



P.S.R. ENGINEERING COLLEGE

**Autonomous Institution, Accredited by NAAC and listed under 12(B) of the UGC Act
Accredited by NBA, AICTE, New Delhi & An ISO 9001:2008 Certified Institution
Sivakasi – 626140**



DEPARTMENT

OF

MANAGEMENT STUDIES

**CURRICULUM AND SYLLABI FOR
MASTER OF BUSINESS ADMINISTRATION (MBA)**

REGULATIONS – 2016

P.S.R. ENGINEERING COLLEGE
(Autonomous Institution - Affiliated to Anna University, Chennai)
SIVAKASI – 626 140



Curriculum and Syllabi
for
Master of Business Administration

REGULATION - 2016

Department of
MANAGEMENT STUDIES

CANDIDATES ADMITTED DURING 2016-2017 AND ONWARDS

P.S.R. ENGINEERING COLLEGE
(An Autonomous Institution & Affiliated to Anna University, Chennai)
SIVAKASI - 626140



MANAGEMENT STUDIES

**CURRICULUM
AND SYLLABI
[I To IV Semester]**

THIS IS THE FINAL VERSION OF THE SYLLABUS AS
RATIFIED AND APPROVED BY THE ACADEMIC COUNCIL
OF THE COLLEGE IN THE MEETING HELD ON
07/05/2016 AND 04/03/2017

INSTITUTE VISION:

To contribute to the society through excellence in technical education with societal values and thus a valuable resource for industry and the humanity.

INSTITUTE MISSION:

- To create an ambience for quality learning experience by providing sustained care and facilities.
- To offer higher level training encompassing both theory and practices with human and social values.
- To provide knowledge based services and professional skills to adapt tomorrow's technology and embedded global changes.

DEPARTMENT VISION:

To create spirited Entrepreneurs & Executives with ethics and social responsibility and to inculcate innovative continuous learning with a global mind-set through quality teaching, training and research.

DEPARTMENT MISSION:

- Creating an environment for aspiring Managers and Entrepreneurs to learn Ethical Values, Morale and Social Responsibility through managerial concepts.
- Promoting research based advanced learning and engages with organizations through establishing high quality aspirants and faculty.
- Enhancing Institute's prophecy through sustainable growth in association with industry leaders, professional bodies and the local community.

Program Specific Outcomes(PSO)

On completion of this program the graduate should be able to:

PSO 1: Apply various concepts and strategies to comprehend the importance of functional and inter functional disciplines in the business management.

PSO 2: Recognize opportunities available and face the challenges as competent individuals in the global business environment and adapt accordingly.

PSO 3: Formulate & initiating a passion among management graduates for multidisciplinary knowledge approach for problem solving, critical analysis and decision making by giving due importance for rational thinking.

PSO 4: Channelize the transformation process of every management graduate by providing in- depth knowledge of business management embedded with ethics and a sense of social commitment and imparts value creation and development to the society.

PROGRAMME OUTCOMES (POs)

A post-graduate of the Master of Business administration Program will attain -

- a. Management Students will develop a cross-functional understanding of the key functions of business (Operation, Human Resource, Accounting, Finance, Systems, Management and Marketing).
- b. Management Students will learn the proper use of oral and written communication, research, and analytical skills to solve current issues (e.g., diversity, social responsibility, sustainability, innovation, knowledge management, etc.)in business, both individually and as part of teams using techniques such as role plays, case analysis, projects and assignments.
- c. Students will get the ability to approach business problems with analytical skills and minimizing the cost with the help of statistical tools and operational research techniques.
- d. Management Students will learn the aspects of human behavior at work place and its major impact on Organizations growth and prosperity during critical situation.
- e. Students will enhance their skills to approach problems under legal view and ensuring industrial establishment and existence with legal, ethical and environmental standards.
- f. Students will learn the techniques and typical approach to keep the customers of an Organization by producing high-quality products and services in a tough competition. They will also learn how the strategy, data and effective communications are helping to integrate the quality and discipline to suit the culture and activities of the organization.
- g. Management Students will get broader inputs on Finance and Accounts to produce financial statements using various financial tools and by knowing the practical and legal limitations of regional, national, international finance within corporate and international environments to appreciate the global implications of conducting business.
- h. Management students will have a solid, culturally-sensitive, and specialized education in marketing that will enable students to pursue careers in brand management, market research, advertising, public relations, selling, buying and Understand and

appreciate marketing's role in formulating, implementing, and monitoring specific strategies and tactics for serving high potential target markets.

- i. Management students will possess skills in understanding a system consists of people, procedures, hardware, software, and data and modeling organizational processes and data, defining and implementing technical and process solutions, managing projects, and integrating systems.
- j. Management students will realize fundamental HR functionalities and core qualities of HR management such as extensive knowledge of the industry, leadership, and effective negotiation skills and also focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, and diversity and inclusion.
- k. Students will learn the important aspects of design and management of products, process, services and supply chain to deliver the goods and services to meet the clients' expectation.
- l. Students will learn the Research methodology to find new solutions or ideas for the business problems viz marketing, human resource, finance, systems and operations. Students will become familiar with the project management software applications to manage projects.
- m. Management students will get an exposure to International Business issues in depth to develop managerial skills to manage people and to process the business in local and international business environments. Learners will improve their theoretical knowledge of economics using the relationship of firms with the employees, the providers of capital, the customers, the government, the interactions between firms and the business environment.



P.S.R.ENGINEERING COLLEGE

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CHOICE BASED CREDIT SYSTEM

MASTER OF BUSINESS ADMINISTRATION

REGULATIONS, CURRICULUM AND SYLLABUS

(I TO IV SEMESTERS)

2016- 2017 AND ONWARDS

Total Credits: 90

SEMESTER – I

S. No.	Code No.	Course Title	Category	L-T-P	C
1	163BA11	Principles of Management	FC	3-0-0	3
2	163BA12	Business Statistics and Probability	FC	3-1-0	4
3	163BA13	Managerial Economics	FC	3-0-0	3
4	163BA14	Organizational Behaviour	FC	3-0-0	3
5	163BA15	Accounting for Management	FC	3-1-0	4
6	163BA16	Legal Aspects of Business	FC	3-0-0	3
7	163BA17	Business Application Software - I	EEC	0-0-4	2
8	163BA18	Seminar I – Executive Communication	EEC	0-0-2	1
		Total			23

SEMESTER – II

S. No.	Code No.	Course Title	Category	L-T-P	C
1	163BA21	Operations Management	PC	3-0-0	3
2	163BA22	Financial Management	PC	3-0-0	3
3	163BA23	Marketing Management	PC	3-0-0	3
4	163BA24	Human Resource Management	PC	3-0-0	3
5	163BA25	Management Information System	PC	3-0-0	3
6	163BA26	Applied Operations Research for Management	PC	3-1-0	4
7	163BA27	Business Research Methods Laboratory	EEC	0-0-4	2
8	163BA28	Seminar II – Business Environment	EEC	0-0-2	1
		Total			22

SEMESTER – III

S. No.	Code No.	Course Title	Category	L-T-P	C
1	163BA**	Elective I	PE	3-0-0	3
2	163BA**	Elective II	PE	3-0-0	3
3	163BA**	Elective III	PE	3-0-0	3
4	163BA**	Elective IV	PE	3-0-0	3
5	163BA**	Elective V	PE	3-0-0	3
6	163BA**	Elective VI	PE	3-0-0	3
7	163BA31	Summer Project Work	EEC	0-0-6	4
8	163BA32	Seminar III– Total Quality Management	EEC	0-0-2	1
		Total			23

SEMESTER – IV

S. No.	Code No.	Course Title	Category	L-T-P	C
1	163BA41	International Business Management	PC	3-0-0	3
2	163BA42	Strategic Management	PC	3-0-0	3
3	163BA43	Project Work	EEC	0-0-32	16
		Total			22

**LIST OF PROGRAM ELECTIVES
MASTER OF BUSINESS ADMINISTRATION (MBA)**

S. No.	Code No.	Course Title	Category	L-T-P	C
MARKETING – ELECTIVES					
1	163BAM1	Retail Management	PE	3-0-0	3
2	163BAM2	Services Marketing	PE	3-0-0	3
3	163BAM3	Consumer Behaviour	PE	3-0-0	3
4	163BAM4	Integrated Marketing Communication	PE	3-0-0	3
5	163BAM5	Rural Marketing	PE	3-0-0	3
FINANCE – ELECTIVES					
1	163BAF1	Security Analysis and Portfolio Management	PE	3-0-0	3
2	163BAF2	Merchant Banking and Financial Services	PE	3-0-0	3
3	163BAF3	International Trade Finance	PE	3-0-0	3
4	163BAF4	Corporate Finance	PE	3-0-0	3
5	163BAF5	Risk Management and Insurance	PE	3-0-0	3
HUMAN RESOURCE – ELECTIVES					
1	163BAH1	Managerial Behavior and Effectiveness	PE	3-0-0	3
2	163BAH4	Labour Legislations	PE	3-0-0	3
3	163BAH5	Strategic Human Resource Management & Development	OE	3-0-0	3
4	163BAO3	Advanced Industrial Psychology	PE	3-0-0	3
PRODUCTION – ELECTIVES					
1	163BAP1	Supply Chain Management	PE	3-0-0	3
2	163BAP2	Logistics Management	PE	3-0-0	3
3	163BAP3	Lean Six Sigma	PE	3-0-0	3

HOSPITAL MANAGEMENT – ELECTIVES					
1	163BAHO1	Public Health Care System & Health Insurance	PE	3-0-0	3
2	163BAHO2	Legal and Ethical Issues For Hospitals	PE	3-0-0	3
3	163BAHO3	Medical & Health System Management	PE	3-0-0	3

FC – Foundation Course, PC - Professional Core, PE - Professional Elective, OE - Open Elective, EEC – Employment Enhanceability Courses

SEMESTER I

163BA11	PRINCIPLES OF MANAGEMENT				L-T-P	C
					3-0-0	3
Programme:	MBA	Sem:	I	Category:	FC	
Aim:	To impart the Management concepts and principles to achieve efficiency in Management.					
Course Outcomes:						
The students will be able to						
CO1. Demonstrate knowledge of managerial functions, types of managers, and managerial roles and skills						
CO2. Discuss and apply the planning, organizing and control processes.						
CO3. Analyze organizational structure, and organizational control and culture.						
CO4. Communicate effectively through both oral and written presentations.						
CO5. Conduct research and analyze information by using both human and technological resources.						
HISTORICAL DEVELOPMENT						9
Definition of Management – Science or Art – Nature – Scope and functions - Management and Administration – Role of managers - Development of Management Thought – Contribution of Taylor, Fayol, Elton Mayo, Hawthorne Studies – Approaches to Management.						
PLANNING						9
Nature & Purpose – Steps involved in Planning - Types of plans – Objectives – Setting Objectives – Process of Managing by Objectives – Strategies, Policies, Procedures and methods & Planning Premises-Forecasting – Decision-making.						
ORGANISING						9
Nature and Purpose of organizing – Types of Business Organization - Organization structure - Formal and informal organization – Structure and Process – Departmentation by difference strategies – Line and Staff authority – Benefits and Limitations – Delegation of Authority – Staffing - Job Analysis, Selection and Recruitment – Techniques - Orientation – Training - Performance Appraisal.						
DIRECTING						9
Creativity and Innovation – Leadership – Types, Theories - Motivation – Need, Importance, Motivation theories – Motivational Techniques – Communication – Process of Communication – Barriers and Breakdown – Effective Communication – Electronic media in Communication – Organizational Culture.						
CONTROLLING						9
Process of controlling - Types of control - Budgetary and non-budgetary control techniques - Managing Productivity - Cost Control - Purchase Control - Maintenance Control - Quality Control – Case Studies						
Total Periods:						45
Text Book:						
1. Harold Koontz, Heinz Weihrich and Mark V Cannice, ' Management - A global & Entrepreneurial Perspective', Tata McGraw Hill, 12th edition, 2013.						
2. James A.F. Stoner, R.Edward Freeman, Daniel R. Gilbert Jr., 'Management ', Prentice-Hall of India, 6 th edition.						
References:						
1. Charles W L Hill, Steven L McShane, 'Principles of Management', McGraw Hill Education, Special Indian Edition, 2012.						
2. Andrew J. Dubrin, 'Essentials of Management', Thomson Southwestern, 7 th edition, 2014.						
3. Tripathy PC and Reddy PN, 'Principles of Management' ,Tata McGraw-Hill,2012.						
4. Stephen P. Robbins and Mary Coulter, 'Management', Prentice Hall of India, 8th edition						

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1	3	2			1					3				3			
CO2	2	2		2												2	1
CO3				2		3										3	
CO4		3															
CO5												3			3		1

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

163BA12	BUSINESS STATISTICS AND PROBABILITY						L-T-P	C	
						3-1-0	4		
Programme:	MBA					Sem:	I	Category:	FC
Aim:	To learn the applications of statistics and probability to business.								
Course Outcomes:									
The students will be able to CO1. Understanding the principles of statistics and probability. CO2. Analyze the business issue with the help of statistics and probability. CO3. Apply statistical tools for solving business problems. CO4. Apply the probability concept to issues in business.									
STATISTICS & MANAGEMENT								12	
Statistics – Definition, Types of variables, Measures of Central tendency – Mean, Median & Mode, Measures of dispersion – Range, Variance & Standard deviation, Correlation analysis, Rank correlation, Regression analysis, Trend analysis, Seasonal variations, Index Numbers – Laspeyre’s, Paasche’s and Fisher’s Ideal index numbers.									
PROBABILITY DISTRIBUTION								12	
Probability – Definition, Rules, Baye’s theorem, Binomial distribution, Poisson distribution, Normal distribution, Uniform distribution.									
SAMPLING DISTRIBUTION & ESTIMATION								12	
Introduction to sampling distributions, Central limit theorem, sampling techniques, Estimation of confidence limits for large samples & small samples, determining the sample size									
PARAMETRIC TESTS								12	
Hypothesis – Definition, Types. Type I & II Errors, One sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test, ANOVA – one way and two way									
NON-PARAMETRIC TESTS								12	
Chi-square tests - Goodness of fit, Independence of attributes and homogeneity. Sign test for paired data, Rank sum test – Mann-Whitney ‘U’ test and Kruskal Wallis ‘H’ test, Kolmogorov-Smirnov test (K-S test), one sample run test.									
Lecture: 45						Tutorial: 15		Total Periods:	60
Text Books:									
1. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, 7th Edition, 2012. 2. Srivatsava TN, Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2013.									
References:									
1. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 8 th edition, Thomson (South – Western) Asia, Singapore, 2012. 2. Aczel A.D. and Sounderpandian J., Complete Business Statistics, 6 th edition, Tata McGraw – Hill, 2012.									

3. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012
4. P.N.Arora & S.Arora, "Statistics for Management", S.Chand & Company Ltd., New Delhi, Second Edition, 2014.

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1			3				2					3				3	
CO2		3	3				2		2			2		2			
CO3	2		3				2								2		2
CO4	2		3				2					2		1			

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

163BA13	MANAGERIAL ECONOMICS				L-T-P	C	
					3-0-0	3	
Programme:	MBA			Sem:	I	Category:	FC
Aim:	To understand the basic concepts of Managerial Economics & its relationship with other disciplines and helps in understanding the goals of Managerial decisions.						
Course Outcomes:							
The students will be able to							
CO1. Gaining the knowledge about Demand, Supply and its types.							
CO2. Gathering ideas over pricing, different market structure and pricing methods in practice.							
CO3. Understand the importance of economy and modern parameters of economy for everyday life.							
CO4. Apply skills in enhancing an organization's decision-making process.							
INTRODUCTION TO MANAGERIAL ECONOMICS						8	
Concept of Managerial Economics, Scope of Managerial Economics, Significance of Managerial Economics, Distinction between Economics and Managerial Economics, Managerial Economics in Other Disciplines, Role of a Managerial Economist, Major Economic Problems.							
DEMAND AND SUPPLY ANALYSIS						9	
Introduction, Determinants of Demand & Supply, Demand & Supply Function, Demand and Supply Curve, Law of Demand & Supply, Elasticity of Demand & Supply, Demand Forecasting.							
PRODUCTION AND COST ANALYSIS						9	
Production Analysis- Introduction , Production Process & Function-One Variable and Two Variable Inputs, Iso-quant and Iso-cost, Law of returns to scale .Cost concept , short-run and long-run cost curves and its managerial use, Break-Even Analysis.							
MARKET STRUCTURES AND PRICING STRATEGIES						9	
Market Structure - Perfect Competition and Imperfect competition, Monopoly - Feature, Pricing under Monopoly, Monopolistic - Features, Pricing under Monopolistic competition, Oligopoly - Features, Pricing under Oligopoly, Price Discrimination.							
NATIONAL INCOME AND MACROECONOMIC ANALYSIS						10	
Introduction , Significance of Macroeconomic Analysis, Concept of National Income, Determination of National Income (Two-sector, three-sector, and four-sector) Concept of Business Cycles, Unemployment and its Impact, Inflation and its Impact, Role of Monetary policy.							
Total Periods:						45	
Text Books:							
1. Paul A. Samuelson and William D. Nordhaus, Economics, 19 th edition, Tata McGraw Hill, 2014.							
2. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2012.							

References:

1. P.L. Mehta – Managerial Economics Analysis, Problems and Cases– Sultan Chand & Sons, New Delhi.
2. V.L. Mote – Managerial Economics – Tata McGraw Hill, India, New Delhi.
3. K.K. Dewett – Modern Economic Theory: Micro and Macro Analysis – Orient Book Distributors, New Delhi.
4. Thomas. R. Christopher and Maurice Charles S Managerial Economics: Concepts and Application Tata McGraw Hill 2014.

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1	3				2									2	1		1
CO2											3	2					
CO3							2							3		2	
CO4							2				2						1

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

163BA14		ORGANIZATIONAL BEHAVIOUR				L-T-P	C
						3-0-0	3
Programme:	MBA			Sem:	I	Category:	FC
Aim:	To establish the essential concepts of organizational behavioral framework, its nature and different models.						
Course Outcomes:							
The students will be able to							
CO1. Acquire scope of this study initially and giving in-depth knowledge to managerial students regarding subject importance through various framework, models and other techniques.							
CO2. Demonstrate how individual and group behavioral components affect their behavior in all sort of organization environment.							
CO3. Attain knowledge on these areas such as essential leadership theories, power centers, and role of politics in modern and conventional organization.							
CO4. An ability to tackle different organization culture, hectic stress, organization change							
FOCUS AND PURPOSE						6	
Definition, need and importance of organizational behaviour – Nature and scope – contributing Disciplines to OB field – Challenges and Opportunities for OB - Frame work – Organizational behaviour models.							
INDIVIDUAL BEHAVIOUR						12	
Personality – The Myers-Briggs Type Indicator – The Big Five Personality Model- Other Personality Traits Relevant to OB - Learning – Types of learners – The learning process – Learning theories - Emotions - Emotional Labour – Emotional Intelligence. Attitudes – Components - Job satisfaction – Values - Perceptions – Importance – Factors influencing perception – Interpersonal perception- Impression Management - Motivation – importance – Types – Theories							
GROUP BEHAVIOUR						9	
Organization structure - Formation Groups in organizations –Stages of Group Development – Properties – Group Decision Making Work Team - Team - Types – Creating effective team - Organizational Communication.							
LEADERSHIP AND POWER						8	
Meaning – Importance – Leadership styles – Theories - Power & Politics - Bases of power – Power Tactics – Power in action – Causes and Consequences of Political Behaviour.							
DYNAMICS OF ORGANIZATIONAL BEHAVIOUR						10	
Organizational culture – Function – Creating and Sustaining culture – Modes of learning Organizational culture - Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change, Stress – Sources of Stress – Consequences- Managing Stress –Organizational development – Characteristics – objectives – OD intervention. Organizational effectiveness							

Total Periods:	45
Text Books:	
1. Stephen P. Robbins, Timothy A. Judge, “Organizational Behavior”, PHI Learning /Pearson Education, 15 th edition, 2013.	
2. Fred Luthans, Organizational Behavior, McGraw Hill, 12 th Edition, 2012.	
References:	
1. Schermerhorn, Hunt and Osborn, Organizational behavior, John Wiley, 12 th Edition, 2012.	
2. Udai Pareek, Understanding Organizational Behaviour, 2 nd Edition, Oxford Higher Education, 2013.	
3. Mc Shane & Von Glinov, Organizational Behaviour, 4 th Edition, Tata Mc Graw Hill, 2014.	
4. Hellrigal, Slocum and Woodman, Organizational Behavior, Cengage Learning, 11 th Edition 2013.	

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1	2	3		2				2		3				2			
CO2		3		2	3		2									2	
CO3		3					2			3					2		
CO4				3				3						3			1

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

163BA15	ACCOUNTING FOR MANAGEMENT				L-T-P	C
					3-1-0	4
Programme:	MBA			Sem:	I	Category: FC
Aim:	To understand the significance of accounting for managerial decision making.					
Course Outcomes:						
The students will be able to						
CO1. Management students will gain in-depth knowledge on fundamental accounting concepts.						
CO2. Students will possess skills in analysing the financial statements by using various techniques.						
CO3. Students will learn significance of costing techniques used in production.						
CO4. Enrichment of accounting knowledge in computerized platform.						
FINANCIAL ACCOUNTING						12
Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventions and Concepts-Preparation of Trading, Profit and Loss account and Balance sheet with adjustment entries - Introduction to inflation accounting- Introduction to human resources accounting.						
ANALYSIS OF FINANCIAL STATEMENTS						12
Analysis of financial statements – Common size statement – Comparative statement – Trend analysis - Ratio analysis, Funds flow statement and cash flow statement (as per Accounting Standard 3).						
BUDGET AND BUDGETORY CONTROL						12
Budgetary control – Nature and objectives of budgetary control – limitations - Types of Budgets - Fixed and Flexible budgets - Zero base budgeting.						
COST ACCOUNTING						12
Cost Accounting – Elements of cost – Cost sheet and preparation of cost sheet - Marginal costing including decision making- Cost volume profit analysis - Standard cost system.						
ACCOUNTING IN COMPUTERISED ENVIRONMENT						12
Significance of Computerized Accounting System - Codification and Grouping of Accounts - Maintaining the hierarchy of ledgers- Prepackaged Accounting software.						
Total Periods:						60

Text Books:
<ol style="list-style-type: none"> 1. M.Y.Khan & P.K.Jain, Management Accounting, Tata McGraw Hill, 2014. 2. R.Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, New Delhi, 2013.
References:
<ol style="list-style-type: none"> 1. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2013. 2. Dr.Maheswari.S.N., Management Accounting, 5th Edition, Sultan Chand & sons ,2012 3. Reddy.T.S. & Hari Prasad Reddy, Financial and Management Accounting, 6th Edition, Margerm Publications, 2013. 4. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning, 2014.

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1	3						3		2			2		2		3	
CO2	3		2				3					2					2
CO3	2		1				3					2		1		2	
CO4	2						3					2		1			

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

163BA16	LEGAL ASPECTS OF BUSINESS				L-T-P	C
					3-0-0	3
Programme:	MBA			Sem:	I	Category: FC
Aim:	To have a clear understanding of the corresponding laws and procedures, kinds of implications, applications in the business scenario.					
Course Outcomes:						
The students will be able to						
CO1. Appreciate the relevance of business law to individuals and businesses and the role of law in an economic, political and social context.						
CO2. Acquire knowledge on legal procedures and to be able to present coherent, concise legal argument.						
CO3. Be able to identify and formulate the legal issues and theories that apply to the facts of described situation or problem.						
CO4. Gaining knowledge on Industrial laws, Cyber laws and consumer protection act relevant to the current existing business environment.						
THE INDIAN CONTRACT ACT 1872						9
Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts - Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency.						
THE SALE OF GOODS ACT 1930						9
Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller - Negotiable Instruments Act 1881: Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.						
COMPANY LAW						9
Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Key highlights of Companies Act, 2013.						
INDUSTRIAL LAW						9

An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act - Industrial Disputes Act	
INCOME TAX ACT AND SALES TAX ACT	9
Corporate Tax Planning, Overview of central Sales Tax Act 1956 – Definitions, Scope, Incidence of CST, Practical issues of CST, Value Added Tax – Concepts, Scope, Methods of VAT Calculation, Practical Implications of VAT.	
CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS	9
Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machinerics and Forums- Competition Act 2002 - Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.	
Total Periods:	
45	
Text Books:	
<ol style="list-style-type: none"> 1. N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India, 35th revised Edition, 2014. 2. P. K. Goel, Business Law for Managers, Biztantra Publishers, India, 2012. 	
References:	
<ol style="list-style-type: none"> 1. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2013. 2. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2013. 3. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 2014. 4. Balachandran V., Legal Aspects of Business, Tata McGraw Hill, 2012. 	

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1		2			3									2			
CO2	1				3												2
CO3					3			1						2		1	
CO4					3				2						2		

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

163BA17	BUSINESS APPLICATION SOFTWARE – I				L-T-P	C
					0-0-4	2
Programme:	MBA			Sem:	I	Category: EEC
Aim:	To make aware of the accounting software packages and the way how to use the software for business					
Course Outcomes:						
<p>The students will be able to</p> <p>CO1. Effectively use the Office management software for business needs.</p> <p>CO2. Use the accounting software package for business purposes and can have a better knowledge in accounting terms.</p> <p>CO3. Imparting the basic and advanced word processing skills, creating and modifying the spreadsheets and its usage in business.</p> <p>CO4. Creating database and publishing skills using multiple features and tools available with office management software package.</p>						
MS – WORD						6
Introduction to Office Management Software – MS-WORD : Opening, Saving and Closing Documents - Creating Business letter using Wizard – Formatting – Table creation – Inserting objects - Report design – Mail Merge – Review options for documents – Macros options & advanced tools						
MS – EXCEL – Basic functions						6
Spreadsheet basics : Creating, editing, saving and printing spreadsheets - Graphically representing data : Charts & Graphs- Analyzing data : Data Menu, Subtotal, Filtering Data- Formatting worksheets , Securing & Protecting spreadsheets						

MS – EXCEL – Advanced functions	6
Formulas : Common function- Nested Function – Logical function - LOOKUP, VLOOKUP, HLOOKUP, COUNTIF, SUMIF - What-if-analysis - PIVOT Tables & Chart - Data Validation – Macro functions – Special operations : Use multiple windows - Link worksheets - Import and link from other Applications	
MS – POWERPOINT, ACCESS & PUBLISHER	6
MS-POWERPOINT: Inserting & Formatting objects – Designing Presentation - Animations for Presentation – Business Presentation MS-ACCESS & PUBLISHER: Creating Database – Table – Formatting. Publisher – Design of Advertisement- Brochure – Business Cards – E-Mail	
TALLY	6
Fundamentals of computerized Accounting – Starting tally – Introduction to vouchers – Inventory – Cost Category – Budgetary control – Generation and interpretation of various financial outputs	
Total Periods:	30
Text Books:	
<ol style="list-style-type: none"> Wayne L. Winston, Microsoft Excel 2010: Data Analysis & Business Modeling, 3rd edition, Microsoft Press, 2011. Vikas Gupta, Comdex Business Accounting with Ms Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012. 	
References:	
<ol style="list-style-type: none"> William J. Stevenson, Ceyhun Ozgur, ‘Introduction to Management Science with Spreadsheet’, Tata McGraw Hill, 2014.. David M. Levine et al, “Statistics for Managers using MS Excel’ (6th Edition) Pearson, 2012. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 2014. Sudalaimuthu, Anthonyraj, Computer Application in Business, Himalaya Publishing House, 2013. Alexis Jeon Introduction to computers with MS Office Tata- McGraw-Hill 2012. 	

