



ANNAMALAI UNIVERSITY

A State University Accredited with 'A' Grade by NAAC



FACULTY OF ARTS

DEPARTMENT OF BUSINESS ADMINISTRATION

MBA

INTERNATIONAL BUSINESS MANAGEMENT

2 YEARS FULL-TIME PROGRAM
(CBCS)

REGULATIONS

2020

CURRICULUM & SYLLABUS



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

These Regulations are common to all the students admitted to the Two-Year Master's Programmes in the Faculties of Arts, Science, Indian Languages, Education, Marine Sciences, and Fine Arts from the academic year 2020-2021 onwards.

1. Definitions and Nomenclature

University refers to Annamalai University.

Department means any of the academic departments and academic centres at the University.

Discipline refers to the specialization or branch of knowledge taught and researched in higher education. For example, Botany is a discipline in the Natural Sciences, while Economics is a discipline in Social Sciences.

Programme encompasses the combination of courses and/or requirements leading to a Degree. For example, M.A., M.Sc.

Course is an individual subject in a programme. Each course may consist of Lectures/Tutorials/Laboratory work/Seminar/Project work/Experiential learning/Report writing/viva-voce etc. Each course has a course title and is identified by a course code.

Curriculum encompasses the totality of student experiences that occur during the educational process.

Syllabus is an academic document that contains the complete information about an academic programme and defines responsibilities and outcomes. This includes course information, course objectives, policies, evaluation, grading, learning resources and course calendar.

Academic Year refers to the annual period of sessions of the University that comprises two consecutive semesters.

Semester is a half-year term that lasts for a minimum duration of 90 days. Each academic year is divided into two semesters.

Choice Based Credit System A mode of learning in higher education that enables a student to have the freedom to select his/her own choice of elective courses across various disciplines for completing the Degree programme.

Core Course is mandatory and an essential requirement to qualify for the Degree.

Elective Course is a course that a student can choose from a range of alternatives.

Value-added Courses are optional courses that complement the students' knowledge and skills and enhance their employability.

Credit refers to the quantum of course work in terms of number of class hours in a semester required for a programme. The credit value reflects the content and duration of a particular course in the curriculum.

Credit Hour refers to the number of class hours per week required for a course in a semester. It is used to calculate the credit value of a particular course.

Programme Outcomes (POs) are statements that describe crucial and essential knowledge, skills and attitudes that students are expected to achieve and can reliably manifest at the end of a programme.

Programme Specific Outcomes (PSOs) are statements that list what the graduate of a specific programme should be able to do at the end of the programme.

Learning Objectives also known as **Course Objectives** are statements that define the expected goal of a course in terms of demonstrable skills or knowledge that will be acquired by a student as a result of instruction.

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

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

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

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

2. Programmes Offered and Eligibility Criteria

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

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

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

3. Reservation Policy

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

4. Programme Duration

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

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

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

5. Programme Structure

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

Core courses

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

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

Elective courses

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

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

Students shall take a combination of both DEs and IDEs.

Experiential Learning

Experiential learning provides opportunities to students to connect principles of the discipline with real-life situations.

In-plant training/field trips/internships/industrial visits (as applicable) fall under this category.

Experiential learning is categorised as Core.

Project

Each student shall undertake a Project in the final semester.

The Head of the Department shall assign a Research Supervisor to the student.

The Research Supervisor shall assign a topic for research and monitor the progress of the student periodically.

Students who wish to undertake project work in recognised institutions/industry shall obtain prior permission from the University. The Research Supervisor will be from the host institute, while the Co-Supervisor shall be a faculty in the parent department.

Value added Courses (VACs)

Students may also opt to take Value added Courses beyond the minimum credits required for award of the Degree. VACs are outside the normal credit paradigm.

These courses impart employable and life skills. VACs are listed in the University website and in the Handbook on Interdepartmental Electives and VACs.

Each VAC carries 2 credits with 30 hours of instruction, of which 60% (18 hours) shall be Theory and 40% (12 hours) Practical.

Classes for a VAC are conducted beyond the regular class hours and preferably in the II and III Semesters.

Online Courses

The Heads of Departments shall facilitate enrolment of students in Massive Open Online Courses (MOOCs) platform such as SWAYAM to provide academic flexibility and enhance the academic career of students.

Students who successfully complete a course in the MOOCs platform shall be exempted from one elective course of the programme.

Credit Distribution

The credit distribution is organised as follows:

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

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

Credit Assignment

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

1 Credit is defined as -

1 Lecture period of one hour per week over a semester
1 Tutorial period of one hour per week over a semester

1 Practical/Project period of two or three hours (depending on the discipline) per week over a semester.

6. Attendance

Each faculty handling a course shall be responsible for the maintenance of *Attendance and Assessment Record* for candidates who have registered for the course.

The Record shall contain details of the students' attendance, marks obtained in the Continuous Internal Assessment (CIA) Tests, Assignments and Seminars. In addition the Record shall also contain the organisation of lesson plan of the Course Instructor.

The record shall be submitted to the Head of the Department once a month for monitoring the attendance and syllabus coverage.

At the end of the semester, the record shall be duly signed by the Course Instructor and the Head of the Department and placed in safe custody for any future verification.

The Course Instructor shall intimate to the Head of the Department at least seven calendar days before the last instruction day in the semester about the attendance particulars of all students.

Each student shall have a minimum of 75% attendance in all the courses of the particular semester failing which he or she will not be permitted to write the End-Semester Examination. The student has to redo the semester in the next year.

Relaxation of attendance requirement up to 10% may be granted for valid reasons such as illness, representing the University in extracurricular activities and participation in NCC/NSS/YRC/RRC.

7. Mentor-Mentee System

To help the students in planning their course of study and for general advice on the academic programme, the Head of the Department will attach certain number of students to a member of the faculty who shall function as a Mentor throughout their period of study.

The Mentors will guide their mentees with the curriculum, monitor their progress, and provide intellectual and emotional support.

The Mentors shall also help their mentees to choose appropriate electives and value-added courses, apply for scholarships, undertake projects, prepare for competitive examinations such as NET/SET, GATE etc., attend campus interviews and participate in extracurricular activities.

8. Examinations

The examination system of the University is designed to systematically test the student's progress in class, laboratory and field work through Continuous Internal Assessment (CIA) Tests and End-Semester Examination (ESE).

There will be two CIA Tests and one ESE in each semester.

The Question Papers will be framed to test different levels of learning based on Bloom's taxonomy viz. Knowledge, Comprehension, Application, Analysis, Synthesis and Evaluation/Creativity.

Continuous Internal Assessment Tests

The CIA Tests shall be a combination of a variety of tools such as class tests, assignments, seminars, and viva-voce that would be suitable to the course. This requires an element of openness.

The students are to be informed in advance about the assessment procedures.

The pattern of question paper will be decided by the respective faculty.

CIA Test-I will cover the syllabus of the first two Units while CIA Test-II will cover the last three Units.

CIA Tests will be for two to three hours duration depending on the quantum of syllabus.

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

End Semester Examinations (ESE)

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

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

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

9. Evaluation

Marks Distribution

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

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

Assessment of CIA Tests

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

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

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

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

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

Assessment of End-Semester Examinations

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

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

Assessment of Project/Dissertation

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

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

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

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

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

The marks shall be distributed as follows:

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

Assessment of Value-added Courses

Assessment of VACs shall be internal.

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

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

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

Passing Minimum

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

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

10. Conferment of the Master's Degree

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

11. Marks and Grading

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

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

The GPA is calculated by the formula

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

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

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

n is the number of Courses passed in that semester.

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

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

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

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

n is the number of Courses passed in that semester.

m is the number of semesters

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

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

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

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

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

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

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

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 RA.

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

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

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

11.Provision for Withdrawal from the End Semester Examination

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

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

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

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

The application for withdrawal shall be made ten days prior to the commencement of the examination and duly approved by the Controller of Examinations. Notwithstanding the mandatory prerequisite of ten days notice, due consideration will be given under extraordinary circumstances.

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

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

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

12.Academic misconduct

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

13.Transitory Regulations

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

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

Pattern of question paper for end semester examinations
(Based on Revised Bloom's Taxonomy)

Year : I

Programme: ____: Two Year PG Programme

Semester: I / II

Course Code:

Course Name:

Time: 3 Hrs

Max.Marks: 100

Part-A (Level-K1/ Level-K2) Marks: (10x2=20)

(Answer ALL of the questions)

1. Define.....
2. Multiple Choices a. b. c. d.
3. Multiple Choices a. b. c. d.
4. Match the following i - a ii- b iii- c iv -d v -
5. Match the following i - a ii- b iii- c iv -d v -
6. Explain.....
7. Select.....
8. Describe.....
9. Classify....
10. Elucidate....

Part-B (Level-K3/ Level-K4)Marks: (8x5=40)

(Answer any EIGHT of the questions)

11. Prepare.....
12. Solve.....
13. Apply.....
14. Show.....
15. Categorize...
16. Analyze...
17. Distinguish....
18. Infer....
19. Compare....
20. Compute

Part-C (Level-K5)Marks: (3x10=30)

(Answer any THREE of the questions)

21. Discuss...
22. Summarize....
23. Evaluate.....
24. Disprove....

Part-D (Level-K6)*Marks: (1x10=10)

(Answer any ONE of the questions)

25. Design....
26. Develop...

Year : II

Programme: ____: Two Year PG Programme Semester: III / IV

Course Code:

Course Name:

Time: 3 Hrs

Max.Marks:100

Part-A (Level-K1/ Level-K2)Marks: (10x2=20)

(Answer ALL of the questions)

1. Define.....
2. Multiple Choices a. b. c. d.
3. Multiple Choices a. b. c. d.
4. Match the following i - a ii- b iii- c iv -d v -
5. Match the following i - a ii- b iii- c iv -d v -
6. Explain.....
7. Select.....
8. Describe.....
9. Classify....
10. Elucidate....

Part-B (Level-K3/ Level-K4)Marks: (6x5=30)

(Answer any SIX of the questions)

11. Apply.....
12. Show.....
13. Prepare
14. Make use of....
15. Categorize...
16. Analyze...
17. Distinguish....
18. Simplify.....

