

Jamal Mohamed College (Autonomous)

COLLEGE WITH POTENTIAL FOR EXCELLENCE

Accredited (3rd Cycle) with 'A' Grade by NAAC

DBT Star Scheme & DST-FIST Funded

(Affiliated to Bharathidasan University) TIRUCHIRAPPALLI-20

Jamal Institute of Management

(Approved by AICTE, New Delhi)



MBA

(Semester Pattern)

Course Structure & Syllabi

(From 2020-21 onwards)

Programme Objectives - MBA

1. To develop creative skills, understand diversity, contemporary and humanity issues for shaping the future.
2. To work towards world issues leading to specialization / research works.
3. To integrate skills and knowledge to understand vision, mission and goals and change in attitude.
4. To know the various employability opportunities by applying their knowledge and skills in a real world situation.
5. To enable them to respect and understand the world around them to accepting responsibility, ethical and cultural values.

Programme Outcomes

Students of MBA Programme

1. - will be inspired to respect and understand the world around them accepting personal responsibility through ethical and cultural values.
2. - will understand creativity, diversity, contemporary humanity issues shaping their futures.
3. - will be directed to correlate international issues which lead them to specialization of the research works.
4. - will be facilitated to integrating learned skills and knowledge leading them to noticeable changes in their vision, goals, attitudes and skills.
5. - will learn various kinds of employability applying their knowledge and skill in a real-world situation.

Programme Specific Outcomes

1. Integrate the tools and concepts of various functional areas of Management to investigate and solve the critical and specific business problems.
2. Explore new business opportunities, design and Implement innovations in business organizations.
3. Apply thinking skills, knowledge of business theory and practices to take effective managerial decisions.
4. Implementing legal practices, ethical and social values in business.
5. Incorporating diversity and multicultural perspective when making business decisions.
6. Communicate effectively in a variety of formats.

MBA

SEM	COURSE CODE	COURSE	COURSE TITLE	HRS/WEEK	CREDIT	CIA MARKS	ESE MARKS	TOTAL MARKS
I	20MBA1CC1	CORE I	Quantitative Methods for Managers	5	5	25	75	100
	20MBA1CC2	CORE II	Economics for Decision Making	5	4	25	75	100
	20MBA1CC3	CORE III	Corporate Communication ***	5	4	100	-	100
	20MBA1CC4	CORE IV	Accounting for Managers	5	5	25	75	100
	20MBA1CC5	CORE V	Organizational Behaviour	5	5	25	75	100
	20MBA1CC6	CORE VI	Information Systems for Business	5	4	25	75	100
	20MBA1CV1	Comprehensive Viva Voce - I	Comprehensive Viva Voce-I ***	-	2	100	-	100
	20MBA1OBT	Outward-bound Training	Outward-bound Training Programme (OBT) – 3 days **	-	-	-	-	-
TOTAL				30	29	325	375	700
II	20MBA2CC7	CORE VII	Operations Research	5	4	25	75	100
	20MBA2CC8	CORE VIII	Operations Management	4	4	25	75	100
	20MBA2CC9	CORE IX	Financial Management	5	4	25	75	100
	20MBA2CC1	CORE X	Marketing Management	4	4	25	75	100
	20MBA2CC1	CORE XI	Human Resource Management	4	4	25	75	100
	20MBA2CC1	CORE XII	Advanced MS Excel for Managers***	4	4	100	-	10
	20MBA2CC1	CORE XIII	Business Analytics	4	4	25	75	100
	20MBA2CV2	Comprehensive Viva Voce - II	Comprehensive Viva Voce-II***	-	2	100	-	100
	20MBA2SP	Social Project	Societal Immersion Programme (4 days)**	-	-	-	-	-
TOTAL				30	30	350	450	800
III	20MBA3SI	Internship	Summer Internship***	-	2	100	-	100
	20MBA3CC1	CORE XIV	Research Methods in Management	5	4	25	75	100
	20MBA3CC1	CORE XV	Career Development***	4	2	100	-	100
	20MBA3CC1	CORE XVI	Entrepreneurial Development	5	4	25	75	100
	20MBA###	#DSE I	Paper 1 from Specialisation I	4	4	25	75	100
	20MBA###	#DSE II	Paper 2 from Specialisation I	4	4	25	75	100
	20MBA###	#DSE III	Paper 1 from Specialisation II	4	4	25	75	100
	20MBA###	#DSE IV	Paper 2 from Specialisation II	4	4	25	75	100
	20MBA3EC1	EXTRA CREDIT-I	Online Course (SWAYAM/NPTEL)	-	1*	-	-	-
	20MBA3CV3	Comprehensive Viva Voce - III	Comprehensive Viva Voce-III***	-	2	100	-	100
TOTAL				30	30	450	450	900
IV	20MBA4PW	Project Work	Project Work(15 Weeks)	-	4	100	100	200
	20MBA4CC1	CORE XVII	International Business Management	5	4	25	75	100
	20MBA4CC1	CORE XVIII	Strategic Management	5	4	25	75	100
	20MBA###	#DSE V	Paper 3 from Specialisation I	5	4	25	75	100
	20MBA###	#DSE VI	Paper 4 from Specialisation I	5	4	25	75	100
	20MBA###	#DSE VII	Paper 3 from Specialisation II	5	4	25	75	100
	20MBA###	#DSE VIII	Paper 4 from Specialisation II	5	4	25	75	100
	20MBA4CV4	Comprehensive Viva Voce - IV	Comprehensive Viva Voce-IV***	-	2	100	-	100
	20MBA4EC2	EXTRA CREDIT-II	Management studies for career Development	-	5*	-	100*	100*
TOTAL				30	30	350	550	900
	20MBAOC	-	Online Course (SWAYAM/NPTEL)	-	1	-	-	-
GRAND TOTAL				120	120	1475	1825	3300

* Not Considered for grand total and CGPA

** Grading system only

*** Fully Internal and Practice Oriented

DSE – Discipline Specific Elective

LIST OF ELECTIVES (SPECIALIZATION I & II) – SEMESTER III

Specialization I: Two Electives can be opted out of Five in Specialization I

Specialization II: Two Electives can be opted out of Five in Specialization II

COURSE CODE	COURSE TITLE	HRS/ WEEK	CREDIT	CIA MARKS	SE MARKS	TOTAL MARKS
Marketing (A)						
20MBA3DEA1	Consumer Behavior	4	4	25	75	100
20MBA3DEA2	Advertising and Sales Promotion	4	4	25	75	100
20MBA3DEA3	Sales Management	4	4	25	75	100
20MBA3DEA4	Brand Management	4	4	25	75	100
20MBA3DEA5	Digital Marketing	4	4	25	75	100
Finance (B)						
20MBA3DEB1	Security Analysis and Portfolio Management	4	4	25	75	100
20MBA3DEB2	Financial Derivatives	4	4	25	75	100
20MBA3DEB3	Strategic Financial Management	4	4	25	75	100
20MBA3DEB4	Risk Management	4	4	25	75	100
20MBA3DEB5	Financial Institutions and Markets	4	4	25	75	100
Human Resource (C)						
20MBA3DEC1	Strategic Human Resource Management	4	4	25	75	100
20MBA3DEC2	Talent Management	4	4	25	75	100
20MBA3DEC3	Change Management	4	4	25	75	100
20MBA3DEC4	Training and Development	4	4	25	75	100
20MBA3DEC5	Industrial Relations and Labour Legislations	4	4	25	75	100
Systems (D)						
20MBA3DED1	Knowledge Management System	4	4	25	75	100
20MBA3DED2	IT Strategy for Business	4	4	25	75	100
20MBA3DED3	Modern Database Management System	4	4	25	75	100
20MBA3DED4	Information Technology Management	4	4	25	75	100
20MBA3DED5	Data Mining	4	4	25	75	100
Supply Chain Management (E)						
20MBA3DEE1	Inventory Management	4	4	25	75	100
20MBA3DEE2	Strategic Logistics Management	4	4	25	75	100
20MBA3DEE3	Material Flow Management	4	4	25	75	100
20MBA3DEE4	Essentials of Supply Chain Management	4	4	25	75	100
20MBA3DEE5	Vendor Management	4	4	25	75	100
Entrepreneurship (F)						
20MBA3DEF1	Innovation and Startup	4	4	25	75	100
20MBA3DEF2	Project management	4	4	25	75	100
20MBA3DEF3	Entrepreneurial Finance	4	4	25	75	100
20MBA3DEF4	Information Technology and E- Commerce	4	4	25	75	100
20MBA3DEF5	Business plans	4	4	25	75	100

LIST OF ELECTIVES (SPECIALIZATION I & II) – SEMESTER IV

Specialization I: Two Electives can be opted out of Five in Specialization I

Specialization II: Two Electives can be opted out of Five in Specialization II

COURSE CODE	COURSE TITLE	HRS/ WEEK	CREDIT	CIA MARKS	SE MARKS	TOTAL MARKS
Marketing (A)						
20MBA4DEA1	Retail Management	5	4	25	75	100
20MBA4DEA2	International Marketing	5	4	25	75	100
20MBA4DEA3	Customer Relationship Management	5	4	25	75	100
20MBA4DEA4	Services Marketing	5	4	25	75	100
20MBA4DEA5	Marketing Research	5	4	25	75	100
Finance (B)						
20MBA4DEB1	Financial Modelling using Excel	5	4	25	75	100
20MBA4DEB2	Banking and Insurance	5	4	25	75	100
20MBA4DEB3	International Finance	5	4	25	75	100
20MBA4DEB4	Financial Services	5	4	25	75	100
20MBA4DEB5	Tax Management	5	4	25	75	100
Human Resource (C)						
20MBA4DEC1	HR Analytics	5	4	25	75	100
20MBA4DEC2	International Human Resource Management	5	4	25	75	100
20MBA4DEC3	Performance Management	5	4	25	75	100
20MBA4DEC4	Managerial Behaviour and Effectiveness	5	4	25	75	100
20MBA4DEC5	Human Resource Development	5	4	25	75	100
Systems (D)						
20MBA4DED1	Software Project Management	5	4	25	75	100
20MBA4DED2	Cyber Security	5	4	25	75	100
20MBA4DED3	Enterprise-Wide Information System	5	4	25	75	100
20MBA4DED4	Decision Support System	5	4	25	75	100
20MBA4DED5	E-Business	5	4	25	75	100
Supply Chain Management (E)						
20MBA4DEE1	Six sigma	5	4	25	75	100
20MBA4DEE2	Supply Chain Planning	5	4	25	75	100
20MBA4DEE3	Supply Chain Coordination	5	4	25	75	100
20MBA4DEE4	Modeling for Supply Chains	5	4	25	75	100
20MBA4DEE5	Theory of Constraints	5	4	25	75	100
Entrepreneurship (F)						
20MBA4DEF1	Diversity Management	5	4	25	75	100
20MBA4DEF2	Business Opportunity Recognition and Forecasting	5	4	25	75	100
20MBA4DEF3	Creative problem solving	5	4	25	75	100
20MBA4DEF4	Small Business Management	5	4	25	75	100
20MBA4DEF5	Sustainable Enterprise	5	4	25	75	100

SEMESTER I: CORE I
QUANTITATIVE METHODS FOR MANAGERS

Course Code : 20MBA1CC1
Hours/week : 5
Credit : 5

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT – I (15 Hours)
Introduction to Matrices & Determinants -Addition – Subtraction – Multiplication – Inversion of Matrices – Solution of system of linear equals with the help of Matrices and determinants. Calculus: Variables – Constants – Functions – simple differentiation of algebraic function – First & second order differentiation – Maxima & Minima of Algebraic functions.

UNIT – II (15 Hours)
Introduction to Statistics – Collecting & tabulating data – *Measures of Central Tendency & Dispersion – Skewness, Kurtosis*– Probability Theory: Classical Objective & Subjective Approach – Addition, Multiplication & Baye’s theorem.

UNIT – III (15 Hours)
Discrete Distribution - Binomial, Poisson and Continuous Distribution - Normal Distribution. #Sampling - Types of Sampling – Concept of Standard Error# – Estimation - Types of Estimates - Point, Interval Estimate – Estimation of population proportion mean and variance.

UNIT - IV (15 Hours)
Testing of Hypothesis – Type I & Type II error – One & two tailed tests – Significance level – Confidence Level. Testing of proportion, means – *Z, t, F tests – Chi-Square test of independence* and goodness of fit.

UNIT – V (15 Hours)
Theory of Correlation and Regression: #Meaning of Correlation and Regression# – Correlation Coefficient – Rank Correlation – Simple Linear Regression - Modern time series analysis - Auto Correlation, Auto Regression, ARMA, ARIMA.

#...#Self-Study portion

*...*Swayam Course Content: Statistics for Business Economics - Gujarat University, Ahmedabad, India.

Text Book:

- T.B - 1** Prem. S.Mann, Introductory Statistics, 7th ed, Wiley India, 2020.
- T.B - 2** Richard I.Levin, David S. Rubin, Sanjay Rastogi Masood Husain Siddiqui, Statistics for Management, Pearson Education, 7th ed, 2016.
- T.B - 3** Damodar N.Gujarati, Basic Econometrics, McGraw Hill Education Private Ltd., New Delhi. 4th ed 2013.
- T.B - 4** Hari Kishan, A Textbook of Matrices, Atlantic Publisher & Distributors (P) Ltd, New Delhi, 2008.

UNIT I: Chapter II – Chapter IV **T.B – 4**

UNIT II: Chapter III **T.B -1**

UNIT III: Chapter VI- Chapter IX **T.B -1**

UNIT IV: Chapter X- Chapter XII **T.B -1**

UNIT V: Chapter XIV, XV **T.B – 2**, Chapter XIV – Section1-6, **T.B-3**, Chapter XXII **T.B-3**

Books for Reference:

1. Vohra N.D. “Quantitative Techniques in Management”, Tata McGraw Hill Education Private Ltd., New Delhi. 7th ed 2017.
2. Gupta S.C., “Fundamentals of Statistics”, Himalaya Publishing House, New Delhi. 7th ed 2016.
3. Elhance. D. N, “Fundamentals of Statistics”, Kitab Mahal, New Delhi, 2014.
4. Gupta S.P., “Statistical Methods”, Sultan Chand & Sons, New Delhi. 44th revised ed 2014.
5. Anderson D.R., Sweeney D.J. and Williams T.A., “Statistics for business and economics” 11th ed, Thomson (South –Western) Asia Pte. Ltd., Singapore, 2012.

Course Outcomes:

- CO 1. Facilitate with fundamentals of Matrices, Differential Calculus and solution of problems involving Maxima & Minima of Algebraic functions.
- CO 2. Integrate the knowledge and skills in Statistics including Probability.
- CO 3. Understand the application of Probability distribution practically.
- CO 4. Formulate and test the Hypothesis in various real-time business situations.
- CO 5. Ability to forecast the future business scenarios by using regression and time series methods.

Mapping with Programme Outcomes and Programme Specific Outcomes

Semester	Code	Title of the Paper	Hours	Credits						
I	20MBA1CC1	Quantitative Methods for Managers	5	5						
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓	✓		✓	✓		✓	✓
CO2	✓	✓	✓	✓	✓	✓		✓	✓	✓
CO3	✓	✓	✓	✓	✓		✓	✓	✓	✓
CO4		✓	✓		✓	✓	✓		✓	✓
CO5			✓	✓	✓	✓		✓		
Number of Matches= 38, Relationship : High										

Prepared by:

1. Dr. M.A.SHAKILA BANU

Checked by:

**1. Dr.G.S.DAVID SAM JAYAKUMAR
2. Dr.S.DAWOOD ALI**

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER I: CORE II
ECONOMICS FOR DECISION MAKING**

Course Code : 20MBA1CC2
Hours/week : 5
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I

(15 Hours)

Introduction to Economics in management - *Microeconomics and Macroeconomics* - Nature and Scope of Management Economics - Significance in decision making - Objectives of a firm - Managerial theories of firm - profit maximization - # economies of scale #.

UNIT - II

(15 Hours)

Demand Analysis; Law of Demand - Exceptions - Determinants of Demand - Elasticity of Demand - measurement of Elasticity of Demand - Applications of Elasticity of Demand for managerial decision making - Demand forecasting - significance – methods # Supply Analysis *Factors affecting Supply* - Law of Supply - Supply Elasticity - applications in managerial decision making #. Production concepts and analysis - Production function - single variable - Law of variable proportion - two variable - Law of returns to scale - Short-run and long-run cost curves and their managerial uses.

UNIT - III

(15 Hours)

Markets of Different types - Perfect Competition- features - Determination of price under perfect competition – Monopoly - Features- pricing under monopoly - Price Discrimination - *Monopolistic: Features- pricing under monopolistic competition* - # Oligopoly - Features - kinked demand curve #.

UNIT - IV

(15 Hours)

Influence of Price Elasticity - Types of Pricing: Marginal Cost Pricing - Cost-plus pricing – Absorption / Full Cost Pricing – Target Pricing –Contribution Pricing- Going Rate Pricing - Limit Pricing – Loss leader pricing- Psychological Pricing – Price Leadership - Premium pricing - Penetration pricing, Economy pricing, and Price skimming - Price Determination - # Product Line Pricing #

UNIT-V

(15 Hours)

National Income Concepts and methods of measurement – Inflation - Types and Causes – Introduction to Monetary Policy and Fiscal Policy - Business Cycle - Profit concept - Innovation theory - # Dynamic Surplus theory - Risk & Uncertainty bearing theory #

#.....#Self study portion

***.....*:** Swayam Course Content- Introduction to Managerial Economic, Indian Institute of Management, Bangalore.

Text Books:

T.B- 1: Joel Dean - Managerial Economics. Prentice Hall of India, New Delhi, 2014

T.B–2: KC Sankaranarayanan, Managerial Economics, CBS PUBLISHERS & DISTRIBUTORS
PVT. LTD. New Delhi, 2015

T.B- 3: R.L. Varshney, K.L. Maheswari - Managerial Economics. Sultan Chand & Sons, 2018

UNIT I : Chapter 1: **T.B – 2**, Chapter 1 **T.B-1**

UNIT II : Chapter 4, 6, 7 & 8: **T.B – 2**

UNIT III : Chapter 2 **T.B- 1**

UNIT IV : Chapter (Section VI) **T.B - 3**

UNIT V : Chapter (Section IX) **T.B - 3**

Books for Reference:

1. Suma Damodaran., Managerial Economics. Oxford University Press, 2010
2. Hirschey Mark., Economics for Managers, Thomson, India Edition, 2007
3. Petersen Craig H., Managerial Economics, Pearson Education, 2006
4. Atmanand, Managerial Economics, Excel Books, 2007
5. Mithani D.M., Principles of Economics, Himalaya Publishing House, 2005

Course Outcomes:

CO 1. Relate the economic concepts in management and apply in the business decisions.

CO 2. Assimilate and apply the laws of economics in the business.

CO 3. Acquire the knowledge about the various types of market structure for strategizing and wise decision making.

CO 4. Practice the pricing strategies in the organisation.

CO 5. Achieve the knowledge about macro economics to foresee the external forces to the effective decisions.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code		Title of the Paper			Hours	Credits			
I	20MBA1CC2		Economics for Decision Making			5	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓	✓			✓		✓	
CO2	✓	✓		✓			✓		✓	✓
CO3	✓		✓		✓	✓	✓	✓	✓	
CO4	✓		✓	✓	✓		✓	✓		✓
CO5		✓	✓	✓	✓	✓	✓	✓	✓	✓
Number of Matches= 35, Relationship : High										

Prepared by:

Checked by:

1. M.SABEERDEEN

1. Dr.F.WAHIDHA BEGUM

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER I: CORE III
CORPORATE COMMUNICATION**

Course Code : 20MBA1CC3
Hours/week : 5
Credit : 4

Max Marks: 100
Internal Marks: 100

Unit – I (15 Hours)
Communication – Definition - #Scope and Functions# - Forms of Communication - Process of Communication - *Barriers of Effective Communication - Overcoming Communication Barriers*.

Unit – II (15 Hours)
Developing Listening Skills, Features of a good listener, Assertiveness: Reason for unassertiveness, Qualities of an assertive Person, *Glossophobia*, netiquette, Crisis Communication, Persuasive Communication, #Ethics in Corporate Communication#.

Unit - III (15 Hours)
Channels of Communication – Formal: Upward, Downward, Lateral, #comparing formal and informal channels for communication situations# – Types of Grapevine chains - Single Strand, Gossip, Probability and Cluster - #Advantages and Disadvantages of the grapevine#.

Unit – IV (15 Hours)
Audience Analysis, *Effective Presentation Strategies, Enhancing presentations with Audio*-Visual Media - Body Language: One to One communication – #CEO Speech and Interviews#.

Unit – V (15 Hours)
Practicing good corporate communications, Managerial Speeches: Public Speaking, Speech of Introduction, Speech of Welcome, Speech of thanks, Occasional Speech, #Theme Speech#.

#....# Self Study

***....* Swayam Course content – Effective Business Communication (IIM-B)**

TEXT BOOKS

TB - 1: Raymond V. Lesikar, Marie E. Flatley, Kathryn Rentz, Paula Lentz, Neerja Pande, Business Communication: Connecting in a Digital World, McGraw-Hill Education (india) Pvt.Limited, 15th Edition, 2015.

TB – 2: Courtland L. Boovee. John V. Thill, Business Communication, 8th Edition, Pearson Education, New Delhi, 2016.

TB – 3: Chaturvedi, P. D. and MukeshChaturvedi, Business Communication: Concepts, Cases and Applications, Pearson Education, New Delhi, 2004.