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1	2	2							3			2		3			1
CO2	2					2		2	3			2				2	
CO3	2								3			2			2		
CO4	2								3			2		1			2

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

163BA18	SEMINAR I – EXECUTIVE COMMUNICATION				L-T-P	C
					0-0-2	1
Programme:	MBA	Sem:	I	Category:	EEC	
Aim:	Students will get an exposure to proper use of oral and written communication.					
Course Outcomes:						
CO1. Students will be able to identify barriers to effective communication and how to overcome them. speak effortlessly in different contexts –informal and formal						
CO2. Students will understand how communication works, and to manage the assumptions more effectively						
CO3. Helps students communicate effectively, appropriately and clearly in all situations.						
CO4. speak confidently with any speakers of English, including native speakers						
<ol style="list-style-type: none"> 1. Basics in Communication 2. Verbal - Oral Communication – Presentations, Group Discussions, Debates, Conferences, Interviews 3. Verbal – Written Communication – Business letters – Sales letters, Enquiries, Orders, Complaint, Claims & adjustments. 4. Verbal – Written Communication – Memos, E-mails, Agendas, Minutes, Circulars Notice & Tenders 5. Verbal – Written Communication – Job application – Covering letter, Resume& Curriculum Vitae 6. Business proposals 7. Business Reports 8. Non Verbal Communication 9. Interpersonal perception – SWOT analysis, Johari Window, Transactional Analysis. 10. Visual aids in Communication 11. Barriers in Effective Communication 						

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1	2	3						2					1			2	
CO2		3													1		
CO3		3			1			2					1	2			2
CO4		3															

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

SEMESTER II

163BA21	OPERATIONS MANAGEMENT			L-T-P	C
				3-0-0	3
Programme:	MBA	Sem:	II	Category:	PC
Aim:	To provide a broad introduction to the field of operations management and explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage.				
Course Outcomes:					
The students will be able to					
CO1. Understanding of the strategic and operational decisions, function and challenges in managing manufacturing and service organizations.					
CO2. Predicting future demand and facility layout and location based on the capacity planning.					
CO3. Evaluate the product and processes design in manufacturing and service sector to improve the operational performance.					
CO4. The design of the productive facility from both a machine and human viewpoint.					
INTRODUCTION TO OPERATIONS MANAGEMENT					9
Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends; Operations Strategy – Strategic fit , framework; Supply Chain Management					
FORECASTING, CAPACITY AND FACILITY DESIGN					9
Demand Forecasting – Need, Types, Objectives and Steps - Overview of Qualitative and Quantitative methods - Capacity Planning – Long range, Types, Developing capacity alternatives - Overview of sales and operations planning Overview of MRP, MRP II and ERP. Facility Location – Theories, Steps in Selection, Location Models Facility Layout – Principles, Types, Planning tools and techniques.					
DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS					9
Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues - Process – Planning, Selection, Strategy - Major Decisions - Work Study – Objectives, Procedure - Method Study and Motion Study - Work Measurement and Productivity – Measuring Productivity and Methods to improve productivity.					
MATERIALS MANAGEMENT					9
Materials Management – Objectives, Planning, Budgeting and Control - Purchasing – Objectives, Functions, Policies, Vendor rating and Value Analysis - Stores Management – Nature, Layout, Classification and Coding - Inventory – Objectives, Costs and control techniques - Overview of JIT.					
SCHEDULING AND PROJECT MANAGEMENT					9
Project Management – Scheduling Techniques, PERT, CPM; Scheduling - work centers – nature, importance; Priority rules and techniques, shop floor control; Flow shop scheduling – Johnson’s Algorithm – Gantt charts; personnel scheduling in services.					
Total Periods:					45
Text Books:					
1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12th Edition, 2014.					
2. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 9 th Edition, 2012.					
References:					
1. William J Stevenson, Operations Management, Tata McGraw Hill, 11th Edition, 2013.					
2. Russel and Taylor, Operations Management, Wiley, 5 th Edition, 2014.					
3. Kanishka Bedi, Production and Operations Management, Oxford University Press, 2012.					
4. Chary S. N, Production and Operations Management, Tata McGraw Hill, 3 rd Edition, 2012.					

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1						3					1			2			3
CO2			2			3									2		
CO3						3					2			1		2	
CO4						3							1		2		1

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

163BA22	FINANCIAL MANAGEMENT							L-T-P	C
								3-0-0	3
Programme:	MBA					Sem:	II	Category:	PC
Aim:	To provide a thorough understanding of concepts and theories and develop the skills to understand, analyze and use appropriate tools and techniques to make better financial decisions and Investment Opportunity Analysis.								
Course Outcomes:									
The students will be able to									
CO1. Ability to apply the knowledge of Financial management									
CO2. Ability to conceptualize functions of Finance									
CO3. Ability to solve issues related to finance									
CO4. Ability to make appropriate investment decision.									
FOUNDATIONS OF FINANCE								9	
Financial management – Objectives, Scope, Uses and Functions of Financial management – Finance Functions – Finance Manager’s Role - Risk and return relationship – Time value of Money – Discounting and compounding concepts Financial Information System – Financial Forecasting.									
WORKING CAPITAL MANAGEMENT AND FINANCE – I								9	
Sources of Finance: Security Financing, Internal Financing, Loan Financing and other Innovative sources of Financing - Principles of working capital: Concepts, Needs, Factors, Determinants, issues and methods of estimating working capital Management.									
WORKING CAPITAL MANAGEMENT AND FINANCE – II								9	
Receivables Management: Objectives – Costs – Benefits – Credit policies – Credit Terms – Collection policies - Inventory management: Objectives of inventory management - Inventory management Techniques									
FINANCING AND DIVIDEND DECISION								9	
Leverage: Operating leverage - Financial leverage – Combined leverage – EBIT/EPS Analysis - Cost of capital: Equity, Debt, Retained Earnings – Weighted Average Cost of Capital - Capital structure: designing capital structure - Capital structure Theories – Net income, Net operating Income, MM and Traditional theories - Dividend policy and practices - Dividend policies – Factors affecting Dividend Decision – Dividend Theories – Graham, Walter, Gordon and MM theories.									
INVESTMENT DECISIONS								9	
Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Net Present Value, Profitability Index, Internal Rate of Return, Accounting rate of return - Comparison of DCF techniques - Project selection under capital rationing.									
								Total Periods:	45
Text Books:									
1. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 7 th edition, 2012.									
2. I. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10 th edition, 2012									
References:									
1. Prasanna Chandra, Financial Management, 7 th edition, Tata McGraw Hill, 2012.									
2. S.N.Maheswari, Financial Management, 13 th Edition, Sultan Chand & Sons, 2013.									
3. P.C.Tulsian, Financial Mangement, 2nd Edition, S.Chand & Company, 2014.									
4. P.V.Kulkarani and B.G.Sathya Prasad, Financial Management, 15 th Edition, Himalaya Publishing House, 2013.									

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1	3						3					2		1			2
CO2	3	2					3										
CO3	3		2				3								2		1
CO4	3						3						2	2		3	

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

163BA23	MARKETING MANAGEMENT						L-T-P	C	
						3-0-0	3		
Programme:	MBA				Sem:	II	Category:	PC	
Aim:	To have a clear understanding of the marketing management process, kinds of strategies, marketing mix decisions and buyer behaviour.								
Course Outcomes:									
The students will be able to CO1. Demonstrate knowledge of marketing functions, managerial roles and skills. CO2. Outline the evolution of marketing strategies and consumer behavior. CO3. Discuss and apply marketing mix processes in the organization. CO4. Demonstrate the ability to carry out a research project that explores marketing planning and strategies for a specific marketing situation.									
INTRODUCTION								9	
Definition of marketing- Philosophies of marketing management - nature & scope of marketing- Perspectives- Core marketing concepts- Marketing process- Marketing in globalised environment- marketing interface with other Functional Areas - Marketing Vs Selling									
SEGMENTATION, TARGETING, POSITIONING AND BUYER BEHAVIOUR								9	
Sources of Finance: Security Financing, Internal Financing, Loan Financing and other Innovative sources of Financing - Principles of working capital: Concepts, Needs, Factors, Determinants, issues and methods of estimating working capital Management.									
PRODUCT MANAGEMENT AND PRICING STRATEGY								9	
Introduction- Value- Product levels- Components- Types- Product Life Cycle- Product Mix and Product-line-Branding- New Product Development-Packaging- Understanding pricing- Setting the price - Adopting the price-Initiating and responding to price change									
MANAGING MARKETING CHANNELS								9	
Introduction- Levels- Functions-Channel Flows- Channel Design Decisions- Concept in distribution management- Functional Areas- Value Chain - Retailing, Direct Marketing and Wholesaling									
PROMOTION MANGEMENT								9	
Advertising- Publicity and Public relations - Sales Promotion- Personal Selling-Current Trends: On line Marketing-Web based Marketing programmes - Customer Relationship Management - Marketing of Non- business organization- Viral marketing.									
								Total Periods:	45
Text Books:									
1. Philip Kotler, Kevin Lane, Abraham Koshy and Mithileshwar Jha, Marketing Management – A South Asian Perspective, Prentice Hall India, 14 th Edition, 2014. 2. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2 nd Edition, 2013.									
References:									
1. Micheal R.Czinkota & Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, 2012. 2. Duglas J.Darymple, Marketing Management, John Wiley & Sons, 2014. 3. NAG, Marketing successfully- A Professional Perspective, Macmillan 2013. 4. Boyd Walker, Marketing Management, McGraw Hill, 2012.									

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1	3		1	2				3	1				2	2		2	
CO2		2				3		3	2						1		
CO3					2		1	3		2	3			2			2
CO4			3					3				3				3	

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

163BA24	HUMAN RESOURCE MANAGEMENT				L-T-P	C	
					3-0-0	3	
Programme:	MBA			Sem:	II	Category:	PC
Aim:	To prepare students to gain knowledge in the field of human resource management and enabling them to understand the human resource functions and practices in organization for improved performance and help create a transparent organizational culture.						
Course Outcomes:							
The students will be able to							
CO1. Gather knowledge and understand Primary HRM Framework and its concepts.							
CO2. Gain knowledge of the best practices of business ethical standards and organizational code of conduct.							
CO3. Understanding of functional knowledge of the following processes such as Recruitment and selection, Job analysis and design, HR planning, Organizational development and training, Compensation and protection, Performance appraisals and career planning, Payroll management, Skills management and Succession Planning.							
CO4. Analyze the key issues related to administering the human elements such as motivation, Compensation, appraisal, career planning, diversity, ethics, and training.							
PERCEPTIVE IN HUMAN RESOURCE MANAGEMENT						9	
Evolution of human resource management – The importance of the human factor – Objectives of human resource management – Models of HRM - Role of human resource manager – HR Policies – Human Resource Information System (HRIS) – Human resource accounting and audit.							
THE CONCEPT OF BEST FIT EMPLOYEE						9	
Importance of Human Resource Planning – Demand and Supply Forecasting – Selection process - Screening – Tests - Validation – Interview - Medical examination – Recruitment - Introduction – Importance – Practices – Socialization benefits.							
TRAINING AND EXECUTIVE DEVELOPMENT						9	
Training – Purpose – Methods – Benefits - Executive Development Programmes – Common practices - Benefits – Self development – Knowledge management							
SUSTAINING EMPLOYEE INTEREST						9	
Compensation Plan – Reward – Motivation – Definition - Types – Theories of motivation – Motivational factors – Career definition - Types – Career Planning - Career Management – Career Development Models - Mentor – Protégé relationships.							
PERFORMANCE EVALUATION AND CONTROL PROCESS						9	
Method of performance evaluation – Feedback – Promotion – Demotion - Transfer and Separation – Job change - The control process – Importance – Methods – Requirements of effective control systems - Grievances – Causes – Implications – Redressal methods.							
						Total Periods:	45
Text Books:							
1. Decenzo and Robbins, Human Resource Management, Wiley, 8 th Edition, 2014.							
2. Dessler Human Resource Management, Pearson Education Limited, 2012.							
References:							

1. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource, PHI Learning, 2012.
2. Bernadin, Human Resource Management, Tata Mcgraw Hill, 8th edition 2012.
3. Uday Kumar Haldar, Juthika Sarkar, Human Resource management, Oxford, 2012.
4. Wayne Cascio, Managing Human Resource, McGraw Hill, 2014.

