchasing and Materials Management*, Vikas Publishing House, New Delhi, 2005.
- 7) Paneer Selvam, R., *Production and Operations Management*, PHI Learning, 2007.
- 8) Shridhara Bhat, K., *Production and Materials Management*, Himalaya Publishing house, Mumbai, 2003.

Outcome Mapping

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

MBAC 206 : DECISION SUPPORT SYSTEM AND MANAGEMENT INFORMATION SYSTEM

Learning Objective

The learning objective of the course is

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

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

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

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

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

Course Outcome

Upon completion of the course the students will be able to

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

Unit-1 Basic MIS and DSS concepts

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

Unit-2 Design and development of MIS and DSS

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

Unit-3 Infrastructure for MIS and DSS

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

Unit-4 MIS in Functional Components and System Security

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

Unit-5 IT infrastructure Management

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

References

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- 2) **Efrem G. Mallach.**, *Decision Support Systems and Data Warehouse Systems*, 10th Edition,Tata McGraw-Hill ltd,New Delhi 2011

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- 7) **Kennet C. Laudon, and Jane P.Laudon.**, *Management Information Systems-Managing Digital Firms*, **12th Edition, Prentice Hall of India., New Delhi, 2011.**
- 8) **Rajesh Ray.**, *Enterprise Resource Planning Text & Cases*, **Sultan Chand & Sons, New Delhi, 2011.**
- 9) **Vicki L. Sauter**, *Decision Support Systems for Business Intelligence*, **Wiley, 2nd Edition, 2011.**

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	
C01		√		√			√		√			√	√	√						
C02		√		√		√						√	√	√				√		
C03		√		√					√				√	√		√	√			√
C04	√			√	√	√	√	√	√		√	√		√	√		√	√		
C05	√		√	√	√		√		√		√	√		√	√	√		√		
C06	√		√	√	√	√		√	√	√	√	√		√		√				

**MBAI 207 : EXPORT-IMPORT PROCEDURES,
DOCUMENTATION AND LOGISTICS**

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.

Course Outcome

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

- CO1: Understand the Export and Import procedures in International Trade.**
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
CO6: Builds the confidence to do his own business

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

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 Long-term 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

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

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

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

Unit-5 Air / Sea Transport and Freight

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

References

- 1) **Bhalla, V.K. and S. Ramu, *International Business Environment and Management, 5th ed., Anmol Pub. (P) Ltd., New Delhi, 2001.***
- 2) **Francis Cherulliniam, *International Business, Wheeler Publication, New Delhi, 2000.***
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- 4) ***Government of India Handbook of Import-Export Procedures, Anupam Publishers, New Delhi, 2002.***
- 5) **Nair, S.K., *Contract Management, Vrinda Publication, New Delhi, 2005.***
- 6) **Paras Ram, *Export: What, Where and How, Anupam Pub., New Delhi, 1995.***
- 7) **TAS Balagopal, *Export Management, Himalaya Publishing House, Mumbai, 2013.***

Outcome Mapping

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

MBAI 208 : INTERNATIONAL ECONOMICS

Learning Objectives

The Objectives of the Course are:

LO1: To acquaint the students with concept and techniques used in economic theory

LO2: To enable them to apply this knowledge in business decision – making.

LO3: To understand the changes in the nature of business firms in the context of globalization.

Course Outcome

The completion of this course will result in

CO1: Enhanced basic International Trade practices

CO2: Better Commercial Policies on International Trade

CO3: Enriched on Export and Import Policies

CO4: Increased capacities on Foreign Exchange Economic Development

CO5: Better understanding on Foreign Trade

CO6 Realize Foreign various Aids in Economic Development

Unit-1 Introduction to International Trade

Theory of International Trade-Inter – regional Vs. International trade – The Theory of comparative cost – Haberler’s Theory of opportunity cost – The modern Theory of Factor Endowments: The H.O. theorem – The Leontief paradox – Economic Growth and International trade – International Financial Institutions and Trade Policies – International Monetary Fund (IMF) – The World Bank (IBRD).