Part-C (Level-K5)Marks: (3x10=30)

(Answer any THREE of the questions)

19. Discuss...
20. Recommend with
21. Evaluate.....
22. Justify....
23. Optimize...

Part-D (Level-K6)*Marks: (2x10=20)

(Answer any TWO of the questions)

24. Design....
- OR
25. Formulate ...

26. Case Study (Compulsory) ...

M.B.A (TWO YEAR) PROGRAMME							
[End Semester Examinations]							
Bloom's Taxonomy - Questions Conforming to Levels K1 to K6							
I Year (Two year PG)				II Year (Two Year PG)			
Level	Part	Questions & Marks	Total Marks	Level	Part	Questions & Marks	Total Marks
K1	A	5 x 2	10	K1	A	5 x 2	10
K2		5 x 2	10	K2		5 x 2	10
K3	B	4 x 5	20	K3	B	2 x 5	10
K4		4 x 5	20	K4		4 x 5	20
K5	C	3 x 10	30	K5	C	3 x 10	30
K6	D	1 x 10	10	K6	D	2 x 10	20
			100				100

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	

**Department of Business Administration
M.B.A. (International Business management) (Two Year Programme)
Programme Code: ABUS23
Programme Structure**

(For students admitted from the academic year 2020-2021)

Course Code	Course Title	Hours per week			C	Marks		
		L	T	P		CIA	ES E	Total
20MBAC101	Core 1: Management Process	3		-	3	25	75	100
20MBAC102	Core 2: Managerial Economics	3		-	3	25	75	100
20MBAC103	Core 3: Organizational Behaviour	3		-	3	25	75	100
20MBAC104	Core 4: Accounting for Managers	3		-	3	25	75	100
20MBAC105	Core 5: Computer Applications in Management	3		-	3	25	75	100
20MBAC106	Core 6: Project Entrepreneurship and Small Business Management	3		-	3	25	75	100
20MBAC107	Core 7: Research Methodology	3		-	3	25	75	100
20MBAV108	Viva-voce (Industrial Visits and Courses)	-	2	-	2	25	75	100
Choice	Elective 1: Interdepartmental Elective	3			3	25	75	100
	Total				26			
20MBAC201	Core 8: Financial Management	4		-	4	25	75	100
20MBAC202	Core 9: Marketing Management	4		-	4	25	75	100
20MBAC203	Core 10: Human Resource Management	4		-	4	25	75	100
20MBAC204	Core 11: Production and Materials Management	4		-	4	25	75	100
20MBAC205	Core 12: Decision Support System and Management Information System	4		-	4	25	75	100
20MBAP206	Core 13: Practical I (Statistical package on Business Decision)	-		4	2	40	60	100
20MBAV207	Field visit and Viva-voce (Exposure to Small and Medium Enterprises)	-	2	-	2	25	75	100
Choice	Elective 1: Departmental Elective	3		-	3	25	75	100
Choice	Elective 2: Departmental Elective	3		-	3	25	75	100
Choice	Elective 2: Interdepartmental	3		-	3	25	75	100

	Elective							
	Total				33			
	Value Added Course (VAC)	Carries Additional Credits						
20MBAC301	Core 14: Operations Research	4		-	4	25	75	100
20MBAC302	Core 15: Introduction to Business Analytics	4		-	4	25	75	100
20MBAC303	Core 16: Business Legislations	4		-	4	25	75	100
20MBAC304	Core 17: International Business and Export Management Management	4		-	4	25	75	100
20SOSC305	Core 18: Soft Skills for Managers	4		-	4	25	75	100
20MBAD306	Internship Project and Viva- voce	-	3		3	25	75	100
Choice	Elective 3: Departmental Elective	3		-	3	25	75	100
Choice	Elective 4: Departmental Elective	3		-	3	25	75	100
Choice	Elective 3: Interdepartmental Elective	3			3	25	75	100
	Total				32			
	Value Added Course (VAC)	Carries Additional Credits						
20MBAC401	Core 19: Retailing and Rural Marketing	4		-	4	25	75	100
20MBAC402	Core 20: Business Policy and Strategic Management	4		-	4	25	75	100
20MBAC403	Core 21: Logistics and Supply Chain Management	4		-	4	25	75	100
20MBAC404	Core 22: Indian Ethos and Values	4		-	4	25	75	100
20MBAP405	Core 23: Practical II (Behavioural Science and Communication Lab)	-		4	2	40	60	100
20MBAV406	Viva-voce (Industrial Visits and Courses)	-	2	-	2	25	75	100
Choice	Elective 5: Departmental Elective	3		-	3	25	75	100
Choice	Elective 6: Departmental Elective	3		-	3	25	75	100
Choice	Elective 4: Interdepartmental Elective	3		-	3	25	75	100
20PSCI400	Constitution of India*	3			(3)			
	Total				29			
	Total credit				120			

* Non Credit Compulsory Course

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

Note:

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

List of Departmental Electives (DE)

Semester	Course Code	Course Title	Hours per week		C	Marks		
			L	P		CIA	ESE	Total
II	20MIBE220	Export-Import Procedures, Documentation and Logistics	3	0	3	25	75	100
	20MIBE221	International Economics	3	0	3	25	75	100
	20MIBE222	Overseas Buying Behaviour	3	0	3	25	75	100
III	20MIBE330	Foreign Trade Policy	3	0	3	25	75	100
	20MIBE331	Information Technology and E-Commerce	3	0	3	25	75	100
	20MIBE332	International HRM	3	0	3	25	75	100
IV	20MIBE440	International Marketing Management	3	0	3	25	75	100
	20MIBE441	International Financial Management	3	0	3	25	75	100
	20MIBE442	Global Business Strategies	3	0	3	25	75	100

PROGRAMME OUTCOMES

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

PROGRAMME SPECIFIC OUTCOMES

- PSO1: Acquire basic knowledge of management, its functions, disciplines and its relevance and importance for a successful infrastructure development.
- PSO2: Acquire in depth knowledge of specific courses in the Infrastructure Management, including present global perspective with an ability to evaluate, analyse, discriminate and blend existing, indigenous and new knowledge and integrate the same.
- PSO3: Analyse and synthesize problems related to infrastructure management by applying critical thinking in a practical and policy context.
- PSO4: Evaluate a wide range of potential solutions and to arrive at practical solutions feasibly considering public health and safety, cultural, societal and environmental factors in the core areas.
- PSO5: Obtaining information relevant to problems through literature surveys and experiments and applying of research methodology, techniques and tools design analyse and interpret data to view things in broader perspective and contribute individually and group to the technological knowledge and scientific development of infrastructure.
- PSO6: Understanding group dynamics, recognise opportunities and contribute positively in scientific research with rational analysis in order to achieve common goals and further the learning of themselves as well as others towards infrastructure management.
- PSO7: Develop strategies and procedures for successful implementation of infrastructure projects designed and developed for well-being of the society.

20MBAC101	Core - 1	L	T	P	C
Semester I	Management Process	3	-	-	3

Learning Objectives:

To enable the student to understand

L01: To impart knowledge in general management practice in an organization

L02: To provide managerial skills to students to manage an organization

L03: To impart knowledge in management activities like planning, organizing, staffing, directing, motivating and controlling.

L04: To provide the general outline about the need for controlling in an organization

L05: To impart knowledge on the need for communication and different types of communication

Course Outcomes:

At the end of the course, the student will be able to

C01: Impart knowledge in general management practice like planning, organizing, staffing, directing, motivating and controlling in an organization.

C02: Understand the need for team work, to work effectively in a team and to act as a global leader.

C03: Improve the Cognitive skills related to Indian and global Organisation structure and to understand the different levels of management in an organisation.

C04: Understand the need for quality policy and controlling techniques to be practiced in an organization.

C05: Improve and develop the communication skills and the need for ethical business practice.

C06: Develop conflict management plan and to solve the problems in an organization.

Unit-I: Introduction

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

Unit-II: Planning

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

Unit-III: Organising

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

Unit-IV: 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-V: 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.

Current Stream of Thoughts: The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

Text Books

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

Supplementary Readings

1. Stoner, J. (2003). *Management (6th Ed.)*. New Delhi: Prentice hall of India.
2. Heinz Weihrich, Mark V. Cannice and Harold Koontz. (2008). *Management (12th Ed.)*. New Delhi: Tata McGraw Hill.
3. Bhushan, Y.K. (2013). *Fundamentals of Business organization and Management*. New Delhi: Sultan Chand & sons.
4. Samuel C. Certo and S. Trevis Certo. (2008). *Modern Management*. New Delhi: PHI learning.

Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01	3														2				
C02									3										
C03		3																	
C04															2				
C05			2																3
C06						3													

20MBAC102	Core - 2	L	T	P	C
Semester I	Managerial Economics	3	-	-	3

Learning Objectives:

To enable the student to understand

L01: To understand and learn the economic theories and concepts to be adapted in business development.

L02: To impart knowledge in analytical skills enabling the students to face the challenges arising in business organisation.

L03: To provide and help the students a vast knowledge on managerial economics to become business entrepreneurs.

L04: To provide the concepts of cost analysis and pricing decision in economic aspects

L05: To impart knowledge in profit analysis towards business operation

Course Outcomes:

At the end of the course, the student will be able to

C01: Understand the role of Economic theory and concepts in Management Decision

C02: Analyse the situations challenging the management environment in an

C03: Knowing the cost theories will be able to be effective manager in cost reduction.

C04: Handle the Micro and Macro Environment.

C05: Manage any situation arising in Business environment.

Unit-I: Basic Concepts

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

Unit-II: Cost Analysis

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

Unit-III: Pricing Decisions

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

Unit-IV: Profit Analysis

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

Unit-V: Macro Economics and Business Decision

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

Current Stream of Thoughts: The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

Text Books

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

Supplementary Readings

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

Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)							
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	
C01													3							
C02		3														2				
C03																				
C04																	2			
C05			3																	
C06											3									1

20MBAC103	Core - 3	L	T	P	C
Semester I	Organizational Behaviour	3	-	-	3

Learning Objectives:

To enable the student to understand

L01: To learn and understand organizational behaviour concepts and models, moving from individual behaviour to group behaviour

L02: To explain the concepts of organizational behaviour and develop effective Human Relations Policies for effective performance.

L03: To provide the concepts of attitude, motivation and job satisfaction and related theories.