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1										3				2			
CO2				2											2		
CO3										3				2		1	3
CO4									2	2							

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

163BA25	MANAGEMENT INFORMATION SYSTEMS				L-T-P	C	
					3-0-0	3	
Programme:	MBA			Sem:	II	Category:	PC
Aim:	To explain the students why information systems are so important today for business and management.						
Course Outcomes:							
The students will be able to							
CO1. Understand the role of information systems in organizations, the strategic management processes, and the implications for the management;							
CO2. Develop an understanding of how various information systems work together to accomplish the information objectives of an organization;							
CO3. Understand the technologies for data and database management.							
CO4. Justify the ethical and security issues in information systems management.							
INTRODUCTION						9	
Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System Analyst – Role, Functions.							
SYSTEMS ANALYSIS AND DESIGN						9	
SDLC, SSLC, Systems Analysis and System Design, Tools – DFD – ER, DBMS, RDBMS							
INFORMATION SYSTEM						9	
Financial, Marketing, Personnel, Production, Materials Information System, DSS, EIS, KMS, GIS, International Information System							
SECURITY AND CONTROL						9	
Security, Testing, Error detection, Controls, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT.							
NEW IT INITIATIVES						9	
e- Business, e-governance, ERP, CRM, Data warehousing and Data Mining, Business Intelligence.							
						Total Periods: 45	
Text Books:							
1. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2014.							
2. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2012..							
References:							
1. Gordon Davis, Management Information System: Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21 st Reprint 2012.							
2. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 9 th Edition, 2013.							
3. Turban, McLean and Wetherbe, Information Technology for Management – Transforming							

- Organisations in the Digital Economy, John Wiley, 2014.
4. Raymond McLeod and Jr. George P. Schell, Management Information Systems, Pearson Education, 2012.

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1	3	2							3			2			1		
CO2	2	2				2			3			2		2		2	
CO3		2				2			3						1		
CO4	3	2															3

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

163BA26	APPLIED OPERATIONS RESEARCH FOR MANAGEMENT					L-T-P	C
						3-1-0	4
Programme:	MBA			Sem:	II	Category:	PC
Aim:	To familiarize the quantitative approach to managerial decision making.						
Course Outcomes:							
The students will be able to CO1. Usage of Operations Research/Management Science in managerial problem solving. CO2. Ability to formulate the mathematical models for the specific managerial situations. CO3. Proficiency in applying suitable algorithms for solving the mathematical model. CO4. Ability to use mathematical models for managerial decision making.							
INTRODUCTION TO OPERATIONS RESEARCH & LINEAR PROGRAMMING PROBLEM (LPP)						12	
Operations Research – Definition – Characteristics – Phases – Models – Applications - Formulation of LPP - Solution of LPP: Graphical method - Simplex method - Artificial Variable Techniques – Charne’s penalty method & Two phase simplex method - Duality Principle - Dual simplex method.							
TRANSPORTATION & ASSIGNMENT MODELS						12	
Mathematical formulation of Transportation Model - Balanced and unbalanced cases - Initial Basic feasible solution (IBFS) by North-West Corner Rule - Row Minima & Column Minima Method - Least cost method and Vogel’s approximation method - Cases of degeneracy - Optimum Solution by MODI method & Stepping Stone method. Mathematical formulation of Assignment Model - Minimizing and Maximizing Cases - Balanced and Unbalanced Cases - Optimum Solution by Hungarian algorithm and Branch and Bound method							
INTEGER PROGRAMMING PROBLEM AND GAME THEORY						12	
Solution to pure and mixed integer programming problem by Branch and Bound method and Gomory’s cutting plane algorithm. Game Theory - Saddle point - Dominance Rule - Convex Linear Combination (Averages) - Method of matrices - Graphical method.							
INVENTORY MODELS AND DECISION THEORY						12	
Inventory Models – EOQ and EBQ Models (With and without shortages) - Quantity Discount Models - Decision making under risk – Decision trees – Decision making under uncertainty.							
QUEUING THEORY AND REPLACEMENT MODELS						12	
Queuing Theory - Single and Multi-channel models – Infinite number of customers and infinite calling source - Replacement Models - Individual Replacement Models (With and without time value of money) – Group Replacement Models.							
						Total Periods:	60
Text Books:							

1. Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2013.
2. N. D Vohra, Quantitative Techniques in Management, Tata Mcgraw Hill, 2014.

References:

1. Sankara Iyer P, Operations Research, Tata Mcgraw Hill, 2013.
2. Frederick & Mark Hillier, Introduction to Management Science – A Modeling and case studies approach with spreadsheets, Tata Mcgraw Hill, 2014.
3. Gupta P.K, Hira D.S, Problem in Operations Research, S.Chand and Co, 2012.
4. Kalavathy S, Operations Research, Second Edition, Vikas Publishing House, 2012.

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1	3		3				2		2		2			2			2
CO2	2						3		2			3				3	
CO3	2		2				2					2		2	2		
CO4			2						2								1

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

163BA27	BUSINESS RESEARCH METHODS LABORATORY				L-T-P	C
					0-0-4	2
Programme:	MBA			Sem:	II	Category: EEC
Aim:	Link the research process with theories of the specialist areas.					
Course Outcomes:						
The students will be able to						
CO1. Understand the fundamental concepts of business research methods.						
CO2. Differentiate concepts, constructs, definitions, variables, hypothesis, theory and model.						
CO3. Understand the methods that can be used to communicate with respondents						
CO4. Be able to identify one's own practical position in business research						
Exercises						
Introduction on Business research methods						
Exercise 1	Identification of a research problem/area of interest					
Exercise 2	Formulation of the research topic, determine relevant objectives and formulate hypotheses					
Exercise 3	Deciding research methodology – Research design, defining the population, Sampling Frame, Sample size determination basics– Probability sampling/ Non - probability sampling					
Exercise 4	Methods of Data Collection 1.Preparation of questionnaire relevant to the research objectives by exploring measurement and scaling techniques 2. Discussion on Secondary data collection					
Exercise 5	Data entry using MS Excel or IBM SPSS					
Exercise 6	Data description – Percentages and proportions					
Exercise 7	Cross tabulation and Hypothesis Testing					
Exercise 8	Data Analysis – Bi-variate and Multivariate analysis relevant to the research objectives using IBM SPSS					
Exercise 9	Preparation of Research Report					
					Total Periods:	30
Text Books:						
1. Donald R. Cooper and Pamela S. Schindler, Business Research methods, 9 th Edition, Tata Mc Graw Hill, 2014.						
2. Alan Bryman and Emma Bell, Business Research methods, Oxford University Press, New Delhi, 2013.						

References:

1. Uma Sekaran, Research methods for Business, Wiley India, New Delhi, 2013.
2. K. N. Krishnaswamy, Appa Iyer Sivakumar and M. Mathirajan, Management Research Methodology, Pearson Education, New Delhi, 2014.
3. Naresh K.Malhotra, Marketing Research- An Applied Orientation, 7th Edition, Pearson Prentice Hall, New Delhi

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1	2											3				3	
CO2			2									3		2		2	2
CO3	2											3			1	2	
CO4												3		2		2	2

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

163BA28	SEMINAR II – BUSINESS ENVIRONMENT				L-T-P	C	
					0-0-2	1	
Programme:	MBA			Sem:	II	Category:	EEC
AIM	Students will get an exposure to Business Environment issues and acquiring in depth knowledge on local and international business environment.						
Course Outcomes:	<p>CO1. Students will get the outline how an entity operates in a business environment.</p> <p>CO2. Students will gain knowledge of the environment in which businesses operate, the economic operational and financial framework</p> <p>CO3. Students will know the importance of balance of trade, balance of payment and various international commercial terms to the development of macroeconomic policy.</p> <p>CO4. Students will get the idea in financial information and legal framework that regulates the business environment.</p>						
Note: Following Is The List Of Topics Suggested For Preparation And Presentation By Students.	<ol style="list-style-type: none"> 1. Social and Cultural Environment. 2. Technological Environment. 3. Economic Environment. 4. Political Environment. 5. Trade Blocks and Business Centres. 6. Foreign Direct Investment. 7. International Trade: Policies and Relations. 8. Balance of Payments (Special Reference to India). 9. Conflicts and Negotiations in Business Environment. 10. Global Strategic Management and Business Ethics. 						
Total Periods:						30	

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1	2	1				2		2					3	3			2
CO2	2							2					3		2		
CO3		1				2							3				
CO4	2							2					3	1		2	

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

SEMESTER III

163BA31 SUMMER PROJECT (4 WEEKS)

Summer Project – The project report along with the company certificate should be submitted within the two weeks of the reopening date of 3rd semester. The project report should be around 40 pages containing the details of training undergone, the departments wherein he was trained with duration (chronological diary), along with the type of managerial skills developed during training. The training report should be sent to the Controller of Examinations by the HOD through the Principal, before the last working day of the 3rd Semester.

163BA32	SEMINAR III – TOTAL QUALITY MANAGEMENT							L-T-P	C								
								0-0-2	1								
Programme:	MBA				Sem:	III	Category:	EEC									
AIM	To expose the students to the basic concepts of total quality management.																
Course Outcomes:																	
CO1. Students will learn to apply quality philosophies and tools to facilitate continuous improvement and ensure customer delight.																	
CO2. Students will evaluate the principles of quality management and to explain how these principles can be applied within quality management systems.																	
CO3. Identify the key aspects of the quality improvement cycle and to select and use appropriate tools and techniques for controlling, improving and measuring quality																	
CO4. Students will deliver the organisational, communication and teamwork requirements for effective about the quality management																	
Note: Following is the list of topics suggested for preparation and presentation by students.																	
1. Introduction to Quality Management.																	
2. Philosophies of Quality Gurus.																	
3. Process Improvement Practices for Quality Management.																	
4. Statistical Process Control (SPC).																	
5. Process Capability and Business Process Re-engineering (BPR).																	
6. Tools and Techniques for Quality Management.																	
7. Recent Trends in Quality Management.																	
8. Quality Management Systems (QMS).																	
9. Environmental Management systems (EMS).																	
Quality Auditing and Documentation.																	
								Total Periods:	45								
Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1	2	1				3				2			2	1			1
CO2		1				3							2		3	2	
CO3	2					2										1	2
CO4	2					3							2	2			

SEMESTER IV

163BA41	INTERNATIONAL BUSINESS MANAGEMENT			L-T-P	C
				3-0-0	3
Programme:	MBA	Sem:	IV	Category:	PC
Aim:	To expose the students to the basic concepts of international business management.				
Course Outcomes:					
The students will be able to CO1. Conduct an environmental scanning to study the impact of global issues in international business. CO2. Evaluate the impact of statutory and regulatory compliance on an international organization's. CO3. Develop and implement strategies to face the global competition and study the impact of cultural differences on global business. CO4. Develop and present an international operation and marketing plan.					
INTRODUCTION					6
International Business –Definition –Advantages & Disadvantages –Globalization-The Emergence of Global institutions- drivers of globalization - international business environment –Political, legal, economic and cultural environment					
INTERNATIONAL TRADE AND INVESTMENT					11
Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements – theories of international trade and theories of international investment – Trade policy instruments- Foreign direct investment – Regional trade block – Types – Advantages and disadvantages – RTBs across the globe – brief history.					
INTERNATIONAL STRATEGIC MANAGEMENT					10
Strategic Evolution- global entry strategy –Strategic and the firm-Strategic choice – organizational structures – control system of international business – incentive system of international business – performance of international business.					
PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS					12
Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development , pricing, promotion and channel management- Global Finance- Investment decisions – Financing decision – Global money management- exchange rate risk and management –Global Human Resource Management strategic orientation – selection policy- Training and development –Performance appraisal- compensation- Labor relations.					
CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT					6
Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies –Ethical issues in international business – Ethical decision-making.					
					Total Periods: 45
Text Books:					
<ol style="list-style-type: none"> Charles W.I. Hill and Arun Kumar Jain, International Business-Competing in the global market place, 10th edition, Tata Mc Graw Hill, New Delhi, 2014. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2014.. 					
References:					
<ol style="list-style-type: none"> K. Aswathappa, International Business, 6th Edition, Tata Mc Graw Hill, New Delhi, 2015. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7th Edition, Cengage Learning, New Delhi, 2012. Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2012. Vyuptakesh Sharan, International Business, 3rd Edition, Pearson Education in South Asia, New Delhi, 2013. 					

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1	1												3		3		2
CO2			2										3	2		1	
CO3		1			2								3				2
CO4							2				2		3		2		

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

163BA42	STRATEGIC MANAGEMENT						L-T-P	C
						3-0-0	3	
Programme:	MBA				Sem:	IV	Category:	PC
Aim:	To bridge the gap between theories and practice by developing an understanding of when and how to apply the concepts and techniques learned in earlier courses in marketing, accounting, finance, production and information systems.							
Course Outcomes:								
The students will be able to								
CO1. Scan the external environment of any organization and identify the key aspects environmental factors having an impact on the performance of the overall industry and the company being analyzed.								
CO2. Using Michael Porter's Framework evaluate the overall attractiveness of the industry.								
CO3. Using the Strategic Position and Action Evaluation (SPACE) matrix, Boston consulting Group (BCG) Growth share matrix, and GE Business Screen Matrix identify the portfolio structuring of a given multi-business corporation.								
CO4. Developing skills to analyze and evaluate, both qualitatively and quantitatively, the performance of people responsible for strategic decisions.								
STRATEGY AND PROCESS							9	
Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility-case study.								
COMPETITIVE ADVANTAGE							9	
External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-Globalization and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies– core competencies-Low cost and differentiation - Generic Building Blocks of Competitive Advantage - Distinctive Competencies - Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage - Case study.								
STRATEGIES							10	
The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy-Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card-case study.								
STRATEGY IMPLEMENTATION & EVALUATION							9	
The implementation process, Resource allocation, Designing organizational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.								
OTHER STRATEGIC ISSUES							8	
Managing Technology and Innovation- Strategic issues for Non Profit organizations - New Business Models and strategies for Internet Economy-case study								
Total Periods:							45	
Text Books:								

1. Thomas L. Wheelen, J.David Hunger and Krish Rangarajan, Strategic Management and Business policy, Pearson Education, 13th Edition, 2013.
2. Azhar Kazmi, Adela Kazmi, Strategic Management, Tata McGraw Hill, 4th Edition, 2015

References:

1. Upendra Hachru, Strategic Management concepts & cases, Excel Books, 2012.
2. Adriaue Haber berg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2013.
3. Harvard Business Review, Business Policy – part I & II, Harvard Business School
4. Saloner and Shepard, Podolny, Strategic Management, John Wiley, 2012.