Unit-2

Commercial Policy – Free Trade Vs. Protection – Tariffs – Import Quotas – International Economic Integration – Customs union – Free Trade : Merits and Demerits – Protection – Merits and Demerits – Balance of payments policy – Internal and External Balance – Foreign Trade Multiplier.

Unit-3 EXIM Policy

Exchange control and EXIM Policy – Exchange Control – Objectives, Methods, Merits, and Demerits – Recent EXIM Policy of India – Theories of Balance of payments – The Elasticity Approach, the Absorption Approach, and Monetary approach - The General Agreement on Tariffs and Trade (GATT) – UN Conference on Trade and Development (UNCTAD).

Unit-4 Foreign Exchange

Foreign Exchange and Policy – Theories of Foreign Exchange Rate: The Mint Par Parity Theory: The purchasing power parity theory; -causes of changes in the exchange rate – Fixed Exchanges Rates – Flexible Exchange Rates – Globalization of Trade Policies.

Unit-5 Foreign Trade and Economic Development

International Economic Relations – Foreign Trade and Economic Development – Commercial policy and Economic Development – Terms of Trade and Economic Development – Foreign Aid in Economic Development – The Euro Dollar Market – International Liquidity – Private Foreign Investment and Multi-Nationals – Foreign Capital and Technology – Asian Development Bank (ADB) – WTO (World Trade Organization) – Liberalization.

References

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Outcome Mapping

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

MBAC 209: LAB FOR STATISTICAL PACKAGES ON BUSINESS DECISION

Learning objectives

LO1: To introduce statistical software program used for data management and data analysis and learn how to perform basic statistical analyses.

LO2: To provide data transferable skills to students so that they can summarize and interpret the research findings.

LO3: To utilise strong analytical skills and apply tools required for professional practices.

LO4: To use current techniques, skills and tools necessary for comparisons and correlations.

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.**

Unit-1 Introduction – Basic Research Process

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

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

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

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

Unit-5 ANOVA and Design of Experiments

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

References

- 1) **Kothari, C.R., *Research Methodology*, New Age International Pvt. Ltd., Publishers, New Delhi, 2004.**
- 2) **Naresh Malhotra, *Marketing Research*, Pearson Publication, 7th Edition, 2012, New Delhi.**
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Outcome Mapping

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

**MBAC 210 : PROJECT AND VIVA-VOCE
(EXPOSURE TO SMALL AND MEDIUM ENTERPRISES)**

Course Objective

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

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

Guidelines

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

MBAC 301 : OPERATIONS RESEARCH

Learning Objectives

The Objective of this course is

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

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

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

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

Unit-1 Introduction

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

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

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

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.

Unit-5 Replacement Models

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.

References

- 1) Budnik, Frank S. Dennis MgKaney and Richard Mojena, *Principles of Operations Research*, All India Traveller Bookseller, New Delhi, 1995.
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Mapping of Course Outcomes with Programme Outcomes and Programme Specific Outcome

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

MBAC 302 : CASE STUDY AND ANALYSIS

Learning Objectives

The Objective of this course is

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

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

LO3: To develop Case Studies for problem solving

LO4: To impart knowledge on the inventory models

Course Outcomes

Upon completion of the course, the student will

CO1: Critically think the concepts of Management through Case Analysis

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

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

CO4: Understand the application of Queuing Theory

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

Unit–I : Case Study Fundamentals

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

Unit–II : Case Development and Analysis Techniques

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

Unit–III : Case Study Steps

Titling – Introduction – Synopsis – Case Premisses – Problem Identification – Central Issue – Analysis – Alternatives/Strategies Development – Feasibility Study (SWOT) – Selection

of Best Alternatives/Strategy – Action Planning – Recommendation/Suggestion – Predicted Outcome – Conclusion.