Unit-I : Chapters 1, 2 - T.B 1

Unit-II : Chapters 5, 6,7,15, 16, 17 - T.B 3

Unit-III : Chapters 9,10, 11& 12 - T.B 3

Unit-IV : Chapters 4, 11, 12, 13, &14 - T.B 2

Unit-V :Chapters 11, 12,13,14 & 15- T.B 2

Books for Reference:

1. Steven A. Beebe Susan J. Beebe Diana K. Ivy, Communication: Principles For A Lifetime, 6th Edition, Pearson, 2019, New Delhi.
2. Raymond Lesikar, Marie Flatley, Kathryn Rentz , Neerja Pande Business Communication: Making Connections in a Digital World, McGraw Hill Education ,11 edition 2017, New York.
3. P. D. Chaturvedi, Mukesh Chaturvedi, The Arts and Science of Business Communication, 4th Edition, Pearson Education, 2015, New Delhi.
4. Urmila Rai., Rai S.M., Business Communication Himalaya Publishing House, 6th Edition, 2014, Mumbai, India.
5. M K Sehgal and Vandana Khetarpal, Business Communication, Excel Books Publishing, 2nd Edition, 2012 New Delhi.
6. Kitty O Locker and Stepen Kyo Kaczmarek, Business Communication Building Critical Skills, Third Edition Tata McGraw-Hill Companies, 2018, New Delhi
7. M K Sehgal and Vandana Khetarpal, Business Communication, Excel Books Publishing, 2nd Edition, 2013, New Delhi.

Course Outcomes:

- CO1. Enable the students to become aware of their communication skills and sensitize them to their potential to become successful managers ethically and legally.
- CO2. Acquire necessary skills to handle day-to-day managerial responsibilities, such as making speeches, controlling one-to-one communication, enriching group activities and processes, giving effective presentations, writing letters, memos, minutes, reports and advertising, and maintaining one's poise in private and in public.
- CO3. Build students confidence and to install competitiveness by projecting a positive image of themselves and of their future. Create impressive channel of communication that are delivered with confidence and poise.
- CO4. Understand the effectiveness of communication to implement in functional areas of management to shape the future of the organization.
- CO5. Formulate an effective communication strategy for any message, in any medium and in any real world situation.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code		Title of the Paper			Hours	Credits			
I	20MBA1CC3		Corporate Communication			5	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓	✓	-	-	✓	-	✓	-
CO2	✓	✓	-	✓	-	-	✓	-	✓	✓
CO3	✓	-	✓		✓	✓	✓	✓	✓	-
CO4	✓	-	✓	✓	✓	-	✓	✓	-	✓
CO5	-	✓	✓	✓	✓	✓	✓	✓	✓	✓
Number of Matches= 35, Relationship : High										

Prepared By:

Checked By:

1. Dr.A. SELVARANI

1. Dr.A. JAINULLABDEEN

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER I: CORE IV
ACCOUNTING FOR MANAGERS**

Course Code: 20MBA1CC4
Hours/week : 5
Credits : 5

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I (15 Hours)
Financial Accounting – Meaning – Definition - Accounting concepts and conventions – Journal – Ledger - Trial balance - Preparation of Final Accounts of Sole Trader with Adjustments – #Proforma of Company Final Accounts as per companies Act 2013#.

UNIT - II (15 Hours)
Cost Accounting – Objectives – Elements of cost - Classification of Cost - Methods of Costing (Theory) – Cost Sheet - Preparation of Cost Sheet – EOQ - Methods of pricing materials issues (FIFO, LIFO, Simple and weighted average, #Base stock method#) – Labour Turnover – Overheads - Primary and secondary distribution – Repeated Distribution, Simultaneous Equation Methods.

UNIT - III (15 Hours)
Management Accounting – Objectives – Functions – Scope - Financial statement analysis - Comparative Financial Statement - Common Size Financial Statement - #Trend Analysis # - Ratio analysis – classifications of ratios – Profitability, Liquidity and Turnover.

UNIT - IV (15 Hours)
Funds Flow and Cash flow statement – Preparation of Statement of changes in working capital - calculation of funds from operations - calculation of cash operating profit - #Ind AS7 model#

UNIT – V (15 Hours)
* Marginal costing - Break Even Analysis – Cost Volume Profit Analysis - Managerial Application of CVP Analysis - Make or Buy Decision- Continue or Shutting down - Optimal Product mix - # Budgets and Budgetary control # - Functional Budgets - Cash Budget - Flexible Budget.*

(20% Theory and 80% Problems)

#.....# Self study portions

*.....*Swayam Course Content - “Management Accounting for Decision Making” - IIMB

Text Books:

TB - 1: Financial Accounting –B.K Banerjee- PHI Learning Private Limited– 2010

TB - 2: Cost and Management Accounting - Dr.S.N. Maheshwari – Sultan Chand & sons, New Delhi -2013

Unit I - Chapter 1,2,10,11 **T.B 1**

Unit II - Chapter Section D - 1 to 5 **T.B 2**

Unit III - Chapter Section B- 1 **T.B 2**

Unit IV - Chapter Section A - 1 & Section B- 3,4 **T.B 2**

Unit V - Chapter Section C- 4,5 **T.B 2**

Books for Reference:

1. Accounting for Management, S.N.Maheswari, Sultan Chand & sons, New Delhi, 2018
2. A Text Book of Cost Accountancy, Arora, M.N., 6th Ed., Vikas Publishing House, New Delhi, 2016
3. Sharma and Gupta, Management Accounting-Kalyani Publishing House, New Delhi, 2015
4. SP Jain and KL Narang, Cost Accounting, Kalyani Publishers, New Delhi, 2017
5. Basic Financial Accounting, Bhushan Kumar Goyal (Author), 2019

Course Outcomes:

- CO1.** Understand the basic principles of financial accounting and familiarize with recording of transaction in different account books with the aim to find the financial results and position.
- CO2.** Gain sound knowledge in costing concepts, methods and Practice the different methods of pricing the materials Issues, labour and overhead with cost consideration.
- CO3.** Acquire knowledge of Management Accounting functions and Practice the tools of Financial Statement Analysis in order to interpret the results thereof.
- CO4.** Well verse in preparing Fund Flow and Cash Flow statements and get better understanding of fund and cash management concepts.
- CO5.** Excel in Marginal Costing Techniques of decision making for selecting the correct proposal and also familiarize with preparation of different types of Budgets.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits				
I	20MBA1CC4	Accounting For Managers					5	5				
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5		
CO1	✓	✓	✓		✓	✓	✓	✓	✓			
CO2	✓	✓		✓	✓	✓	✓	✓		✓		
CO3	✓		✓	✓	✓	✓		✓	✓	✓		
CO4		✓	✓	✓		✓	✓		✓	✓		
CO5	✓	✓	✓	✓	✓		✓	✓	✓	✓		
Number of Matches= 40, Relationship : High												

Prepared by**1. Dr. PL.SENTHIL****Note:****Checked by**

1. Dr. S.A.LOURTHURAJ
2. Dr.M.A. SHAKILA BANU

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER I: CORE V
ORGANISATIONAL BEHAVIOUR**

Course Code : 20MBA1CC5
Hours/week : 5
Credit : 5

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT – I (15 Hours)
Organisational Behaviour - Foundations – Definition – Characteristics – Objectives - #Disciplines Contributing to Organisational Behaviour# –Factors Influencing Individual Behaviour – Personal, Psychological, Organisational and Environmental Factors — Organisational Behaviour Models - Rational Economic – Social – Organisational– Self Actualization Models.

UNIT – II (15 Hours)
Concept of Personality – #Determinants – Genetic – Social –Situational Dimensions#– Perception – Meaning ,#Process#, Determinants–* Learning – Factors Determining Learning*.

UNIT – III (15 Hours)
Attitude Meaning – #Nature and Characteristics of Attitudes# – Different Ways of Changing Attitudes – Values – Types and Formation of Values – Group- Meaning and Characteristics of Groups – #Reasons for Group Formation# – Stages in Group Development.

UNIT – IV (15 Hours)
Interpersonal Communication – Ego States - Johari Window - Power - #Sources and Types# – Organisational Politics – Factors Contributing to Organisational Politics –*Motivation – Significance – Theories – Maslow – Herzberg – Douglas McGregor*.

UNIT – V (15 Hours)
Organisational Change — Resistance to Change – Overcoming Resistance to Change – Organisational Development – Objectives, Process – *Organisational Culture - Determinants of Organisational Culture* – Organisational Climate - #Characteristics and Types# – Changing Organisational Climate –Conflicts in Organisations – Causes – Resolution of Conflicts.

#.....#Self-study portion

***.....*Swayam Course Content – Organisational Behaviour – Gujarat University**

Text Books:

TB -1: Fred Luthans, Organization Behaviour, Tata McGraw Hill Education Private Ltd, 15th Edition, 2012, New Delhi.

TB–2: Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, 15th edition, 2016, New Delhi.

Unit – I	Chapters 1,2,3	- T.B 1
Unit – II	Chapter 2	- T.B 2
Unit – III	Chapters 4, 5, 6, 7,8 & 14	- T.B 1
Unit – IV	Chapters 3,6 & 8	- T.B 1
Unit – V	Chapters 10, 14, 16 & 18	- T.B 2

Books for Reference:

1. Dr. Prasad L.M., Organisational Behaviour, 5th Edition, Sultan Chand & Sons, New Delhi, 2009.
2. Stephen P. Robbins, Timothy A. Judge, Essentials of Organizational Behavior, Pearsons Education, 14th Edition, 2017
3. Chandan, Jit S, Organisational Behavior, 3rd Edition, Vikas Publishing House P Ltd, New Delhi, 2012.
4. John R. Schermerhorn, Jr., Richard N. Osborn, Mary Uhl-Bien , Organization Behavior, John Wiley & Sons Inc, 12th Edition, Uk, 2011.

Course Outcomes:

- CO 1. Understand organizational behavior concepts, models and theories to real life management situations through case analysis;
- CO 2. Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization.
- CO 3. Analyze the complexities associated with management of the group behavior in the organization.
- CO 4. Experience how the organizational behavior can integrate in understanding the motivation behind behavior of people in the organization.
- CO 5. Communicate effectively in oral and written forms about organisational Change and Culture and their application using appropriate concepts, logic and theoretical conventions.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code		Title of the Paper			Hours	Credits			
I	20MBA1CC5		Organisational Behaviour			5	5			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CO2	✓	-	✓	-	-	✓	✓	✓	-	✓
CO3	✓	-	-	✓	✓	✓	✓	✓	✓	-
CO4	-	✓	✓	✓	-	✓	-	✓	✓	✓
CO5	✓	✓	-	✓	✓	✓	-	✓	-	✓
Number of Matches= 35, Relationship : High										

Prepared By:

Checked By:

1. Dr.A. SELVARANI

1. Dr.A. JAINULLABDEEN

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER I: CORE VI
INFORMATION SYSTEMS FOR BUSINESS**

Course Code : 20MBA1CC6
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I **(15 Hours)**
System concepts – Information Systems (IS): Meaning, Need, Components, Activities, Types and Functions; Systems Approach to Problem Solving.

UNIT - II **(15 Hours)**
Marketing Information system- Manufacturing Information System-Human Resource Information System – Accounting Information System – #Financial Information System#- Transaction Processing System.

UNIT - III **(15 Hours)**
Management Information System(MIS) : Characteristics, Functional Aspects, Sources, Outputs and Benefits; Decision Support system(DSS): Types of Decisions, Capabilities, Components, Types, Applications; Executive Information System(EIS): Need Identification, Characteristics, Components and Development -#Expert system#.

UNIT - IV **(15 Hours)**
Competitive Strategy concepts – Roles and Challenges of Strategic Information systems- Breaking Business barriers- Reengineering Business Process – Creating virtual company -Building knowledge creating company – #Using Internet Strategically#.

UNIT - V **(15 Hours)**
Ethical Issues in IS: Hacking, Cyber Theft, Internet Abuses, Software Piracy - *The Need of Information Security and IS controls* - Security Measures- Policies, Firewalls and Encryption – IS Auditing - #IS Vulnerabilities and Threats#.

#.....# Self-study portion

***.....* Swayam Course Content:** Computer Networks, Devi Ahilya Vishwavidyalaya, Indore

Text Books:

T. B 1: Ellen F.Monk & Bret J.Wagner, Enterprise Resource Planning, Cengage Learning India Private Limited, New Delhi, 2014

T.B 2: James A. O'Brien, 'Management Information Systems, Tata McGraw-Hill Education Private Limited, 7th edition, New Delhi, 2013

UNIT I: Chapter I, Chapter II **T.B – 2**

UNIT II: Chapter II – Chapter V **T.B – 1**

UNIT III: Chapter III- Chapter VI **T.B – 2**

UNIT IV: Chapter VIII **T.B – 1**

UNIT V: Chapter XXI, XXII **T.B – 2**, Chapter XXII **T.B – 1**

Books for Reference:

1. Kenneth C. Laudon and Jane P. Laudon: “Management Information Systems” 9/e, Pearson Education, New Delhi, 2017.
2. Mcloed J.R.R., “Management Information Systems”, Maxwell McMillan International, 2015
3. Sadagopan, ERP A Managerial Perspective, Tata McGraw-Hill Education Private Limited, 7th ed, New Delhi, 2013

Course Outcomes:

- CO 1. Understand the fundamentals of Information systems in the context of Business Management.
- CO 2. Describe the types of information systems supporting the major functional areas of the Business.
- CO 3. Integrate the concept of Management Support System into various business situations and facilitate decision making.
- CO 4. Understand the roles of information systems in the formulation of competitive strategies.
- CO 5. Outline the importance of the ethical, social, and security issues of information systems.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits				
I	20MBA1CC6	Information Systems for Business					5	4				
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5		
CO1	✓	✓	✓	✓	-	✓	✓	-	✓	✓		
CO2	✓	✓	✓	✓	✓	✓	-	✓	✓	✓		
CO3	✓	✓	✓	✓	✓	-	✓	✓	✓	✓		
CO4	-	✓	✓	-	✓	✓	✓	-	✓	✓		
CO5	-	-	✓	✓	✓	✓	-	✓	-	-		
Number of Matches= 38, Relationship : High												

Prepared by:**Checked by:****1. Dr. S.THILAGAVATHY****1. Dr. U. SYED AKTHARSHA****2. Dr. G. SIVANESAN****Note:**

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

SEMESTER I: OUTWARD-BOUND TRAINING

20MBA1OBT – OUTWARD-BOUND TRAINING PROGRAMME (OBT)**

OBT Module

OBT Training involved in Assessing & Building Individual / Basic Competencies (Soft Skills) through Experiential & other methods.

OBT Model

- A paradigm shift in the students Development Process, moving away from Learning by Observing, Hearing, Reading to a "Learning by Doing model"
- A Structured Multi-Dimensional Learning Program
- All theoretical concepts are put to test under challenging situations in a natural setting
- We believe in focus on Learning rather than Training. Likewise, we facilitate rather than teach (we do not believe in "chalk & talk" philosophy)

OBT Focus

- Building self-confidence, initiative, creating self-belief and an attitude of "I CAN"
- Enhancing Communication & Interpersonal Skills
- Stimulate Out of the box thinking
- Group Planning for Success
- Managing Time
- Goal Orientation
- Building Trust, Bonding & Team Building
- Group Dynamics (Inter & Intra Group)
- Problem Solving & Decision Making through consensus
- Developing Leadership skills
- Project Management

**** GRADING SYSTEM ONLY**

**SEMESTER II: CORE VII
OPERATIONS RESEARCH**

Course Code : 20MBA2CC7
Hours/week : 5
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

- UNIT - I** **(15 Hours)**
Introduction to Operations research – History, definition, features, models, techniques. *Linear programming problem: Formulation, Graphical & Simplex solution of LPP, Duality and Dual Simplex Method*.
- UNIT - II** **(15 Hours)**
Game Theory - 2 person zero sum game, graphical & simplex method – Markov chain Analysis – Replacement and maintenance models.
- UNIT - III** **(15 Hours)**
Transportation problem – Balanced and Unbalanced Transportation Problem - North West Corner, Least Cost, Vogel’s Approximation Method, MODI method, Degeneracy – Assignment Model: Hungarian method, Traveling Salesman problem.
- UNIT - IV** **(15 Hours)**
Network Analysis: Critical path method, Total, free and Independent Floats - PERT Problems – Simulation: Inventory Simulation, Queuing Simulation.
- UNIT - V** **(15 Hours)**
Decision Making under Certainty, uncertainty and risk – Queuing Theory: Single Server Model – #Software Application in Operations Research – Quantitative Management for Windows#.

#.....#Self-study portion

***.....*Swayam course content** - Introduction to Operations Research (IIT Madras)

Text Books:

- T.B-1:** J.K.Sharma, 'Operations Research-Theory and Applications' Macmillan Publisher India Ltd, sixth edition (2017)
- T.B-2:** Kanti Swarup, Gupta P.K., and Man Mohan, Operations Research, Sultan Chand & Sons, 2007

Books for Reference:

1. Handy A. Taha, an Introduction to Operation Research, Prentice Hall, Sixth Edition, 2000.
2. Hiller and Lieberman , Introduction to Operations Research , McGraw-Hill Higher Education; 9th edition (2010)
3. Wagner, Principles of Operations Research: With Applications to Managerial Decisions, Prentice Hall - 1975

- UNIT I:** Chapter II – Chapter VI **T.B – 1**
UNIT II: Chapter XII – section 1-6 **T.B – 1**
UNIT III: Chapter X, XI **T.B – 2**
UNIT IV: Chapter XXV **T.B – 2**
UNIT V: Chapter XVI, XXI **T.B - 2**

Course Outcomes:

- CO1. To Identify situations in which linear programming technique can be applied and to understand fundamental concepts and general mathematical structure of a linear programming model.
- CO2. To make understand that how optimal strategies are formulated in conflict and competitive environment and to ascertain the use of absorbing state analysis for predicting future conditions.
- CO3. To recognize and formulate a transportation problem involving a large number of shipping routes and to solve a profit maximization transportation problem using suitable changes in the transportation algorithm and to solve a travelling salesman problem.
- CO4. To determine the probability of completing a project on or before the schedule date and to know how to update a project along with resource leveling and smoothing.
- CO5. To make decision under various decision-making environment and make understand the trade-off between cost of service and cost of waiting time.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits			
II	20MBA2CC7	Operations Research					5	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	✓		✓	✓		✓				✓	
CO2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
CO3	✓	✓	✓		✓	✓	✓			✓	
CO4		✓	✓		✓	✓	✓		✓	✓	
CO5	✓	✓	✓	✓	✓	✓		✓		✓	
Number of Matches= 37, Relationship : High											

Prepared by:

1. Dr. G.S.DAVID SAM JAYAKUMAR

Checked by:

1. Dr.M.A. SHAKILA BANU
2. Dr. S. DAWOOD ALI

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER II: CORE VIII
OPERATIONS MANAGEMENT**

Course Code : 20MBA2CC8
Hours/week : 4
Credits: 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I

(12 Hours)

Nature and Scope of Production and Operations Management: Production Function, Types of Production Systems – Decision Making in Operations Management - Appropriate Technology – Automation - Hi-Tech Verses Low-Tech, #Capital Intensive Verses Labour Intensive#.

UNIT - II

(12 Hours)

Product Design: Types, Importance, Objectives, Characteristics, Factors Influencing Product Design. Capacity Planning: Factors Affecting Plant Capacity - Determination of Plant Capacity, Procedure for Capacity Planning. Plant Location: Meaning, Need for Location Decisions, Factors Influencing Plant Location, Rural and Urban Location, #Government Control on Location of Industries#.

UNIT - III

(12 Hours)

Plant Layout: Introduction, Needs, Objectives of Good Layout, Factors Influencing Plant Layout, Classification of Layouts – Process, Product, Fixed and Service Layouts. Plant Maintenance: Meaning, Scope, Objectives and Types.

UNIT – IV

(12 Hours)

Purchasing Management: Purchase Functions - Special Purchase System and Aspects of Purchase Management - Inventory Control: Benefits - Inventory Costs - Factors Influencing Inventory Control - Inventory Control Techniques (ABC, VED Analysis Etc.,) JIT. #Materials Management#.

UNIT – V

(12 Hours)

Inspection – Nature – Scope – Quality Control – Basic concepts of Total Quality Management –Principles - #Modern Quality Management# – Quality Circles – Quality Certification.

#.....# self-study portion

Text Books:

T.B-1: E.S.Buffa, ‘Modern Production and Operations Management’. Wiley publication
2014, Noida

T.B-2: Joseph G. Monks, Operations Management – Theory and Problems, Tata McGraw
Hill Education Private Ltd.7th Edition, 2016

Books for Reference:

1. Aswathapa K., Shridharan Bhat K., Production and Operation Management, Himalaya Publishing House.2014
2. Panneerselvam, R., Production and Operations Management, Third Edition, PHI Learning Pvt. Ltd., 2012, New Delhi.
3. Alan Muhlemann and Others, ‘Production and Operations Management’, Macmillan, 2013.

4. Adam and Elbert, 'Production and Operations Management', Prentice Hall., 2015.
5. Chary, S.N., 'Production and Operations Management', Tata McGraw Hill Education Private Ltd, New Delhi, 2011.
6. Biswajit Banerjee, 'Operations Management and Control', S.Chand, G. [Nair](#), 'Production and Operations Management' Tata McGraw Hill Education Private Ltd, 2010.

UNIT I: Chapter I – Chapter IV **T.B – 1**
UNIT II: Chapter VI, VII **T.B – 1**
UNIT III: Chapter III **T.B – 1**
UNIT IV: Chapter IX, X **T.B – 2**
UNIT V: Chapter XXI, XXII, XXIII **T.B - 2**

Course Outcomes:

- CO 1. Apply the elements of operations management and various transformation processes to enhance productivity and competitiveness.
- CO 2. Analyze and evaluate various facility alternatives and their capacity decisions, Develop a balanced line of production & scheduling and sequencing techniques in operation environments.
- CO 3. Understand the effect of product, process and schedule design parameters on Plant layout.
- CO 4. Implement the practical application of purchase management in inventory system.
- CO 5. Understand the concepts of inspection and quality control and well verse with modern quality control aspects.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits			
II	20MBA2CC8	Operations Mangement					4	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	✓	✓	✓		✓	✓	✓	✓	✓		
CO2	✓	✓		✓	✓	✓		✓		✓	
CO3		✓	✓	✓		✓	✓	✓	✓	✓	
CO4	✓		✓		✓		✓	✓	✓	✓	
CO5	✓	✓		✓		✓	✓		✓	✓	
Number of Matches= 37, Relationship : High											

Prepared by:

1.Dr. S. DAWOOD ALI

Checked by:

1. Dr.PL.SENTHIL

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER II: CORE IX
FINANCIAL MANAGEMENT**

Course Code : 20MBA2CC9
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I (15 Hours)
Importance of Finance – Business Finance – Financial Management – Introduction – Nature - Significance – Finance Functions– Objectives of Financial Management– Time value of money - #Liquidity Vs Profitability-Risk and Return.#

UNIT - II (15 Hours)
Cost of Capital and its Importance - # Factors Influencing Cost of Capital# - Computation of Cost of Capital – Cost of Equity, Cost of Debt, Cost of Preference Share, Cost of Retained Earnings and Weighted Average Cost of Capital – Leverage: Operating, Financial and Composite leverages.