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1					3											3	
CO2		2							2			3		2			2
CO3	1			3				2			2				2		
CO4		2														2	1

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

MARKETING ELECTIVES

163BAM1	RETAIL MANAGEMENT			L-T-P	C
				3-0-0	3
Programme:	MBA	Sem:	III	Category:	PE
Aim:	To understand the concepts of effective retailing				
Course Outcomes:					
The students will be able to CO1. Give basic idea about factors influencing retail management and its global perspective. CO2. Depict existing retail formats, its characteristics and role of MNC in organized retail format. CO3. Describe positioning of retail shops, necessity of retail quality management and pricing decisions CO4. Furnish with fundamental knowledge about retail shop management in terms of space management, inventory management, accounting and auditing CO5. Express the role of information system in retail management. CO6. Familiarize management students with retail shopper behavior and sales force role in retailing.					
INTRODUCTION					9
An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socioeconomic and technological Influences on retail management – Government of India policy implications on retails.					
RETAIL FORMATS					9
Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.					
RETAILING DECISIONS					9
Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions Merchandising and category management – buying.					
RETAIL SHOP MANAGEMENT					9
Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends					
RETAIL SHOPPER BEHAVIOUR					9
Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India					
Total Periods:					45
Text Books:					
1. Michael Levy, Barton, A.weitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, 8 th Edition, 2012. 2. Ogden Integrated Retail Management, Biztantra, India, 2014.					
References:					
1. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 8 th Edition, 2014. 2. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2013. 3. Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 3rd Edition, 2013. 4. Dunne, Retailing, Cengage Learning, 2 nd Edition, 2012.					

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1	1							3					3	2			
CO2	1							3		2		1			3		
CO3	1							3			2			2			2
CO4	1						2	3		2						2	
CO5	1							3	2					2			2
CO6	1							3			2				2		

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

163BAM2	SERVICES MARKETING					L-T-P	C
						3-0-0	3
Programme:	MBA			Sem:	III	Category:	PE
Aim:	To understand the meaning of services and the significance of marketing the services.						
Course Outcomes:							
The students will be able to							
CO1. Understand and explain the nature and scope of services marketing and present about this in a professional and engaging manner.							
CO2. Use critical analysis to perceive service shortcomings with reference to ingredients to create service excellence.							
CO3. Provide a theoretical and practical basis for assessing service performance using company examples and report on this in a professional, logical and coherent way.							
CO4. Identify and discuss characteristics and challenges of managing service firms in the modern world including cultural implications.							
CO5. Discuss key linkages between marketing and other business functions in the context of designing and operating an effective service system.							
CO6. Work effectively and efficiently in a team addressing services marketing topics.							
INTRODUCTION						9	
Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing.							
SERVICE MARKETING OPPORTUNITIES						9	
Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.							
SERVICE DESIGN AND DEVELOPMENT						9	
Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.							
SERVICE DELIVERY AND PROMOTION						9	
Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle - Integrated Service marketing communication							
SERVICE STRATEGIES						9	
Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment & public utility Information technique Services							
						Total Periods:	
						45	
Text Books:							
1. Christopher Lovelock, Jochen Wirtz & Jayantha Chatterjee, Services Marketing - People, Technology, Strategy, Pearson Education, New Delhi, 7th edition, 2012.							
2. Hoffman, Marketing of Services, Cengage Learning, 1 st Edition, 2014.							
References:							
1. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2014.							
2. Halen Woodroffe, Services Marketing, McMillan, 2012.							

3. Valarie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2012.
4. Christian Gronroos, Services Management and Marketing a CRM Approach, John Wiley, 2013.

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1								3			2				2		
CO2								3			2			2		2	
CO3								3		1	2						3
CO4	1							3			2			2		2	
CO5								3			2	2			2		
CO6	1			2				3			2						2

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

163BAM3	CONSUMER BEHAVIOR						L-T-P	C
						3-0-0	3	
Programme:	MBA				Sem:	III	Category:	PE
Aim:	To understand the dimensions of consumer behavior and their decision making process.							
Course Outcomes:								
The students will be able to								
CO1. Define the conception of consumer behaviour and reveal its importance in the context of marketing.								
CO2. Identify factors that influence consumer behavior.								
CO3. Examine the consumer decision making process.								
CO4. Describe the target market and determine the positioning strategy according to consumer characteristics and behaviour.								
CO5. Implement appropriate combinations of theories and concepts.								
CO6. Recognize social and ethical implications of marketing actions on consumer behaviour								
INTRODUCTION							9	
Concepts – Significance – Dimensions of Consumer Behavior – Application of knowledge of Consumer Behaviour in marketing decisions.								
CONSUMER BEHAVIOR MODELS							9	
Industrial and individual consumer behaviour models - Howard- Sheth, Engel – Kollat, Webster and wind Consumer Behaviour Models – Implications of the models on marketing decisions.								
INTERNAL INFLUENCES							9	
Psychological Influences on consumer behavior – motivation – perception – personality Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction.								
EXTERNAL INFLUENCES							9	
Socio-Cultural, Cross Culture - Family group – Reference group – Communication -Influences on Consumer behavior								
PURCHASE DECISION PROCESS							9	
High and low involvement - Pre-purchase and post-purchase behavior – Online purchase decision process – Diffusion of Innovation – Managing Dissonance - Emerging Issues – case studies.								
Total Periods:							45	
Text Books:								
1. Leon G.Schiffman, Leslie Lazar Kanuk and S. Ramesh Kumar, Consumer Behavior, Pearson Education, India, 11 th Edition, 2015.								
2. Jay D. Lindquist and Joseph Sirgy, Shopper, Buyer and Consumer Behavior, Biztranza, 2012.								
References:								
1. David L. Loudon and Albert J Della Bitta, Consumer Behavior, McGraw Hill, New Delhi 2012.								
2. Frank R. Kardes, Consumer Behaviour and Managerial Decision Making, 2 nd Edition.								

3. Abbel, Consumer Behavior - A Strategic Approach, wiley, 2012.
4. Sheth Mittal, Consumer Behavior- A Managerial Perspective, Thomson Asia (P) Ltd., 2013.

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1						3		3			2			2			1
CO2								3			2				1	2	
CO3								3			2			2			3
CO4								3			2				2		
CO5								3			2	1		2			
CO6								3			2		1		1		

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

163BAM4	INTEGRATED MARKETING COMMUNICATION					L-T-P	C	
						3-0-0	3	
Programme:	MBA				Sem:	III	Category:	PE
Aim:	This course introduces students to the basic concepts of advertising and sales promotion and how business organizations and other institutions carry out such activities.							
Course Outcomes:								
The students will be able to								
CO1. Insight into the importance of advertising and sales promotion campaigns planning and objective setting in relation to consumer decision making processes.								
CO2. Craft an oral and written integrated marketing communications plan (capstone), based on primary and secondary research.								
CO3. Ensure a substantive assessment of corporate strengths, weaknesses, opportunities and threats (SWOT analysis) and create a substantive research plan for one's project								
CO4. Build a sound capital budget with financial objectives and a measurable financial assessment.								
CO5. Construct IMC creative strategies and tactics, including digital & social media executions, advertising, promotions, and public relations initiatives.								
CO6. Demonstrate a comprehensive understanding of Marketing Communications theories and concepts.								
INTRODUCTION TO ADVERTISEMENT							9	
Concept – Definition-scope – Objectives-functions – principles of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Advertisement Agencies – Selection and remuneration – Advertisement campaigns – case studies.								
ADVERTISEMENT MEDIA							9	
Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements – related to sales – Media strategy and scheduling design and execution of advertisements – Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V. and Web advertisements – Media Research – Testing validity and Reliability of ads – Measuring impact of advertisements – case studies.								
SALES PROMOTION							9	
Scope and role of sale promotion – Definition – Objectives of sales promotion – sales promotion techniques – Trade oriented and consumer oriented. Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – Online sales promotions- case studies.								

PUBLIC RELATIONS	9
Introduction – Meaning – Objectives –Scope-Functions-integrating PR in to Promotional Mix-Marketing Public Relation function- Process of Public Relations-advantages and disadvantages of PR-Measuring the Effectiveness of PR- PR tools and techniques. PR and Media Relations, - PR consultancy: Pros and Cons. – Discussion on opinion survey of PR in Public and Private Enterprises. PR- Research, Evaluation, Counseling-Marketing Public Relations (MPR)-Structure of Public Relations Department – Budgeting of PR – PR Agencies.	
PUBLICITY	9
Introduction – Meaning – Objectives – Tools – Goals of Publicity – Scope of Publicity – Importance of Publicity – Difference between Marketing, PR and Publicity – Social publicity – Web Publicity and Social media – Publicity Campaigns	
Total Periods:	45
Text Books:	
<ol style="list-style-type: none"> George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill, 7th edition, 2014. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education 7th Edition, 2013. 	
References:	
<ol style="list-style-type: none"> S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 2012. Julian Cummings, Sales Promotion, Kogan Page, London 2013. E.Belch and Michael, Advertising and Promotion, McGraw Hill, 2013. Jaishri Jefhwaney, Advertising Management, Oxford, 2014. 	

Course Outcomes	Program Outcomes (Pos)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1	1					2		3			1			1			
CO2		3						3			2	1			2	2	
CO3								3				2		2			3
CO4	1		1				3	3				2			1		
CO5								3		2						2	
CO6								3			3			2			

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

163BAM5	RURAL MARKETING			L-T-P	C
				3-0-0	3
Programme:	MBA	Sem:	III	Category:	PE
Aim:	To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.				
Course Outcomes:					
The students will be able to					
CO1. Gain insight into the socio-economic structure of rural India					
CO2. Perspectives of rural marketing and the knowledge of the emerging managerial initiatives and relevant frameworks in rural marketing, institutions engaged in rural marketing.					
CO3. Explore the various facets of rural marketing and develop an insight into rural marketing regarding different concepts and basic practices in this area.					
CO4. Identify the challenges and opportunities in the field of rural marketing for the budding managers and also expose the students to the rural market environment and the emerging challenges in the globalization of the economies.					
CO5. Understand the buying behaviour, the consuming pattern, the need and wants of the rural consumer					
CO6. Understand the concept and methodology for conducting the research in rural market.					
UNIT – I OVERVIEW OF RURAL MARKETING					9
Introduction of Rural marketing –Evolution of Rural Marketing in Indian and Global Context-Definition- Nature –Scope-Characteristics and potential of Rural Marketing - Importance of Rural Marketing- Socio-Cultural-economic & other environmental factors affecting in Rural Marketing-A comparative Analysis of Rural Vs Urban Marketing- Size &Structure of Rural Marketing – Emerging challenges & Opportunities in Rural Marketing.					
UNIT – II RURAL MARKETS & DECISION					9
Profile of Rural Marketing Dimensions & Consumer Profile- Rural Market Equilibrium-Classification of Rural Marketing – Regulated- Non Regulated Marketing Mix- Segmentation- Targeting- Position- Rural Marketing Strategies- Role of Central, State Government and other Institutions in Rural Marketing Integrated Marketing Communication in Rural Marketing.					
UNIT – III PRODUCT & DISTRIBUTION					9
Product / Service Classification in Rural Marketing - New Product Development in Rural Marketing- Brand Management in Rural Marketing- Rural Distribution in channel management- Managing Physical distribution in Rural Marketing- Fostering Creativity& Innovation in Rural Marketing- Sales force Management in Rural Marketing.					
UNIT – IV RURAL CONSUMER BEHAVIOUR IN MARKETING RESEARCH					9
Consumer Buyer Behaviour Model in Rural Marketing- Rural Marketing Research-Retail &IT models in Rural Marketing-CSR and Marketing Ethics in Rural Marketing- Source of Financing and credit agencies- Consumer Education & Consumer Methods in Promotion of Rural Marketing- Advertisement & Media Role in Rural Marketing Promotion Methods.					
UNIT – V TRENDS IN RURAL MARKETING					9
e- Rural Marketing-CRM &e-CRM in Rural Marketing- Advanced Practices in Rural Marketing- Social Marketing-Network Marketing- Green Marketing in Indian and Global Context-Co-operative Marketing- Micro Credit Marketing- Public Private Partnership Model in Rural Marketing- Advancement of Technology in Rural Marketing- Structure of Competition in Rural India.					
Total Periods:					45
Text Books:					
1. Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education, 2014.					
2. Rural Marketing: Indian Perspective by Awadhesh Kumar Singh Satyaprakash pandey, New age publishers, 2013.					
References:					
1. New Perspectives on Rural Marketing: Includes Agricultural Marketing By Ramkishen Y.,					

2013.