L04: To impart knowledge on the personality & personality attributes of employees in an organisation

L05: To provide the concepts of leadership conflict organizational change.

Course Outcomes:

At the end of the course, the student will be able to

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

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

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

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

CO5: Analyze the Leadership characteristics, organizational conflicts

CO6: Know the importance of organizational change.

Unit-I: 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- II: 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-III: 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-IV: 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-V: 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.

Current Stream of Thoughts: The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

Text Books

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

Supplementary Reading

1. Davis, Keith. (2018). *Human Behaviour at work*. New Delhi: Tata McGraw Hill.
2. McShane, Steven Lattimore. & Von Glinow, Mary Ann Young. (2015). *Organizational behavior: emerging knowledge, global reality*. New York: McGraw Hill Education.
3. Luthans, F. (2013). *Organisational Behaviour* (12th Ed.). New Delhi: McGraw Hill Education.
4. Greenberg, J. (2011). *Behaviour in Organization* (10th Ed.). New Delhi: PHI Learning.
5. Pareek, U. (2011), *Understanding Organisational Behaviour* (3rd Ed.). Oxford Higher Education.

Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)							
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	
C01	3												3							
C02		3					3							2						
C03							3									3				
C04																	3			
C05							3												2	
C06							1													

20MBAC104	Core - 4	L	T	P	C
Semester I	Accounting for Managers	3	-	-	3

Learning Objectives:

To enable the student to understand

L01: To acquaint the students with the various concepts, techniques of accounts methods

L02: To analyse the process of accounting data analysis and interpretation.

L03: To help the student take decision making in the areas of management accounting.

L04: To impart knowledge on the financial statement analysis, ratio analysis, fund and cash flow analysis

L05: To provide the managerial concepts of standard costing and variance analysis

Course Outcomes:

At the end of the course, the student will be able to

C01: Understand and get knowledge on accounting format with effectively and professionally.

C02: Acquire the knowledge and skills that related to financial and nonfinancial information to formulate business.

C03: Develop the global business, how to management accounting helps for decision making.

C04: work individual as well as team member in financial aspects of business.

C05: Analyse and Implementation their responsibility and ethical financial information.

C06: Provide sustainable development of business using tools and technique in accounting.

Unit-I: Introduction to Management Accounting and Financial Accounting

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

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

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

Unit-III: 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-IV: Marginal Costing, Budget and Budgetary Control

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

Unit-V: 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).

Current Stream of Thoughts : The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

Text books

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

Supplementary Readings

1. Maheswari, S.N. (2013). *Cost and Management Accounting*. New Delhi: Sultan Chand & Sons.
2. Pandikumar, M.P. (2010). *Management Accounting*. New Delhi: Excel Books.
3. Narayanasamy, R. (2017). *Financial Accounting - A Managerial Perspective* (6th Ed.). PHI Learning Private Limited.
4. Gupta, R.L. & Radhaswamy, M. (2017). *Advanced Accountancy*, Vol I, Sulthan Chand & Sons, New Delhi.
5. Jain, S.P. & Narang, K.L. (2018). *Advanced Accounts*, Ludiana: Kalyani Publishers.

Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01															3				
C02	2																	3	
C03																2			
C04							3												
C05								2											
C06											3								

20MBAC105	Core -5	L	T	P	C
Semester I	Computer Applications in Management	3	-	-	3

Learning Objectives:

To enable the student to understand

L01: To explain the fundamentals of computers, hardware, software and its evolution.

L02: To provide indepth knowledge on software development process and its related functionalities.

L03: To enable data processing concepts and its applications.

L04: To impart knowledge on networking, its types and topologies.

L05: To introduce the strategic implementation of IT and its applications in organisations

Course Outcomes:

At the end of the course, the student will be able to

CO1: Understand the evolution and recent developments in hardware, software, management functions related packages and other accessories.

CO2: Recognise, understand and involve in development of programs, system software and applications for various functions of business.

CO3: Organize and work with files, folders and data storage for various functions in modern business

CO4: Get familiar with working in MS office and its application for various functions in modern business.

CO5: Gain familiarity with the concepts and terminology used in the network development Implement and maintain the operations of networking in information system of various functions for strategic advantage.

Unit-I: Computer Fundamentals

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

Unit-II: Software Development applications

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

Unit-III: Data Processing Concepts

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

Unit-IV: 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.

Unit-V: Implementing and Managing IT

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

Current Stream of Thoughts: The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

Text Books

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

Supplementary Readings

1. Peter Norton (2015). *Introduction to Computer* (7th Ed.). New Delhi: Tata McGraw Hill.
2. Rajaram, V. (2013). *Introduction to Information Technology*. New Delhi: Prentice Hall India, 2013.
3. Mohan Kumar, K. & Rajkumar, S. (2009). *Computer Applications in Business*. New Delhi: Tata McGraw Hill.
4. Ritendra Goel and Kakkar, D.N. (2013). *Computer Applications in Management*, New Delhi: New Age Publishing.
5. Sanjiva Shankar Dubey, V. (2012). *Management and IT Consultancy*, New Delhi: McGraw Hill.

Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01				3						3			3						
C02		3		3	3							3	3			3		3	
C03			3	3					3		2	3			3		3		
C04				3									3		3				2
C05				2	3		3							2					
C06	3			2		3		3			2	3		2		2	3	3	2

20MBAC106	Core - 6	L	T	P	C
Semester I	Project, Entrepreneurship and Small Business Management	3	-	-	3

Learning Objectives:

To enable the student to understand

L01: Make understand the frame work for of project and stages involved in it

L02: Explain the process of developing the project and roles and responsibilities of personnel involved in it.

L03: Create awareness of the project feasibility and finance involved in it.

L04: Create awareness of SMME and its role in economy and its developments.

L05: 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:

At the end of the course, the student will be able to

C01: Understand and get skill on Project management tools and Information system used in a project.

C02: Impart knowledge on infrastructure project and project identification methods that are practiced in Indian and Global scenario.

C03: Improve cognitive skills on project delays and to resolve conflict in a project.

C04: Understand the role of entrepreneur and ethical practice in Indian and global scenario.

C05: Develop the leadership skills, communication skills and the ability to work with a project team.

C06: Impart knowledge on Training institute and financial institution that assist the small scale industry in the sustainable development.

Unit-I: Project Planning

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

Unit-II: Project Feasibility and Project Finance and Evaluation

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

Unit-III: Introduction to Entrepreneur

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

Unit-IV: Entrepreneurship Environment and Challenges

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

Unit-V: Small Business Management

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

Current Stream of Thoughts: The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

Text books

1. Chandra, P., & Chandra, P. (2014). *Projects: Planning, analysis, selection, financing, implementation, and review*. New Delhi: Tata McGraw Hill Education.
2. Khanka, S. S. (2012). *Entrepreneurial development: For B Com, M Com and MBA students of all Indian universities*. New Delhi: S Chand..

Supplementary Readings

1. Clifford F. Gray and Erik W.Larson (2007), *Project management*, Tata McGraw hill, New Delhi.
2. Nagarajan, K. (2007). *Elements of Project Management*, New Delhi: New Age International (P) Ltd.
3. Hisrich, R. D., Peters, M. P., Shepherd, D. A. & Sinha, S. (2020). *Entrepreneurship* (11th Ed.). New Delhi: Tata McGraw hill.
4. Vasant Desai (2008), *Dynamics of Entrepreneurial Development and Management*, Himalayas publishing house, New Delhi.

Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)							
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	
C01		3														3				
C02									3						3					
C03		3																		
C04				2					3											
C05				3										2						
C06												3								

20MBAC107	Core - 7	L	T	P	C
Semester I	Research Methodology	3	-	-	3

Learning Objectives:

To enable the student to understand

L01: To equip the students with the basic understanding of the research methodology

L02: To provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

L03: To impart knowledge in data collection and research tools to efficiently complete their business research.

L04: To provide the statistical concepts of primary and secondary data and its collection methods

L05: To make understand the method of preparing statistical reports in business organization

Course Outcomes:

At the end of the course, the student will be able to

C01: Display competencies and knowledge on the key knowledge area of research and its methodologies.

C02: Acquire the skills to explore appropriate research problems and parameters.

C03: Evaluate research problems and various research designs,

C04: Formulate hypotheses and develop statistical models

C05: Acquire the skills to analyse various research problems, interpret the various statistical tests results and generate good research reports.

C06: Develop proficiency in using SPSS for Data analysis.

Unit-I: Introduction to Research and Research Methodology

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

Unit-II: Data Collection

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

Unit-III: Research Tools

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

Unit-IV: Application of Statistics in Research

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

Unit-V: Report Preparation

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

Current Stream of Thoughts: The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

Text Books

1. Kothari, C. R., & Garg, G. (2019). *Research methodology: Methods and techniques*. New Delhi: New Age International (P) Ltd.
2. Arora, P. N., & Arora, S. (2007). *Statistics for management: [for M.B.A. course, Anna Univ., Chennai & other Indian universities]*. New Delhi: S. Chand.

Supplementary Readings

1. Cooper, D. R., & Schindler, P. S. (2014). *Business Research Methods* (12th Ed.). New Delhi: Tata McGraw Hill.
2. Krisnasamy, O.R. & Ranganathan, M. (2005). *Methodology of Research in Social Science*. Mumbai: Himalaya Publishing House.
3. Panneerselvam, R. (2008). *Research Methodology*. New Delhi: Prentice Hall of India.
4. Saunders, M. N. K., Lewis, P., & Thornhill, A. (2015). *Research methods for business students*. New Delhi: Pearson.
5. Easterby-Smith, M., Thorpe, R., Jackson, P., & Jaspersen, L. J. (2018). *Management & business research* (6th Ed.). Sage publishers.

Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)							
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	
C01	3														3					
C02		3												3						
C03																	3			
C04											3								2	
C05																				3
C06								2											3	

20MBAV 108		L	T	P	C
Semester II	VIVO-VOCE (Industrial Visits & Courses)		2		2

20MBAC 201	Core - 8	L	T	P	C
Semester II	FINANCIAL MANAGEMENT	4			4

Learning Objectives:

Enable the students to understand and

L01: To educate the concept of finance and its concern with everything that takes place in the conduct of the business.

L02: To develop and acquaint the students with the various concepts, techniques, methods of planning and forecasting.