UNIT - III (15 Hours)
Capital Structure – #Sources of Long Term Capital# - Optimum Capital Structure, EBIT, Point of Indifference and EPS approach - Capital Structure theories – Net Income approach, Net Operating Income approach, MM approach and Traditional approach.

UNIT - IV (15 Hours)
Capital Budgeting - Principles and techniques – Nature, Importance – #Types of Capital Expenditure Decision - Factors influencing capital expenditure decision# - *Methods of evaluating investments - Pay Back period – Accounting Rate of Return – Net Present Value – Profitability Index – Internal Rate of Return*.

UNIT - V (15 Hours)
Working Capital Management – Nature, Need and Factors determining Working Capital, Operating Cycle, Estimation of Working Capital requirements. *Dividend –#forms of dividend# – Dividend policy – Determinants of dividend – Theories of dividend - MM model – Walter’s Model – Gordon’s Model*.

(Theory – 40%, Problems – 60%)

#..... # Self study portion

***.....*Swayam Course Content : Fundamentals of Financial Management - Pune University, Pune.**

Text Books:

T.B -1 Prasanna Chandra - Financial Management, Theory and Practices (Kindle Edition) (10 ed), Mc Graw Hill Education (India) Private Limited, New Delhi 2018.

T.B -2 Khan M.Y. and Jain P.K “Basic Financial Management” (7th ed.) Tata McGraw Hill Education (India) Private Limited, New Delhi. 2017.

UNIT I: Chapter I, Section 3 – Section 10 **T.B – 2**

UNIT II: Chapter IV, Section 1- Section 10 **T.B – 1**

UNIT III: Chapter XIX, Section 1- Section 4 **T.B – 1**

UNIT IV: Chapter XI, Section 4- Chapter XV Section 4 **T.B – 1**

UNIT V: Chapter XXIII, Section 1 – Section 6 **T.B – 1**

Books for Reference:

1. S.N.Maheswari- "Financial Management Principles and Practices", Sultan Chand &co.,(6ed) New Delhi, 2018.
2. Shashi K. Gupta, R.K Sharma, "Financial Management-Theory and Practice", (11ed) Kalyani Publishers, 2015.
3. Rajiv Srivastava, Anil Misra. "Financial Management", Oxford University Press, 4th Impression, 2013.
4. James C Vanhorne, Sanjay Dhamija "Financial Management and Policy" (12ed) Pearson Education Asia, 2011.

Course Outcomes:

- CO 1. Demonstrate the applicability of the concept of Financial Management to understand the Finance concepts, functions and Time Value of Money.
- CO 2. Apply the Cost of Capital of different sources and analyse the impact of Leverage.
- CO 3. Clear idea about Optimum Capital Structure and familiarize with Capital Structure Theories and EBIT EPS Analysis associated with Financial Data in the corporate.
- CO 4. Evaluate the financial proposals through Capital Budgeting Techniques and able to take Financial Decisions.
- CO 5. Excel with Working Capital Management and Dividend Distribution Policies with Models.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits		
II	20MBA2CC9	Financial Management					5	4		
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CO2		✓		✓	✓	✓	✓	✓		✓
CO3	✓			✓		✓		✓		✓
CO4		✓	✓		✓		✓		✓	
CO5	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Number of Matches= 35, Relationship : High										

Prepared by:

1. Dr.M.A.SHAKILA BANU

Checked by:

1. Dr.S.A.LOURTHURAJ
2. Dr.PL.SENTHIL

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER II: CORE X
MARKETING MANAGEMENT**

Course Code : 20MBA2CC10
Hours/week : 4
Credit : 4

Max. Marks :100
Internal Marks: 25
External Marks: 75

UNIT - I (12 Hours)

Introduction to marketing- Core concepts of marketing- Production Concept – Product Concept - Selling concept, Marketing concept - Market Planning Process – *Scanning the Environment* – #Marketing Mix#.

UNIT - II (12 Hours)

Consumer Behaviour Model - Buying Decision process: The Five Stage model. Industrial Buyer Behaviour, Industrial Buying Process Model. Market Segmentation: Basis of segmentation– Targeting – #Positioning# - Marketing Strategies: for leaders, followers, and challengers, Niche Market.

UNIT - III (12 Hours)

Product – Levels, Hierarchy, Classification, mix decision and line decisions. New Product development – Product Life Cycle (PLC) Strategies– Pricing – Objectives, Influencing factors, methods, strategies – Annual Plan control, Sales analysis Market Share analysis, #Profitability analysis#.

UNIT - IV (12 Hours)

Promotion - Promotional mix, tools Advertising, Sales promotion, personal selling, Public relations, and direct marketing- #Place - Channels decision Nature and Characteristics of Marketing channel Functions#, Channel dynamics, Channel Design and Management decisions. Marketing organization & implementation: evolution, ways of organizing the marketing departments.

UNIT - V (12 Hours)

Societal Marketing – Green Marketing - Cause Related Marketing - Sustainable Marketing - *Social Media Marketing* – Digital Marketing– *Rural Marketing*.

#.....# Self study portion

*.....***Swayam Course Content:** Introduction to Marketing Essentials - Indian Institute of Management Bangalore (IIMB).

Text Book:

T.B – 1 Philip Kotler, Marketing Management (Millennium edition), Pearson 17th (edition)., New Delhi 2018

T.B – 2 Bose B.S (2009) Marketing Management (2nd edition), Himalaya Publishing House Pvt.Ltd, Mumbai, 2017

UNIT I: Chapter I – Chapter III **T.B – 1**

UNIT II: Chapter V– Chapter VI **T.B – 1**

UNIT III: Chapter XIII- Chapter XIV **T.B – 1**

UNIT IV: Chapter XIX- Chapter XX **T.B – 2**

UNIT V: Chapter XXIX – Chapter XXX, **T.B – 1**

Reference Books:

1. R.S.N.Pillai Bagavathi Marketing Management, Kindle Edition Sultan Chand & Sons 2018
2. CB. Gupta & N. Rajan Nair, Marketing Management Text & Cases, Sultan Chand & Sons 2018
3. Boyd Walker, Marketing Management, Tata McGraw-Hill Education Private Ltd 9th ed.2006
4. Zikmundd'Amico, Marketing, South Western, Thomson Learning, 2001
5. Michael R. Czinkota& Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, Thomson Learning; 2nd edition 2000.
6. Douglas J.Darymple, Marketing Management, John Wiley & Sons 2000.
7. NAG, Marketing successfully A professional perspective, Macmillan 2000.

Course Outcomes:

- CO1. Understand the dynamics of marketing concepts in business.
 CO2. Facilitate to make an understand on Consumer Behaviour.
 CO3. Ability to take decisions and plan, develop, execute and control marketing strategies.
 CO4. Determine strategies for developing new products and services that are consistent with evolving market needs.
 CO5. Ability to formulate and implement traditional and digital marketing and communications Strategies.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits				
II	20MBA2CC10	Marketing Management					4	4				
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5		
CO1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
CO2		✓		✓	✓	✓	✓	✓		✓		
CO3	✓			✓		✓		✓		✓		
CO4		✓	✓		✓		✓		✓			
CO5	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Number of Matches= 35, Relationship : High												

Prepared by:**1. Dr. S.THILAGAVATHY****Checked by:****1. Dr.A.S.THOUFIQ NISHATH****Note:**

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER II: CORE XI
HUMAN RESOURCE MANAGEMENT**

Course Code : 20MBA2CC11
Hours/week : 4
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I

(12 Hours)

HRM: Meaning – Nature - Significance – Objectives- Scope and Functions – #Evolution of Human Resource Management# – Role of Human Resource Manager – Human Resource Policies.

UNIT - II

(12 Hours)

Human Resource Planning: Importance – Need for HRP – HRP Process – Determinants of HRP- *Job analysis, Job Description and Job specification: Definition- Need - advantages - Importance of Recruitment – Internal and External sources – Selection – Meaning -#Selection process# – Retention of Employees*

UNIT - III

(12 Hours)

Training: Definition - Purpose- Types – #Steps in Training Program# – Evaluation of Training Program– Career Planning - Career Development Stages – Performance Appraisal – #Meaning- Need- Importance- Objectives# - Methods - Problems – Requisites of Good appraisal Plan- Performance metrics.

UNIT - IV

(12 Hours)

Employee Remuneration: Components – #Factors Influencing Employee compensation#– Types of Benefits: Fringe Benefits, Monetary and Non-Monetary Benefits.

UNIT - V

(12 Hours)

International HR Management –#Model of IHRM# - HR Accounting - HR Auditing- Green HRM–Meaning – Need, Benefits - E–Learning – Meaning, Aims-Developing e-learning processes.

Self study portion

****Swayam Course Content - “Principles of Human Resource Management” (IIT KGP)**

Text Books:

T.B 1: Aswathappa.K, Human Resource Management- Text and Cases 8th Edition Tata McGraw-Hill Education Private Ltd. New Delhi, 2017

T.B 2: Gary Dessler and BijuVarkkey, Human Resource Management 15th Edition Pearson Education New Delhi. 2017

UNIT I: Chapter I – Chapter II **T.B – 1**

UNIT II: Chapter IV – Chapter VII **T.B – 1**

UNIT III: Chapter V III- Chapter X **T.B – 2**

UNIT IV: Chapter XI - Chapter XIII **T.B – 1**

UNIT V: Chapter III, XVII **T.B – 2**

Books for Reference:

1. L. M. Prasad, Human Resource Management, Sultan and Sons, 2018
2. UdayKuamrHaldar- JuthikaSarkar- Human Resource Management- Oxford University Press, 2013

3. Biswajeet Pattnayak- Human Resource Management 5th edition Prentice Hall of India, New Delhi 2018
4. Harold Koontz and Heinz Weihrich. Essentials of Management 10th Edition, Tata McGraw-Hill Education Private Ltd. New Delhi 2015.
5. A Handbook of Human Resource Management Practice 14th edition, Michael Armstrong, Kogan Page India, New Delhi, 2017
6. Human Resource Management, C.B. Mamoria and S.V. Gankar, Himalaya Publishing House 2014

Course Outcomes:

- CO1.** Relating Human resource concept to organization relevance
CO2. Understanding new strategic issues and strategies required to select and develop manpower resources.
CO3. Develop, analyze and apply advanced training strategies and specifications for the delivery of training programs
CO4. Appraise a job-based compensation scheme that is consistent with organizational goals, mission and values, and at the same time linked to the labor market.
CO5. Analyze, explain change in global scenario and summarize the causes and context of emerging changes.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code		Title of the Paper			Hours	Credits			
II	20MBA2CC11		Human Resource Management			4	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓	-	✓	✓	-	✓	✓	✓
CO2	-	✓	-	✓	✓	✓	✓	✓	-	✓
CO3	✓	-	✓	✓	-	✓	-	✓	✓	✓
CO4	-	✓	-	✓	-	✓	✓	-	✓	-
CO5	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Number of Matches= 37, Relationship : High										

Prepared by:

1. Dr. F. WAHIDHA BEGUM

Checked by:

- 1. Dr. A. SELVARANI**
- 2. Dr. G. SAIFUDEEN**
- 3. Dr.A. JAINULLABDEEN**

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

SEMESTER II: CORE XII
ADVANCED MS EXCEL FOR MANAGERS

Course Code : 20MBA2CC12
Hours/week : 4
Credits : 4

Max. Marks: 100
Internal Marks: 100
External Marks: --

UNIT - I **(12Hours)**
Introduction to Workbook and Worksheets –Types of Worksheet Data –Worksheet Operations – Cells and Ranges- Name Manager – Working with Tables- Data Sorting and Filtering -Working with Charts –Worksheet Formatting - Conditional Formatting - #Key Board Shortcuts#.

UNIT - II **(12Hours)**
Introduction to Formulas and Functions - Using Functions in Formulas –Cell References in Formulas - Text Functions - Date and Time Functions- #Count and Sum Formulas # -Lookup Functions: VLOOKUP, HLOOKUP, Match and Index.

UNIT - III **(12Hours)**
Spreadsheet What-If Analysis: Manual What-If Analysis, Creating Data tables, Using Scenario Manager- Analyzing Data using Goal Seeking- Pivot Tables and Pivot Charts -Worksheet and Work book protection.

UNIT - IV **(12Hours)**
Time Value of Money - Loan Calculations: PMT, PPMT, IPMT, RATE, NPER, PV- Investment Calculations: Single deposits, Series of deposits, Simple Interest, Compound Interest - Depreciation Calculations: SLN, DB, DDB, SYD, VDB.

UNIT - V **(12Hours)**
Custom Number Formats: Number Formatting, Format Cells Dialog Box, Creating Custom Number Formats- Data Validation: Types of Validation criteria, Creating Drop-Down list, Data Validation Formulas - #Excel and the Internet - Using Excel in a Work group#.

Self-study portion

Text Books:

T.B: John Walkenbach, Microsoft Excel 2010, Wiley Publishing, Inc. 2010

Unit I - Chapter 1, 2, 3, 4, 5, 6, 18, 20 T.B

Unit II - Chapter 10,11, 12, 13, 14 T.B

Unit III - Chapter 31, 34, 35, 36, 37. T.B

Unit IV - Chapter 15 T.B

Unit V - Chapter 24, 25, 28, 30. T.B

Books for Reference:

1. Bill Jelen, Microsoft Excel 2010 In Depth, Que publishing, 2010.
2. Gary B. Shelly , Jeffrey J. Quasney, Microsoft Excel 2010: Complete, Cengage Learning, Boston, 2011.
3. Curtis D. Frye, Microsoft Excel 2013 Step by Step, Online Training Solutions Inc.,2013

Course Outcomes:

- CO 1. Navigate around MS Excel and gain familiarity with Tables and Charts.
 CO 2. Work with different types of formulas and functions in MS Excel.
 CO 3. Manipulate Data using What If Analysis and Goal Seeking in MS Excel.
 CO 4. Build Appropriate Formulas for Financial Applications.
 CO 5. Understand data validation rules and create formulas to validate the data in MS Excel.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits				
II	20MBA2CC12	Advanced MS Excel for Managers					4	4				
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5		
CO1	✓	✓	✓			✓	✓	✓	✓	✓		
CO2	✓		✓	✓	✓	✓		✓	✓			
CO3		✓	✓	✓	✓	✓	✓	✓		✓		
CO4		✓		✓	✓		✓	✓	✓	✓		
CO5	✓		✓		✓	✓	✓		✓	✓		
Number of Matches= 37, Relationship : High												

Prepared by:**1. Dr. U. SYED AKTHARSHA****Checked by:**

1. Dr.PL. SENTHIL
2. Dr.G. SIVANESAN

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER II: CORE XIII
BUSINESS ANALYTICS**

Course Code : 20MBA2CC13
Hours/week : 4
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I **(12 Hours)**
Introduction to Business analytics: Definition, Categories of Business analytics models, Business analytics in practice, big data – Overview of using data, Types of Data.

UNIT – II **(12 Hours)**
Data Issues: Organization and sources of data – Importance of data quality – Dealing with missing or incomplete data – Data Classification

UNIT – III **(12 Hours)**
Descriptive analysis: Overview of descriptive statistics, Data visualization – Definition, Visualization techniques – Tables, cross tabulation, charts.

UNIT – IV **(12 Hours)**
Predictive analysis: Trend lines, Regression analysis – Linear & Multiple, Forecasting techniques, Data mining – Definition, Approaches – Data Exploration & Reduction, Classification, Association Rules, Cause - Effect modeling.

UNIT – V **(12 Hours)**
Prescriptive analysis: Overview of linear optimization, linear programming, Decision analysis – Decision trees - Risk and uncertainty methods. #Open source software - **Waikato Environment for Knowledge Analysis (Weka)#

#...# self-study portion

***..*Swayam course content - Predictive analytics (IIMB)**

****Web reference:** <https://www.cs.waikato.ac.nz/ml/weka/>

Text Books:

T.B-1 Jeffrey D.Camm/ James J.Cochran/ Michael J. Fry/ Jeffrey W.Ohlmann/ David R.Anderson/ Dennis J.Sweeney/ Thomas A.Williams - Essentials of Business analytics, Cengage Learning, Second edition, 2017.

T.B-2 James Evans, Business Analytics, Pearson Education, Second Edition, 2017.

UNIT I: Chapter I Section 1-5 T.B – 1

UNIT II: Chapter III T.B – 1

UNIT III: Chapter II Section 1-9 I T.B – 1

UNIT IV: Chapter IV, IX T.B – 1

UNIT V: Chapter XVI T.B - 2

Books for Reference:

1. Albright Winston, Business Analytics – Data Analysis – Data Analysis and Decision making, Cengage Learning, Reprint 2016.
2. Sahil Raj, Business Analytics, Cengage Learning
3. Carter, Michael W., and Camille C. Price. *Operations research: a practical introduction*. Crc Press, 2017.
4. Ott, R. Lyman, and Micheal T. Longnecker. *An introduction to statistical methods and data analysis*. Nelson Education, 2015.
5. Tan, Pang-Ning, Michael Steinbach, and Vipin Kumar. *Introduction to data mining*. Pearson Education India, 2016.
6. Ian H. Witten, Eibe Frank, Mark A. Hall. *Data Mining: Practical Machine Learning Tools and Techniques (Morgan Kaufmann Series in Data Management Systems)*, 4th Edition, 2016

Course Outcomes:

- CO1. Make the students to understand how analytics is important in today's business environment and how it would be beneficial.
- CO2. Apply data analytic techniques to solve problems in a variety of business contexts.
- CO3. Choosing appropriate types and formats of data for topical, network, burst, and temporal analysis and able to Navigate to data sources
- CO4. Provide the best assessment of the future.
- CO5. Enabling to make decision under various decision making environments and to understand the importance of utility theory in decision making

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits				
II	20MBA2CC13	Business Analytics					4	4				
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5		
CO1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
CO2		✓	✓			✓	✓	✓		✓		
CO3			✓	✓	✓	✓		✓		✓		
CO4		✓	✓	✓		✓	✓			✓		
CO5	✓	✓	✓	✓	✓	✓	✓	✓	✓			
Number of Matches= 37, Relationship : High												

Prepared by:

Checked by:

1. Dr. G.S.DAVID SAM JAYAKUMAR

1. Dr. G. SIVANESAN
2. Dr. G. SAIFUDEEN

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

SEMESTER II – SOCIAL PROJECT
20MBA2SP- SOCIETAL IMMERSION PROGRAMME

INTRODUCTION:

Success of Manager depends on understanding the environment including socio cultural values the work done by rural Indians literacy level and the level of income. This exposure would help the budding Manager to contribute more to the nation. Jamal Institute of Management an eminent B-School in the South India since 2000 took a conscious effort to sensitize the budding managers, the challenges in the adoption of Inclusive growth policy. A Societal Immersion Programme is exclusively designed for the students of Management Studies to meet the following objectives.

OBJECTIVES:

To create an awareness about societal condition in village.

KEY GOALS:

- Expose the students of Management Studies to the issues of poverty, inequality and development in rural and urban context.
- Make them to understand the status, issues and interventions related to livelihoods, health and education.
- Help them to critically look at the roles of different stakeholders (govt., NGOs and Corporate) in the process of development at the grassroots.
- Facilitate self-reflection process to connect self (as a business management professional) in development process.

THE OUTCOMES:

The course is focuses on the significance of social concern every student must have, to serve the community in a better way. The course is structured in such a way that it concentrates on poverty, rural poverty, urban poverty which would definitely help students to understand the poverty, livelihood and social welfare in a holistic perspective.

The concept of becoming a social entrepreneur is the core take away. As business students creating social business models out of the social problems is brought as a niche area.

Students of Management Education are going to be future decision makers of CSR activities in the organization. In such a responsible sense, they have to know the areas of concern when they contribute towards CSR. For such deeds, Societal Immersion Program serves as a great platform in making them understand the concern areas.

The Programme facilitates a huge positive transformation in the mindset of students about the struggling community. A feeling of compassion, love and care is all that people expect and to nurture that in the minds of students, such immersion programs are very important tin helping them to realize the importance of serving the society.

EVALUATION

- Evaluation of reports
- Presentation of study
- Conducting exhibition of clipping
- Evaluating models for inclusive growth

****GRADING SYSTEM ONLY**

**SEMESTER III: CORE XIV
RESEARCH METHODS IN MANAGEMENT**

Course Code: 20MBA3CC14
Hours/week: 5
Credit : 4

Max.Marks:100
Internal Marks: 25
External Marks: 75

UNIT - I

(15 Hours)

Research – Meaning – #Purpose – Types of Research – Research Process – significance of Research – Research in Management – Steps in Research – Identification – Selection and Formation of Research Problem – Research Design – Types of Design – Hypothesis – Types and Formation – Review of Literature Nature and Purpose, Ethics in Research.

UNIT - II

(15 Hours)

Sampling – Sampling Design – Size and its Estimation – Data Collection – Types and Source – #Tools for Data Collection – Observation, questionnaire, schedule, Experimentation# – Measurement and Scaling – Use of scales in Statistical Analysis – Pre – Testing and Pilot Study.

UNIT - III

(15 Hours)

Testing of Hypothesis – Parametric test – ‘t’ Test – ‘z’ test – one way classification of ANOVA – Two way classification of Anova – ‘F’ Test – Multivariate Statistical Tests – Factor Analysis – Cluster Analysis – Discriminant Functional Analysis.