2. Rural Marketing, Pradeep Kashyap & Siddhartha Raut, Biztantra Publications, 2012.

3. Rural Marketing – U.C.Mathur, excel books, 1/e, 2012.

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
C01	1							3						2			
C02	1							3			2				2		
C03	1							3				2				3	
C04	1							3				2	3	2			
C05	1			2				3							2		
C06	1							3			2	3					

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

FINANCE ELECTIVES

163BAF1	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT			L-T-P	C
				3-0-0	3
Programme:	MBA	Sem:	III	Category:	PE
Aim:	To give the practical knowledge, Economic forecasting & Stock Investment Decisions.				
Course Outcomes:					
The students will be able to CO1. Analyse and understand Economic, Industry and Company information. CO2. Apply fundamental and technical analysis for security valuation. CO3. Interpret the published information and value the share price movements. CO4. Understand the various alternatives available for investment CO5. Gain knowledge of the various strategies followed by investment practitioners. CO6. Learn to measure risk and return.					
INVESTMENT SETTING AND SECURITIES MARKETS					9
Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Making a trade at market place: Primary and Secondary Markets - Methods of floating new issues Market - Regulation of primary market, Stock exchanges in India - Trading system in stock exchanges.					
FUNDAMENTAL ANALYSIS					9
Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques Industry Analysis : Industry classification, Industry life cycle – Company Analysis - Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.					
TECHNICAL ANALYSIS					9
Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.					
PORTFOLIO MANAGEMENT AND SELECTION					9
Portfolio analysis and selection: Portfolio concept, Portfolio risk and return, Beta as a measure of risk, Calculation of Beta, Selection of Portfolio: Markowitz's theory, Single Index Model – Capital Asset Pricing model – Arbitrage pricing theory.					
PORTFOLIO MANAGEMENT AND PERFORMANCE EVALUATION					9
Portfolio management and performance evaluation: Performance evaluation of Existing Portfolio, Sharpe and Trynor measures; Finding alternatives and revision of portfolio.					
Total Periods:					45
Text Books:					
1. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8 th edition, 2012. 2. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2014.					
References:					
1. V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2013. 2. S. Kevin, Securities Analysis and Portfolio Management, PHI Learning, 2012. 3. Preeti Singh, Investment Management, Himalaya Publishing House, 2013. 4. Punithavathy Pandian, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2013.					

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1	3						3					2			2		
CO2					2		3									2	
CO3							3					2		1			
CO4					2		3					2			2		
CO5		1					3					2				2	
CO6																	2

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

163BAF2	MERCHANT BANKING AND FINANCIAL SERVICES							L-T-P	C
							3-0-0	3	
Programme:	MBA					Sem:	III	Category:	PE
Aim:	To give knowledge about financial services to the students.								
Course Outcomes:									
The students will be able to									
CO1. Management students will get broader inputs on institutional structure, regulatory framework and functions of Merchant Banking.									
CO2. Students will possess skills in understanding the issue management procedures clearly.									
CO3. An ability to acquire knowledge about merchant banker's fee based services.									
CO4. Demonstration of different and main fund based services in purchase of fixed assets.									
CO5. Students will learn various secondary fund based services in generating funds for business.									
MERCHANT BANKING								5	
Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA- SEBI guidelines-FEMA, etc. - Relation with Stock Exchanges and OTCEI.									
ISSUE MANAGEMENT								12	
Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc. Off - Shore Issues – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities									
OTHER FEE BASED SERVICES								10	
Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds - Business Valuation									
FUND BASED FINANCIAL SERVICES								10	
Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.									
OTHER FUND BASED FINANCIAL SERVICES								8	
Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – Factoring and Forfeiting – Venture Capital.									
								Total Periods:	45
Text Books:									
1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 12 th Edition, 2014.									
2. Nalini Prava Tripathy, Financial Services, PHI Learning, 2012.									
References:									
1. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2013.									
2. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi									
3. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.									

4. Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 2nd Edition, 2014.

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1	3						3					2			2		2
CO2					2		3							2		3	
CO3							3					2			2		
CO4					2		3					2					1
CO5		1					3					2			2		

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

163BAF3	INTERNATIONAL TRADE FINANCE				L-T-P	C	
					3-0-0	3	
Programme:	MBA			Sem:	III	Category:	PE
Aim:	Evaluating foreign currency exchange risk and selecting, implementing, and managing risk mitigation techniques to protect the company against fluctuation of foreign exchange.						
Course Outcomes:							
The students will be able to							
CO1. Describe the importance of balance of trade, balance of payment and various international commercial terms to the development of macroeconomic policy							
CO2. Evaluate the Foreign exchange rate and the risk reduction strategies of Forex like hedging etc.,							
CO3. Establish the various payment terms							
CO4. Describe and distinguish among alternative trade documents of both export and import							
CO5. Evaluate the Indian government's export promotion schemes							
INTERNATIONAL TRADE						9	
International Trade – Meaning and Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – WTO – Indian EXIM Policy.							
EXPORT AND IMPORT FINANCE						9	
Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.,) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfeiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.							
FOREX MANAGEMENT						9	
Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting.							
DOCUMENTATION IN INTERNATIONAL TRADE						9	
Export Trade Documents: Financial Documents – Bill of Exchange- Type- Commercial Documents - Proforma, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents - Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, GSPS – UPCDC Norms.							
EXPORT PROMOTION SCHEMES						9	
Government Organizations Promoting Exports – Export Incentives : Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts I Export Promotion – EPZ – EQU – SEZ and Export House.							
Total Periods:						45	

Text Books:
<ol style="list-style-type: none"> 1. Apte P.G., International Financial Management, Tata McGraw Hill, 2014. 2. Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2014.
References:
<ol style="list-style-type: none"> 1. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5th Edition, 2012. 2. Eun and Resnik, International Financial Management, Tata McGraw Hill, 5th Edition, 2013. 3. Website of Indian Government on EXIM policy.

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1	3						3					2					
CO2					2		3							1		2	
CO3							3					2			2		2
CO4					2		3					2				3	
CO5		1					3					2			2		

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

163BAF4	CORPORATE FINANCE						L-T-P	C
							3-0-0	3
Programme:	MBA				Sem:	III	Category:	PE
Aim:	To acquire knowledge on various concepts involved in short term corporate financing							
Course Outcomes:								
The students will be able to								
CO1. Good ethical corporate manager.								
CO2. Apply best practice tools and methods in corporate finance and investment management to different settings								
CO3. Evaluate critically corporate financial management practices with the aim of proposing and implementing improvements								
CO4. Recognise and manage professional issues in corporate financial management								
CO5. Research and sources of empirical knowledge in corporate finance								
CO6. In-depth knowledge of corporate finance, investment management, financial risk management and corporate evaluation								
INDUSTRIAL FINANCE								9
Indian Capital Market – Basic problem of Industrial Finance in India Equity – Debenture financing – Guidelines from SEBI, advantages and disadvantages and cost of various sources of Finance - Finance from international sources, financing of exports – role of EXIM bank and commercial banks– Finance for rehabilitation of sick units.								
SHORT TERM-WORKING CAPITAL FINANCE								6
Estimating working capital requirements – Approach adopted by Commercial banks, Commercial paper- Public deposits and inter corporate investments.								
ADVANCED FINANCIAL MANAGEMENT								12
Appraisal of Risky Investments, certainty equivalent of cash flows and risk adjusted discount rate, risk analysis in the context of DCF methods using Probability information, nature of cash flows, Sensitivity analysis; Simulation and investment decision, Decision tree approach in investment decisions.								
FINANCING DECISION								10
Simulation and financing decision - cash inadequacy and cash insolvency- determining the probability of cash insolvency- Financing decision in the Context of option pricing model and agency costs- Inter-dependence of investment- financing and Dividend decisions.								

CORPORATE GOVERNANCE														8			
Corporate Governance - SEBI Guidelines- Corporate Disasters and Ethics- Corporate Social Responsibility- Stakeholders and Ethics- Ethics, Managers and Professionalism.																	
Total Periods:																45	
Text Books:																	
1. Richard A.Brealey, Stewart C.Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 9th Edition, 2014.																	
2. I.M.Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12th Edition, 2012																	
References:																	
1. Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 2nd Edition, 2013.																	
2. M.Y Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 2012.																	
3. Smart, Megginson, and Gitman, Corporate Finance, 2nd Edition, 2013.																	
4. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2012.																	
Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1	3						3					2					
CO2					2		3								2		3
CO3							3					2					
CO4					2		3					2		2		2	
CO5		1					3					2			2		
CO6	2											2					

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

163BAF5	RISK MANAGEMENT AND INSURANCE							L-T-P	C
								3-0-0	3
Programme:	MBA					Sem:	III	Category:	PE
Aim:	To make students understand about insurance fundamentals								
Course Outcomes:									
The students will be able to									
CO1. Students will gain knowledge about risk management and insurance.									
CO2. Understand the approach to risk management through risk identification, risk measurement and risk management (or mitigation)									
CO3. Demonstrate knowledge of the range of financial and financial related risks facing organisations.									
CO4. Document and evaluate outcomes of risk management plans.									
CO5. Articulate the value of risk management.									
INTRODUCTION TO RISK MANAGEMENT								9	
Risk - Types of Risk – Objectives of risk management – Sources of risk – Risk Identification – Measurement of risk									
RISK AVERSION & MANAGEMENT TECHNIQUES								9	
Risk Avoidance – Loss Control – Risk retention – risk transfer – Value of risk Management – Pooling and diversification of risk									
RISK MANAGEMENT TOOLS								9	
Options – Forward contracts – Future contracts – SWAPS – Hedging – Optimal hedges for the real world.									
INTRODUCTION TO INSURANCE								9	
General Insurance – Principles of general insurance – General Insurance Products (Fire, Motor, Health) – Insurance Contracts – Objectives of Insurance Contracts – Elements of a valid contract – Characteristics of Insurance Contracts – Insurance Pricing – Insurance Market & Regulation – Solvency regulation.									

INSURANCE AS A RISK MANAGEMENT TECHNIQUE	9
Insurance Principles – Policies – Insurance Cost & Fair Pricing – Expected claim costs– Contractual provisions that limit Insurance Coverage.	
Total Periods:	45
Text Books:	
<ol style="list-style-type: none"> Harrington and Niehaus, 'Risk management and Insurance, Tata McGraw Hill Publishing, New Delhi, 3rd Edition, 2014. Trieschman, Hoyt, Sommer, 'Risk management and Insurance, Cengage Learning, 3rd Edition, 2013. 	
References:	
<ol style="list-style-type: none"> Mark S. Dorfman, 'Introduction to Risk management and Insurance, 10th Edition, Prentice hall of India, 2013. Stulz, Risk management and Derivatives, Cengage Learning, 2nd Edition, 2013. Skipper and Kwon, 'Risk management and Insurance', Blackwell Publishing, 2012. Nalini Prave Tripathy, and Prabir Pal, 'Insurance – Theory and Practice, Prentice hall of India, 2014. 	

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1	3						3					2				3	
CO2					2		3								2		
CO3							3					2		2		2	
CO4					2		3					2					
CO5		1					3					2		2		2	

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

HUMAN RESOURCE ELECTIVES

163BAH1	MANAGERIAL BEHAVIOR AND EFFECTIVENESS			L-T-P	C
				3-0-0	3
Programme:	MBA	Sem:	III	Category:	PE
Aim:	To assess different systems of management and relate these systems to organizational characteristics.				
Course Outcomes:					
The students will be able to					
CO1. Students will gain knowledge about appropriate style of managerial behaviour.					
CO2. Examine managerial styles in terms of concern for production and concern for people.					
CO3. Assess different systems of management and relate these systems to organizational characteristics.					
CO4. Learning the various concepts of the current industrial and government practices in the management of managerial effectiveness.					
CO5. Understanding the role of a leader, competition and environmental issues in managerial effectiveness.					
CO6. Development of the Competitive spirit, knowledge management, Creativity and Innovation.					
DEFINING THE MANAGERIAL JOB					8
Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job behaviour – Functional and level differences in Managerial Job behaviour.					
DESIGNING THE MANAGERIAL JOB					12
Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal Measures – Balanced Scorecard - Feedback – Career Management – Current Practices.					
THE CONCEPT OF MANAGERIAL EFFECTIVENESS					7
Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.					
ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS					8
Organisational Processes – Organisational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles.					
DEVELOPING THE WINNING EDGE					10
Organisational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation.					
Total Periods:					45
Text Books:					
1. Peter Drucker, Management, Harper Row, 2013.					
2. Milkovich and Newman, Compensation, McGraw-Hill International, 2014.					
References:					
1. Blanchard and Thacker, Effective Training Systems, Strategies and Practices Pearson 2012.					
2. Dubrin, Leadership, Research Findings, Practices & Skills, Biztantra, 2014.					
3. Joe Tidd , John Bessant, Keith Pavitt , Managing Innovation ,Wiley 3rd edition,2013.					
4. T.V.Rao, Appraising and Developing Managerial Performance, Excel Books, 2012.					