Unit-IV: Cases in Management

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

Unit-V : Contemporary Cases

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

References

- 1) **Amita Mital.**, *Cases in Strategic Management, Volume II*, **McGraw Hill**, New Delhi, 2013.
- 2) **Anu SinghLather, and Meenakshi Handa**, *Cases in Management*, **Wisdom Publications**, Delhi, 2009.
- 3) **Edd Applegate and Art Johnsen.**, *Cases in Advertising & Marketing Management*, **Pinnacle**, New Delhi, 2010.
- 4) **Madhavi. C.**, *Knowledge Era – Business Cases*, **Scitech Publications (India) Pvt. Ltd.**, 2006.
- 5) **Marianne M. Jennings**, *Cases in Business Ethics*, **Cengage Learning**, New Delhi, 2008.
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Outcome Mapping

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

MBAC 303 : BUSINESS LEGISLATIONS

Learning objectives

The Objectives of this course are

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

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

LO3: To develop in the student acceptable attitudes and viewpoints with respect to business ethics and social responsibility.

Course Outcomes

Upon completion of this course the students will be able to

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

Unit-1 Contract

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

Unit-2 Special Contract

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

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

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.

Unit-5 Corporate Secretarial Practices

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.

References

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

Outcome Mapping

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

MBAC 304 : INTERNATIONAL BUSINESS AND EXPORT MANAGEMENT

Learning objectives

The 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.

Course Outcomes

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

Unit-1 Theories of International Trade and Nature of International Business and BOT/BOP

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

Unit-2 Export Procedure and Export Documents and Tariff

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

Unit-3 International Finance and Foreign Exchange Market

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

Unit-4 Export Marketing and Pricing

Export marketing, Export pricing, costing and packaging factors influencing pricing – Structure of export price – Quotation – Export Contract – F.O.R – F.A.S. – F.O.B. – C&F – CIF – INCO Terms – FRANCO – Pricing Strategies – Impact of incentives on pricing – Labelling, packaging and marking of export consignments.

Unit-5 Export and Import Finance

Export Finance – Payment by documentary credit – Letter of Credit – Parties, types – Advance payment – Cash against documents – Documents on Acceptance – Consignment basis – Preshipment Credit and Post shipment Credit – Scrutiny of Export Import Documents – Discrepancies in export documents - Need for export credit insurance – comprehensive and

specific policies – Export credit and guarantee corporation – Risks covered and not covered – Import Finance – Export and Import Licence – Types.

References

- 1) Ashwathappa. K., *International Business*, 3rd edition, Tata McGraw Hill, New Delhi, 2007.
- 2) Balagopal. T.A.S., *Export Management*, Himalaya Publishing House, Mumbai, 2011.
- 3) Cherunilam, Francis., *International Trade and Export Management*, Himalaya Publishing House, Mumbai, 2010.
- 4) Francis Cherunilam, *International Business*, Wheeler Publishing, 2000.
- 5) James H. Taggart and Michael C. McDermott, *The Essence of International Business*, Prentice Hall of India, New Delhi, 2003.
- 6) Kapoor. D.C., *Export Management*, Vikas Publishing, New Delhi, 2009.
- 7) Nair, S.K., *Contract Management*, Vrinda Publications, New Delhi, 2008.
- 8) Natarajan, B. and S.K. Nagarajan, *Developing Analytical Skills – Cases in Management*, 1st edition, Shroff Publishers, Mumbai, 2007.
- 9) TAS Balagopal, *Export Management*, Himalaya Publishing House, Mumbai, 2013.

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														✓						

SOSC306 : SOFT SKILLS

Learning Objectives:

The objective of the course is

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

LO2: To provide understanding of the various Soft Skills.

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

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

Unit - 1 Soft Skill and Personality Development

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

Unit -2 Communication Skills

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

Unit - 3 Interpersonal Skills

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

Unit – 4 Employability Skills

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

Unit - 5 Work Skills

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

References:

1. Ghosh. B.N (2012), Managing Soft Skills for Personality Development, Edited volume, Tata McGraw Hill Education Pvt Ltd., New Delhi.
2. Krishna Mohan and Meera Banerji (2009), Developing Communication Skills, 2nd Edition, MacMillan Publishers India Ltd., New Delhi.
3. Neera Jain and Shoma Mukherji (2012), Effective Business Communication, Tata McGraw Hill Education Pvt Ltd., New Delhi.
4. Rao. M.S (2011), Soft Skills - Enhancing Employability: Connecting Campus with Cororate, I.K International Publishing House Pvt. Ltd., New Delhi.
5. Ashraf Rizwi. M (2010), Effective Technical Communication, Tata McGraw Hill Education Pvt Ltd., New Delhi.
6. Bretag Tracey, Crossman Joanna and Bordia Sarbari (2012), Communication Skills, Tata McGraw Hill Education Pvt Ltd., New Delhi.