L03: To Explain various sources of finance, dividend policy and capital structure.

L04: To impart knowledge on the working capital management

L05: To provide the financial concepts of capital structure and capital budgeting.

Course Outcomes:

At the end of the course, the student will be able to practice and to

C01: Analyze the functions of finance manager who entails planning, organizing, controlling, monitoring and evaluating the financial resources of an organization to achieve its overall objectives.

C02: Describe the characteristics of various sources of long term financing.

C03: Analyze the key issues related to working capital policy and various facets of inventory management

C04: Discuss the techniques of Capital budgeting and explore certain advanced issues in capital budgeting.

C05: Expound various views on relationship between capital structure and cost of capital.

Unit-I: Introduction to Financial Management

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

Unit-II: 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-III: 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-IV: 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-V: 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.

Current Stream of Thoughts : The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

Text Books

1. Khan, M.Y. & Jain, P.K (2017). *Financial Management–Text and Problems* (4thed.). New

Delhi: Tata McGraw Hill Publishing Co.,

2. Srivastava, R.M. (2016). *Financial Management*, Mumbai: Himalaya Publication House.

Supplementary Readings

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

Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01	3					2								3					2
C02			3														3		
C03									2					1					
C04			2		3														
C05									3								3		

20MBAC202	Core - 9	L	T	P	C
Semester II	MARKETING MANAGEMENT	4			4

Learning Objectives:

Enable the students to understand and

L01: To familiarize with the various concepts in marketing

L02: To assimilate the students about the marketing environment

L03: To understand consumer behavior

L04: To analyze the factors influencing consumer decision

L05: To develop the ability and to design the best marketing strategy

Course Outcomes:

At the end of the course, the student will be able to practice and to

C01: Familiar into marketing concept and environment.

C02: Built the Critical approach and analyze the market and segmenting markets.

C03: Well communicate the authorities about the buyer's opinion towards promotional as well as marketing mix strategies.

C04: Analyze the innovative market information and derive insights.

C05: Construct the suitable marketing strategies after evaluating the current trend about new products and copyrights.

Unit – I: 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-II: Market Analysis and Segmentation

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

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

Unit-III: Product and Pricing Strategies

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

Unit-IV: Physical Distribution and Promotion

Marketing Channels – Direct Marketing – Industrial Marketing – Network Marketing – e-marketing – B2B – B2C – Distribution Network – Channel Management – Retailing – Wholesaling – Promotions– Advertising – 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-V: Consumer Behaviour and CRM

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

Current Stream of Thoughts: The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

Text Books

1. Gupta, G.B. & N. Rajan Nair. (2016). *Marketing Management*, New Delhi: Sultan Chand & Sons.
2. Kotler, P. & Keller, K.L. (2016). *Framework for Marketing Management (6th Edition)*. New Delhi: Pearson Education.

Supplementary Readings

1. Webb, K. (2011). *Consumer Behaviour (2nd Edition)*. New Delhi: Tata McGraw Hill.
2. Kotler, P., Keller, K., Koshy, A. and Jha. (2012). *Marketing Management (14th Edition)*. New Delhi: Pearson Education.
3. Ramasamy Namakumari. (2016) .*Marketing Management: Asian Perspective*, New Delhi: McMillan,
4. Russel S. Winer. (2012). *Marketing Management*, New Delhi :Tata McGraw Hill.
5. Warren J. Keegan, (2014). *Global Marketing Management (8th Edition)*. New Delhi: Pearson Education.

Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01				3									3						
C02	3													3					
C03			2												2				3
C04										3						2			
C05								2									3		

20MBAC203	Core - 10	L	T	P	C
Semester II	HUMAN RESOURCE MANAGEMENT	4			4

Learning Objectives:

After the completion the students will be able

L01: To introduce the basic concepts to understand the importance of human resource Management

L02: To provide understanding of the various functions of human resource management

L03: To Acquaint the application of management functions and principles towards acquisition, development, retention and compensation of employees.

L04: To provide the concepts of job analysis and job design

L05: To impart knowledge on the promotion, job evaluation and compensation issues.

Course Outcomes:

At the end of the course, the student will be able to practice and

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.

Unit-I: Introduction

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

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

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

Unit-III: 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-IV: 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-V: Quality of work life and Participative Management

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

Current Stream of Thoughts: The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

Text Books

1. Aswathappa, K. (2017). *Human Resource Management: Text & Cases*. McGraw Hill Education.
2. Durai. (2016). *Human Resource Management*. (2nd Edition). Pearson Education India.

Supplementary Readings

1. Dessler Gary, (2017). *Fundamentals of Human Resource Management*. Pearson Education.
2. SubbaRao, P. (2013). *Essentials of HRM and Industrial Relation*. (5th Edition). Himalaya Publishing House.
3. Biswajeet Pattanayak. (2018). *Human Resource Management* PHI Learning.

Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01	2															2		3	2
C02		3									3		3						
C03								3			2					2			3
C04	2		2																
C05	3						1				3						2		

20MBAC204	Core - 11	L	T	P	C
Semester II	PRODUCTION AND MATERIALS MANAGEMENT	4			4

Learning Objectives:

Enable the students to understand and

L01: 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.

L02: To analyze the factors influencing plant location and principles of plant out existing in the industry.

L03: To help the students to understand about production, planning and control and the role of Gantt charts in production scheduling.

L04: 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.

L05: To impart knowledge on the materials management information system

Course Outcomes:

At the end of the course, the student will be able to practice and to

C01: 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.

C02: Appraise the production functions and their interaction with other business functions such as finance, marketing, human resource, supply chain and innovation

C03: 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.

C04: 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.

C05: 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.

Unit-I: Production Function

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

Unit-II: Plant Layout and Maintenance

Plant Layout – Types of layouts – Process layout – Product layout – Layout of service facilities – Office layout – Use of service facilities – Use of drawings, templates and models in layout physical facilities. 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-III: Production Planning and Control

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

Unit-IV: 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-V: 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.

Current Stream of Thoughts: The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

Text Books

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

Supplementary Readings

1. Tony Arnold J. R., Stephen N. Chapman, & Lloyd M. Clive. (2008). *Introduction to Materials Management. (6th edition)*, Pearson Prentice Hall.
2. Dutta, A.K. (2000). *Integrated Materials Management*. New Delhi: PHI Learning.
3. Nair,N.K. (2005). *Purchasing and Materials Management*. New Delhi: Vikas Publishing House.
4. Paneer Selvam, R. (2010). *Production and Operations Management*. New Delhi: PHI Learning.
5. Shridhara Bhat, K. (2009). *Production and Materials Management*. Mumbai: Himalaya Publishing House.

Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)							
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	
C01						3													3	
C02			2											3						
C03									3						3					
C04	3																2			
C05							3					1			2					3

20MBAC205	Core - 12	L	T	P	C
Semester II	DECISION SUPPORT SYSTEM AND MANAGEMENT INFORMATION SYSTEM	4			4

Learning Objectives:

After the completion of the course the students will able

L01: To provide a real world understanding of information systems and Decision Support System application in business.

L02: To impart a firm foundation and background needed in the field of information systems.

L03: To explain the Information System technologies currently available in business world.

L04: To provide the right balance of conceptual background, technical information and real world applications.

L05: To introduce the infrastructure required and security issues for the effective use of information System.

Course Outcomes:

At the end of the course, the student will be able to practice

C01: Categorize the components of information systems and differentiate how they interact among them.

C02: Understand MIS and DSS within a context of an integrated collection of subsystems within an organisation.

C03: Classify the conceptual foundations, structure and technology of information systems.

C04: Formulate and develop an information based DSS and MIS, supporting improved decision making and problem solving by improved individual insight.

C05: Determine and develop MIS and DSS in support of management, users and functional areas for the organisation

Unit-I: Basic MIS and DSS concepts

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

Unit-II: Design and development of MIS and DSS

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

Unit-III: Infrastructure for MIS and DSS

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

Unit-IV: MIS in Functional Components and System Security

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

Unit-V: IT infrastructure Management

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

Current Stream of Thoughts: The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

Text Books

1. Goyal, D.P. (2014). *Management Information Systems: Managerial Perspectives*. (4th edition). New Delhi: Vikas Publishing House.
2. Janakiraman & Sarukeshi. (2011). *Decision Support Systems*. (12th Edition). (New Delhi): PHI Learning Pvt. Ltd.

Supplementary Readings

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

Outcome Mapping

Course	Programme Objectives (PO)									Programme Specific Objectives (PSO)									
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01		3					2						3						
C02				3		2								2		3			
C03		3							2				3						
C04	3				2							2							2
C05			3				2							3				2	

20MBAC206	Core - 13	L	T	P	C
Semester II	LAB FOR STATISTICAL PACKAGES ON BUSINESS DECISION			4	2

Learning Objectives:

After the completion of the course the students will able

L01: To introduce statistical software program used for data management and data analysis and learn how to perform basic statistical analyses.

L02: To provide data transferable skills to students so that they can summarize and interpret the research findings.

L03: To utilize strong analytical skills and apply tools required for professional practices.

L04: To use current techniques, skills and tools necessary for comparisons and correlations.

L05: To provide the concepts of hypothesis testing and probability values.

Course Outcomes:

At the end of the course, the student will be able to practice

C01: Understand the role that statistical data analysis plays in managerial decision making process.

C02: Improved statistical thinking abilities, involving the identification and exploitation of variation in decision making and problemsolving.

C03: Critically evaluate reports presenting statistical data and translate and communicate the results of statistical analyses to organizational managers.

C04: Expertise in recording, presenting, recitation and making inferences from quantitative data.

C05: Develop capabilities as a manager to “think statistically” using data and to substantiate the business intuitions.

Unit-I: 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-II: 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-III: 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-IV: 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 – chisquare test for cross tabulation – Measures of the strength of association between variables.

Unit-V: ANOVA and Design of Experiments

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

Current Stream of Thoughts: The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

Text Books

1. George, D. & Mallery, P. (2016). *IBM SPSS Statistics 23 Step by Step: A Simple Guide and Reference*, New York: Routledge.
2. Alan C. Elliott & Wayne A. Woodward. (2015). *IBM SPSS by Example A Practical Guide to Statistical Data Analysis*. (2nd edition). Sage Publications.