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1	2			3										3			
CO2				3							1						
CO3									3							3	
CO4			2		2										2		
CO5				2	2				2					2			2
CO6		2								2							

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

163BAH4	LABOUR LEGISLATIONS				L-T-P	C	
					3-0-0	3	
Programme:	MBA			Sem:	III	Category:	PE
Aim:	To have a broad understanding of the legal principles governing the employment relationship at individual and collective level.						
Course Outcomes:							
<p>The students will be able to</p> <p>CO1. Appreciate the application of labour laws.</p> <p>CO2. Critically analyze and evaluate the competing ideologies and the effect of political, social and economic policies on the legal principles underpinning collective and individual labour/employment law and employment-related equality law.</p> <p>CO3. Exhibit a good understanding of the ideas, doctrines and framework sustaining labour and equality law.</p> <p>CO4. Identify and critique the nature and scope of problems or disputes faced by employing enterprises and employees/workers that may be the subject of legal resolution or otherwise.</p> <p>CO5. Evaluate the effectiveness of the law in regulating industrial relations, individual employment relationships, human rights and equality in the workplace.</p> <p>CO6. Develop an ability to apply this knowledge to hypothetical problems.</p> <p>CO7. Develop an awareness of areas of potential legal reform.</p> <p>CO8. Emphasis will be given to the mastery of representative ethical systems and concepts and their application to real-life situations.</p>							
Legal Provision relating to							
<p>a) Wages</p> <p>b) Working Conditions and Labour Welfare</p> <p>c) Industrial Relations</p> <p>d) Social Security</p>							
<p>Contained in the following acts are to be studied.</p> <ol style="list-style-type: none"> 1. The Factories Act, 1948 2. The Trade Unions Act, 1926 3. The Payment of Wages Act, 1936 4. The Minimum Wages Act, 1948 5. The Industrial Disputes Act, 1947 6. The Workmen's Compensation Act, 1923 7. The Payment of Gratuity Act, 1972 8. The Payment of Bonus Act, 1965 9. The Employee's Provident Fund & Misc. Act, 1952 10. The Employees State Insurance Act, 1948 11. The Industrial Employment (Standing Orders) Act, 1946 12. The Apprentices Act, 1961 13. The Equal Remuneration Act, 1976 							

14. The Maternity Benefit Act, 1961	
15. Contract Labour Regulations and Abolition Act, 1970	
16. The Child Labour Prevention and Regulation Act, 1986	
Total Periods:	45
Text Books:	
<ol style="list-style-type: none"> 1. P.K. Padhi, Industrial Laws, PHI, 2014. 2. N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India, 35th revised Edition, 2014. 	
References:	
<ol style="list-style-type: none"> 1. Tax Mann, Labour Laws, 2013. 2. D. R. N. Sinha, Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation, 2014. 3. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2012 4. Srivastava, Industrial Relations and Labour laws, Vikas, 2012. 	

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1					2												
CO2				2	2											2	
CO3									2					2			
CO4					3												2
CO5				2						2					2		
CO6					2							3					
CO7					2										2		2
CO8		2		2					2					3			

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

163BAH5	STRATEGIC HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT						L-T-P	C
							3-0-0	3
Programme:	MBA				Sem:	III	Category:	PE
Aim:	The aim of this course is to provide a conceptual and empirical understanding of the structure and function of strategic human behaviour in organizations.							
Course Outcomes:								
The students will be able to								
CO1. Develop in-depth knowledge on various practices and techniques of strategic human resource management.								
CO2. Interaction between strategic human resource managers and employees throughout the organization in order to realize effective compensation programs.								
CO3. Developing and nurturing of new capabilities, knowledge and skills of employees.								
CO4. Integrating key functions such as coaching, counseling, career planning & development, outsourcing, compensation and stress management.								
CO5. Describe how HR strategies can be informed by the knowledge of labour markets and product markets locally, nationally and internationally.								
CO6. Describe the dynamic nature of global competition and of social and technological trends and their significance for HRM practice.								
HUMAN RESOURCE DEVELOPMENT								9

Strategic framework for HRM and HRD – Vision & Mission – HRD functions - Roles of HRD professionals - HRD needs assessment - HRD practices – Measures of HRD performance – HRD program implementation and evaluation – Recent trends – Strategic capability, Bench Marking and HRD audit.	
E-HRM	9
e-Employee profile – e-selection and recruitment – e-learning and orientation – e-training and development – e-performance management and compensation design – Human Resource Information System – HR portals – Issues in employee privacy – Employee surveys online.	
CROSS CULTURAL HRM	9
Domestic Vs International HRM - Cultural dynamics - Culture assessment - Cross cultural education and Training programs – Strategic HR Issues in international assignments – Outsourcing - Cross border M and A - Repatriation - Building multicultural organization - International Compensation.	
CAREER & COMPETENCY DEVELOPMENT	9
Career stages – Career planning – Career development – Career Motivation and Enrichment – Managing Career plateaus - Career Management – Competencies - Competency mapping models – Equity and Competency based compensation.	
EMPLOYEE COACHING & COUNSELING	9
Need for Coaching – Role of HR in coaching – Skills for effective coaching – Need for Counseling – Role of HR in Counseling - Methods of counseling – Employee Health and Welfare Programs – Work Stress – Sources - Consequences – Stress management techniques – Self-management and Emotional Intelligence.	
Total Periods:	
45	
Text Books:	
<ol style="list-style-type: none"> 1. Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 2013. 2. Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill, 2014 	
References:	
<ol style="list-style-type: none"> 1. Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, Southwestern 2012. 2. Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2012. 3. Monir Tayeb. International Human Resource Management. Oxford, 2014. 4. Randall S Schuler and Susan E Jackson. Strategic Human Resource Management. Wiley India. 2nd edition, 2013. 	

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1		2		2													2
CO2										2				2			
CO3		2								2						2	
CO4										3							
CO5													2		3		
CO6													2				

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

163BAO3	ADVANCED INDUSTRIAL PSYCHOLOGY										L-T-P	C					
											3-0-0	3					
Programme:	MBA					Sem:	III	Category:	OE								
Aim:	This course will focus on attitude, stress and behaviour of employees in an organization																
Course Outcomes:																	
The students will be able to																	
CO1. Students Will gain knowledge about attitude, work behaviour and modes of stress of employees in an organisation.																	
CO2. Demonstrate a solid fundamental knowledge of psychology as a discipline. This will include both knowledge of the history of the field, but also of the current facets, theoretical perspectives, and the divisions within the broad field of Psychology.																	
CO3. Be proficient scientists. This includes being knowledgeable about forming hypotheses, collecting, analyzing and interpreting the data necessary to test the hypotheses, and thinking critically about the obtained results.																	
CO4. Be proficient in the domains that comprise the core of I-O Psychology, which include: 1) Job analysis and evaluation, 2) evaluating employee performance, 3) evaluating training systems, 4) Stress management and Work Behaviour, 5) Employee Motivation.																	
CO5. Be knowledgeable in the practice of I-O psychology by applying the concepts in the field of I-O psychology to the functioning of organizations.																	
INDUSTRIAL PSYCHOLOGY AND ATTITUDE											9						
Introduction – History - Organization research methods - Psychology tests & its utility to industry - Meaning & factors influencing attitude - Measuring Job satisfaction - Development of attitude – Absenteeism - Implication for organization																	
EVALUATION IN INDUSTRIAL PSYCHOLOGY											9						
Job analysis & Evaluation - Employee Selection - Evaluating Employee Performance - Designing & Evaluating Training systems																	
STRESS MANAGEMENT /MONOTONY											9						
Stress Defined - Sources of Stress - Consequences of Stress -Managing Stress - Workplace Violence																	
WORK BEHAVIOUR											9						
Productive work behaviour - Organizational citizenship behaviour - Counter Productive work Behaviour - Work Conditions - Work schedules - Work Environment - Human Factors – Ergonomics																	
MOTIVATION / EMPLOYEE MOTIVATION											9						
Individual Differences in motivation - Employee Values & Expectations - Do employees have achievable goals - Are employees reviewing feedback on their goal progress																	
											Total Periods:	45					
Text Books:																	
1. “Michael.G.Aumodt”, Applied Industrial / Organisational Psychology, Thomson, 2014. 2. “David G. Myers”, Social Psychology, TMH, 8th edition, 2012.																	
References:																	
1. “Ronald E. Riggio”, Introduction to Industrial/Organizational Psychology, Sixth edition, 2013.																	
Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1			2						2							2	
CO2									2					2	2		
CO3												3			3	2	
CO4					2				2					2	2		
CO5				2						2						2	

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

OPERATIONS ELECTIVES

163BAP1	SUPPLY CHAIN MANAGEMENT			L-T-P	C
				3-0-0	3
Programme:	MBA	Sem:	III	Category:	PE
Aim:	To help in understanding the importance of and major decisions in supply chain management for gaining competitive advantage.				
Course Outcomes:					
The students will be able to					
CO1. Ability to build and manage a competitive supply chain using strategies, models, techniques and information technology.					
CO2. To create awareness on the functions of Supply Chain Management and lay down the path to enter the supply chain business.					
CO3. To know the key responsibilities and interrelationships of outsourcing the supply chain.					
CO4. To facilitate the development of skills for practical problem solving approach to complex areas of supply chain management.					
CO5. To learn various issues related to demand, inventory and supply management along with practical implementation.					
CO6. Appraise the recent trends design and redesign of a supply chain Network as key components of an organization's strategic plan.					
INTRODUCTION					9
Supply Chain – Fundamentals –Evolution- Role in Economy - Importance - Decision Phases - Supplier- Manufacturer-Customer chain. - Enablers/ Drivers of Supply Chain Performance - Supply chain strategy - Supply Chain Performance Measures.					
STRATEGICSOURCING					9
Outsourcing – Make Vs buy - Identifying core processes - Market Vs Hierarchy - Make Vs buy continuum -Sourcing strategy - Supplier Selection and Contract Negotiation - Creating a world class supply base- Supplier Development - World Wide Sourcing					
SUPPLY CHAIN NETWORK					9
Distribution Network Design – Role - Factors Influencing Options, Value Addition – Distribution Strategies - Models for Facility Location and Capacity allocation. Distribution Center Location Models Supply Chain Network optimization models Impact of uncertainty on Network Design - Network Design decisions using Decision trees.					
PLANNING DEMAND, INVENTORY AND SUPPLY					9
Managing supply chain cycle inventory Uncertainty in the supply chain – Analysing impact of supply chain redesign on the inventory - Risk Pooling - Managing inventory for short life – cycle products -multiple item -multiple location inventory management - Pricing and Revenue Management					
CURRENT TRENDS					9
Supply Chain Integration - Building partnership and trust in SC Value of Information: Bullwhip Effect - Effective forecasting - Coordinating the supply chain - SC Restructuring - SC Mapping - SC process restructuring, Postpone the point of differentiation – IT in Supply Chain - Agile Supply Chains -Reverse Supply chain. Agro Supply Chains					
Total Periods:					45
Text Books:					
1. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2013.					
2. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, 2014.					
References:					
1. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5 th Edition, 2013.					
2. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2012.					
3. Altekar Rahul V, Supply Chain Management-Concept and Cases, PHI, 2012.					
4. Shapiro Jeremy F, Modeling the Supply Chain, Thomson Learning, Second Reprint, 2014.					

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1	2										3		1		2		
CO2		1						2			3						
CO3					1						3			2			3
CO4		2									3					2	
CO5					2						3				2		
CO6	1							2			3						

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

163BAP2		LOGISTICS MANAGEMENT				L-T-P		C		
						3-0-0		3		
Programme:	MBA				Sem:	III	Category:	PE		
Aim:	To learn the need and importance of logistics in product flow.									
Course Outcomes:										
The students will be able to										
CO1. To enable an efficient method of moving products with optimization of time and cost.										
CO2. Describe major logistics functions and activities.										
CO3. To learn both domestic and international transportation problems and effectively develop and present actionable solutions.										
CO4. To learn the effectively manage the distribution processes at the regional, national, and international levels.										
CO5. To identify and assess cost tradeoffs of inventory, warehouse and distribution management and recommend actionable plans and strategies.										
CO6. To know the recent trends and tactics, and systems of logistics management										
INTRODUCTION								9		
Definition and Scope of Logistics – Functions & Objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services – Role of logistics in Competitive strategy – Customer Service										
DISTRIBUTION CHANNELS AND OUTSOURCING LOGISTICS								9		
Distribution channel structure - channel members, channel strategy, role of logistics and support in distribution channels. Logistics requirements of channel members Logistics outsourcing – catalysts, benefits, value proposition. Third and fourth party logistics Selection of service provider										
TRANSPORTATION AND PACKAGING								9		
Transportation System – Evolution, Infrastructure and Networks Freight Management – Vehicle Routing – Containerization Modal Characteristics, Inter-modal Operators and Transport Economies Packaging- Design considerations, Material and Cost. Packaging as Unitization Consumer and Industrial Packaging.										
PERFORMANCE MEASUREMENT AND COSTS								9		
Performance Measurement – Need, System, Levels and Dimensions Internal and External Performance Measurement Logistics Audit. Total Logistics Cost – Concept, Accounting Methods. Cost – Identification, Time Frame and Formatting										
CURRENT TRENDS								9		
Logistics Information Systems – Need, Characteristics and Design E-Logistics – Structure and Operation Logistics Resource Management eLRM Automatic Identification Technologies- Reverse Logistics – Scope, design and as a competitive tool. Global Logistics – Operational and Strategic Issues, ocean and air transportation. Strategic logistics planning- Green Logistics										
Total Periods:								45		
Text Books:										
1. Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 2014.										

- Sople Vinod V, Logistics Management – The Supply Chain Imperative, Pearson Education, 3rd Edition, 2012.

References:

- Coyle et al., The Management of Business Logistics, Thomson Learning, 7th Edition, 2014.
- Ailawadi C Sathish & Rakesh Singh, Logistics Management, PHI, 2013.
- Bloomberg David J et al., Logistics, Prentice Hall India, 2012.
- Pierre David, International Logistics, Biztantra, 2013.