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											√	√					√			

MBAI 307 : FOREIGN TRADE POLICY

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.

LO4: To have deeper knowledge on role of government.

LO5: To figure out the economic theories and barriers of trade.

Course Outcomes

Upon completion of this course the students will be able to

CO1: Describe the need on foreign trade policy.

CO2: Recall the exim policies and procedures for export and import.

CO3: Interpret the India's foreign trade and services

CO4: Judge on the export promotion councils, exim banks, export zones, India's foreign trade.

CO5: Analyze on the economic theories and the role of government

CO6: Explore on the opportunities for foreign trade.

Unit-1 :Trade Policy and Performance of India

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

Unit-2 Tariffs

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

Unit-3 EXIM Policy

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

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.

Unit-5 Institutions

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

References

- 1) **Dominick Salvatore, *International Economics*, Macmillan, New Delhi, 1998.**
- 2) **Francis Cherulinam, *International Business*, Wheeler Publishing, New Delhi, 2000**
- 3) **Francis Cherunilam, *International Economics*, Tata McGraw Hill, Publishing Company Ltd., New Delhi, 2006.**
- 4) **Hodgetts and Luthans, *International Management*, Tata McGraw Hill Publication, New Delhi, 2002.**
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PO/CO	Programme Outcomes												Programme Specific Outcomes							
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CO1													√							
CO2													√							
CO3									√								√			
CO4																√				
CO5															√					
CO6																				√

**MBAI 308 : INFORMATION TECHNOLOGY AND
E-COMMERCE**

Learning Objectives:

LO1: To Understand the basic concepts of Information Technology (IT) and about “E – Commerce”.

LO2: To Explain, Various aspects of Information Technology, Systems, E – Commerce, Network, Communication System, Managerial Information System.

LO3: To get acquainted with the basic information on Information Technology, E – Commerce, Managerial Information System along with Telecommunication and Networking. computer hardware and software of IT infrastructure.

Course Outcomes

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

- CO1: Understood the Basic concepts of Information Technology (IT) and about “E – Commerce”.**
- CO2: Learned about the Various aspects of Information Technology, Systems, E – Commerce, Network, Communication System, Managerial Information System.**
- CO3: Understood the Knowledge and decision support on Decision making and support systems, Data visualization technologies, Knowledge Management, Discovery and analysis, Business of Internet commercialization, etc.**
- CO4: Get acquaintance about the basic information on Information Technology, E – Commerce, Managerial Information System along with Telecommunication and Networking. computer hardware and software of IT infrastructure.**
- CO5: Understood the different roles of IT Managers at different levels, with their organisational and managerial support systems along with its planning and developing.**
- CO6: Critically evaluate the application and execution on “Information Technology and System”, “E – Commerce”, “World Wide Web” and “Internet Applications for E – Commerce”, Tools for Managerial Information System and its related database.**

Unit-1 Information Systems Applications

Basis of IT – Information age – Responses – Information system; Infrastructure and Architecture – IT support for organizations – Types of Information systems – Managing IT – Basic of computer hardware and software for IT infrastructure – Introduction to world wide web – Internet applications for commerce.

Unit-2 IT Applications

Applications of IT – Information system – GIS EDI. EDI application in Business – EDI & E-Commerce – Implementation and EFT-Extranets – Implementation – Data, Knowledge and decision support – Decision making and support systems – Data visualization technologies – Knowledge Management – Discovery and analysis – Business of Internet commercialization.

Unit-3 E-Commerce

E-Commerce – Definition – Business applications – Market research and customer support infrastructure, payments and other support-E-business-E-markets-E-payments-Enterprise application integration-EDP-CRM-B2B-B2C – Consumer Oriented E-Com-Network, infrastructure for E-Com.