Supplementary Readings

1. Finch, H., French, B. & Immekus, J.C. (2016). *Applied Psychometrics using SPSS and AMOS*. Information Age Publishing.
2. Kalyanaraman, K., Ramanathan, H.N. & Harikumar, P.N. (2016). *Statistical Methods for Research A Step by Step Approach Using IBM SPS*. New Delhi: Atlantic Publishers.
3. Lawrence S. Meyers., Glenn C. Gamstand & Guarino, A.J. (2015). *Performing Data Analysis using IBM SPSS*. New Jersey: John Wiley & Sons.
4. Asthana & BrajBhushan. (2017). *Statistics for Social Sciences (With SPSS Applications)*. PHI Learning.

Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)							
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	
C01	3					2										3				
C02			3																	
C03										2						1				
C04			2		3															
C05		3								3					2					

20MBAV207		L	T	P	C
Semester II	FIELD VISIT AND VIVA VOCE (EXPOSURE TO SMALL AND MEDIUM ENTERPRISES)		2		2

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 40hours.
- 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.
- Allfunctionalareasofthebusinesshavetobestudiedandthesamehavetobereported.
- 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.

20MBAC301	Core - 14	L	T	P	C
Semester III	OPERATIONS RESEARCH	4			4

Learning Objectives

The Objective of this course is

- L01:** To provide an in–depth understanding of the concept of Operations Research
- L02:** To enable the course participants to understand the various techniques of Operations Research
- L03:** To provide an indepth understanding of the Operations Research role in managerial Decision making.
- L04:** To impart knowledge on the inventory models
- L05:** To understand the concepts of game theory.

Course Outcomes

Upon completion of the course, the student will

- C01:** Critically think about the priorities that are involved in the daily activities of a project.
- C02:** Cultivate and Enhance the knowledge about Build the best fit route of transportation for carrying schedule of activities.
- C03:** Have the ability to work and graphically locate the optimum peak point in completing the project.
- C04:** Understand the application of Queuing Theory
- C05:** Analyze and apply the research techniques in quantitative and qualitative aspects
- C06:** Develop competencies in Maximize the productivity with help of least cost techniques

Unit-I: Introduction

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

Unit-II: Linear Programming

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

Special Purpose Algorithms

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

Unit-III: Inventory Models

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

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

Unit-IV: Game Theory

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-V: 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.

Current Stream of Thoughts: The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

Text Books

1. Yadav, S. R. , & Malik, A.K. (2014). *Operations Research. New Delhi: Oxford University Press*
2. Srinivasan, G. (2017). *Operations Research: Principles And Applications, Delhi: PHI.*

Supplementary Readings

1. Kapoor, V.K. (2011). *Operations Research*. New Delhi: Sultan Chand & Sons.
2. Panneerselvam R. (2003). *Operations Research*. New Delhi: Prentice Hall of India.
3. Richard I. Levin and Charles A. Krikpatrick. (1998). *Quantitative Approaches to Management* (6th Ed.). Tokyo: McGraw Hill Kogakuha Ltd.
4. Sharma, J. K. (2001). *Operation Research: Theory & Application*. New Delhi: Macmillan India Ltd.
5. Taha, Hamdy A. (2017). *Operations Research – An Introduction*. United Kingdom: Pearson.

Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01	3																2		
C02					2								2						
C03							2											3	
C04														3					
C05																3			
C06								1											3

20MBAC302	Core - 15	L	T	P	C
Semester III	INTRODUCTION TO BUSINESS ANALYTICS	4			4

Learning Objectives

The Objective of this course is to

L01: to study core statistical techniques; data retrieval, analysis and mining;

L02: to decide on decision modeling to effectively persuade in the project-oriented world of data-driven decisions.

L03: To understand the purpose of using business analysis tools within an organization, dataset for making a business decisions and R studio for data analysis.

L04: To provide the concepts of time series and forecasting.

L05: To impart knowledge on the data analysis using R.

Course Outcome

Upon completion of this course, the student will be able to

CO1: Display competencies and knowledge in key marketing management problems and apply analytical knowledge in big data

CO2: Develop own professional development in marketing management and its models of the field of business analytics.

CO3: Able to cultivating cognitive skills on the applications of business analytics to sales, new product development and advertising.

CO4: Commitment to sustainable development of data visualization and time series analysis in solving marketing issues.

CO5: Provide leadership in application of using R statistics for solving marketing issues within and between disciplines

CO6: Cultivating cognitive skills acquired on forecasting methods to support the marketing functions.

Unit-I: Introduction to Business Analytics and Big Data

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

Unit-II: Application of Business Analytics

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

Unit-III: Decision support and Data Visualisation

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

Unit-IV: Time Series and Forecasting

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

Unit-V: Data Analysis using R

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

Current Stream of Thoughts: The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

Text Books

1. Jeffery D.Camm, James J. Cochran, Michael J. Fry, Jeffrey W. Ohlmann, David R. Anderson. (2015). *Essentials of Business Analytic*. Cengage Learning.
2. Sandhya Kuruganti & Hindol Basu. (2015). *Business Analytics: Applications to Consumer Marketing*, New Delhi: McGraw Hill Education (India) Private Limited.

Supplementary Readings

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

Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)							
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	
C01	3												3							
C02														3						
C03		3													3					
C04											2					2				
C05																	3			
C06		2																		1

20MBAC303	Core - 16	L	T	P	C
Semester III	BUSINESS LEGISLATIONS	4			4

Learning objectives

The Objectives of this course are

L01: To assist the students in understanding basic laws affecting operations of a business enterprise.

L02: To help the students in understanding of the free enterprise system and the legal safeguards of the same.

L03: To develop in the student acceptable attitudes and viewpoints with respect to business ethics and social responsibility.

L04: To provide the concepts of sales and insurance laws.

L05: To impart knowledge on the corporate secretarial practices.

Course Outcomes

Upon completion of this course the students will be able to

C01: Expertise with the business laws and company laws.

C02: Appreciate and analyse the scope of these laws so that they are able to operate their businesses within their legal confines.

C03: Develop students thinking in a logical way, so that even a student with no legal background is able to understand it.

C04: Create the students' analytical thinking and logical reasoning as a technique for decision- making on the basis of business legislations.

C05: Understand the applicability of rules as per today's scenario.

C06: Communicate effectively using standard business and legal terminology.

Unit-I: Contract

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

Unit-II: 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-III: Sales and Insurance Laws

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

Unit-IV: Negotiable Instruments, Partnership and Other Laws

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

Unit-V: 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.

Current Stream of Thoughts: The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

Text Books

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

Supplementary Reading

1. Kuchhal, M. C. & Vivek Kuchhal (2013). *Mercantile Law*. New Delhi: Vikas Publishing House.
2. Pandit and Pandit (2010). *Business Law*, Mumbai: Himalaya Publishing House
3. French, Ben (2018). *Business Law in Practice (1st Ed.)*. Sydney: Thomson Reuters (Professional) Australia, Limited.

Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)							
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	
C01													2							
C02														1						
C03	3																		1	
C04						1									1					
C05																2				
C06			3																	3

20MBAC304	Core - 17	L	T	P	C
Semester III	INTERNATIONAL BUSINESS AND EXPORT MANAGEMENT	4			4

Learning Objectives

The objectives of this 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

Upon completion of the course the students will be able to

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

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

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

Unit-II: Export Procedure and Export Documents and Tariff

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

Unit-III: International Finance and Foreign Exchange Market

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

Unit-IV: Export Marketing and Pricing

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

Unit-V: Export and Import Finance

Export Finance – Payment by documentary credit – Letter of Credit – Parties, types – Advance payment – Cash against documents – Documents on Acceptance – Consignment basis – Pre-shipment 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 License – Types.

Current Stream of Thoughts: The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

Text Books

1. Francis Cherunilam (2010), *International Trade and Export Management*. Mumbai: Himalaya publishing house.
2. Gargi Sanati (2019). *Financing International Trade – Banking Theories and Applications*. New Delhi: Sage Publications India Pvt. Ltd.

Supplementary Readings

1. Mishra P. Y. (2017). *Principles of International Marketing*. Solapur: Laxmi Book Publications
2. Richard Willsher (2016). *Export Finance- Risks, Structures and Documentation*. New Delhi: Macmillan press Ltd.
3. Chase C. Rhee (2018). *Principles of International Trade*. IN: Author House.
4. Ajay Pathak (2016). *Export Import Management*. Bilaspur: Educreation publishing.
5. Gerald S. Albaum & Edwin Duerr (2011). *International marketing and export management*. New Delhi: Prentice Hall.

Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)							
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	
C01		3																	3	
C02									3					1						
C03																3				
C04	2												3							
C05															2					
C06																				1

20SOSC305	Core - 18	L	T	P	C
Semester III	SOFT SKILLS FOR MANAGERS	4			4

Learning Objectives

The objective of the course is

L01: To introduce the basic concepts and to explain the importance of Soft Skills.

L02: To provide understanding of the various Soft Skills.

L03: 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

C01: Develop effective communication in oral and written forms.

C02: Improve their cognitive skills by enhancing learning skills, presentation skills with ICT, problem solving and decision making skills.

C03: Critically think and evaluate their own self better and build ethical qualities for personal and professional success

C04: Manage emotions and stress and build team skills for sustainable development in global business environment.

C05: Analyse conflicts and maintain better interpersonal relationships.

C06: Develop and incorporate time management and resource management skills to achieve one's own goals.

Unit-I: 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-II: 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-III: 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-IV: 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-V: Work Skills

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

Current Stream of Thoughts: The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

Text Books

1. Alex. K. (2014). *Soft Skills – Know Yourself and Know the World*. New Delhi: S Chand & Company Pvt Ltd.
2. Gopaldaswamy Ramesh & Mahadvan Ramesh (2013), *The Ace of Soft Skills: Attitude, Communication and Etiquette for Success*, New Delhi: Pearson Education.

Supplementary Readings

1. Barun Mitra (2016). *Personality Development and Soft Skills*. New delhi: Oxford University Press.
2. Prashant A. Dhanwalkar (Manusmare), S. R. Sharma, & Gunjan Sharma (2015). *Soft Skills Development*. Nagpur: Sai Jyoti Publication.
3. Gajendra Singh Chauhan, & Sangeeta Sharma (2015). *Soft Skills – An Integrated Approach to Maximise Personality*, New Delhi: Wiley.

Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01																	1		
C02			3	3			3						2	3					
C03								3											
C04											2					1			
C05						2										1			
C06											2	3				2			

20MBAD306		L	T	P	C
Semester III	INTERNSHIP AND VIVA VOCE		3		3

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.

20MBAC401	Core - 19	L	T	P	C
Semester IV	RETAILING AND RURAL MARKETING	4			4

Learning Objectives:

To enable the student

L01: To focus on the understanding of Retail management

L02: To understand the development of organized retail in India

L03: To explain the importance of rural market both as end market and procurement source.

Course Outcomes:

At the end of the course, the student will be able to

C01: Understand the principles and functions of Retailing in India.

C02: Understand the importance of Retail site locations

C03: Familiar with the HRM functions in retailing.

C04: Enable to understand the duties and responsibilities of store manager.

C05: Develop and evaluate the Rural Marketing.

C06: To know the growth of growth of rural marketing in India

Unit-I: Retailing – Introduction and Strategy

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

Unit-II: Retail site Location

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

Unit-III: Human Resource Management

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

Unit-IV: Merchandize Management

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

Unit-V: Rural Market

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

Current Stream of Thoughts: The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

Text Books

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

Supplementary Reading

1. Levy, M., Weitz, B. A. & Pandit, A. (2008). *Retailing Management (6th Ed.)*. New Delhi: Tata McGraw Hill.
2. Barry Berman and Joel R. Evans. (2008). *Retail Management: A Strategic Approach (10th Ed.)*. New Delhi: PHI learning.
3. Balram Dogra & Karminder Ghuman. (2008). *Rural Marketing - Concept and Practices*. New Delhi: Tata McGraw Hill. .
4. Arif Sheikh and Kaneez Fatima. (2008). *Retail Management*. Mumbai: Himalaya Publishing House.
5. Pradhan, S. (2007). *Retailing management: Text and cases*. New Delhi: Tata McGraw-Hill.

Outcome Mapping

Course	Programme Outcomes (PO)												Programme Specific Outcomes (PSO)							
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	
C01	3			2		3			3	3					2	3		3		
C02		3	2		3		3	2		3				2	3		3			
C03	3		3	2		2		3	2					3		2	2	2		
C04	2	2			2		3		3						3		3			
C05	3		2			3				2				3		2		3		
C06																				

20MBAC 402	Core - 20	L	T	P	C
Semester IV	BUSINESS POLICY AND STRATEGIC MANAGEMENT	4			4

Learning Objectives:

To enable the student

L01: To focus on the understanding of Retail management,

L02: To understand the development of organized retail in India

L03: To explain the importance of rural market both as end market and procurement source.

Course Outcomes:

At the end of the course, the student will be able to

C01: Understand and get knowledge on managerial functions such as the internal and external environment of the organization.

C02: Improve the cognitive skills that related to Mission, Vision, Goals, Objectives, Policies and Strategies of any organisation.

C03: Analyse and Implement their responsibility to the society and business organisation.

C04: Evaluate and develop strategic management tools and recommend strategic responses to business problems.

C05: Develop strategic management plan for sustainable development of the organization

C06: Understand the social responsibilities, ethical and social considerations of business organisation.

Unit-I: Basic concepts of Business Policy

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

Unit-II: Business Analysis

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

Unit-III: Basic concept of strategy

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

Unit-IV: Business Development Strategies

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

Unit-V: Business Vs Social

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

Text Books

1. Subba Rao, P. (2014). *Business Policy and Strategic Management*. Himalaya Publishing House.
2. Cherunilam F. (2015). *Business Policy and Strategic Management*. Himalaya Publishing House.

Supplementary Readings

1. Kazmi Azhar. (2015). *Strategic Management*. McGraw Hill Education.
2. Vijay Pithadia. (2016). *Strategic Management and Business Policy*. BIZTANTRA. Dreamtech Press.
3. Elisha Stephens & Brice Martin. (2018). *Business Policy and Strategic Management*. EdTech Press.

Outcome Mapping

Course	Programme Outcomes (PO)												Programme Specific Outcomes (PSO)						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01															3				
C02		3												3					
C03																	2		
C04	2										3							3	
C05																			3
C06								2										3	

20MBAC 403	Core - 21	L	T	P	C
Semester IV	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	4			4

Learning Objectives:

To enable the student

L01: To explain the supply chain decisions and supply chain drivers

L02: To understand the factors of distribution, designing network and their tradeoffs

L03: To provide the role of information technology in supply chain

Course Outcomes:

At the end of the course, the student 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-I: 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-II: 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-III: Logistics Demand

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

Unit-IV: 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-V: 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.

Text Books

1. David Simchi-Levi, Philip Kaminsky and Edith Simchi-levi. (2006). *Designing and Managing the Supply Chain Concepts, Strategies and Case* (2nd Ed.). New Delhi: Tata McGraw Hill.
2. Donald J. Bolversox and Davis J. Closs. (2006). *Logistics Management: The Integrated Supply Chain Process*. New Delhi: Tata McGraw Hill.

Supplementary Reading

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

Outcome Mappings

Course	Programme Outcomes (PO)												Programme Specific Outcomes (PSO)						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01	3													2			3		
C02				3													2		
C03											3					3			
C04				2													3		
C05																			
C06				2															3

20MBAC 404	Core - 22	L	T	P	C
Semester IV	INDIAN ETHOS AND VALUES	4			4

Learning Objectives

To enable the student

L01: To acquaint the students on the applications of Indian Ethos and values; managerial decision making process.

L02: To train students in Yoga practices such as Asnas (yogic exercise), meditation (exercise for mind), Pranayama (exercise for breath),

L03: To Introspect (practices for positive thinking) and to manage stress in their managerial career.

Course Outcomes

At the end of the course, the student will be able to

C01: Enhancing the understanding of Ethics and Religious Values

C02: Increasing capacities on Indian Ethos for Business Excellence

C03: Managing stress in real world situations

C04: Practicing yoga and meditation for better mental health

C05: Exercising yoga and meditation for better physical health and social skills

C06: Implementing the outcome of Yoga for Managerial Excellence

Unit-I: Ethics and Religious Values

Value based management – Ethics – Definition – Meaning – Ethical Analysis in decision making – Cultural Values and Indian Management Ethos – Trans-cultural human values – Total quality mind for TQM – Models of values for organizational culture – Values for Indian managers – Guna Theory

– Professional Ethics – Business ethics – Values and ethics from religions: Buddhism, Jainism, Sikhism, Judaism, Taoism, Christianity, Islam.

Unit-II: Indian Ethos for Business Excellence

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

Unit-III: Stress Management

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

Unit-IV: Theories in Yoga

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

Unit-V: Yoga for Managerial Excellence

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

Text Books

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

Supplementary Readings

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

Outcome Mappings

Course	Programme Outcomes (PO)												Programme Specific Outcomes (PSO)							
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	
C01		3			2										3					
C02									2										2	
C03				3												3				
C04										2									2	
C05						3									3					
C06		3									2								3	

20MBAC 405	Core - 23	L	T	P	C
Semester IV	BEHAVIOURAL SCIENCE AND COMMUNICATION LAB			4	2

Learning Objectives

The students should know

L01: To Know the general principles and aim of psychology – to verify certain problems in experimental situations.

L02: To explain the methods of giving instruction to the subjects and to conduct the experiments.

L03: To collect the data, interpret those using suitable statistical techniques.

Course Outcomes

Upon completion of the course students will be able to

C01: Recognize, describe and implement a variety of research methods and skills common to the behavioral sciences.

C02: Articulate the key elements of content within a wide variety of areas in the behavioral sciences.

C03: Creatively and effectively apply behavioral science principles, knowledge and skills to promote positive change in one's community.

C04: To enhance the student's communication Skills through activities.

C05: It helps to understand the dimensions of Emotional intelligence & Ego states

C06: It helps to understand the dimensions of Decision making.

Unit-I: Creativity and Leadership

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

Leadership – Leadership Orientation – Task versus person orientation.

Unit-II: Decision Making and Assertiveness

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

Unit-III: Ego States and Values

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

Unit-IV: Emotional Intelligence and Personality

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

Unit-V: 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.

20MBAV406		L	T	P	C
Semester IV	Comprehensive Viva-Voce (Industrial Visits and Subjects)		2		2

ABUS26 – MBA INTERNATIONAL BUSINESS MANAGEMENT

List of Departmental Electives (DE)

Semester	Course Code	Course Title	Hours per week		C	Marks		
			L	P		CIA	ESE	Total
II	20MIBE220	Export–Import Procedures, Documentation and Logistics	3	0	3	25	75	100
	20MIBE221	International Economics	3	0	3	25	75	100
	20MIBE222	Overseas Buying Behaviour	3	0	3	25	75	100
III	20MIBE330	Foreign Trade Policy	3	0	3	25	75	100
	20MIBE331	Information Technology and E-Commerce	3	0	3	25	75	100
	20MIBE332	International HRM	3	0	3	25	75	100
IV	20MIBE440	International Marketing Management	3	0	3	25	75	100
	20MIBE441	International Financial Management	3	0	3	25	75	100
	20MIBE442	Global Business Strategies	3	0	3	25	75	100

20MIBE220	Departmental Elective	L	T	P	C
Semester II	EXPORT – IMPORT PROCEDURES, DOCUMENTATION AND LOGISTICS	3			3

Learning Objectives:

To enable the student to understand

L01: To acquaint students with knowledge of export–import procedures

L02: To train students in export and import documentation

L03: To expose knowledge of World Logistics.

L04: To enable them to apply the knowledge in Cargo Shipment, Custom Clearance and export and import licence procedures.

L05: To acquaint the students with concept and techniques used in Shipping and Containerization.

Course Outcomes:

At the end of the course, the student will be able to

C01: Understand the Export and Import procedures in International Trade.

C02: Analyse the challenges of the International Environment.

C03: Knowing the Insurance, Banking and Foreign Exchange system in international trade.

C04: Handle the Cargo shipment, Customs clearance in doing Trade practices.

C05: Understand the challenges of National and International Business

C06: Builds the confidence to do his own business.

Unit-I: 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-II: 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-III: 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- IV: Shipping and Containerization

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

Unit- V: 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.