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1	1										3	1					2
CO2	1					1					3			2		3	
CO3	1					1		2			3				2		
CO4								2			3			2			
CO5							2				3						2
CO6	1										3					2	

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

163BAP3	LEAN SIX SIGMA						L-T-P	C
							3-0-0	3
Programme:	MBA				Sem:	III	Category:	PE
Aim:	To gain insights about the importance of lean manufacturing and six sigma practices.							
Course Outcomes:								
The students will be able to								
CO1. The student would be able to relate the tools and techniques of lean sigma to increase productivity.								
CO2. Develop a comprehensive set of skills to know the function of Six Sigma.								
CO3. The student able to know both quantitative and non-quantitative analysis of six sigma.								
CO4. Team building and leadership skills necessary to implement the six sigma projects and face the challenge.								
CO5. The Student gets the confidence and skills to manage projects successfully within the workforce.								
LEAN & SIX SIGMA BACKGROUND AND FUNDAMENTALS							9	
Historical Overview – Definition of quality – What is six sigma -TQM and Six sigma - lean manufacturing and six sigma- six sigma and process tolerance – Six sigma and cultural changes – six sigma capability – six sigma need assessments - implications of quality levels, Cost of Poor Quality (COPQ), Cost of Doing Nothing – assessment questions								
THE SCOPE OF TOOLS AND TECHNIQUES							9	
Tools for definition – IPO diagram, SIPOC diagram, Flow diagram, CTQ Tree, Project Charter – Tools for measurement – Check sheets, Histograms, Run Charts, Scatter Diagrams, Cause and effect diagram, Pareto charts, Control charts, Flow process charts, Process Capability Measurement, Tools for analysis – Process Mapping, Regression analysis, RU/CS analysis, SWOT, PESTLE, Five Whys, interrelationship diagram, overall equipment effectiveness, TRIZ innovative problem solving – Tools for improvement – Affinity diagram, Normal group technique, SMED, 5S, mistake proofing, Value stream Mapping, forced field analysis – Tools for control – Gantt chart, Activity network diagram, Radar chart, PDCA cycle, Milestone tracker diagram, Earned value management.								
SIX SIGMA METHODOLOGIES							9	
Design for Six Sigma (DFSS), Design for Six Sigma Method - Failure Mode Effect Analysis (FMEA), FMEA process - Risk Priority Number (RPN) - Six Sigma and Leadership, committed leadership – Change Acceleration Process (CAP) - Developing communication plan – Stakeholder								

SIX SIGMA IMPLEMENTATION AND CHALLENGES	9
Tools for implementation – Supplier Input Process Output Customer (SIPOC) – Quality Function Deployment or House of Quality (QFD) – alternative approach –implementation – leadership training, close communication system, project selection – project management and team – champion training – customer quality index – challenges – program failure, CPQ vs. six sigma, structure the deployment of six sigma – cultural challenge – customer/internal metrics	
EVALUATION AND CONTINUOUS IMPROVEMENT METHODS	9
Evaluation strategy – the economics of six sigma quality, Return on six Sigma (ROSS), ROI, poor project estimates – continuous improvement – lean manufacturing – value, customer focus, Perfection, focus on waste, overproduction – waiting, inventory in process (IIP), processing waste, transportation, motion, making defective products, underutilizing people – Kaizen – 5S	
Total Periods:	45
Text Books:	
1. Practical Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom-Line Success, John Wiley & Sons, 2013.	
References:	
1. Michael L.George, David Rowlands, Bill Kastle, What is Lean Six Sigma, McGraw – Hill 2013	
2. Thomas Pyzdek, The Six Sigma Handbook, McGraw-Hill, 2014.	
3. Fred Soleimannejed, Six Sigma, Basic Steps and Implementation, Author House, 2014.	
4. Forrest W. Breyfogle, III, James M. Cupello, Becki Meadows, Managing Six Sigma: A	

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1	1			1							3				2		
CO2			2		1						3		1				2
CO3			2				1				3			2		3	
CO4		2									3		1		2		
CO5		1			2						3						2

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

HOSPITAL MANAGEMENT ELECTIVES

163BAHO1	PUBLIC HEALTH CARE SYSTEM & HEALTH INSURANCE				L-T-P	C	
					3-0-0	3	
Programme:	MBA			Sem:	III	Category:	PE
Aim:	To know about the various forms of medicine and also the various health agencies and its services.						
Course Outcomes:							
The students will be able to							
CO1. Students are indoctrinated with knowledge in health care, various forms of medicines, agencies for health care, national health programs and health insurance.							
CO2. Understanding the health delivery system in hospitals.							
CO3. Understanding the application of various forms of medicine.							
CO4. Gaining knowledge about national health programmes and about health insurance policies							
OVERVIEW OF HEALTH CARE DELIVERY SYSTEM AND HOLISTIC APPROACH						9	
Overview of health care delivery system – brief history of evolution – growth of health care services after independent– holistic approach to health –role and advantages of alternate form of medicine – Salient features of various committees- Health care infrastructure.							
VARIOUS FORMS OF MEDICINE						9	

Role and advantages of alternate form of medicine – concepts of yoga, naturopathy role ,advantages and methods applicable for– Siddha vaidya – unani – homeopathy – traditional Chinese medicine – reiki, acupuncture –traditional Indian medicine-Ayurveda role and advantages.

HEALTH CARE AGENCIES **9**

Role of private sector & voluntary organization - National health care agencies – Indian red cross / society – hind kusht nivaran singh – Indian council for child welfare – tuberculosis association of India – bharat sevak samaj – central social welfare board – kashuriba memorial fund – family planning association of India – all India women’s conference. . International health care agencies – UNICEF, WHO, UNDP, Blood Bank, CARE – Rockefeller foundation – ford foundation Colombo plan

NATIONAL HEALTH PROGRAMMES **9**

Programme related communicable and non communicable diseases – overview – achievements – progress – malaria control Programme – national tuberculosis control Programme – national leprosy eradication Programme – Programme against AIDS and STDs. Family welfare progrmme - AIDS control programme, role & functions ofNational AIDS Control Organisation (NACO). National Programme for control of blindness – national iodine deficiency disorders control Programme (NIDDCP) – national mental health Programme – national cancer control Programme – national diabetes control Programme – integrated child development scheme-needs.

HEALTH INSURANCE POLICIES **9**

National health policy – salient features – Health Insurance in developing and developed countries- Different Health Insurance Policies – Analysis and Management- GOI & State Govt. Policy in implementation of Health insurance-Insurance Management – Dave- IRDA Guidelines on Health Insurance - Govt. of India

Total Periods: 45

Text Books:

1. Bruce Fried & Myron D. Fottler, HR in health care, 3rd Edition, Health Administration Press, 2014.
2. Mary-Jane Schneider, Introduction to Public Health, Jones & Bartlett Learning, 2013

References:

1. Mark Walsh, BTEC First Health and social care, Harper Collins Publishers Limited, 2012.
2. Yvonne Nolan, Health & social care (Adult), 3rd Edition, Pearson Education, 2014.
3. Bernard J. Turnock, Public Health: What It Is and How It Works, Jones & Bartlett Learning, 2013.
4. Syed Amin Tabish, Hospital & health services Administration – Principles & Practice, Oxford University press, 2012.

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1	3		2							2			1				2
CO2	3				2					2				2		2	
CO3	2	3				2				1				1	2		
CO4	1											3				2	

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

163BAHO2	LEGAL AND ETHICAL ISSUES FOR HOSPITALS			L-T-P	C
				3-0-0	3
Programme:	MBA			Sem:	III
Aim:	To expose the legal and ethical issues pertaining to the Hospitals.			Category:	PE
Course Outcomes:					
The students will be able to					
CO1. Students gain knowledge in the establishment of health care organizations, hospital as a service industry, related labour handling, laws relating to hospitals, legal issues related to medical practices and public liability of hospitals.					
CO2. Understanding about the disciplinary actions in hospitals.					
CO3. Gaining knowledge on legal remedies available to patients.					
CO4. Understanding the practical implication of the disciplinary actions.					

INTRODUCTION	9
Establishment, Registration and Regulation of Health Care Organization: Registration and Regulation of Healthcare organization under Private Medical Care Establishment Act 2002; Formation of Health care Organization under Partnerships and Corporate basis (private and public) and compliance with Medical Council of India Act.	
HOSPITALS & LABOUR ENACTMENT	9
Hospital as an Industry – Unrest in Hospitals – Dispute Settlement Mechanism, Arbitration, Conciliations and Adjudication of Disputes; Role of Trade Unions, Unfair Labour Practices and Victimization – Disciplinary Actions – Requisitions of a valid disciplinary enquiry – Service Conditions – Retrial benefits – Social Security and Insurance.	
HOSPITAL SERVICES & LAW	9
Contractual obligations in Hospital Services – Requisites of a valid contract – Hospital as a ‘bailee’ – Physicians – Patient relations – duties towards patients by and Para-medical staff – medical ethics and code of conduct to be observed in rendering hospital services, MCI Guidelines, OATHS.	
MEDICAL LEGAL ISSUES	9
Police Investigation – Giving evidence – Court deliberations organ transplantation – Euthanasia (mercy killing) – Diagnosis, prescriptions and administration of drugs – Post treatment serves – Anesthesia, Surgery and sale of drugs.	
LIABILITIES OF HOSPITALS	9
Contractual liability – Award of damages and principles relating thereto, criminal liability and defenses available to hospitals and medical staff - Tortuous liability and vicarious liability, Legal remedies available to patients - Remedies under contract law, criminal law and consumer protection act. CP Act, RTI.	
Total Periods:	
45	
Text Books:	
<ol style="list-style-type: none"> Elsevier, Legal and Ethical Issues for Health Professions, 3rd edition, Mar 14, 2014, N.D.Kapoor, Mercantile Law, 34th Edition, Sultan Chand & Sons, 2013. 	
References:	
<ol style="list-style-type: none"> Margaret A. Burkhardt and Alvita Nathaniel ,Ethics and Issues in Contemporary Nursing, 2013. S.L. Goel, Healthcare Management and Administration, Deep & Deep Publications Pvt. Ltd. New Delhi, 2012. M.P.Kuchhal, Mercantile Law, Eighth Edition, Vikas Publishing, 2013. N.C.Jain, Mercantile Law, Allahabad Law Agency, 2013. 	

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1					3					2						1	
CO2	2			2					1						2		
CO3	1					1				1				2			2
CO4	1				1					1					2		

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

163BAHO3	MEDICAL & HEALTH SYSTEM MANAGEMENT						L-T-P		C
							3-0-0		3
Programme:	MBA				Sem:	III	Category:	PE	
Aim:	To understand the basic information relating to health and to know the historical development of health.								
Course Outcomes:									

The students will be able to	
CO1. Students are indoctrinated to health care, national and international hospital systems, planning for health manpower, health programs and development of public health	
CO2. Understanding the health manpower planning.	
CO3. Gaining knowledge on the entire health care Management.	
CO4. Understanding the management of health care operations in various countries.	
INTRODUCTION	9
Definition and meaning of Health, Holistic approach to health, Basic information relating to health, Historical development of health care system in India, Definition and meaning of hospital, historical development of hospitals, growth of hospital in India, Changing concept of hospital The modern hospital, Present status of hospitals in India, Present Status of Govt. hospital, National Health policy.	
OVERVIEW OF HEALTH SYSTEM IN HOSPITALS	9
Health committee and their recommendation, Health plan outlay during 1951-2003, Hospital viewed as a system, Role of Hospitals, Hospital Viewed as a Social system, Peculiarities of hospital systems, benefits to the Health Care systems, Overview of Health Care delivery system.	
HEALTH CARE SYSTEM IN VARIOUS COUNTRIES	9
History & Evolutions of health care system. The reforms of Healthcare System- the healthcare system in US/UK & Canada. The healthcare system in China, Sri Lanka, India. International Health under United Nations -Future of Healthcare System.	
HEALTH MAN POWER	9
Health manpower planning & distribution. Economics of Health manpower planning & political process. Evaluating health Systems. Role of hospitals in Primary health Care. Administration of rural hospitals.	
HEALTH PROGRAMMES & HEALTH DEVELOPMENT	9
Health Programmes in India. Health development- Managerial process in National Health Development. Cost benefit analysis in health field.	
Total Periods:	
45	
Text Books:	
<ol style="list-style-type: none"> 1. Peter M. Ginter, The Strategic Management of Health Care Organizations, Wiley Publications, 7th Edition, 2013. 2. Lauria.J.Mullins & Penny Dossier, Hospitality management and organization, Pearson Education, 5TH Edition, June 2013. 	
References:	
<ol style="list-style-type: none"> 1. Karen A. Wager and Frances Wickham Lee, Health Care Information Systems: A Practical Approach for Health Care Management, Wiley Publications, 3rd edition, 2013. 2. Shakti Gupta, Hospitals and health care Administration- Appraisal & referral Treatise, Sunil Kant & Jaypee brothers Medical Publications (P) Ltd, 1st Edition, 2013. 3. Sakharkar.B.M, Principles of Hospital Administration & planning, Jaypee brothers Medical publications (P) ltd, 2014. 4. Vivien Martin, Julie Charlesworth, Euan Henderson, Managing in health & Social Care, The Open University for the Managing Education Scheme by Open Learning, 2012. 	

Course Outcomes	Program Outcomes (POs)													Program Specific Outcomes (PSOs)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PSO1	PSO2	PSO3	PSO4
CO1	3						2			2						2	
CO2	2		3							1					3		
CO3	2		1				1			1			1	2			2
CO4				1						2			2				

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

Vision

- ❖ To contribute to the society through excellence in technical education with societal values and thus a valuable resource for industry and the humanity.

Mission

- ❖ To create an ambience for quality learning experience by providing sustained care and facilities.
- ❖ To offer higher level training encompassing both theory and practices with human and social values.
- ❖ To provide knowledge based services and professional skills to adapt tomorrow's technology and embedded global changes.

DEPARTMENT OF MANAGEMENT STUDIES

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