Unit-4 IS for Planning

IT for managers – Basic understanding of Information Technology – Computer database technology and telecommunication networks – Different categories of Information system – Roles in different management levels in organizations – Organizational and Managerial support systems – Planning, developing.

Unit-5 IT for Managers

Tools for Managers – Managing information system experience and Using Information technology for Management tasks – Updating knowledge day-to-day in business-Data warehousing-Data mining (DM) and knowledge data discovery-Document Management – Digital Libraries – DM techniques and data visualization.

References

- 1) **James O’Brien & George Marakas, *Introduction to Information Systems*, Tata McGraw Hill, New Delhi, 2010.**
- 2) **Joseph, P.T., *E-Commerce: An Indian Perspective*, Prentice Hall of India, 2010.**
- 3) **Ramesh Behl, *Information Technology for Management*, Tata McGraw Hill, New Delhi, 2012.**
- 4) **Gray Schneider, *Electronic Commerce*, Thomson Course Technology, 7th Annual Edition, Noida, 2009.**
- 5) **Joseph, P.T., *Electronic Commerce: A Managerial Perspective*, 3rd Edition, Prentice Hall of India Learning, New Delhi, 2008.**
- 6) **Kenneth C. Laudon and Carol Traver, *E-Commerce: Business, Technology, Society*, 6th Edition, Pearson Education International, 2011.**
- 7) **Pandey, U.S., Rahul Srivastava and Saurabh Shukla, *E-Commerce and Its Applications*, 1st Edition, S. Chand, New Delhi, 2009.**
- 8) **Ward A. Hanson and Karthi Kalyanam, *Internet Marketing and Commerce*, First Edition, Thomson Southwestern, New Delhi, 2007.**

Outcome Mapping

MBA (Information Technology and E-Commerce)

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

**MBAC 309: PROJECT AND VIVA- VOCE
(INDUSTRIAL VISITS AND SUBJECTS)**

Project Training

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

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

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

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

Project Related Activities

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

MBAC 401 : RETAILING AND RURAL MARKETING

Learning Objectives

LO1: To focuses on the understanding of Retail management,

LO2: To the development of organized retail in India

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

Course Out comes

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.

Unit-1 Retailing – Introduction and Strategy

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

Unit-2 Retail site Location

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

Unit-3 Human Resource Management

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

Unit-4 Merchandize Management

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

Unit-5 Rural Market

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

References

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

Outcome Mapping

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

MBAC 402 : BUSINESS POLICY AND STRATEGIC MANAGEMENT

Learning Objectives:

The objective of the course is

LO1: To explain about the Business Environment.

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

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

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.

Unit-1 Basic concepts of Business Policy

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

Unit-2 Business Analysis

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

Unit-3 Basic concept of strategy

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

Unit-4 Business Development Strategies

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

Unit-5 Business Vs Social

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

References

- 1) **Arthur A Thompson, *Crafting and Executing Strategy*, 13th edition TMH, 2006.**
- 2) **Azhar Kazmi, *Business Policy and Strategic Management*, Tata McGraw Hill, New Delhi, 2008.**
- 3) **C.B. Matoria, Cathis Matoria and P. Subba Rao, *Business Policy and Strategic Management*, Himalaya Publishing House, Mumbai, 2011.**
- 4) **Charles W.I. Hill. Jareth R. Jones, *An Integrated Approach to Strategic Management*, Cengage Learning, New Delhi, 2009.**
- 5) **Francis Cherunilam, *Strategic Management*, Himalaya Publishing House, Mumbai, 2008.**
- 6) **Fred R. David, *Strategic Management*, PHI Learning, New Delhi, 2009.**
- 7) **Ghosh, P.K., *Strategic Management Text & Cases*, Sultan Chand & Sons, New Delhi, 2012.**

- 8) **John A. Pearce, Richard Robinson and Amita Mital**, *Strategic Management*, **Tata McGraw Hill**, New Delhi, 2012.
- 9) **Thompson A., Margaret A Peteraf, John E Gamble, A J Strickland and A K Jain**, *Crafting and Executing Strategy*, **McGraw Hill**, New Delhi, 2013.