Current Stream of Thoughts: The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

Text Books

1. Balagopal, T.A.S. (2013). *Export Management*. Mumbai: Himalaya Publishing House.
2. Cherunilam, F. (2010). *International Trade and Export Management*. Mumbai: Himalaya Publishing House.
3. Jain, K. S. (2009). *Export Import Procedures and Documentation: A Complete Reference for the Educators and the Educands*. Mumbai: Himalaya Publishing House.

Supplementary Readings

1. Rai, U. K. (2010). *Export - Import and Logistics Management*. Mumbai: PHI Learning.
2. Seyoum, B. (2009). *Export-import Theory, Practices, and Procedures*. United Kingdom: Routledge.
3. Gopal, C. (2006). *Export Import Procedures - Documentation and Logistics*. Mumbai: New Age International (P) Limited.

Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)							
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	
C01	3			3					3				3							
C02		3			3	3	3		1			3	3	1		3		3		
C03	3		3				3	3			2	3		1	3		3			
C04				3						3		1	3		3		1	2		
C05	1				3		3			3				2			3			
C06	2			2		3		3			2	3		2		2	3	3	3	2

20MIBE221	Departmental Elective	L	T	P	C
Semester II	INTERNATIONAL ECONOMICS	3			3

Learning Objectives:

To enable the student to understand

L01: To acquaint the students with concept and techniques used in economic Theory.

L02: To enable them to apply this knowledge in business decision – making.

L03: To understand the changes in the nature of business firms in the context of globalization.

L04: To enable them to apply the knowledge in foreign exchange procedures.

L05: To acquaint the students with concept and techniques used in foreign trade development methods.

Course Outcomes:

At the end of the course, the student will be able to

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-I: 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-II: Free Trade

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-III: 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-IV: 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-V: 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.

Current Stream of Thoughts: The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

Text Books

1. Malabika Roy & Saikat Sinha Roy. (2016). *International Trade and International Finance: Explorations of Contemporary Issues*. Springer India.
2. Paul R. Krugman & Maurice Obstfeld. (2014). *International Economics: Theory and Practice*. Pearson Education India.

Supplementary Readings

1. Salvatore, D. (1987). *International Economics*. United Kingdom: Macmillan.
2. Gandolfo, G. (2013). *Elements of International Economics*. Germany: Springer Berlin Heidelberg.
3. Thompson, H. (2017). *International Economics: Global Markets and Competition*. Singapore: World Scientific Publishing Company.

Outcome Mapping

Course	Programme Outcome												Programme Specific Outcome							
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	
C01	3		3	3				2	3				2	3						
C02			3			2			3			3					3			
C03			3	3								3				3				
C04	3		3	3		3	3		3		2						2			
C05	3		3	3		2	3		3								3			
C06				3					3			3							2	2

20MIBE222	Departmental Elective	L	T	P	C
Semester II	OVERSEAS BUYING BEHAVIOUR	3			3

Learning Objectives:

To enable the student to understand

L01: To learn how to design a research plan, analyze the data gathered and accurately interpret and communicate survey reports.

L02: To be able to apply concepts, theories, models, and tools in developing Buyer Behaviour driven marketing strategies.

L03: To develop a deeper understanding of consumer decision making process and factors affecting it.

L04: Analyse how consumer attitudes are formed, and consumer opinions change in order to better understand your own and other's personal consumption experiences.

L05: To demonstrate how as a marketer you can use your knowledge of consumer behaviour concepts to develop better marketing programs and strategies to influence those behaviours.

Course Outcomes:

At the end of the course, the student will be able to

C01: Equip with knowledge of appropriate buyer research techniques.

C02: Critically analyze buyer behaviour & decision processes and create marketing strategies.

C03: Relate internal dynamics to the choices buyers make and dynamics of the choices made by the people.

C04: Buyer behaviour patterns to develop marketing strategies to influence those behaviours.

C05: Describe models for buyer decision processes and organizational buying.

Unit-I: Introduction

Buyer Behaviour: Introduction, Meaning & Definition, Nature & Scope, Buyer Behaviour Process, Conceptual Framework, Models of buyer Behaviour, Inter Disciplinary Approach, Buyer Research, Methods of Data Collection, Data Analysis, Report Preparation.

Unit-II: Market Segmentation

Market Segmentation: Objectives of Market Segmentation, Approaches to Market Segmentation: Geographic, Demographic, Psychographic, Lifestyle, Behaviouristic, Targeting Strategies and Concept of Differentiation and Market Positioning.

Unit-III: Buyer Motivation

Buyer Motivation: Conceptual framework, Theoretical orientation, Understanding consumer-Conceptual framework, Self-Concept theory, Personality Traits, Emotions: Conceptual Framework, Emotions in advertising.

Unit-IV: Buyer Perception

Buyer Perception: Process of Perception, Concepts Underlying Perception, Factors Influencing Perception, Perception of Risk, Buyer Risk Perception, Buyer Learning: Conceptual Framework, Learning Theories, Behavioural Learning Theories, Classical Conditioning.

Unit-V: Buyer Decision Making

Buyer decision making: process of decision making, types of buyers decisions. Organizational Buying: Differences between Organizational and Consumer Buying, Buying Decisions in Organizational Buying Process; Organization Buyer's Decision Making Process, Factors influencing Organizational Buying Behaviour. E-commerce buying behaviour: online market environment.

Current Stream of Thoughts: The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

Text Books

1. Loen Schiffman & Joseph Wisenblit (2018). Consumer behavior (12th edition). Pearson publishers.
2. AR Krishnan (2014). Buyer behavior. LAP Lambert Academic Publishing.

Supplementary Readings

1. Micheal R Solomon (2019). Consumer behavior. Pearson education.
2. Debra I Stephens (2016). Essentials of consumer behavior. Routledge; 1st edition.
3. Zubin Sethne & Jim Blithe (2018). Consumer behavior. Sage publications.
4. Consumer Behavior: Building Marketing Strategy (2020). David Mothersbaugh and Delbert Hawkins and Susan Bardi Kleiser. McGraw Hill Publications.
5. Consumer Behavior: An Applied Approach (2017). Nessim Hanna, Richard Wozniak, Margaret Hanna. Kendall Hunt Publishing company.

Outcome Mapping

	Programme Outcomes												Programme Specific Outcomes				
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5
C01	2												3				
C02				2										2			
C03			2												3		
C04		3														2	
C05					3												2

20MIBE330	Departmental Elective	L	T	P	C
Semester III	FOREIGN TRADE POLICY	3			3

Learning Objectives:

To enable the student to understand

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:

At the end of the course, the student will be able to

C01: Describe the need on foreign trade policy.

C02: Recall the EXIM policies and procedures for export and import.

C03: Interpret the India's foreign trade and services

C04: Judge on the export promotion councils, exim banks, export zones, India's foreign trade.

C05: Analyze on the economic theories and the role of government

C06: Explore on the opportunities for foreign trade.

Unit-I: 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-II: Tariffs

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

Unit-III: EXIM Policy

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

Unit-IV: 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-V: Institutions

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

Current Stream of Thoughts: The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

Text Books

1. Francis Cherulinam. (2000). *International Business*. New Delhi: Wheeler Publishing.
2. Verma, P.C. (2010). *Indian Foreign Trade*. New Delhi: Wisdom Publishing .
3. Foreign Trade Policy. (2009). India: DGFT by the Controller of Publications.

Supplementary Readings

1. Agarwal,O.P.(2015). *Foreign Trade and Foreign Exchange*. Himalaya Publication,
2. Mathur, V. (2012). *Foreign Trade, Export-Import Policy and Regional Trade Agreements of India*. New Delhi: New Century Publications.

Outcome Mapping

Course	Programme Outcome												Programme Specific Outcome						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
CO1	3																		
CO2					3								3						
CO3							3											3	
CO4														3					
CO5																2			
CO6								3											2

20MIBE331	Departmental Elective	L	T	P	C
Semester III	INFORMATION TECHNOLOGY AND E-COMMERCE	3			3

Learning Objectives:

To enable the student to understand

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, and 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.

LO4: To enable them to apply the knowledge in IS for Planning.

LO5: To acquaint the students with concept and techniques used in uses of IT Tools for Managers.

Course Outcomes:

At the end of the course, the student 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.

C06: 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-I: 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-II: 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-III: 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-IV: 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-V: 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.

Current Stream of Thoughts: The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

Text Books

1. *Information Technology and Electronic Commerce: Readings and Cases Packet.* (1999). United States: Prentice Hall.
2. *Information Technology Outlook 2000: ICTs, E-commerce and the Information Economy.* (2000). Germany: OECD Publishing.
3. Rahman, S. (2014). *Introduction to E-Commerce Technology in Business.* Germany: GRIN Publishing.

Supplementary Readings

1. Kurihara, Y. (2008). *Information Technology and Economic Development.* United Kingdom: Information Science Reference.
2. Khosrowpour, M. (2006). *Cases on Electronic Commerce Technologies and Applications.* United States: Idea Group Pub..
3. *Trends in E-business, E-services, and E-commerce: Impact of Technology on Goods, Services, and Business Transactions.* (2013). United States: IGI Global.

Outcome Mapping

Course	Programme Outcome												Programme Specific Outcome							
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	
C01	3																			
C02					3								3							
C03							3												3	
C04														3						
C05																2				
C06								3												2

20MIBE332	Departmental Elective	L	T	P	C
Semester III	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	3			3

Learning Objectives:

The Objective of the course is to

L01: introduce the fundamental concepts and to understand the Importance of International Human Resource Management (IHRM)

L02: provide understanding of the various Functions of IHRM

L03: acquaint the application of management functions and principles towards Expatriate, cross cultural activities and compensation of employees.

L04: provide the concepts of Staffing and Recruiting in International Assignments.

L05: impart knowledge on Training and Development and Industrial Relations.

Course Outcomes:

At the end of the course, the student will be able to

CO1: Apply and contribute to the development, implementation and evolution of planning of HR, recruitment and selection.

CO2: Create the design and evaluation of Training and development programmes.

CO3: Critically evaluate the Return on Investment in International Assignments.

CO4: Critically analyze the compensation practice in International Assignment..

CO5. Understand the Industrial relations and collective bargaining in global scenario.