UNIT - IV

(15 Hours)

Non – Parametric Test : Rank, Sign, Man writing ‘U’ tests, chi-square test – Regression Analysis – Correction Analysis – Partial & Multiples – Use of SPSS Software – Tabulation – Data Analysis Anova, Discriminant Analysis – Factor Analysis.

UNIT - V

(15 Hours)

Meaning of Interpretation – Techniques – Techniques precaution in Interpretation of Report Writing – #Basics of Report Writing – Language and Format – Layout and Contents# - *Citation Patterns – Plagiarism.*

#.....# Self study portion.

***.....* Swayam Content:** Research Methodology, Prof. G.S.Bajpai, National Law University, Delhi.

Text Books:

TB.1 – Donald R Cooper, Pamela S Schindler, Business Research Methods, Ed-9, **2013.**

TB.2 – Uma Sekaran, Research Methods for Business-A Skill Building Approach, Ed-6, 2013

Unit – I	Part 1 - Chapter – 1, 2, 3, 4	-	T.B 1
Unit – II	Part 3 - Chapter – 12,13,14,15	-	T.B 1
Unit – III	Part 4 - Chapter – 18,19, 20	-	T.B 1
Unit – IV	Chapter – 12	-	T.B. 2
Unit – V	Chapter – 13	-	T.B. 2

Books for Reference:

1. Joseph F Hair, Barry J. Babin, Rolph E. Anderson, William C. Black, Multivariate Data Analysis, Cengage Learning India Pvt. Ltd.; 8th Edition, 2018
2. Kothari, Chakravanti Rajagopalachari. Research methodology: Methods and techniques. New Age International, 2004.
3. K.N. Krishnaswamy , Appa Iyer Sivakumar & M. Mathirajan, Management Research Methodology, Pearson Education 1st Edition, 2006.

Course Outcomes: After taking this course the students will be able to

- CO1. Gain familiarity with a phenomenon to achieve insights by identifying right research problem, process and kinds of research ethically and solutions to meet the future needs, culture values and challenges.
- CO2. Develop understanding to identify right sampling technique to analyze the real time business problems and common human issues.
- CO3. Have basic awareness to collect information from right source and testing the Assumptions to attain the legal and social issues in various business problems.
- CO4. Have adequate knowledge on multivariate analysis.
- CO5. Expertise in report writing based on the research findings and identifies future direction for research.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits			
III	20MBA3CC14	Research Methods in Management					5	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
CO2	✓	✓	✓			✓		✓		✓	
CO3	✓	✓		✓		✓	✓	✓	✓		
CO4			✓	✓	✓			✓	✓	✓	
CO5	✓	✓	✓	✓	✓	✓	✓	✓		✓	
Number of Matches= 38, Relationship : High											

Prepared By:

1. Dr.G.S.David Sam Jayakumar

Checked By:

1. Dr.G.Sivanesan

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III: CORE XV
CAREER DEVELOPMENT**

Course Code: 20MBA3CC15
Hours/week: 4
Credit: 2

Max Marks: 100
Internal Marks: 100
External Marks: -

UNIT - I

(12 Hours)

Personality Development – Introduction; Definition – Big 5 Personality theory – #Transaction Analysis# – Myer Briggs Type Indicator – *Emotional Intelligence*.

UNIT - II

(12 Hours)

Overview of Quantitative Aptitude – Problems on Numbers – H.C.F. & L.C.M. – Simplification –BODMAS - Average- Problems on Ages – Percentage – Profit & Loss – Ratio & Proportion – Time & Work – Pipes & Cistern – Time & Distance – Problems on Trains – Simple Interest, Compound Interest – Probability – #Data Interpretation#.

UNIT - III

(12 Hours)

Essay Writing – Synonyms – Antonyms – #Comprehension# – Sentence rearrangement – Spotting Error – Vocabulary.

UNIT - IV

(12 Hours)

Self Analysis – Resume Preparation – Group Discussion – Excel in an Interview (Virtual Interview) – #Addressing small groups# – Presentation Skills.

UNIT - V

(12 Hours)

Number series – Alphabet series – Odd Man out – Coding Decoding – Number ranking – Arithmetical Reasoning - Blood relations – Analogy - Non-verbal Series - Mirror Images – Cubes and dices – Grouping identical figures – #Syllogism# – Seating Arrangement.

#.... # Self Study Portion

***....*Swayam Course Content:** Soft Skills by Prof. Binod Mishra, IIT Roorkee

Text Books:

TB 1. Dr. R.S. Aggarwal. Quantitative Aptitude, S. Chand & Company Ltd., New Delhi., 2015.

TB 2. Er, S.A.W. Bukari, Soft Skills Competencies for Success, Creative Publications, Trichy, 2016.

TB 3. Prakash. R, Verbal & Non-Verbal Reasoning, MacMillan India Ltd., New Delhi, 2004.

TB 4. Krishna Mohan & Meera Banerji, Developing Communication Skills, MacMillan India Ltd., New Delhi, 2017.

UNIT I: Chapter 2, 17, 18 – **TB 2**

UNIT II: Chapter 2,4,6,7,8,10,11,12,15,16,17,18,21,22,31 – **TB 1**

UNIT III: Chapter 12, 26, 27 – **TB 4**

UNIT IV: Chapter 4,5 - **TB 4**; Chapter 19, 20, 21 – **TB 2**

UNIT V: Chapter 2,4,5,6,7,8,11,14 – **TB 3**

Books for References:

1. Dr. R.S. Aggarwal *A Modern Approach to Verbal & Non-Verbal Reasoning*, S.Chand& CompanyLtd., New Delhi, 2010.
2. Anjani A. Gupta, *All about Reasoning (Verbal & Non-Verbal)*, Ramesh Publishing House, New Delhi, 2009.
3. Edgar Thorpe, *Course in Mental Ability and Quantitative Aptitude*, Tata McGraw-Hill Publishing Company Limited, New Delhi, 1998.

Course Outcomes: After taking this course the students will be able to

CO 1. Facilitate to better understand of self, the personality and control of emotions.

CO 2. Well versed in Arithmetical calculations

CO 3. Come out with good communication especially, written communication; comprehend topics.

CO 4. Able to prepare Resume, participate effectively in Group Discussion and answer well in Personal Interview.

CO 5. Analytically reason out relationship, situations.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits			
III	20MBA3CC15	Career Development					4	2			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	✓	✓	-	✓	✓	✓	✓	✓	-	✓	
CO2	✓	-	✓	✓	✓	✓	-	✓	-	✓	
CO3	✓	✓	-	✓	✓	✓	✓	✓	✓	✓	
CO4	✓	-	✓	✓	✓	✓	✓	✓	✓	✓	
CO5	-	✓	-	✓	✓	-	-	✓	-	✓	
Number of Matches= 38, Relationship : High											

Prepared by:

Checked by:

1. Mr. A. Kumaraguru

1. Mr. M. Sabeerdeen

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III: CORE XVI
ENTREPRENEURIAL DEVELOPMENT**

Course Code : 20MBA3CC16
Hours/week : 5
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I

(15 Hours)

Entrepreneur - Competencies - Types - Traits - Difference between Entrepreneur, Intrapreneur and manager - Entrepreneurship - Need - #Entrepreneurial role in economic development# - *Social Entrepreneurship* - Entrepreneurial environment.

UNIT - II

(15 Hours)

Evolution of Entrepreneurs - Entrepreneurial promotion - Training and developing motivation - factors - mobility of Entrepreneurs - Entrepreneurial change - Occupational mobility - Factors in mobility - Role of Business Incubatory organizations in promoting Entrepreneurs - #Forms of business for Entrepreneurs# - Constraints for the Growth of Entrepreneurial Culture.

UNIT - III

(15 Hours)

Creating and starting the venture -*Pre venture idea and evaluation*- Environmental Analysis - Search and Scanning - Identifying problems and opportunities- Defining Business Idea- Basic Government Procedures to be complied with - #International entrepreneurship opportunities#.

UNIT - IV

(15 Hours)

Managing, growing and ending the new venture - #Preparing for the new venture launch# –early management decisions Managing early growth of the new venture - Test Marketing - new venture expansion strategies and issues - Going public - Ending the venture.

UNIT - V

(15 Hours)

Entrepreneurship Development and Government - Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Rural Entrepreneurship - Rural based Export Oriented Units - #Fiscal and Tax concessions available for Rural enterprise#. Women Entrepreneurs - Role - Issues - Prospects - Learning and development programs for women Entrepreneurs.

#Self study portion.

..... **Swayam Course content** – 1. Entrepreneurship: Do your own venture - IIM-B
2. Entrepreneurship Development - Gujarat University

Text Books:

TB - 1 : Entrepreneurial Management, Vasant Desai, 2nd Edition, Himalaya Publishing House, 2013.

TB - 2: Entrepreneurship: New Venture Creation, David H. Holt, Pearson publication, 2016.

Unit I - Chapter 1,2,3 - **T.B 1**, Chapter 1 - **T.B 2**
Unit II - Chapter 4,5 - **T.B 1**, Chapter 1 - **T.B 2**
Unit III - Chapter 6,7,8 - **T.B 1**, Chapter 2 - **T.B 2**
Unit IV - Chapter 8,9 - **T.B 1**, Chapter 2,3 - **T.B 2**
Unit V - Chapter 9,10 - **T.B 1**

Books for Reference:

1. Handbook on entrepreneurship development and opportunities in circular economy, Neeta Baporikar, 1st edition, IGI Global publisher of timely knowledge , 2020
2. Entrepreneurial Development, T N Chhabra, 1st edition, Sun India publication, 2019
3. Entrepreneurial Development, N.P.Srinivasan & G.P.Gupta, Sultan chand & Sons, 2015

Web References:

- <https://lms.learnwise.wfglobal.org/IN/en/>
- <https://www.ediindia.org/>
- <https://www.editn.in/tnsi/InnovatorUsers/login>

Course Outcomes: After taking this course the students will be able to

- CO1.** Inculcate ability to recognize distinct entrepreneurial traits to become successful entrepreneur the economic growth
- CO2.** Develop ability to grow the enterprise with learning and development strategies for adapting changes happening in the entrepreneurial environment
- CO3.** Identify parameters to assess opportunities and constraints for new business ideas to gain international Business opportunities
- CO4.** Analyze the systematic process to select, screen a business idea to design strategies for successful implementation of ideas
- CO5.** Enhance Capability to grow the business concern through availing incentives, subsidies, schemes, Fiscal and Tax concessions offered by the central and state government.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code		Title of the Paper			Hours	Credits			
III	20MBA3CC16		Entrepreneurial Development			5	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓	✓	-	✓	✓	-	✓	✓
CO2	✓	✓	✓	✓	✓	✓	-	✓	✓	✓
CO3	✓	✓	✓	✓	✓	-	✓	✓	✓	✓
CO4	-	-	✓	-	✓	✓	✓	-	✓	✓
CO5	✓	✓	✓	✓	✓	✓	-	✓	-	-
Number of Matches= 35, Relationship : High										

Prepared by:

Checked by:

1 . Dr. G. Saifudeen

**1.Dr.A.S.Thoufiq Nishath
2.Dr.F. Wahidha Begum**

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III: DISCIPLINE SPECIFIC ELECTIVE
CONSUMER BEHAVIOUR**

Course Code : 20MBA3DEA1
Hours/week : 4
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I (12 Hours)

Consumer Behaviour – Concepts – *Introduction and Importance of Consumer Behaviour* Dimensions of Consumer Behaviour – Application of Consumer Behaviour Knowledge in Marketing Decisions – #Approaches to the Study of Consumer Behaviour#.

UNIT - II (12 Hours)

Consumer Needs and Motives – Personality and Consumer Behavior – Consumer Perception – Learning – Consumer Attitudes – Attitude Formation and Change – Communication and Persuasion – Self Image – #Life Style Analysis#.

UNIT – III (12 Hours)

Group Dynamics and Consumer Reference Groups - – Family – Social Class - Cultural and Sub-Cultural Aspects – influence in buying patterns – #Cross Cultural Consumer Behavior#.

UNIT - IV (12 Hours)

Personal Influence and Opinion Leadership – Diffusion of Innovations – Consumer Decision – Making Process – Models of Consumer Decision Process – Nicosia- Howard Sheth And Engel-Kollat Model- Post Purchase Behaviour – Consumer Expectation and Satisfaction – Managing Dissonance – #Consumer Loyalty–Types of Loyalty Programmes#.

UNIT – V (12 Hours)

Consumer Protection in India - Consumerism and Consumers’ Rights and Responsibilities – Online Consumer Behaviour – Organizational and Industrial Buyer Behaviour – #Consumer Behaviour in Indian Context# – Emerging Issues - Understanding the Research Framework in Consumer Behavior and Use of Consumer Characteristics in Market Segmentation.

#_____#**Self-Study portion**

*_____#**SWAYAM Course Content:** Consumer Buying Behaviour, L.N. Welingkar Institute of Management Development & Research

TEXT BOOKS:

TB 1: C.N. Sontakki, “Consumer Behaviour”, Himalaya Publishing House, Mumbai, 2016

TB 2: Leon G. Schiffman, Leslie Lazar Kanuk, “Consumer Behaviour”, Pearson Education, New Delhi, 10th edition

- UNIT I** : Chapter 1- **T.B – 1**, Chapter 1 **T.B-2**
UNIT II : Chapter 3-**T.B – 1**, Chapter 4 - **T.B – 2**
UNIT III : Chapter 8,9 -**T.B- 1**, Chapter 10,12 -**T.B- 2**
UNIT IV : Chapter 12 - **T.B – 1**, Chapter 16 - **T.B - 2**
UNIT V : Chapter 2 -**T.B – 1**; Chapter 3 -**T.B - 2**

Books for Reference:

1. K.K.Srivastava .K.K., “Consumer Behaviour in Indian Context”, Goal Gotia Publishing Co, New Delhi, 2002.
2. Jay D. Lindquist, Joseph sirgy.M, “Shopper, buyer & consumer Behaviour, Theory and Marketing Application”, Biztantra Publication, New Delhi, 2003
3. Sheth Mittal, “Consumer Behaviour A Managerial Perspective”, Thomson Asia (P) Ltd., Singapore, 2015
4. S.L. Gupta & Sumitra Pal, “Consumer Behaviour an Indian Perspective”, Sultan Chand, New Delhi, 2014
5. Henry Assael, Consumer behaviour strategic approach Biztantra, New Delhi., 2003

Course Outcomes: After taking this course the students will be able to

- CO 1. Study the fundamentals of consumer behavior and its applications.
 CO 2. Understand the consumer as an individual and their behavioral aspects.
 CO 3. Explore the consumers in their social and cultural settings.
 CO 4. Understand the consumer decision process and post-purchase behaviour.
 CO 5. Sort out the emerging issues in the area of consumer behavior.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper	Hours	Credits						
III	20MBA3DEA1	Consumer Behaviour	4	4						
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓		✓	✓		✓	✓		✓	✓
CO2	✓	✓	✓	✓		✓		✓	✓	✓
CO3	✓		✓	✓			✓	✓	✓	✓
CO4		✓	✓			✓	✓		✓	✓
CO5	✓		✓	✓	✓	✓		✓		
Number of Matches= 35, Relationship : High										

Prepared by:

Checked by:

1. Mr.M. Sabeerdeen

1. Dr. S. Dawood Ali

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III: DISCIPLINE SPECIFIC ELECTIVE
ADVERTISING AND SALES PROMOTION**

Course Code 20MBA3DEA2

Hours/week : 4

Credit : 4

Max Marks: 100

Internal Marks: 25

External Marks: 75

UNIT- I

(12 Hours)

Concept and Definition of Advertisement –*An Introduction, History, roles of Advertising*, #Social Economic and Legal Implications Of Advertisements# – Setting Advertisement Objectives – Ad. Agencies – Selection And Remuneration – Advertisement Campaign - International Advertising –# Industrial Advertising#.

UNIT - II

(12 Hours)

Media Plan – Type And Choice Criteria – Reach and Frequency of Advertisements – Cost of Advertisements Related to Sales – Media Strategy and Scheduling - #Supporting Media In Advertising#.

UNIT - III

(12 Hours)

Message Development – Different Types Of Advertisements – Layout – Design Appeal – Copy Structure – Advertisement Production – Print – Radio. T.V.,Social Media And Web Advertisements – Media Research – Testing Validity and Reliability of Advertisements – Measuring Impact Of Advertisements. Conducting Research to Measure the Effectiveness - Dagmar Approach. #Pre-Testing, Post-Testing Techniques of Measuring# Ad.

UNIT - IV

(12 Hours)

Ethics In Advertising: Introduction, Perceived Role Of Advertising; The Advertising Standards Council Of India (ASCI);Advertisements Agencies Association Of India(AAAI) #Forms Of Ethical Violations; Misleading Advertising; Advertising To Children, Product Endorsements, Stereotyping, Cultural, Religious And Racial Sensitivity In Advertising, Obscenity In Advertising. Laws For Protection Against Malpractices#

UNIT - V

(12 Hours)

Scope and Role of Sale Promotion# – Definition – Objective of Sales Promotion - Sales Promotion Techniques Sales Promotion–#– Trade Oriented - Salesman 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 - Public Relations – Publicity – Corporate Advertising#

#.....# Self study portion

***.....*Swayam Course Content:** Introduction to Advertising, Dr.Lalit Engle, Educational Multimedia Research Centre, Devi Ahilya Vishwa vidyalaya, Indore

TEXT BOOKS:

T.B - 1 Kenneth E. Clow, Donald e. Baack ‘Integrated Advertising, Promotion, and Marketing Communications’. 8th edition , Pearsons. 2018.

T.B -2 Kazmi s.h.,Satish K Batra,“Advertising & Sales Promotion”1st Edition, Excel Books, New Delhi.2009

T.B -3 Larry persy, Richard Rosenbaum-Elliot. ‘Strategic Advertisement Management’5th Edition,Oxford University Press. 2016

- UNIT I:** Chapter I, Chapter II T.B – 1,3
UNIT II: Chapter II – Chapter V T.B – 1,3
UNIT III: Chapter III- Chapter VI T.B – 1,3
UNIT IV: Chapter VIII T.B – 2
UNIT V: Chapter XXI, XXII T.B – 2, Chapter XXII T.B – 1,2

Books for Reference:

- George Belch and Michael Belch, “Advertising and Promotion: An Integrated Marketing Communications Perspective, 12th Edition, Tata McgGraw Hill Education Private Ltd., Singapore.2020
- William Arens and Michael Weigold and Christian Arens ‘Contemporary Advertising’, 16th Edition, Tata McgGraw Hill Education Private Ltd. New Delhi.2020
- By Chris Hackley, Rungpaka Amy Hackley Advertising and Promotion. 4th Edition, Sage publications, 2017
- William Arens and Michael Weigold and Christian Arens and David Schaefer, ‘Advertising’ Tata McgGraw Hill Education Private Ltd., New Delhi.2017

Course Outcomes: After taking this course the students will be able to

- CO1. Exposes to the rigors of international advertising and equips them to be able to manage the media along with different aids of advertising in the international markets.
CO2. Understand the concept of creativity in depth with the knowledge of growing importance of creativity in ads in today’s competitive world.
CO3. Assimilate and apply the creative strategies for advertising
CO4. Enables the students to understand the ethical code in the advertising industry
CO5. Implement the practical application of strategic use of sales promotion

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code		Title of the Paper			Hours	Credits			
III	20MBA3DEA2		Advertising and Sales Promotion			4	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	-	✓	✓	✓	✓	✓	✓	-	✓
CO2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CO3	-	✓	-	✓	-	✓	-	✓	-	-
CO4	✓	✓	✓	✓	✓	✓	✓	-	-	✓
CO5	✓	✓	✓	✓	✓	-	✓	-	✓	✓
Number of Matches= 38, Relationship : High										

Prepared By:

1. Dr.A.S.Thoufiq Nishath

Note:

Checked By:

1.Dr.S.Dawood Ali

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III: DISCIPLINE SPECIFIC ELECTIVE
SALES MANAGEMENT**

Course Code : 20MBA3DEA3
Hours/week : 4
Credit : 4

Max Marks :100
Internal Marks: 25
External Marks: 75

UNIT - I

(12 Hours)

Introduction - Meaning and Objectives - Responsibilities of sales managers - Sales management Vs. Marketing management- sales organization-its purpose, setting up a sales organization ,Types of sales organization.* Emerging Trends in sales management* .#Sales Environment, Sales Planning, Strategic role of sales management.#

UNIT - II

(12 Hours)

Salesmanship – Meaning – Importance-Types of salesman–*Theories of personal selling*- Sales Force Management Quantitative and qualitative planning of sales force - Recruitment and Selection-Training-motivation- compensation- Appraisal of performance and promotion -# Field Sales Planning#

UNIT - III

(12 Hours)

Sales forecasting - Objectives - Methods and procedures of sales forecasting- sales budgets, Sales Territories and Quotas- assigning territories – Purpose of using quotas- Types of quotas and quota selling procedures-* Control of sales-Role of technology in sales.*

UNIT - IV

(12 Hours)

Sales Promotion Techniques - Customer oriented - salesman oriented - Dealer oriented - Government department oriented - Direct marketing – Definition - scope and importance of direct marketing – Telemarketing- catalogue marketing- network marketing- and data base marketing- #challenges in direct marketing#

UNIT - V

(12 Hours)

Concepts of Industrial Selling- Nature and characteristic of industrial goods- *Industrial Distribution channels and marketing logistics*-Role and function of channels of distribution- Sales Policies and Procedures- - E-selling - Types Of E-selling - B2C - B2B - C2B - C2C. #Terms and conditions of sale- Handling complaints#

#.....#Self study portion

***.....* SWAYAM: Sales and Distribution Management, IIT Kharagpur,**

Text Books:

TB-1 Richard R.Still, Edward W.Cundiff, Norman A.P.Goveni, Sales Management Decisions, Strategies & Cases, Prentice Hall, 6th Edition.2011.

TB-2 Dr S L Gupta Sales and Distribution Management-An Indian perspective, Excel Books,2010.