Outcome Mapping

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

MBAC 403 : LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Learning Objectives

The purpose of the course is to

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

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

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

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).

Unit-1 Logistics Design

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

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

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

Unit-4 Supply Chain Management

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

Unit-5 Supply Chain Management Design

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

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

References

- 1) **Ailawadi, Rakesh Singh, *Logistics Management*, PHI Learning, 2006.**
- 2) **David Simchi-Levi, Philip Kaminsky and Edith Simchi-levi, *Designing and Managing the Supply Chain Concepts, Strategies and Case*, 2 edition, Tata McGraw Hill, 2006.**
- 3) **Donald J. Bowersox and Davis J. Closs, *Logistics Management: The Integrated Supply Chain Process*, Tata McGraw Hill, 2006.**
- 4) **Rahul V. Altekar, *Supply Chain Management, Concepts & Cases*, PHI Learning, 2006.**
- 5) **Sunil Chopra, Peter Meindl and Dharam rir Kalra, *Supply Chain Management*, Pearson, New Delhi, 2013.**

Outcome Mapping

PO/CO	Programme Outcomes												Programme Specific Outcomes							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	
C01	√													√						
C02				√												√				
C03											√									
C04				√																
C05																				
C06				√																

MBAC 404 : INDIAN ETHOS AND VALUES

Learning Objectives

The Objectives of the Course are:

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

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

Unit-1 Ethics and Religious Values

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

Unit-2 Indian Ethos for Business Excellence

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

Unit-3 Stress Management

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

Unit-4 Theories in Yoga

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

Unit-5 Yoga for Managerial Excellence

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

References

- 1) Balachandran, et.al., *Ethics, Indian Ethos and Management*, Shroff Publishers & Distributors Pvt. Ltd. Delhi. 2005.
- 2) Balaji and Raj Agrawal, *Business Ethics: An Indian Perspective*, Biztantra Publication, New Delhi, 2004.
- 3) Chakraborty, *Management Effectiveness and Quality of Work Life Indian Insight*, TMH, 2007.
- 4) Chakraborty, *Work-Contribution from Indian Insight*, TMH, 2006.
- 5) Khandelual, *Indian Ethos and Values for Managers*, Himalaya Publishing House.
- 6) Rita Agrawal, *Stress in Life and at Work*, Sage Publications India (P) Ltd., New Delhi, 2001.

Outcome Mapping

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

MBAC 406 : BEHAVIOURAL SCIENCE AND COMMUNICATION LAB – PRACTICAL

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.

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.

Unit-1 Creativity and Leadership

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

Leadership – Leadership Orientation – Task versus person orientation.

Unit-2 Decision Making and Assertiveness

Decision Making – Styles – Importance stages in decision making.

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

Unit-3 Ego States and Values

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

Values – Value system – Values in different cultures.

Unit-4 Emotional Intelligence and Personality

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

Unit-5 communication Development Exercise

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.

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

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		√				√					√				√		√

MBAI 407 : INTERNATIONAL MARKETING MANAGEMENT

Learning Objective

The basic objective of this course is

LO1: To enrich the students' knowledge with challenges and dynamic environments of global marketing.

LO2: To educate them about cultural dynamics in assessing international markets.

LO3: To impart the skills to assess market opportunities and global strategies.

Course Outcome

Upon completion of the course, the student will

CO1: Critically think about the Challenges and Dynamic Environments of International Marketing.

CO2: Cultivating and enhance the knowledge about the effects of globalised business world.

CO3: Have the ability to work and demonstrate the planning of marketing activities on foreign markets and domestic markets.

CO4: Understand the application of marketing research in international aspects to identify the new markets.

CO5: Analyse and design strategies for international business environments that firms utilize when marketing their products in foreign countries.

CO6: Develop competencies and upholding the strategies in implementing Global Marketing Strategies

Unit-1 Challenges and Dynamic Environments of International Marketing and Trade

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 Twenty-first Century – Multinationals – Balance of Payments – Protectionism – Trade Barriers – Easing Trade Restrcitions – 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

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 – P-Time versus M-Time – 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

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

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.