Unit-I: Introduction

International Human Resource Management- Evolution- Importance, trends and Challenges -Expatriate Management Evolution- The Trends in Expatriate Management - The difference between Domestic HRM and IHRM - The variables that differentiate Domestic HRM and IHRM - Cultural concept - Cross cultural management studies and strategic implications on IHRM - Modes of operation used in different International markets.

Unit-II: Staffing Global operations for sustained growth

Issues related to staffing operations - Reasons for global assignments - Types of global assignments - The Role of Expatriates and non- expatriate in developing global business activities - The role of Inpatriates in corporate global strategy - Return on Investment of International assignments - The role of corporate HR functions.

Unit-III: Recruiting and selecting staff for International Assignment

Reasons for Expatriate failure - The factors that contribute for the reason to stay or leave International Assignment - Selection criteria and procedures - Equal employment opportunities issues - law enforcement - policies and social norms - Gender and family issues in International Assignments.

Unit-IV: International Training and Development and Compensation

The role of training in supporting Expatriate management - Components of pre-departure training - Effectiveness of pre-departure training - training and developing international management teams - Trends in International Training and Development - Key components of International compensation - International compensation Approaches.

Unit-V: International Industrial Relations

Cross-cultural differences in Industrial relations - Collective bargaining - Key issues in Industrial relations and policies - Potential constraints of Trade union - Recent trends and issue in global work force.

Current Stream of Thoughts :The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

Text Books

1. Subba Rao P (2020). *International Human Resource Management*, Himalaya Publishing House.
2. Aswathappa K & Sadhna dash (2020). *International Human Resource Management*. Mc graw hill.
3. Peter J.Dowling (2017). *International Human Resource Management*. Cengage learning India Pvt ltd.

Supplementary Readings

1. Sebastian Reiche B (2018). *International Human Resource Management*. Sage publications.
2. Srinivas R. Kandula (2018). *International Human Resource Management*. Sage publication.

Outcome Mapping

Course	Programme Outcome												Programme Specific Outcome						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01	3												2						
C02				2										3					
C03		3														2			
C04									3									3	
C05											3								3

20MIBE440	Departmental Elective	L	T	P	C
Semester IV	INTERNATIONAL MARKETING MANAGEMENT	3			3

Learning Objective

The basic objective of this course is

L01: To enrich the students' knowledge with challenges and dynamic environments of global marketing.

L02: To educate them about cultural dynamics in assessing international markets.

L03: To impart the skills to assess market opportunities and global strategies.

Course Outcome

Upon completion of the course, the student will

C01: Critically think about the Challenges and Dynamic Environments of International Marketing.

C02: Cultivating and enhance the knowledge about the effects of globalised business world

C03: Have the ability to work and demonstrate the planning of marketing activities on foreign markets and domestic markets.

C04: Understand the application of marketing research in international aspects to identify the new markets.

C05: Analyse and design strategies for international business environments that firms utilize when marketing their products in foreign countries.

C06: 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 Restrictions – Competitiveness Act – General Agreement of Tariffs and Trade (WTO) – The International Monetary Fund and World Bank – Protests against Global Institutions.

Unit-2: Cultural Dynamics in Assessing Global Markets

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. **“Current Streams of Thought”**.

Text Books

1. Philip R. Cateora, John Graham and Mary C Gilly, International Marketing, 16th Ed., McGraw hill, New Delhi, 2017.
2. Warren J Keegan and Mark C Green, Global Marketing, 9th Edition, Pearson education, New Delhi, 2017.

Supplementary Readings

1. Bhalla, V.K., *International Business Environment and Management*, Anmol Publications Pvt. Ltd., 9th ed., New Delhi, 2007.
2. Cateora and Philip, *International Marketing*, The Tata McGraw Hill Companies, 13th ed., New Delhi, 2008.
3. Kumar, *International Marketing Research*, Prentice Hall of India (P) Ltd., New Delhi, 2012.
4. Philip and Kotler, *Principles of Marketing*, 12th ed., Prentice Hall Gassey Armstrong, New Delhi, 2007.
5. Richard Fletcher and Heather Crawford, *International Marketing : An Asia Pacific Perspective*, 7th Edition, Pearson education, New Delhi, 2017.

Outcome Mapping

Course Outcomes	Programme Outcomes (PO)												Programme Specific Outcomes (PSO)						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
CO1	3	3															3		
CO2					3								3						
CO3							3											3	
CO4														3					
CO5					3											2			
CO6		3						3				3							2

20MIBE441	Departmental Elective	L	T	P	C
Semester IV	INTERNATIONAL FINANCIAL MANAGEMENT	3			3

Learning Objectives:

To enable the student to understand

- L01:** to make them to understand about the concept, importance and boundary of international finance
- L02:** To educate the students about FOREX, FDI and sensitivity analysis.
- L03:** To provide an in-depth insights about working capital management, international equities and bonds

Course Outcomes:

At the end of the course, the student will be able to

- C01:** Incorporate the significant changes that has taken place in the field of International Finance.
- C02:** Identify various theories and techniques used in Foreign Exchange Risk Management
- C03:** international investment opportunity to elaborate the scope of investment under fast changing globalized economy
- C04:** know the risk and return from foreign equity investment, equity financing in international markets and its mechanism.
- C05:** understand the rationale for political and economic risk analysis as a pre-requisite for foreign investment
- C06:** provide a Theoretical objective of International Taxation and its bases in International tax system.

Unit-I: Introduction

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

Unit-II: 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-III: 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-IV: 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-V: 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.

Current Stream of Thoughts: The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

Text Books

1. Apte, P. G. (2010). *International Financial Management*. New Delhi: McGraw-Hill Education.
2. Somanath, V. S. (2011). *International Financial Management*. New Delhi: I.K. International Publishing House Pvt. Limited.

Supplementary Readings

1. Agarwal, O. P. (2015). *International Financial Management*. New Delhi: Himalaya Publishing House.
2. Bhalla, V. K. (2014). *International Financial Management (Text and Cases)*. New Delhi: S. Chand & Company Limited.
3. Vyuptakesh Sharan. (2010). *International Financial Management* (5th Ed.). New Delhi: PHI Learning Private Limited.

Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01	3	3										3					3		
C02		3			3							2	3						
C03	2	2					3					3						3	
C04		3										2		3					
C05		3			3					2		3				2			
C06		3						3				3		2					2

20MIBE442	Departmental Elective	L	T	P	C
Semester IV	GLOBAL BUSINESS STRATEGIES	3			3

Learning Objectives:

To enable the student

- L01:** To understand the various Global Strategic Management Approaches even in emerging markets.
- L02:** To develop the ability in designing competitive strategies, leadership and culture
- L03:** To gain knowledge and abilities in Strategic Entrepreneurship, Innovation and Design.
- L04:** To manage risks through adaptive strategies and decisions systems
- L05:** To evaluate firm performance, financial efficiency and managerial control

Course Outcomes:

At the end of the course, the student will be able to

- C01:** Make effective decisions on global operations of the business organizations.
- C02:** Identify the competitive strategies, strategic alliances, manoeuvrings, the role of organizational identify on strategic management applications.
- C03:** Realize the strategies for innovative organization structure, competitiveness of family firms, new product and service development.
- C04:** Demonstrate the risk management practices in strategic management, risk reduction, and implement adaptive strategies.
- C05:** Evaluate firm performance, efficiency and managerial control in financial institutions, determinants of working capital in emerging markets, liquidity positions.
- C06:** Implement global strategic management practices in global operations, particularly in competitive environment, new product and services development and managerial control in financial conditions.

Unit-I: Global Strategic Management and Practices

Institutional Approach - Economic Approach to Strategic Decisions - Leading the Strategic Decision-Making Process - Building Organizational Insight -Strategies Out of Global Recession in Emerging Markets - Alternative Strategies for Global Operations of Organizations.

Unit-II: Designing Competitive Strategies, Leadership and Culture

Building Competitive Strategies and Managing Stakeholder Relations - Human Side of Strategic Alliances, Cooperations and Manoeuvrings During Recession and Crisis - The Role of Organizational Identity on Strategic Management Applications - The Importance of Trust for Partnership and Collaboration in Volatile Economic Conditions - Complexity and Crisis Call for Shared Leadership and Empowered Teams.

Unit-III: Strategic Entrepreneurship, Innovation and Design

Establishing an Innovation Culture and Strategic Entrepreneurship - Strategies for Innovative Organization Structure - Building Innovative Strategies for the Competitiveness of Family Firms in Emerging Markets - Innovative Processes in New Product and Service Development - Increasing Strategic Competitiveness Through Innovation - Economic Growth and Dynamic R&D Investment Behavior.

Unit-IV: Managing Risks Through Adaptive Strategies and Decision Systems

Risk Management Practices in Strategic Management - Reducing Risk Through Strategic Flexibility and Implementation Leadership - Implementing Adaptive Strategies of Decision Support Systems - The Formulation of Strategies to Mitigate Supply Risks.

Unit-V: Evaluation of Firm Performance, Financial Efficiency and Managerial Control

Analysis to Evaluate Firm Performance - Efficiency and Managerial Control in Financial Institutions - Financial Innovation and Performance - Firm Features on Sales Growth - Determinants of Working Capital in Emerging Markets - Liquidity Position and Working Capital Adequacy - Liquidity Position and Working Capital Adequacy

Current Stream of Thoughts : The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

Text Books

1. Philippe Lasserre (2017). *Global Strategic Management*. Fourth Edition, Red Globe Press.
2. George Frynas & Kamel Mellahi (2012). *Global Strategic Management*. Oxford University Press.
3. Peter Zamborsky (2018). *Global Strategy: Thriving in a World of Uncertainty*. tophat.com.

Supplementary Readings

1. John A. Pearce II, Richard B. Robinson & Amita Mital (2018). *Strategic Management: Planning for Domestic and Global Competition (SIE)*.
2. Mike, W. Peng (2014). *Global Strategic Management*, International Edition.
3. Paul N. Gooderham (2019). *Global Strategy and Management: Theory and Practice*, Third International Edition.
4. Heidi Vernon-Wortzel & Lawrence H. Wortzel (1996). *Strategic Management in the Global Economy*.
5. Martyn Pitt & Dimitrios Koufopoulos (2017). *Essentials of Strategic Management*, Sage Publications, Inc.

Outcome Mapping

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