UNIT I: Chapter I – Chapter I,II	T.B – 1
UNIT II: Chapter III	T.B -1
UNIT III: Chapter VI-Chapter IX	T.B -2
UNIT IV: Chapter X- Chapter XII	T.B -2
UNIT V: Chapter XIV-Chapter XV	T.B – 2

Books for Reference:

1. Geoffrey Lancaster & David Jobber, Selling & Sales Management Macmillian India Ltd. 2015
2. Charles M. Futvell, Sales Management, Team work, Leadership and Technology, Thomson learning, South Western, Sixth Edition.2012
3. Ramneek Kapoor, Fundamentals of Sales Management, Mac Millan India Pvt. Ltd.2009
4. SahuP.K., Raut K.C., Salesmanship & Sales Management, Vikas Publications, Third Edition.2009 Revised
5. Earl D.Honeycutt, John B.Ford, AntonisC.Simintiras, Sales Management: A Global Perspective, Routledge Publisher.2009
6. Gordon Bolt, Market & Sales Forecasting, Crest Publishing House,2014

Web Reference:

1. <https://bookboon.com/en/search?query=sales+management>
2. www.professionalsalestips.com
3. www.eyeesales.comS

Course Outcomes: After taking this course the students will be able to

CO1: Understand the fundamentals of sales management and sales process.

CO2: Analyze the importance of sales force management in organizations and role of selling in the market.

CO3: Developed understanding of sale forecast and territory management

CO4: Demonstrate knowledge and understanding the area of direct marketing

CO5: Expose to modern techniques in selling.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code		Title of the Paper			Hours	Credits			
III	20MBA3DEA3		Sales Management			4	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓	✓		✓	✓		✓	✓
CO2	✓	✓	✓	✓	✓	✓		✓	✓	✓
CO3	✓	✓	✓	✓	✓		✓	✓	✓	✓
CO4		✓	✓		✓	✓	✓		✓	✓
CO5			✓	✓	✓	✓		✓		
Number of Matches= 38, Relationship : High										

Prepared by:

Checked by:

1. Dr. S.Thilagavathy

1. Dr .A. Jainullabdeen

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III – DISCIPLINE SPECIFIC ELECTIVE
BRAND MANAGEMENT**

Course Code : 20MBA3DEA4
Hours/week : 4
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I

(12 Hours)

Introduction to Brand Management – Concepts and Process – Significance of a Brand – Types of Brand – Family Brand - Individual Brand - Private Brand – Selection of Brand Name – Functions of a Brand – #Branding Decisions#.

UNIT - II

(12 Hours)

Brand Vision – Brand Ambassadors – Brand as a Personality, as Trading Asset - Brand Extension – Brand Positioning – Brand Image Building - Branding Impact on Buyers, Competitors.

UNIT - III

(12 Hours)

Brand Loyalty – Loyalty Programmes – Brand Equity – Brand Audit - Brand Portfolio Management - Brand Harvesting Strategies - Share Building Strategies - Commodity to Brand the Indian Experience – Brand Protection – Trade Marks – #Copy Rights#

UNIT - IV

(12 Hours)

Brand Rejuvenation and Re-Launch - Brand Development Through Acquisition - Takes Over and Merger – Monitoring Brand Performance over the Product Life Cycle #Designing and Implementing Branding Strategies – Case Studies#.

UNIT - V

(12 Hours)

Role of Product Managers and Brand Mangers - Trends in Brand Management: Brand Cult, Brand Alliances – Co-Branding - Destination Branding - Brand Audit Brand Building and The Web - #Branding in Different Sectors - Customer- Industrial - Retail and Service Brands# – Globalization of Brands.

#... # self-study portion

***... * SWAYAM Course Content (Brand management, IIM Bangalore)**

Text Books:

T.B-1 Kevin Lane Keller, “Strategic Brand Management: Building Measuring and Managing Brand Equity”, Prentice Hall.2015

T.B- 2 Aaker, David, Managing Brand Equity, New York, Free Press 2017

Unit I- Chapter 1,3	T.B.-1	Chapter 3	T.B-2
Unit II – Chapter 6,8	T.B -1	Chapter 1	T.B.-2
Unit III – Chapter 9,	T.B.-1	Chapters 3, 4	T.B.-2
Unit IV – Chapter 7,8	T.B.-1	Chapter 5,7,9	T.B.-2
Unit V - Chapter 13	T.B.-1	Chapter 10,11	T.B.-2

Books for Reference:

1. “Building Strong Brands”, Aaker, David, 8th Edition, New York Free Press, 2017.
- 2.”Strategic Brand Management”, Kapferer, J.N, 4th Edition, New York Free Press, 2017.
3. Asian Branding- “A great way to fly”, LanBatey, 1st Edition, Prentice Hall of India, Singapore, 2016.

Course Outcomes: After taking this course, the students will be able to:

CO 1. Understand the basics of branding and role played by brand managers

CO 2. Study the brand extensions, brand ambassadorship

CO 3. Expose to recent trends in branding

CO 4. Familiarise the Concepts of Brand Loyalty, Equity & Brand protection

CO 5. In depth knowledge on the current development in branding

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code		Title of the Paper			Hours	Credits			
III	20MBA3DEA4		Brand Management			4	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓			✓	✓	✓	✓	✓
CO2	✓		✓	✓	✓	✓		✓	✓	
CO3		✓	✓	✓	✓	✓	✓	✓		
CO4		✓		✓	✓		✓	✓	✓	
CO5	✓		✓		✓	✓	✓		✓	✓
Number of Matches= 35, Relationship : High										

Prepared by:

Checked by:

1. Dr S. Dawood Ali

1. Dr.A.S.Thoufiq Nishath

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III – DISCIPLINE SPECIFIC ELECTIVE
DIGITAL MARKETING**

Course Code : 20MBA3DEA5
Hours/week : 4
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT I **(12 Hours)**
Online Market space- Digital Marketing Strategy- Components -Opportunities for building Brand- Website - Planning and Creation- Content Marketing.#

UNIT II **(12 Hours)**
Search Engine optimization - Keyword Strategy- SEO Strategy - SEO success factors - On-Page Techniques - Off-Page Techniques. Search Engine Marketing- How Search Engine works- SEM components- PPC advertising -Display Advertisement#

UNIT III **(12 Hours)**
E- Mail Marketing - Types – E-mail Automation - Lead Generation – Integrating Email with Social Media and Mobile- Measuring and maximizing email campaign effectiveness. Mobile Marketing- Mobile Inventory/channels- Location based; Context based; Coupons and offers, Mobile Apps, Mobile Commerce, SMS Campaigns-Profiling and targeting. #

UNIT IV **(12 Hours)**
Social Media Marketing - Social Media Channels- Leveraging Social media for brand conversations and buzz Successful /benchmark Social media campaigns. Engagement Marketing-Building Customer relationships - Creating Loyalty drivers - #Influencer Marketing.#

UNIT V **(12 Hours)**
Digital Transformation & Channel Attribution- Analytics of Ad-words, Email, Mobile, Social Media, Web Analytics - Changing your strategy based on analysis- #Recent trends in Digital marketing.#

#... # self-study portion

***... * Swayam Course Content (Digital marketing, IIM Bangalore)**

Text Books:

T.B-1 “Fundamentals of Digital Marketing”, Puneet Singh Bhatia, , 1st Edition, Pearson, 2016

T.B-2 “Digital Marketing”, Vandana Ahuja, 3rd Edition, Oxford University Press, 2015

Unit I - Chapter 1,2	T.B.-1	Chapter 1	T.B-2
Unit II – Chapter 67	T.B -1	Chapter 1	T.B.-2
Unit III – Chapter 9,	T.B.-1	Chapters 3, 4	T.B.-2
Unit IV – Chapter 7,8	T.B.-1	Chapter 5,7,9	T.B.-2
Unit V - Chapter 17	T.B.-1	Chapter 8,11	T.B.-2

Books for Reference:

1. “Beginner's Guide to Digital Marketing”, Pulizzi,J, 3rd Edition, Mc Graw Hill, Bangalore, . 2017
2. “Social Media Marketing”, Barker, Bormann and Neher, 1st Edition, South-Western, Cengage Learning House, 2016

Course Outcomes: After taking this course, the students will be able to:

- CO1. Examine and explore the role and importance of digital marketing in today’s rapidly changing business environment.
- CO2. Focuses on how digital marketing can be utilised by organisations and how its effectiveness can be measured.
- CO3. Understand the key elements of a digital marketing strategy
- CO4. Study how the effectiveness of a digital marketing campaign can be measured
- CO5. Demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits			
III	20MBA3DEA5	Digital Marketing					4	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	✓	✓	✓			✓	✓	✓	✓	✓	
CO2	✓		✓	✓	✓	✓		✓	✓		
CO3		✓	✓	✓	✓	✓	✓	✓			
CO4		✓		✓	✓		✓	✓	✓		
CO5	✓		✓		✓	✓	✓		✓	✓	
Number of Matches= 35, Relationship : High											

Prepared by:

Checked by:

Dr S Dawood ali

Mr.M.Sabeerdeen

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III: DISCIPLINE SPECIFIC ELECTIVE
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

Course Code : 20MBA3DEB1
Hours/week : 4
Credit : 4

Max Marks : 100
Internal Marks: 25
External Marks: 75

UNIT – I (12 Hours)

Investment - Speculation - Objectives - Real and Financial Assets - Securities - #Sources of Investment Information# - Risk – Types of Risk - Return and Risk - Primary Market – Participants – Underwriting – Types - Listing of Securities – Pricing of Issues - Prospectus – Contents.

UNIT - II (12 Hours)

Secondary Market – Participants - Functions – Types of brokers - BSE - NSE- OTCEI - Features – Functions- #Regulatory Framework# – Security and Exchange Board of India – Functions - Fundamental analysis - Tools - Economic analysis- Forecasting techniques - Industry analysis - Company analysis.

UNIT - III (12 Hours)

Technical analysis – Tools- Charting methods - Market indicators -Trend – Trend reversals – Patterns – Moving average – Exponential moving average –#Oscillators – ROC – MACD– RSI# - Fundamental Vs. Technical analysis – Advantages and limitations - Stock market indices – Sensex – Nifty – International indices

UNIT – IV (12 Hours)

Portfolio - Concept - Types of portfolio - Portfolio selection and management –Factors - Markowitz Portfolio Selection Model- Capital Asset Pricing Model (CAPM) - #Sharpe-the Single Index Model#.

UNIT - V (12 Hours)

Arbitrage Pricing Theory and its principles - Arbitrage Pricing Theory Vs. Capital Asset Pricing Model - Factor Analysis in Portfolio Management- Measurement of return on an individual stock- Measurement of portfolio return - Portfolio Performance Evaluation -#Portfolio Revision#.-Investment avenues for foreign portfolio investors.

#...#Self-Study portion

***...* Swayam Course Content:** Security Analysis and Portfolio Management , IIT Kharagpur;

Text Book:

T.B - 1 V.K.Bhalla, Investment Management: Security Analysis and Portfolio Management (Kindle Edition) - S. Chand Publishing, 2015

T.B - 2 Punithavathy Pandian , Security Analysis and Portfolio Management - - 2nd Edn, Vikas Publishing - 2015

UNIT I : Chapter 1,2,3,4 - TB 1 Chapter 1, 2 - TB 2
UNIT II : Chapter 7,20 - TB1 Chapter 3-5 - TB 2
UNIT III : Chapter 21 - TB 1 Chapter 6-8 - TB 2
UNIT IV : Chapter 23-28 - TB 1 Chapter 9-11 - TB 2
UNIT V : Chapter 29-32 - TB 1 Chapter 12-14 - TB 2

Books for Reference:

1. Donald Fischer & Rohald Jordan : Security Analysis & portfolio management – prentice–6th edition Hall of India – New Delhi, 2012
2. Preethi Singh , Investment Management –20th edition, Himalaya Publishing house, New Delhi, 2018
3. Prasanna Chandra , Investment Analysis and Portfolio Management, 5th edition, McGraw-Hill Education, 2017
4. S. Kevin, Security Analysis and Portfolio Management- 2nd ed, PHI Learning Pvt. Ltd - 2015

Course Outcomes: After taking this course the students will be able to

CO 1. Understand the basics of Investments and primary market

CO 2. Acquire the knowledge and skills of trading in stock market

CO 3. Familiar with the Technical Analysis of securities

CO 4. Facilitate to inculcate basic concepts portfolio management

CO 5. Ability to evaluate the performance of portfolio and revision of portfolio

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code		Title of the Paper			Hours	Credits			
III	20MBA3DEB1		Security Analysis and Portfolio Management			5	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓	✓		✓	✓		✓	
CO2	✓	✓	✓	✓	✓	✓		✓	✓	✓
CO3	✓	✓		✓	✓		✓	✓	✓	✓
CO4		✓	✓		✓	✓	✓		✓	✓
CO5	✓		✓	✓	✓	✓		✓		✓
Number of Matches= 38, Relationship : High										

Prepared by:

Checked by:

1. Dr.PL.Senthil

1. Dr. M.A. Shakila Banu

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III: DISCIPLINE SPECIFIC ELECTIVE
FINANCIAL DERIVATIVES**

Course Code : 20MBA3DEB2
Hours/week : 4
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I

(12 Hours)

Financial derivatives – Introduction; Definition – Types – Different classification of traders - #Indian Derivatives Market# - Futures contract – Specifications – Daily settlement and margins – Delivery – Types of orders – Forward Market: Pricing and Trading Mechanism – Forward Contract concept – Features of Forward Contract – Classification of Forward Contracts – Forward Trading Mechanism Forward vs. futures contracts.

UNIT - II

(12 Hours)

Hedging strategies using futures - Short and Long hedges – Basis risk – Cross hedging –Stock Index Futures - #Forward price in investment asset # - Valuing forward contracts - Futures Prices of Stock Indices - Currencies - Commodities - Convenience yield - Cost of carry.

UNIT - III

(12 Hours)

Swaps: Concept, Evaluation and Features of Swap – Types of Financial Swaps – Interest Rate Swaps Advantages and Disadvantages –Debt Equity Swap - Currency Swaps – Credit Risk - #Types of Swaps - Options - Call and Put# - Mechanics of Options Trading

UNIT - IV

(12 Hours)

Options: #Factors affecting option prices# - Upper and Lower bounds –Put & Call Parity – effect on dividends – Spreads – Bull - Bear – Box – Butterfly – Calendar – Diagonal combinations.

UNIT - V

(12 Hours)

Derivatives in International Finance Market- Financial Derivatives Market in India – Need for Derivatives – Evolution of Derivatives in India – Eligibility of Stocks – Emerging Structure of Derivatives Markets in India - Regulation of Financial Derivatives in India – Derivatives Trading at NSE/BSE - Structure of the Market – Trading systems — Regulatory Instruments.

#...#Self-Study portion

*...*Swayam Course Content: Corporate Finance–New L J Commerce College, Ahmedabad, India.

Text Books:

T.B-1 Gupta S.L.,Financial Derivatives, Theory, Concepts and Problems, Prentice Hall,India, 2008

T.B-2 Kevin. S (2014)Commodity and financial derivatives (2 ed.), PHI learning private limited, New Delhi.

Books for Reference:

1. Hull C. John, Basu.. Options Futures and other Derivatives, (8 ed.), Pearson Education, New Delhi, (2013)
2. Sundaram Janakiramanan, Derivatives and Risk Management, Pearson Education, New Delhi (2011)

UNIT I: Chapter I, II, III- T.B – 1**UNIT II :** Chapter VII– section 3 T.B – 1**UNIT III:** Chapter XIII - T.B – 2**UNIT IV:** Chapter XIV - T.B – 2**UNIT V:** Chapter V,VI T.B - 1**Course outcomes:** After taking this course the students will be able to

- CO1.** Acquaint the students with the broad framework of financial derivatives market and to provide knowledge on various hedging strategies.
- CO2.** Make the students understand the procedures and systems being followed in derivative markets.
- CO3.** Gain a firm foundation of the underlying concepts behind derivatives and also a detailed understanding of the main characteristics of financial derivatives and their relationships with the underlying assets.
- CO4.** Possess good skills on the valuation principles and models for derivatives.
- CO5.** Using derivatives for a wide range of hedging, trading and arbitrage purposes.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code		Title of the Paper			Hours	Credits			
III	20MBA3DEB2		Financial Derivatives			4	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓	✓	-	✓	✓	-	✓	✓
CO2	✓	✓	✓	-	✓	✓	-	✓	✓	✓
CO3	✓	✓	-	✓	✓	-	✓	✓	✓	✓
CO4	-	✓	✓	-	✓	✓	✓	-	✓	✓
CO5	-	-	✓	✓	✓	✓	-	✓	-	-
Number of Matches= 35, Relationship : High										

Prepared by:**Checked by:****1. Dr. G.S.David Sam Jayakumar****1. Dr.S.A. Lourthuraj****Note:**

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III: DISCIPLINE SPECIFIC ELECTIVE
STRATEGIC FINANCIAL MANAGEMENT**

Course Code : 20MBA3DEB3
Hours/week : 4
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT I

(12 Hours)

Meaning of SFM – Features of SFM-Basic premises of SFM-Interface of financial policy with corporate strategic management-Objectives & Goals - Major Kinds of Strategies & Policies -strategic decision making framework- 9-s model for SFM - Strategic approach to Financial Management-Strategic Planning-Financial Forecasting Techniques-Benefits-Steps in Financial Planning Process- #Financial Management of Sick Unit#.

UNIT II

(12 Hours)

Investments Decisions under Risk and Uncertainty: Techniques of Investment Decision- Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method: #Corporate Strategy and High Technology Investments#

UNIT III

(12 Hours)

Expansion and Financial Restructuring: Mergers and amalgamations - corporate restructuring, reasons for merger, legal procedure for merger, benefits and cost of merger; Determination of swap ratios; Evaluation of merger proposal; #Corporate and distress restructuring#- Ownership Restructuring- Privatization- Dynamics Restructuring-Buy Back of Shares.

UNIT IV

(12 Hours)

Corporate valuation - Asset approach of valuation- Stock and debt approach - Direct comparison approach - Discounted cash flow approach – Guidelines for Corporate Valuation-Value Based Management – Elements-Significance -Methods and key premises - Marakon Approach - Alcar Approach - Mckensey Approach - EVA Approach - #BCG Approach#.

UNIT V

(12 Hours)

Financing Re-engineering: Innovative Sources of Finance- Asset Based Securities- Hybrid securities namely convertible and non - convertible Debentures, deep discount bonds, secured premium notes, convertible preference shares; Option financing, warrants, #convertibles and exchangeable#.

#....# Self study portions

***....* Swayam Course Content:** Fundamental of Financial Management, Dr.Rupali Sheth, Savitribai Phule, Pune University,Pune Week 1,7

Text Books:

T.B-1 Rajni Sofat & PreetiHiro Strategic Financial Management Phi New Delhi, 2nd edition, 2015

T.B-2Weaver & Weston, Strategic Corporate Finance, Cengage Learning, Delhi, 2001

UNIT I: Chapter I ,Chapter- IVT.B-1

UNIT II: Chapter X, ChapterXI T.B – 1

UNIT III: Chapter XX,Chapter XXI,ChapterXXIII T.B – 1

UNIT IV: Chapter XVII ,Chapter XVIII T.B – 1

UNIT V: Chapter XX T.B – 2

Books for Reference:

1. Shashi K. Gupta, Sharma R.K., Financial Management, Kalyani Publishers, Ludhiyana. New Delhi (2017).
2. Dr.Prasanna Chandra, Financial management -Tata McGraw Hill Education Private Ltd., New Delhi(2015)
3. Dr.Gupta J.B., Strategic Financial management, Taxman Publication-3rd edition, May 2012.
4. Ravi M.Kishore, Strategic Financial management-, Taxman Publication, 2nd edition May2012.
5. Dr.Maheswari S.N., Financial Management, Sultan Chand &Co., 2012, New Delhi.
6. Rustagi.R.P., Financial Analysis and Financial Management, Sultan Chand & Co., 3rdedition, New Delhi(2009)
7. Van Horne – Financial Management and Policy – Printice Hall of India - New Delhi.(2008)

Course Outcomes: After taking this course the students will be able to

CO1. Understand the concepts of Financial Management from Strategic Perspective.

CO2. Describe the Concepts of Investment Decision under risk and uncertainty situation.

CO3. Integrate the meaning of Corporate, Ownership Restructuring.

CO4. Understand the concepts of various valuation method using for Corporate.