Unit-5 Assessing Global Market Opportunities

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.

References

- 1) **Aswathappa, K., *International Business*, The Tata McGraw Hill Ltd., 2nd ed., 2006.**
- 2) **Bhalla, V.K., *International Business Environment and Management*, Anmol Publications Pvt. Ltd., 9th ed., New Delhi, 2007.**
- 3) **Cateora and Philip, *International Marketing*, The Tata McGraw Hill Companies, 13th ed., New Delhi, 2008.**
- 4) **Francis Cherunilam, *International Business*, Wheeler Publishers, New Delhi, 2000**
- 5) **Kumar, *International Marketing Research*, Prentice Hall of India (P) Ltd., New Delhi, 2012.**
- 6) **On Krist & Shaw, *International Marketing: Analysis and Strategy*, Prentice Hall of India (P) Ltd., New Delhi, 2002.**
- 7) **Philip Kotler, *Principles of Marketing*, 12th ed., Prentice Hall Gassey Armstrong, New Delhi, 2007.**
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Mapping of Course Outcomes with Programme Outcomes and Programme Specific Outcome

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								√												√

MBAI 408 : INTERNATIONAL FINANCIAL MANAGEMENT

Learning Objectives:

LO1: to make them to understand about the concept, importance and boundary of international finance

LO2: To educate the students about FOREX, FDI and sensitivity analysis.

LO3: To provide an indepth insights about working capital management, international equities and bonds

Course Outcome

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

- CO1: incorporate the significant changes that has taken place in the field of International Finance.**
- CO2: Identify various theories and techniques used in Foreign Exchange Risk Management**
- CO3: international investment opportunity to elaborate the scope of investment under fast changing globalized economy**
- CO4: know the risk and return from foreign equity investment, equity financing in international markets and its mechanism.**
- CO5: understand the rationale for political and economic risk analysis as a pre- requisite for foreign investment**
- CO6: provide a Theoretical objective of International Taxation and its bases in International tax system.**

Unit-1 Introduction

International Finance – Importance, Nature and Scope of IFM – IFM versus Domestic Financial Management – International Finance flows – Introduction – Sources – Consequences and remedial measures.

Unit-2 Foreign Exchange Markets

Foreign Exchange Markets – International Stock Exchanges – Distinctive Features – Major Participants – Spot market – Forward market – Market for currency futures – Currency futures market – Market for currency options – option pricing – Speculation with options – International Portfolio Investment – Concept of Optimal Portfolio: Benefits of international portfolio on investment.

Unit-3 International Investment

International Investment Decision – Foreign Direct Investment – Theories of FDI. Costs and Benefits of FDI, Country Risk Analysis – Mergers and Acquisition. International Capital Budgeting – Evaluation Criteria – Computation of Cash Flow – Cost of Capital – Adjusted Present Value Approach – Sensitivity Analysis.

Unit-4 International working Capital Management

Management of Short term funds – International Working capital Management – Working capital Policy – Steps in Management of Cash and Near – Cash Assets – Management of Receivable – Management of Inventory.

Unit-5 Instruments and Risk Management

International Financial Market Instruments – International Equities – International Bonds – Short term and Medium term Instruments. Evaluation and Management of Risks – Meaning and forms of political Risk – Evaluation of Political Risk – Management of Political Risk - International Taxations – Bases of International tax system – Types of taxes.

References

- 1) Abdhullah, F.A., *Financial Management for the Multinational Firm*, Engle Word Cliffs, New Jersey, Prentice Hall Inc. 1987.**
- 2) Apte, P.G., *International Financial Management*, 4th Edition, Tata McGraw Hill Publishing Company Ltd., New Delhi, 2010.**
- 3) Bhalla, *International Financial Management*, 2nd Edition, Anmol., 2001.**
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Outcome Mapping

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

**MBAC 409 : COMPREHENSIVE VIVA-VOCE
(INDUSTRIAL VISITS AND SUBJECTS)**

**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	