CO5. Outline the importance of the Financial Re-engineering.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits				
III	20MBA3DEB3	Strategic Financial Management					4	4				
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5		
CO1	✓	✓	✓	✓	-	✓	✓	-	✓	✓		
CO2	✓	✓	✓	✓	✓	✓	-	✓	✓	✓		
CO3	✓	✓	✓	✓	✓	-	✓	✓	✓	✓		
CO4	-	✓	✓	-	✓	✓	✓	-	✓	✓		
CO5	-	✓	✓	✓	✓	✓	-	✓	-	-		
Number of Matches= 39, Relationship : High												

Prepared by:

Checked by:

1. Dr.M.A. Shakila Banu

1. Dr. S.A. Lourthuraj

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III: DISCIPLINE SPECIFIC ELECTIVE
RISK MANAGEMENT**

Course Code : 20MBA3DEB4
Hours/week : 4
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I (12 Hours)

Introduction to risk-Nature of risk- Types of risks-*Risk management-objectives- Process- scope*-#legal-financial and social benefits of managing risk#-management of risk-Corporate Risk-Objectives-Attitudes-Personal Vs Corporate Risk Management- Role of Risk Manager-Risk opportunity - #Risk Drivers# - Risk measurement and pooling

UNIT - II (12 Hours)

Introduction to Enterprise Risk Management- Concept – Scope – Challenges- Risk Identification and Evaluation of Internal and External Exposures –#risk response and strategy#-Enterprise –wide Approach- Barriers in Risk analysis-

UNIT – III (12 Hours)

Loss Prevention, Loss Minimization, Diversification, Optimal Loss Control, Contingency Planning, Statutory Provision on Risk control- Human factor in Risk Control, Training- Surveyor’s role in Loss Prevention- Economics of Risk Financing- Techniques- External factors affecting Risk Financing

UNIT - IV (12 Hours)

Risk Insurability and Liability-Transfer of activity and risk transfer- Financial risk-#Risk management and insurance# Insurance as a Risk Transfer Tool- Alternative Risk Transfer (ART)-Characteristics –Tools-CAT Bonds

UNIT - V (12 Hours)

Concept - Identification-Drivers - Approaches-*Managing operational risk* - Insurance-Principles- Policies- Contractual Provisions that limit Insurance Coverage-Hedging using derivatives - *Application of VAR*-Risk Adjusted Performance Measurement - Earnings Based - *VAR Based* – SVA - Integrated Risk Management - # Controlling Firm Wide Risk -Model Risk.#

#.....# Self Study Portion

***.....* Swayam Course Content : Banking and Financial Markets: A Risk Management Perspective**

Text Books:

T.B-1 Paul Hopkin, Fundamentals of Risk Management, 5th edition, Kogan Page Limited, United Kingdom, (2018)

T.B-2 James Lam, Enterprise Risk Management: From Incentives to Controls 2nd Edition Kindle Edition Publication, (2013)

- UNIT I:** Chapter I , Chapter VI T.B – 1
UNIT II: Chapter III T.B – 1
UNIT III: Chapter IV T.B – 2
UNIT IV: Chapter XIII T.B – 2
UNIT V: Chapter XXX T.B – 1, Chapter IX T.B -2

Books for Reference:

1. Michel Crouhy, Dan Galai , Robert Mark -The Essentials of Risk Management, 2nd Edition – MCGraw Hill Publication (2019)
2. John C. Hull - Risk Management and Financial Institutions, 4th Edition- Wiley Finance Series Publication (2016)
3. Jorion, Philippe (2011): Financial Risk Manager Handbook, Wiley.
4. GARP – FRM Handbook, 5th Edition, Wiley Finance Publication(2009)
5. Resti, Andrea and Andrea Sironi (2007): Risk Management and Shareholders’ Value in Banking, Wiley
6. Philippe Jorion – Value at Risk, 3rd Edition.MCGraw Hill Publication (2001)

Course Outcomes: After taking this course the students will be able to

- CO1: Understand the concept of Risk, Types, management of risk for the business
 CO2: Describe the Classification and barriers of risk involved in the modern business
 CO3: Integrate the concepts of Enterprise Risk Management, scope and challenges for various enterprise
 CO4: Understand the concepts of Risk Transfer, Financial risk faced in the context of Business Management
 CO5: Outline the Operational Risk Management, VARwith reference to takeover tactics

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits			
III	20MBA3DEB4	Risk Management					4	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	✓	✓	✓	✓		✓	✓		✓	✓	
CO2	✓	✓	✓	✓	✓	✓		✓	✓	✓	
CO3	✓	✓	✓	✓	✓		✓	✓	✓	✓	
CO4		✓	✓		✓	✓	✓		✓	✓	
CO5			✓	✓	✓	✓	✓	✓			
Number of Matches= 39, Relationship : High											

Prepared by:

Checked by:

Dr.M.A. Shakila Banu

Dr.PL.Senthil

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III: DISCIPLINE SPECIFIC ELECTIVE
FINANCIAL INSTITUTIONS AND MARKETS**

Course Code : 20MBA3DEB5
Hours/week : 4
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT – I

(12 Hours)

Introduction to Money Market and Money Supply- RBI Control -*Financial Markets – Meaning, Functions*, Financial Instruments, Capital Market; *Money market* – Introduction – Features – Instruments – Functions of Indian Money Market-Secondary market for money market instruments – Money market regulations.# Global Financial Markets.#

UNIT - II

(12 Hours)

Indian Capital Market – Functions, Capital Market Instruments, Capital Market Reforms, *New Issues Market (NIM)*, Derivatives Market-Equity Market-Mortgage Market – Meaning, #Role of Bond Market#, offer for Government bonds-.

UNIT - III

(12 Hours)

Foreign Exchange market – Meaning, Characteristics, Nature, Determination of Exchange Rate-Rates & Quotations, Forex Risk, Risk Management Tools, Nature of Forex inflow and outflow - #Exchange Rate Management#; Swaps; Currency Trading-RBI and Exchange Rate Management

UNIT - IV

(12 Hours)

Mutual funds- Meaning & Current Market Scenario, Types of Mutual funds;- Structure – Mutual Fund Schemes- Global Financial Markets - Global Bond Markets; Innovative Instruments; #Global Banking – Offshore Banking, LIBOR, MIBOR; Derivatives Market.#Calculation of NAV, SIP,SWP.

UNIT - V

(12 Hours)

Credit Rating Institutions-CIBIL, CCIL, CRISIL, DFHIL, ICRA, Moody's, Investor Service, Standard & Poor (S&P), Fitch Ratings, OTCEI, NSDL-CDSL- SMERA-BWR-etc. #International Aspects of Credit Rating.#

#.....# Self Study Portion

***.....* Swayam Course Content:**Financial Institutions and Markets, Prof. Jitendra Mahakud, IIT Kharagpur
Week 1,7, 8,12

Text Books:

T.B-1 L.M. Bhole& JITENDRA MAHAKUD, Financial Institutions and Markets:
Structure, Growth and Innovations, 4th Edition Tata McGraw-Hill Education, New
Delhi (2015)

T.B-2 Frederic Mishkin, Stanley Eakins, Financial Markets and Institutions, 8th Edition,
Pearson Education (2012)

UNIT I: Chapter I ,T.B-1, Chapter- V, T.B -2

UNIT II: Chapter XX T.B – 2

UNIT III: Chapter XXV T.B – 1,Chapter V, T.B-2

UNIT IV: Chapter VII , Chapter XII T.B – 1

UNIT V: Chapter XX T.B - 2

Books for Reference:

1. Machiraju, H.R., Indian Financial System, Vikas Publishing House, New Delhi, 5th edition (2019)
2. Hubbard, R.Glenn, Money: The Financial System and the Economy, Atlantic, 6th edition (2018)
3. Ben Hunt, Financial Institution and Market 7th Edition, (2015).
4. Fabozzi, Frank J. Capital Markets – Institutions, Instruments, and Risk Management, Toppan Best – set Premedia Ltd, United States of America, 5th edition (2015)
5. Dr V A Avadhani, Marketing of Financial services, Himalaya Publishing House, 3rd edition, 2013.
6. Dr.S.Gurusamy, Financial Services and Markets, Thomson Publishers (2012)
7. Dr.Gurusamy.S, Financial Markets & Institutions, Tata McGraw Hill Education Private Ltd., 3rd edition, 2009.
8. Meir Kohn, Financial Institution and Markets, Tata McGraw Hill Education Private Ltd. (2000)

Course Outcomes: After taking this course the students will be able to

CO1: Understand the concepts of Financial Market, Financial Instruments

CO2: Describe the Concepts of Indian Capital Market, Functions, Capital Market Instruments

CO3: Integrate the meaning of Foreign Exchange Market, Rates, Forex Risk, Swap

CO4: Understand the meaning of Mutual Funds, Global Banking, Off shore Banking

CO5: Outline the importance of the major institutions and the services offered within the framework.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits				
III	20MBA3DEB5	Financial Institutions and Markets					4	4				
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5		
CO1	✓	✓	✓	✓	-	✓	✓	-	✓	✓		
CO2	✓	✓	✓	✓	✓	✓	-	✓	✓	✓		
CO3	✓	✓	✓	✓	✓	-	✓	✓	✓	✓		
CO4	-	✓	✓	-	✓	✓	✓	-	✓	✓		
CO5	-	-	✓	✓	✓	✓	-	✓	-	-		
Number of Matches= 38, Relationship : High												

Prepared by:

Checked by:

1. Dr.M.A. Shakila Banu

1. Dr.PL.Senthil

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III: DISCIPLINE SPECIFIC ELECTIVE
STRATEGIC HUMAN RESOURCE MANAGEMENT**

Course Code : 20MBA3DEC1
Hours/week : 4
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT I (12 Hours)

SHRM : Definition – Nature – Aims – Human Resources as Assets - Evolution of SHRM – Strategic Fit: A conceptual framework of SHRM – The problems with SHRM - Theoretical Perspectives of SHRM – The Strategic Role of HR - SHRM Approaches - #Alternative HR Strategies#

UNIT II (12 Hours)

Workforce planning: Meaning Importance – Strategy and workforce planning – WFP Model – Forecasting methods – Forecasting HR supply – Recruitment and Selection – Recruitment Strategies –#HRM and firm Performance – Measures of HRM performance#

UNIT III (12 Hours)

High Performance Work Systems: Introduction – Model of HPWS – Characteristics, Essential of HPWS – Steps in developing HPWS – HR Policies and Practices – HR Metrics and standards.

UNIT IV (12 Hours)

Human Capital Management Strategy – High Performance Strategy – Corporate Social Responsibility Strategy – Organization Development Strategy – Employee Engagement Strategy – Knowledge Management Strategy – Employee Resourcing Strategy – Talent Management Strategy – Learning and Development Strategy – Reward Strategy – #Employee Relations Strategy#.

UNIT V (12 Hours)

Strategic International HRM: Introduction – SIHRM issues – Approaches to SIHRM - HR outsourcing – Meaning - types – Advantages and fears of HR outsourcing.

#...# Self study portion

Text Books:

T.B-1 Michael Armstrong, Armstrong’s Handbook of Strategic Human Resource Management, 6th Edition , Kogan Page, 2016.

T.B-2 Ekta Sharma, Strategic Human Resource Management and Development, First Edition, Pearson , August 2019

UNIT I : Chapter 3& 4: T.B – 1, Chapter 1&2: T.B - 2
UNIT II : Chapter 5, 6 : T.B – 2
UNIT III : Chapter 7 & 8: T.B – 2
UNIT IV : Chapter 9,10,11,14,15,16,17,18 & 19: T.B – 1
UNIT V : Chapter 20: T.B: 1, Chapter 9 T.B – 2,

Books for Reference:

1. Jeffrey. A Mello, Strategic Human Resource Management, 5th Edition, Cengage, January 2018.
2. Feza Tabassum Azmi, Strategic Human Resource Management: Volume 1: Text and Cases, Cambridge University Press, May 2019.
3. Gary Rees, Smith Paul, Strategic Human Resource Management: An International Perspective, SAGE Publications India Pvt Ltd, September 2019.

Course Outcomes: After taking this course the students will be able to

CO1. Practice the theories of SHRM.

CO2. Develop a perspective of strategic human resource management and be able to distinguish the strategic approach to human resources from the traditional functional approach.

CO3. Identify relevant metrics in strategic human resource management.

CO4. Understanding the relationship of HR strategy with overall corporate strategy.

CO5. Remember the approaches of strategic Human Resource Management.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits			
III	20MBA3DEC1	Strategic Human Resource Management					4	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	✓	✓	✓		✓	✓		✓	✓	✓	
CO2		✓		✓	✓	✓	✓	✓		✓	
CO3	✓	✓	✓	✓		✓	✓		✓	✓	
CO4	✓			✓			✓		✓		
CO5		✓	✓	✓	✓	✓	✓	✓	✓	✓	
Number of Matches= 36, Relationship : High											

Prepared by:

1. Dr. F. Wahidha Begum

Checked by:

1.Dr.A.Selvarani

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III: DISCIPLINE SPECIFIC ELECTIVE
TALENT MANAGEMENT**

Course Code : 20MBA3DEC2
Hours/week : 4
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

Unit -I (12 Hours)

Talent Management – Importance, Types, Talent Gap, Benefits, Process, Methodology (Planning, Acquiring, Developing, Retaining) Historical context of Talent Management – Managing talent across organizations – #Talent and Teams – Talent Management – Do’s and Don’ts #- Talent Management and Employee Engagement, Training and Development, Motivation.

Unit -II (12 Hours)

Building Blocks of Talent Management – Competence Assessment, Performance Appraisal ,Potential Forecasting – Managing Talent Flows – Employer Branding and Talent Management – Talent Intermediaries and Talent Acquisition – Managing talent flows through Internal and External Labour Market - Talent Development – # Talent and Turnover #.

Unit -III (12 Hours)

Talent Management Planning Techniques – Work force Planning – New Tools for Talent Management – Role of Line Manager in Talent Planning – Developing Talent Management information systems – Implementing automated Talent Management system.

Unit -IV (12 Hours)

Talent and Performance – Talent and Teams – utilizing Talent Management thinking for successful Virtual Teams – Star Performers – Integrating Talent and Diversity Management – Impact of Technology on Talent Management.

Unit -V (12 Hours)

Innovative thinking in Talent Management – Rethinking Talent Management using people equity framework – Marshalling Talent – Global state of Talent Management – Model for Talent Management Excellence – Talent Management in MNC’s – Talent Management in emerging economies.

#...# Self-Study portion

Text Books:

T.B-1 David G Collings, Kamel Mellahi, Wayne F. Cascio, “The Oxford Handbook of Talent Management (Oxford Handbooks) Kindle Edition”, OUP Oxford ,2017.

T.B-2 Lance Berger, Dorothy Berger, “The Talent Management Handbook: Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People”, McGraw-Hill Education; 3rd edition 2017.

UNIT I: Section 1, 2 **T.B – 1**

UNIT II: Section 4 **T.B -1, Part I T.B - 2**

UNIT III: Part III **T.B -2**

UNIT IV: Section 2, 3, 5 **T.B -1**

UNIT V: Section 5 **T.B – 1**

Books for Reference:

1. Mark Miller, “Talent Magnet: How to Attract and Keep the Best People (The High Performance Series)”, Berrett-Koehler Publishers, Oakland, California, 1st 2018.
2. Masood Hasan , Anil Kumar Singh, Somesh Dhamija, “Talent Management in India: Challenges and Opportunities” – Atlantic, 1 st edition, 2019.
3. Talent Management – www.tutorialspoint.com, E – book, Tutorials Point (I) Pvt. Ltd,2017.
4. Lawler,” Reinventing Talent Management: Principles and Practices for the New World of Work “, McGraw-Hill Education, Newyork, United States, 1st edition, 2017.
5. Mark Wilcox, “Effective Talent Management: Aligning Strategy, People and Performance”, Routledge, Abingdon, England, 1st edition- 2016.
6. Terry Bickham, “ ATD Talent Management Handbook Kindle Edition”, ATD Press, Alexandria, USA ,1st2015.
7. Patrick Merlevede, “Talent Management : A focus on excellence: Managing Human Resources in Knowledge Economy”, www.bookboon.com – E Book, 2014.

Course Outcomes: After taking this course the students will be able to

CO1: Understand attraction, acquisition, and retention of talent in organizations.

CO2: Develop focus on the alignment of the talent management process with business strategy, with culture, and with people.

CO3: Focus on the alignment of the talent management process with business strategy, with culture and with people.

CO4: Managing talent in organizations as well as managing one’s own talents as an individual.

CO5: Employ Modern practices in Talent attraction and retention.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits			
III	20MBA3DEC2	Talent Management					4	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	✓	✓	✓	✓	✓	✓	✓		✓	✓	
CO2	✓		✓	✓	✓	✓	✓	✓	✓	✓	
CO3	✓	✓			✓	✓		✓	✓	✓	
CO4		✓	✓	✓	✓		✓				
CO5	✓		✓	✓		✓		✓	✓		
Number of Matches= 36, Relationship : High											

Prepared by:

Checked by:

1. Dr. A. Selvarani

1. Dr.F.Wahidha Begum

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III: DISCIPLINE SPECIFIC ELECTIVE
CHANGE MANAGEMENT**

Course Code : 20MBA3DEC3
Hours/week : 4
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I

(12 Hours)

Organizational Change - Need - Classification - Factors affecting change - *Adapting Change for Competitive Advantage* - Consequences of Change - #Environmental and Internal Organizational Determinants of Change#.

UNIT - II

(12 Hours)

Change Models - Lewin's Model - Force Field Analysis- Systems Theory, 7 Stage Models, Burke-Litwin Model - * Comparison of Various Planned Change Models* - Change Agent-Role And Skills Of a Change Agent -HR Role as Change Agent - #Impact of Change on Human Resources Planning#.

UNIT - III

(12 Hours)

Areas and Parties Involved in Change - Planned and Unplanned Change - Strategic Changes - *Change in Organization Culture* - #Resistance to Change and Overcoming Resistance# - Barriers to Organizational Change - Rethinking Resistance to Organizational Change - Strategies to Deal with Resistance.

UNIT - IV

(12 Hours)

Behavioral Implications of Change - The Positive and Negative Functions of Resistance - Intended and Unintended Behavioral Reaction to Downsizing and Delaying - #Understanding and Managing Uncertainty and Ambiguity in the Change Process#.

UNIT - V

(12 Hours)

Intervention Strategy - Structural, Technological and Process Factors in Intervention Strategies - - Advantages of Change Strategies - Role of Leadership in Change Process – Managing individual learning, team learning, and organizational learning - * Digital Transformation* - #Challengers of Leading Change#.

#Self study portion.

..... **Swayam Course content – Organizational Development and Change in 21st Century (IIT Bombay)**

Text Books:

TB-1: Thomas G Cumming and Christopher G Worley Organizational Development and Change, Cengage learning Publisher, 2019.

TB–2: Kavita Singh, Organizational Change and Development, 2nd edition, Excel Books 2010.

Unit I - Chapter 18,19,20 **T.B 1**, Chapter 1 **T.B 2** .

Unit II - Chapter 2 **T.B 2**.

Unit III - Chapter 3 **T.B 2**.

Unit IV - Chapter 4 **T.B 2**.

Unit V - Chapter 5 **T.B 2**.

Books for References:

1. Ratan Raina, Change Management and Organizational Development, Sage Publications, 2018.
2. Laurie Lewis, Organizational Change, 2nd Edition, Wiley Blackwell, 2019.
3. Tupper Cawsly, Gene Deszca, Organizational change, 3rd edition, Sage Publications, 2015.

Course Outcomes: After taking this course the students will be able to

- CO1: Identify the change significance to adapt with internal and external environment for Successful implementation of change.
- CO2: Develop ability to compare and implement the generalized models of change for improved business performance.
- CO3: Plan and implement organizational changes by applying change strategies.
- CO4: Analyze the experimentation process while implementing behavioural change and analyze the strategies can be used to stay away from implementation failures.
- CO5: Capable to realize the connection between leadership strategies and successful implementation of change to lead effectively.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits			
III	20MBA3DEC3	Change Management					4	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	✓	✓		✓	✓	✓	✓	✓		✓	
CO2	✓	✓	✓	✓	✓	✓		✓		✓	
CO3	✓	✓	✓	✓	✓		✓		✓	✓	
CO4		✓	✓		✓	✓	✓		✓	✓	
CO5	✓		✓	✓	✓	✓		✓	✓	✓	
Number of Matches= 40, Relationship : High											

Prepared by:

1. Dr. G. Saifudeen

Checked by:

**1. Dr. A.Selvarani
2. Dr. G.Sivanesan**

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III: DISCIPLINE SPECIFIC ELECTIVE
TRAINING AND DEVELOPMENT**

Course Code : 20MBA3DEC4
Hours/week : 4
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I (12 Hours)
Training – Introduction, Role and Responsibilities, scope, Objectives, beneficiaries, problems, future trends – Training Process – Phases, Elements Key factors, #important considerations#.

UNIT - II (12 Hours)
Training need analysis – Identification of training needs, Need, Process, Methods - Gathering Data, Approaches to TNA - Training Module – Training Content and Delivery – Designing Methods – #Training Module Budgets#.

UNIT - III (12 Hours)
Training Methods – Traditional, Modern, Computer based methods – Trainer’s skills and Styles – Competence of Trainer, Do’s and Don’ts for Trainers, #Trainers Roles# - Recent Trends – E-Learning, M-Learning, Preparing for Webinars – Trainer Certification – Future of T&D Profession.

UNIT - IV (12 Hours)
Implementation of Training – Logistical and Physical Arrangements, Tips For effective implementation – Class room Management – Nature, Class room Problems, Strategies for class room management– #Training Policy# – Factors influencing, Contents, Advantages.

UNIT - V (12 Hours)
Evaluation of Training – Objectives, Principles – stages of evaluation – #Role of evaluator# – Methods of training evaluation (Pre-Training, Evaluation during training, Post-training) – The Kirkpatrick Model of Evaluation and Philips Model for Learning Evaluation - Types of Evaluation Instruments and Techniques.

#...#Self-Study portion

Text Book:

T.B -1 Dr. Yogesh Pahuja, Training and Development: An Essential Guide for Students & Practitioners, Publisher: Partridge India, India 2015.

T.B-2 Elaine Biech, “Training & Development for Dummies, John Wiley & Sons, Inc., New Jersey, 2015.

UNIT I: Chapter I **TB - 2**

UNIT II: Part I - **TB – 1**, Chapter IV, V, VII **TB - 2**

UNIT III: Chapter VI, XI, XVI, XVII, XIX, XXII - **TB - 2**

UNIT IV: Chapter VIII, XII **T.B -2**

UNIT V: Chapter XIII - **T.B-2**

Books for Reference:

1. Raymond A. Noe, Employee Training & Development, McGraw Hill Education (India) Private Limited, India, 7th edition, 2019.

2. Blanchard/Ram, Effective Training, 5th Edition, Pearson Education India, 2015.
3. Dipak Kumar Bhattacharyya, “Training and Development theories and Applications”, first edition, SAGE Publications Pvt. Ltd, 2015.
4. Rolf P Lynton Training for Development, 1st Edition, SAGE India 2011.
5. Rishipal, “Training and Development Methods”, S Chand, India , 2011.
6. Janakiram B, Training and Development, Dramatic Press India Pvt. Ltd, 2007.

Course Outcome: After taking this course the students will be able to

- CO1: Describe the key concepts associated with Training & Development
 CO2: Explain the training process and the various methods of training for various categories of employees in a variety of organizational contexts.
 CO3: Identify training needs of various categories of employees in a variety of organizational contexts.
 CO4: Examine the impact of training on various organizational and HR aspects
 CO5: Evaluate the training process of various categories of employees in a variety of organizational contexts.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code		Title of the Paper			Hours	Credits			
III	20MBA3DEC4		Training and Development			4	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓	✓	✓	✓	✓		✓	✓
CO2	✓		✓	✓	✓	✓	✓	✓	✓	✓
CO3	✓	✓		✓	✓	✓	✓		✓	
CO4	✓		✓		✓		✓	✓		✓
CO5	✓	✓		✓		✓		✓	✓	
Number of Matches= 37, Relationship : High										

Prepared by:

Checked by:

1. Dr. A. Selvarani

1. Dr. F.Wahidha Begum

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III: DISCIPLINE SPECIFIC ELECTIVE
INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS**

Course Code: 20MBA3DEC5
Hours/week : 4
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT – I (12 Hours)

Concept of Industrial relations - Determinants of IR - History of industrial relations in India – Theoretical Perspective – Approaches to IR – Scope and Functions - Major Actors and their role in IR - Industrial relations in modern era – Industrial relations and HRM/HRD – Growth and size of Indian labour force – Sectoral Distribution and Major occupations in India

UNIT - II (12 Hours)

Trade Unions –Features, Purpose, Functions, types and structure -Theories of Trade union -Discipline and grievance Redressal Machinery: Discipline Meaning objective and principles–Approaches to discipline – Causes of Indiscipline – Disciplinary process- Grievance: Meaning - Nature and causes - Grievance Redressal Procedures

UNIT – III (12 Hours)

The Industrial Relations Code 2020: The Salient Features of: Industrial Employment (standing orders) Act - Industrial Disputes Act –Trade Unions Act

UNIT - IV (12 Hours)

Occupational Safety, Health and Working condition Code 2020:The Salient Features of: Factories Act - The Contract Labour Regulation and Abolition Act

UNIT - V (12 Hours)

The Code on Wages 2019: Payment of Wages Act - The Minimum Wages Act 8 #The Payment of Bonus Act# - Social Security Code 2020: Employees Compensation Act - The payment of Gratuity Act

#.....#Self study portion

Text Books:

T.B-1: Piyali Ghosh and Shefali Nandan, Industrial Relations and Labour Laws, First edition McGraw Hill Education; (1 July 2017)

T.B-2: R. C. Sharma, Industrial Relations and Labour Legislations, PHI Learning Private Limited, Delhi 2016.

UNIT I : Chapter : 1&2 T.B – 1, Chapter 1, T.B -2

UNIT II : Chapter :3-6 & 11T.B – 1,Chapter 3, 4, 6, 7& 19 T.B -2

UNIT III : Chapter : 15, 16 & 22 T.B – 1

UNIT IV : Chapter : 14 & 26 T.B - 1

UNIT V : Chapter : 18 - 21T.B -1

Books for Reference:

1. S.N. Mishra, Labour and Industrial Law, Central Law Publication, 2018
2. Srivastava, Industrial Relations and Labour Laws, vikas 7th Edition, 2020
3. P.R.N. Sinha, Sinha Indu Bala, Shekhar Seema Priyadarshini, Industrial Relations, Trade Unions and Labour Legislation, Pearson, 2017
4. Taxmann's Labour Laws With Code on Wages (2020 Edition), Taxmann Publication Pvt. Ltd. 2019
5. K.M. Pillai, Labour and Industrial Laws , - Allahabad Law Agency - January 2017

Course Outcomes: After taking this course the students will be able to

CO1: Describes Sectoral distribution of employment and major occupations in India.

CO2: Ability to recall the procedures of Registration of Trade Unions

CO3: Constructs disciplinary and grievance redressal procedures.

CO4: Knowledge to handling industrial disputes.

CO5: Apply the various laws in industrial context

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits				
III	20MBA3DEC5	Industrial Relations and Labour Legislations					4	4				
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5		
CO1	✓	✓	✓		✓	✓		✓	✓	✓		
CO2		✓		✓	✓	✓	✓	✓		✓		
CO3	✓		✓	✓		✓		✓	✓	✓		
CO4	✓			✓	✓		✓		✓			
CO5		✓	✓	✓	✓	✓	✓	✓	✓	✓		
Number of Matches= 36, Relationship : High												

Prepared By

Checked By:

1. Dr. F. Wahidha Begum

1. Dr.G.Saifudeen

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III: DISCIPLINE SPECIFIC ELECTIVE
KNOWLEDGE MANAGEMENT SYSTEM**

Course Code : 20MBA3DED1
Hours/week : 4
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I (12 Hours)

Knowledge: Concept and Types of Knowledge – Knowledge Management (KM): Concept of KM, Need for KM, Driving Forces of KM, Benefits of KM – KM System Development Cycle – Alignment of KM Strategies with Business Strategies – #Knowledge Economy# - Knowledge workers

UNIT - II (12 Hours)

KM Cycle Models: Meyer and Zack KM Cycle, Bukowitz and Williams Model, Wiig KM Cycle – Nonaka's Model of Knowledge Creation Process – Knowledge Capture Techniques- Knowledge Codification: Need for Codification, Problems with Codification, Knowledge Codification Tools and Procedures;

UNIT - III (12 Hours)

Knowledge Transfer (KT): Factors, Pre-requisites, Methods, Inhibitors of KT, #Role of Internet in KT# - Knowledge Audit: Need, Measuring the Knowledge growth, Conducting Knowledge Audit - Knowledge Management team: Composition of KM team, Selection Criteria.

UNIT - IV (12 Hours)

Components of Knowledge Management System (KMS) – #KM Processes and Technology Enablers#– Development of KMS – *Deployment of KMS* - Leadership and Reward Structures.

UNIT - V (12 Hours)

#KM Tools and Techniques# - KM in Indian Organizations – Evaluation of KMS effectiveness: Tools and Metrics – *Ethical, Legal and Managerial Issues*

#...# Self study portion

***... * SWAYAM Course Content (Knowledge Management ,IIT Kharagpur)**

Text Books:

- T.B 1 - Amrit Tiwana, Knowledge Management Tool kit: Orchestrating IT, strategy and knowledge platforms, Second Edition, Prentice Hall, Boston, 2015.
T.B 2 - Elias M. Awad and Hassan M. Ghaziri, Knowledge Management, Second Edition, Pearson Education, New Delhi, 2013.

Unit I – Chapters 1,2,3,4,6	T.B -1;	Chapter 15	T.B.-2
Unit II – Chapters 4,5,6,7	T.B -2		
Unit III – Chapters 8, 9	T.B -1;	Chapters 8, 9	T.B.-2
Unit IV – Chapters 7, 10,11,12,13	T.B -1		
Unit V – Chapter 14,	T.B.-1;	Chapters 13, 14	T.B -2

Books for Reference:

1. Anthony J. Rhem, Knowledge Management in Practice, First Edition, CRC Press, 2017.
2. Jerry Honeycutt, Knowledge management strategies, Microsoft Press, 2000
3. Stuart Barnes, Knowledge Management System Theory and practice, Thomson Learning, 2002.

Web Reference:

- <https://nptel.ac.in/courses/110/105/110105076/>

Course Outcomes: After taking this course, the students will be able to:

- CO1: Define the nature and topology of knowledge and knowledge management within Business context.
- CO2: Identify tools and technologies for capturing, organizing, distributing, and sharing knowledge.
- CO3: Formulate knowledge management strategies for Competitive Advantage.
- CO4: Examine the factors that encourage and discourage Knowledge Transfer and Knowledge sharing.
- CO5: Identify the Ethical, Legal and Managerial Issues with regard to KMS Design and Implementation.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code		Title of the Paper			Hours	Credits			
III	20MBA3DED1		Knowledge Management System			4	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓	-	-	✓	✓	✓	✓	✓
CO2	✓	-	✓	✓	✓	✓	-	✓	✓	-
CO3	-	✓	✓	✓	✓	✓	✓	✓	-	✓
CO4	-	✓	-	✓	✓	-	✓	✓	✓	✓
CO5	✓	-	✓	-	✓	✓	✓	-	✓	✓
Number of Matches= 37, Relationship : High										

Prepared by:**1. Dr. U. Syed Aktharsha****Checked by:****1. Dr. G. Sivanesan****Note:**

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III: DISCIPLINE SPECIFIC ELECTIVE
IT STRATEGY FOR BUSINESS**

Course Code : 20MBA3DED2
Hours/week : 4
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I (12 Hours)

Business and Strategy –Strategies and Success – Design Parameters – Strategic Positioning – Evolution of Strategy – Strategic Sequences– Development of a Strategy – Strategic Planning and IT – Types of IT Strategies – Context and Strategy- E-Strategy: Meaning –Development- E-strategy Vs E-economy.

UNIT - II (12 Hours)

Project Companies and Product Companies – Strategic Aspects and Perspectives for Product Companies – IT Strategies for Product Companies and Start-up Product Companies– Project Life Cycle and Strategies – Technology Selection and its Strategies Aspects –#Technology Change Management#.

UNIT - III (12 Hours)

Knowledge Management and IT Strategies – IT Strategies and Knowledge Management Road Map – Role of Knowledge Management in IT Strategies for IT Companies – *Knowledge Industry and Knowledge Workers* – #IT Strategic Services, Product and Consulting#.

UNIT - IV (12 Hours)

Role of IT in Non-IT Companies – IT Investment Decision – Measurement of IT –Strategies for Operations and Production Management – IT for Business Performance Management - Technology Selection and Learning Methodologies– Strategic Importance of IT and ROI on IT Investment –#IT-enabled Business Models and Security Aspects of IT Strategy#. – IT strategies in Specific Scenarios.

UNIT – V (12 Hours)

IT Strategy Implementation – IT Strategy Implementation and Competitive Advantage– IT Strategy Implementation and Leadership – Implementation of an IT Innovation Strategy – IT Strategy Implementation for Differentiation – IT Strategy and Specialization – #Staffing-related IT Strategies# - IT Strategy Audit.

#... # Self study portion

***... * SWAYAM Course Content (Knowledge Management , IIT Kharagpur)**

Text books:

T.B. 1 - Parag Kulkarni and Pradip K.Chandle, IT Strategy for Business, Oxford University Press, 2008

T.B. 2 - Sunil Gupta, Driving Digital Strategy: A Guide to Reimagining Your Business, Harvard Business University, 2018

Unit I- Chapter 1,3	T.B.-1 Chapters 1, 2	T.B.-2
Unit II – Chapter 4,	T.B -1 Chapter 5	T.B.-2
Unit III – Chapter 6,	T.B.-1 Chapter 12	T.B.-2
Unit IV – Chapter 7,8	T.B.-1 Chapter 9	T.B.-2
Unit V - Chapter 9, T.B.-1	Chapter 11	T.B.-2

Books for Reference:

1. Sanjiva Shankar Dubey, IT Strategy and Management, Fourth edition, PHI Learning, 2018.
2. Amrit Tiwana, IT Strategy for Non-IT Managers – Becoming an Engaged Contributor to Corporate IT Decisions, The MIT Press, 2017.
3. Simon Kingsnorth, Digital Marketing Strategy, Second Edition, Kogan Page Ltd, USA, 2019.

Web Reference

- <https://nptel.ac.in/courses/110/105/110105076/>

Course Outcomes: On completion of this course, the students will be able to;

CO 1: Differentiate IT strategies and Business Strategies.

CO 2: Develop IT strategies for startup product companies.

CO 3: Integrate the principles of KM in IT strategy development.

CO 4: Design IT strategies for Non- IT companies

CO 5: Devise IT strategies for achieving differentiation and Competitive Advantage.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits			
III	20MBA3DED2	IT Strategy for Business					4	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	✓	✓	✓			✓	✓	✓	✓	✓	
CO2	✓		✓	✓	✓	✓		✓	✓		
CO3		✓	✓	✓	✓	✓	✓	✓		✓	
CO4		✓		✓	✓		✓	✓	✓	✓	
CO5	✓		✓		✓	✓	✓		✓	✓	
Number of Matches= 37, Relationship : High											

Prepared by:

1. Dr. U. Syed Aktharsha

Checked by:

1. Dr. S. Thilagavathy

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III: DISCIPLINE SPECIFIC ELECTIVE
MODERN DATABASE MANAGEMENT SYSTEM**

Course Code : 20MBA3DED3
Hours/week : 4
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I

(12 Hours)

Overview of Database - DBMS – RDBMS - Introduction to Oracle – * SQL: Introduction – DDL – DML – TCL – DQL – DCL *- Data Types - SQL Commands: Create, Insert, Commit, Select, Alter, Update, Rollback, Save point, Delete, Truncate, Drop, Grant, Revoke; - #Locks in Oracle#.

UNIT - II

(12 Hours)

Operators: Arithmetic Operators– Comparison Operators – Logical Operators; SQL Functions: Date functions – Numeric functions – Character functions – Conversion functions– #Miscellaneous Single-Row functions # - Group Functions.

UNIT - III

(12 Hours)

Concept of Joins: Simple Join - Equi join, Non-Equi Join, Self-Join, Outer Join; # Set operators: Union- Union all –Minus – Intersect #; Sub Queries: Multiple Sub Queries - Implementation of Constraints; Building a Report in SQL* PLUS.

UNIT- IV

(12 Hours)

PL / SQL: Introduction –Architecture - PL / SQL blocks - Date types – # Attributes of PL/SQL # - Advantages of PL/SQL - Basic Programs in PL/SQL – Control Structures ; Data base triggers: Syntax – Parts of Triggers – Types of Triggers- Enabling and Disabling Triggers - Dropping Triggers;

UNIT - V

(12 Hours)

Procedures in PL/SQL: Definition - Implementation - Execution; Functions in PL/SQL: MAX –MIN-SORT-COUNT –SUM - AVERAGE – Factorial Function; Exceptions: User defined Exceptions and pre-defined Exceptions;

#... # Self-study portion

***...* SWAYAM Course Content (Database and Content Organization, IGNOU, New Delhi)**

Text books:

T.B -1: George Koch and Kevin Loney, ORACLE9i, The complete reference, TMH, New Delhi, 2002.

T.B -2: P.S. Deshpande, SQL & PL / SQL for Oracle 10g, Dreamtech Press, 2009.

Unit I – Chapters 1, 3, 15, 18, 19	T.B -1;	Chapters 1,5,38	T.B.-2
Unit II – Chapters 3,7,8,9,10,11,16	T.B -1;	Chapter 3	T.B.-2
Unit III – Chapters 6, 12, 14,	T.B -1;	Chapters 2, 10, 13, 14,	T.B.-2
Unit IV – Chapters 27, 28	T.B -1;	Chapters 21, 22, 23, 24, 33	T.B- 2
Unit V – Chapter 29	T.B -1;	Chapters 30, 31	T.B.-2

Books for Reference:

1. Andrew Iгла, SQL/PL/SQL/ORACLE, Xlibris Publishing, 2016.
2. Bill Pribyl and Steven Feuerstein, Oracle PL/SQL Programming, Sixth Edition, O'Reilly Media, 2014.
3. Jason Price, Oracle Database 12c SQL, Oracle Press, 2013.
4. John Casteel, Oracle 11g : PL/SQL Programming, Second Edition, Cengage Learning, 2013.
5. Diana Lorentz and Joan Gregoire, Oracle Database SQL Reference 10g Release, Oracle Corporation, 2003.

Web References:

- https://onlinecourses.swayam2.ac.in/nou20_ib03
- www.oracletutorial.com
- https://www.tutorialspoint.com/plsql/plsql_tutorial.pdf
- <https://www.techonthenet.com/oracle/index.php>
- https://livesql.oracle.com/apex/livesql/file/tutorial_D39T3OXOCOQ3WK9EWZ5JTJ_A.html
- <https://www.computer-pdf.com/exercises/oracle-11g-plsql>

Course Outcomes: On completion of this course, the students will be able to;

CO1: Explore the basic concepts database system and Write SQL Queries for a given scenario.

CO2: Perform mathematical and logical manipulations using SQL operators and SQL functions.

CO3: Define constraints for data base and create reports in SQL*PLUS for decision making.

CO4: Create and manipulate database using the PL/SQL programs and Triggers.

CO5: Implement PL/SQL procedures and functions for database manipulation.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper	Hours	Credits						
III	20MBA3DED3	Modern Database Management System	4	4						
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓				✓	✓	✓	✓	✓
CO2	✓		✓	✓	✓	✓		✓	✓	
CO3		✓	✓	✓	✓	✓	✓	✓		
CO4		✓		✓	✓		✓	✓	✓	✓
CO5	✓		✓		✓	✓	✓		✓	✓
Number of Matches= 35, Relationship : High										

Prepared by:

1. Dr. U. Syed Aktharsha

Note:

Checked by:

1. Dr. G. Sivanesan

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III: DISCIPLINE SPECIFIC ELECTIVE
INFORMATION TECHNOLOGY MANAGEMENT**

Course Code : 20MBA3DED4
Hours/week : 4
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

Unit I **(12 Hours)**
Business in digital times: Business process management and management, Business process management, Power of competitive advantage, Enterprise technology trends. Data Governance and IT architecture: Information Management, #Enterprise Architecture and Data Governance#.

Unit II **(12 Hours)**
Data Management systems, Data Warehousing, Big Data Analytics, Data and Text mining, Business Intelligence, #Electronic record Management#.

Unit III **(12 Hours)**
Data network, IP addresses, Wireless Networks and Mobile Infrastructure, Collaboration and Communication technologies. Cyber threats, #Cyber risk management and cloud security#.

Unit IV **(12 Hours)**
Search technology for business success, Social web, Social networking, and Engaging consumers with Blogs, #Retailing technologies#, Mobile commerce and financial services

Unit V **(12 Hours)**
Business challenges at all management levels – Manufacturing, Production, Transportation Management System – #Human Resource# Systems, Compliance, and Ethics – Aligning IT and Business Strategy.

Self-study Portion

Text Books:

TB1 : Efraim Turban, Linda Volonino, Gregory R. Wood, Information Technology for Management - Digital Strategies for Insight, Action, and Sustainable Performance, 10th Edition, Wiley Publication, 2019.

TB2 : Paul Bocij, Andrew Greasley and Simon Hickie, Business Information Systems Technology, Development and Management for the E-Business, 5th Edition Pearson Edition, 2014

Unit I :	Chapter I, II	- TB 1
	Chapter III	- TB 2
Unit II :	Chapter III, IV	- TB 1
	Chapter IV	- TB 2
Unit III :	Chapter V	- TB 1
	Chapter V	- TB 2
Unit IV :	Chapter VI, VII	- TB 1
Unit V :	Chapter IX, X, XII	- TB 1
	Chapter XVII	- TB

Books for Reference:

1. Kenneth C. Laudon, Jane P. Laudon, Management Information Systems: Managing the Digital Firm, 16 Edition, Pearson Publication, 2019.
2. Maria Manuela Cruz-Cunha, Enterprise Information Systems Design, Implementation and Management: Organizational Applications, 1st Edition, Information Science Reference, 2010.
3. Waman S. Jawadekar, Management information systems : Text and Cases : A Global Digital Enterprise Perspective, 5th Edition, McGraw Hill Education (India), 2015.

Course Outcomes: After taking this course the students will be able to

- CO 1. Thorough Update of information technology management used in Business Organizations
- CO 2. Understanding managerial aspects to use information technology effectively and efficiently
- CO 3. Capability to integrate related aspects of information technology
- CO 4. Develop view of IT management for all types and size of organization
- CO 5. Understand IT management as an independent and important field of work

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code		Title of the Paper			Hours	Credits			
III	20MBA3DED4		Information Technology Management			4	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CO2	✓		✓	✓	✓	✓	✓		✓	✓
CO3	✓	✓	✓		✓	✓	✓	✓	✓	
CO4		✓	✓		✓		✓			✓
CO5	✓	✓		✓		✓		✓	✓	
Number of Matches= 36, Relationship : High										

Prepared by:

1. Dr.G. Sivanesan

Checked by:

1.Dr.U. Syed Aktharsha

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III: DISCIPLINE SPECIFIC ELECTIVE
DATA MINING**

Course Code : 20MBA3DED5
Hours/week : 4
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT I (12 Hours)

Data mining, Text mining, Web mining, Spatial mining, Process mining, BI process- Private and Public intelligence, # Strategic assessment of implementing BI#

UNIT II (12 Hours)

Data ware house – characteristics and view - OLTP and OLAP - Design and development of data warehouse, # Meta data models, Extract/ Transform / Load (ETL) design#

UNIT III (12 Hours)

Regression and correlation; Classification- Decision trees; clustering –Neural networks;
Market basket analysis#

UNIT IV (12 Hours)

Web Mining and Text Mining : Web Mining, Web Content, Structure, Usage Mining, Text Mining and #Sentimental Analysis#.

UNIT V (12 Hours)

Advances in Data mining - Graph Mining, Temporal Data Mining, Spatial Data Mining, Distributed Data Mining, Privacy, Security, and #Legal Aspects of Data Mining#.

Self study portion

*** Swayam Course Content : Data Mining – St.John’s College, Palayamkottai**

Text Books:

TB 1 : Jiawei Han, Micheline Kamber, Jian Pei, Data Mining Concepts and Techniques, 3rd Edition, Morgan Kaufmann Publishers, Elsevier, 2016

TB 2 : Data Mining Concepts, Models, Methods, and Algorithms, Mehmed Kantardzic, 3rd Edition, IEEE Press, WILEY Publication, 2020

Unit I :	Chapter I, II, III	T.B 1
Unit II :	Chapter IV	- T.B 1
Unit III :	Chapter XIII	- T.B 1
Unit IV:	Chapter XI	- T.B 2
Unit V:	Chapter XII	- T.B 2

Books for Reference:

1. Galit Shmueli, Peter C. Bruce, Inbal Yahav, Nitin R. Patel, Kenneth C. Lichtendahl, Jr, Data Mining, For Business Analytics, Concepts, Techniques, and Applications in R, 1st Edition, WILEY Publication, 2018.
2. Bruce, Peter C., Patel, Nitin Ratilal, Shmueli, Galit, Stephens, Mia L., Data mining for business analytics : concepts, techniques, and applications, 1st Edition, John Wiley & Sons, 2017.
3. Bruce Ratner, Statistical and Machine-Learning Data Mining, Third Edition: Techniques for Better Predictive Modeling and Analysis of Big Data, 3rd Edition, CRC Press, 2017.
4. Yong Yin, Ikou Kaku, Jiafu Tang, JianMing Zhu, Data Mining: Concepts, Methods and Applications in Management and Engineering Design, 1st Edition, Springer-Verlag London, 2011

Course Outcomes: After taking this course the students will be able to

- CO1. Understand the functionality of the various data mining and data warehousing component
 CO2. Appreciate the strengths and limitations of various data mining and data warehousing models
 CO3. Explain the analyzing techniques of various data
 CO4. Describe different methodologies used in data mining and data ware housing
 CO5. Compare different approaches of data ware housing and data mining with various technologies.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code		Title of the Paper			Hours	Credits			
III	20MBA3DED5		Data Mining			4	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓	✓	✓	✓	✓	✓		✓
CO2	✓		✓	✓	✓	✓		✓	✓	
CO3		✓	✓		✓	✓	✓	✓	✓	✓
CO4	✓	✓	✓	✓	✓		✓			✓
CO5	✓	✓		✓		✓		✓	✓	
Number of Matches= 37, Relationship : High										

Prepared by:

Checked by:

1. Dr.G. Sivanesan

1.Dr.U. Syed Aktharsha

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III: DISCIPLINE SPECIFIC ELECTIVE
INVENTORY MANAGEMENT**

Course Code : 20MBA3DEE1
Hours/week : 4
Credit : 4

Max Marks:100
Internal Marks: 25
External Marks: 75

UNIT - I

(12 Hours)

Introduction - Operations Planning - Aggregate Production Plan – Chase Production Strategy - Level Production Strategy - Mixed Production Strategy. MPS - Dependent & Independent Demand - Bill of Materials - #Overview of MRP & MRP II#. Material Requirements Planning in Manufacturing Planning and Control. Record Processing. Technical Issues. Using the MRP, JIT Systems. System Dynamics. Determining Order Quantities. Buffering Concepts. Nervousnes.

UNIT - II

(12 Hours)

An Overview, Objectives, Evolution, Strategies, types, Functions of Inventory, Special Applications of EOQ Approaches – Adjusting Simple EOQ Model for Modal Choice Decision - Adjusting Simple EOQ Model for Volume Transportation Rates - #Adjusting Simple EOQ for Private Carriage#.

UNIT - III

(12 Hours)

Managing Inventory Investment – Three V Model of Inventory Management - Achieve Perfect Record Integrity - Improve Product Forecasting - Standardize and Simplify Product Design - Leverage Companywide Purchase Volume - Use Suppliers for On-Site Inventory Management - Develop SC Planning Systems and Support Structure - #Demand Pull Approach to Manage Inventory#.

UNIT - IV

(12 Hours)

Environmental Aspects of Storage. Explosive Storage - Petroleum Act - Storage of Explosive – Precautions During Loading - Unloading - Storage - Transportation & Usage - Gas Cylinder Rules - Fire and Other Hazards & Precautions For Mitigation - Cross Contamination & Hygiene Precaution In Case of Chemicals & Pharmacy Food Storage Material - Hazardous Waste Storage and Management – #Storage and Disposal Methods and Legal Compliance#.

UNIT - V

(12 Hours)

Creating the Lean SC – JIT Purchasing - JIT Transportation and JIT Production. Kanban - #VMI#. Inventory carrying cost - Inventory holding cost – Profitability - *Modern trends in Inventory MRP- JIT*- EOQ FIFO - LIFC- ABC analysis - Weighted average Methods, Lead time analysis, Standardization and Variety reduction.
#.....# **Self Study portion**

..... **Swayam Course Content-** Operations Management Dr. Inderdeep Singh Department of Mechanical & Industrial Engineering Indian Institute of Technology, Roorkee.

Text Books:

T.B-1: **Waters, Donald. *Inventory control and management. John Wiley & Sons, 2017.***
T.B-2: Muller, M. "Essentials of Inventory Management (2nd Edition)." *Book Division of American Management Association* (2011)

UNIT I: Chapter I – T.B -1 Chapter VIII T.B – 2

UNIT II: Chapter III T.B -2

UNIT III: Chapter IX T.B -1

UNIT IV: Chapter II T.B -1

UNIT V: Chapter X – T.B -1, Chapter V T.B – 2

Books for Reference:

1. Muller, Max. *Essentials of inventory management*. HarperCollins Leadership, 2019. Bose, D. Chandra. *Inventory management*. PHI Learning Pvt. Ltd., 2006.
2. Richards, Gwynne. *Warehouse management: a complete guide to improving efficiency and minimizing costs in the modern warehouse*. Kogan Page Publishers, 2017.
3. Narasimhan, Seetharama L., Dennis W. McLeavey, and Peter Billington. *Production planning and inventory control*. Pearson College Division, 1995.,
4. Hompel, Michael, and Thorsten Schmidt. *Warehouse management: automation and organisation of warehouse and order picking systems*. Springer Science & Business Media, 2006.
5. Chandrasekaran, Nagarajan. *Supply chain management: Process, system, and practice*. Oxford University Press, 2010.

Course Outcomes: After taking this course the students will be able to

CO1: Understand on the basic concepts of Inventory.

CO2: Get ideas on inventory and delivery.

CO3: Gain a deep insight on Product Forecasting

CO4: Study about environmental Aspects of Storage

CO5: Gain awareness on modern trends in Inventory Management.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits				
III	20MBA3DEE1	Inventory Management					4	4				
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5		
CO1	✓	✓	✓	✓			✓		✓			
CO2	✓	✓		✓			✓		✓	✓		
CO3	✓		✓		✓	✓	✓	✓	✓			
CO4	✓		✓	✓	✓		✓	✓		✓		
CO5		✓	✓	✓	✓	✓	✓	✓	✓	✓		
Number of Matches= 35, Relationship : High												

Prepared by:

Checked by:

Dr.A.Jainullabdeen

Mr. M.Sabeerdeen

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III: DISCIPLINE SPECIFIC ELECTIVE
STRATEGIC LOGISTICS MANAGEMENT**

Course Code : 20MBA3DEE2
Hours/week : 4
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I

(12 Hours)

Definition and Scope of Logistics - Functions & Objectives - Customer Value Chain - Service Phases and attributes - Value added logistics services –*Integrating logistics into supply chain* - Role of logistics in Competitive strategy - #Customer Service#.

UNIT - II

(12 Hours)

Warehousing Functions - Types - Site Selection - Decision Model - Layout Design - Costing - * Material management v/s physical distribution, cost centers, nodes v/s links, logistics channel,* Material Handling Equipment and Systems - Role of Material Handling in Logistics - Automated Material Handling - Material Storage Systems - Principles - Benefits - Methods - #ASRS#.

UNIT – III

(12 Hours)

Transportation System - Evolution - Infrastructure and Networks - Freight Management - Vehicle Routing - Forms for Inbound and out bound logistics - Modal Characteristics - Packaging - Design considerations - Material and Cost - Packaging as Unitization - #Consumer and Industrial Packaging#.

UNIT - IV

(12 Hours)

Performance Measurement - Need - System - Levels and Dimensions - Internal and External Performance Measurement - Total Logistics Cost - Concept - Accounting Methods - Cost - Identification - #Time Frame and Formatting#.

UNIT – V

(12 Hours)

Logistics Information Systems - Need - Characteristics and Design - E Logistics - Structure and Operation - Logistics Resource Management - e-LRM - Automatic Identification Technologies - #Global Logistics - Operational and Strategic Issues - Ocean and Air Transportation# - * Green Logistics.*.

#....#Self study portion

***....* NPTEL: Logistics and Supply Chain Management, IIT Kharagpur,**

Text Books

TB.1: Coyle, Bardi, Langley The Management of Business Logistics , Cengage Learning
India Ed, 7th Edition, 2013

TB.2: Donald Waters, Palgrave An Introduction to SCM , Macmillan, 1st Edition 2018

UNIT I: Chapter I – Chapter II **T.B – 1**

UNIT II: Chapter IV **T.B -1**

UNIT III: Chapter VI **T.B -2**

UNIT IV: Chapter XIX- Chapter XX **T.B -2**

UNIT V: Chapter V **T.B – 2**

Books for Reference:

1. Bowersox, D. and Closs, D. “Logistical Management: The Integrated Supply Chain Process”, Tata McGraw Hill, 1st Edition, New Delhi, 2010.
2. Vinod V. Sople. “Logistics Management”, Pearson Education, 3rd Edition, New Delhi, 2012.
3. Dixit Garg, Sunil Luthra, Sachin K Mangla, Supply Chain and Logistics Management 2020 Hardcover, New Academic Science.

Web Reference:

- <https://www.edx.org/course/supply-chain-fundamentals-mitx-ctl-sc1x-2>
- <https://www.mooc-list.com/tags/supply-chain-logistics>

Course Outcomes: After taking this course the students will be able to

CO1: Ability to understand the scope, functions and objectives of logistics to solve managerial issues.

CO2: Apply the knowledge of distribution channels and outsourcing logistics on achieving value proposition to the organization.

CO3: Analyze the importance of transportation and packaging and its effect on consumer and industry.

CO4: Evaluate the performance of logistic functions in an organization.

CO5: Execute logistics desires of a company from a global perspective.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits				
III	20MBA3DEE2	Strategic Logistics Management					4	4				
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5		
CO1	✓	✓	✓	✓	-	✓	✓	-	✓	✓		
CO2	✓	✓	✓	✓	✓	✓	-	✓	✓	✓		
CO3	✓	✓	✓	✓	✓	-	✓	✓	✓	✓		
CO4	-	✓	✓	-	✓	✓	✓	-	✓	✓		
CO5	-	-	✓	✓	✓	✓	-	✓	-	-		
Number of Matches= 38, Relationship : High												

Prepared by:

Checked by:

1. Dr. S.Thilagavathy

1. Mr. J.Armaan Salik

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III: DISCIPLINE SPECIFIC ELECTIVE
MATERIAL FLOW MANAGEMENT**

Course Code : 20MBA3DEE3
Hours/week : 4
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I (12 Hours)

Materials flow – Introduction – the Importance - Forward & Reverse SC - Product - Services - Information - Funds – Demand, Demand Management - #Forecast flows in Upstream & Downstream direction #

UNIT - II (12 Hours)

Transport functionality - Principles - Mode Selection criteria - Transportation Service Levels - #Transportation Economics and Pricing #– economic drivers - costing - carrier pricing g strategy. Transport Administration – operational management - consolidation - negotiation - control - Documentation – L/R - B/L - AWB - IGM

UNIT - III (12 Hours)

Order Management and Customer Service - Warehousing economic benefits - service benefits. Warehousing Operations - handling - storage. Warehouse Ownership Arrangements - Warehouse Decisions – site selection - design - product mix analysis - expansion - material handling - layout - #Warehouse Management System#

UNIT - IV (12 Hours)

Materials Flow patterns Packaging Perspectives - Packaging for Materials Handling Efficiency – package design - unitization - communication. Material Handling – basic considerations - mechanized systems - semi-automated - automated Systems - information directed Systems - #special handling considerations# Supply Chain Technology – Managing Information Flows.

UNIT - V (12 Hours)

Goods and Services Tax – Overview – Various Types – and Implications of Goods and Services Tax (GST) - Motor Vehicles Act - Strategic Challenges and Change for Supply Chains – Global Dimensions of Supply chains.

#...#Self-study portion

***...* NPTEL Course Content:** Operations Management, Indian Institute of Technology (IIT) Roorkee.

Text Books:

TB 1: C. John Langley, Jr., Robert A. Novack, Brian J. Gibson, John J. Coyle, Supply Chain Management: A Logistics Perspective, 11th Edition.

TB 2: Coyle, Langley, Gibson, Novack, Bardi, Supply Chain Management : A Logistics Approach, India Edition, Cengage Learning - 2009

UNIT I : Chapter 7 – TB 1, Part 3, Chapter 4 - TB 2

UNIT II : Chapter 11 – TB 1, Part 3, Chapter 10- TB 2

UNIT III : Chapter 8 – TB 1

UNIT IV : Chapter 14 – TB 1

UNIT V : Chapter 15 – TB 1, Part 2, Chapter 3 - TB 2

Books for Reference:

1. Bernd Wagner, Stefan Enzler, Material Flow Management: Improving Cost Efficiency and Environmental Performance (Sustainability and Innovation), Physical Verlag, 2005
2. John Mentzer, Fundamentals of SCM Twelve drivers of competitive advantage, Sage Publication, 2004.
3. Ronald Ballou, Business Logistics/Supply Chain Management, 5th Edition, Pearson Education, 2004.
4. Peter Heck, Material Flow Management: Systems, Technology and Finance for a Sustainable Future, Springer Berlin Heidelberg, 2016.

Course outcomes: After taking this course the students will be able to

CO1: Understand flow of materials in a supply chain practice.

CO2: Apprehend the role of transportation and warehouse management

CO3: Understand the essentials of packaging and Materials handling from Logistics point of view.

CO4: Know the Government statutory requirements related to logistics management

CO5: Demonstrate linkages between concepts and practical application of managing material flow in supply chains.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits				
III	20MBA3DEE3	Material Flow Management					4	4				
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5		
CO1	✓	✓	✓	✓	-	✓	✓	-	✓	✓		
CO2	✓	✓	✓	✓	✓	✓	-	✓	✓	✓		
CO3	✓	✓	✓	✓	✓	-	✓	✓	✓	-		
CO4	-	✓	✓	-	-	✓	✓	-	✓	✓		
CO5	-	-	✓	✓	✓	✓	-	✓	-	-		
Number of Matches= 36, Relationship : High												

Prepared by:

Checked by:

1. M. Sabeerdeen

1. Dr. S. Dawood Ali

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III: DISCIPLINE SPECIFIC ELECTIVE
ESSENTIALS OF SUPPLY CHAIN MANAGEMENT**

Course Code : 20MBA3DEE4
Hours/week : 4
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I

(12 Hours)

Supply Chain in Day-to-Day Life, Evolution and Landmarks, Supply Chain Management, Logistics and SCM, Value Chain, Value System and Supply Chain, Supply Chain Macro Processes, Interface of Technology, Process, and People in Supply Chain, #Supply chain examples#.

UNIT - II

(12 Hours)

Structure of a Supply Chain, Push-based Supply Chain, Managerial Levers for Achieving Cost-Efficient Supply Chain, Commodity and Cost-centric Supply Chain, Pull-based Supply Chain, #Agile Supply Chain#, Virtual Organization - Pull-centric, Trade-off between Push and Pull Strategies, Identifying Appropriate Push and Pull Strategy.

UNIT-III

(12Hours)

Role of Supply Chain Managers, Variety of Roles in Supply Chain, Horizon of People and Organizational Issues in SCM, Corporate Size, Business Complexity, Ownership Pattern, and Impact on Decision Making Intra-organization Decision Making Versus Outsourced Supply Chain, Linking Strategic Supply Chain Decisions with Corporate Strategies, #SBU-Level Strategies#, Functional-Level Strategies, Nature of Strategic Decisions Involving Supply Chain Drivers

UNIT - IV

(12 Hours)

Role and Relevance, Supply Chain Drivers and Supply Chain Performance, Facilities and SCM, Inventory and SCM, Transportation and SCM, Information and SCM, Sourcing and SCM, #Pricing and SCM#, Balancing the Configuration of Drivers and Strategic Focus, #Trade-offs in Designing Supply Chain Drivers, Metrics of Supply Chain#.

UNIT - V

(12 Hours)

Tierization of Suppliers, Reverse Logistics, Vendor-managed Inventory, Milk Run System, Bar Coding, Hub and Spoke Concept, Trends in Use of Third-party Logistics Providers, Fourth-party Logistics Providers, Postponement Strategy, Cross-docking, Drop-shipping, Risk-pooling, Trans-shipment, Radio Frequency Identification, #Lean Operations Techniques#, *Overview of SCOR model, Overview of Green Supply Chain.*

#.....#Self-study portion

***.....*Swayam Course Content – Dr. P. Chitramani, Avinashilingam Institute for Home Science and Higher Education for Women, Coimbatore**

Text Books:

TB 1: Donald Bowersox and David Closs and M. Bixby Cooper, ‘Supply Chain Logistics Management’, 5th Edition, Tata McGraw Hill Education, New York.US. 2017

TB 2: F. Robert Jacobs and Richard Chase, Operations and Supply Chain Management, 16th Edition, 2020

Book for Reference:

1. W. C. Benton, ' Purchasing and Supply Chain Management' - 4th Edition,Sage Publications , USA. 2020.
2. Chandrasekaran.N, “ Supply Chain Management: Process, System and Practices”, Oxford Press, New Delhi, 2010
3. Sunil Chopra, Peter Meindl and D.V. Kalra. “Supply Chain Management: Strategy, Planning, and Operation”, Pearson Education, 5th Edition, New Delhi, 2013.

Unit – I	Chapters 1,2,3	- T.B 1
Unit – II	Chapter 2	- T.B 2
Unit – III	Chapters 4, 5, 6, 7,8 & 14	- T.B 1
Unit – IV	Chapters 3,6 & 8	- T.B 1
Unit – V	Chapters 10, 14, 16 & 18	- T.B 2

Course Outcome: After taking this course the students will be able to

CO 1. Recognize the process of supply chain and apply it in real business situation.

CO 2. Display specialised technical, analytical and creative skills which are fundamental to Problem solving and decision making.

CO 3. Identify the fundamental theories and concepts and methods that inform supply chain management within a variety of organisational settings and in a variety of disciplines

CO 4. Apply Supply Chain Drivers to Improve the Performance of Supply Chain Enhance knowledge

CO 5. Develop corporate procurement and logistics management strategy in line with the corporate strategic objectives and goals and be able to negotiate contracts effectively

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits		
III	20MBA3DEE4	Essentials of Supply Chain Management					4	4		
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓		✓	✓		✓			✓	✓
CO2		✓	✓		✓	✓	✓	✓	✓	✓
CO3	✓	✓	✓	✓	✓	✓	✓	✓		✓
CO4	✓	✓		✓	✓	✓	✓	✓	✓	
CO5			✓	✓	✓		✓	✓	✓	
Number of Matches= 37, Relationship : High										

Prepared By:

1. Dr.A.S.Thoufiq Nishath

Note:

Checked By:

1.Mr.A.Jainullabdeen

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III: DISCIPLINE SPECIFIC ELECTIVE
VENDOR MANAGEMENT**

Course Code : 20MBA3DEE5
Hours/week : 4
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I

(12 Hours)

Purchasing Objectives – Responsibilities of Purchasing – Types of Purchases – Improving Purchase Process – Purchasing Procedures - Policy Overview– Advantages & Disadvantages of Policies – Role & conduct of Purchasing - Buyer-Supplier Relationship - #Operational Issues #- Ethical considerations in Purchasing- *procurement*

UNIT - II

(12 Hours)

Purchase Function Position within the Organization Structure- Factors affecting Purchasing's Position - Reporting of Purchasing function - Organizing of Purchasing – Separating Operational & Strategic Purchasing - Advantages & disadvantages of centralized - decentralized Purchasing - #Hybrid Purchasing Structure#

UNIT - III

(12 Hours)

Linking Purchasing and Corporate Strategy - Translating Corporate Objectives into Purchasing Goals - Purchasing Strategy Development Process – Types of Purchasing Strategies – Supply Base Optimization – Critical Role of In-sourcing/Outsourcing - The In-sourcing/ Outsourcing Decision Process - Make or Buy - Supplier Evaluation and Selection Process- Identifying key sourcing requirements - #Evaluation and Selection – Key Supplier Evaluation Criteria#

UNIT - IV

(12 Hours)

Overview of Supplier Quality Management–Factors Affecting Purchasing's Role in Managing Supplier Quality – Supplier Quality Management using Total Quality Perspective - #Defining Quality in Terms of Customers and their Requirements – Pursuing Quality at the Source #

UNIT – V

(12 Hours)

The negotiation, Process -Preparation - Establishing the Objectives – Dynamics of Negotiation - Phases in face-to-face negotiation - Negotiation Techniques– traditional - collaborative – price analysis – cost analysis. Types of Contracts– Fixed Price – Cost based/Indexation – Long term - Short term. Consideration when selecting contract types – How to write a Contract. Essential elements of Contract – Purchase Order (P.O) - #Difference between P.O& Contract#

#...#Self-study portion

***...* SWAYAM Course Content:** Supply Chain Management, Avinashilingam Institute for Home Science and Higher Education for Women

TEXT BOOKS:

- TB 1:** Monczka, Trent, Handfield, Purchasing & Supply Chain Management, 3rd Edition, Thomson South Western, 2011
TB 2: Lyons and Farrington, Purchasing & Supply Chain Management, Pearson Education, 2010

UNIT I : Part 1, Chapter 1 – TB 1, Part 1 – TB 2

UNIT II : Part 2, Chapter 2 – TB 1

UNIT III : Part 3, Chapter 7 – TB 1, Part 3.2– TB 2

UNIT IV : Part 3, Chapter 8– TB 1

UNIT V : Part 4, Chapter 13– TB 1

Books for Reference:

1. Dobler, Burt, Purchasing & Supply Chain Management, 6th Edition, TMGH.
2. Tonya Boone and Ram Ganeshan, New Directions in Supply Chain Management: Technology & Strategy Implementation, Jaico Publishing, 2007
3. Boyer, Forhlich and Hult, Extending the Supply Chain, 3rd Indian Reprint, PHI, 2009
4. Webster and Wind, Organizational Buying Behaviour, Prentice Hall- 1972
5. Jonathan O'Brien, Category Management in Purchasing: A Strategic Approach to Maximize Business Profitability, Kogan Page, 2019.

Course Outcomes: After taking this course the students will be able to

CO1: Understand purchasing process - policy and procedures.

CO2: Aware basic terminology and supply chain operations in the context of today's business environment.

CO3: Know the role and function of purchasing and sourcing management.

CO4: Realize the importance of purchasing and sourcing management in modern day business.

CO5: Assimilate supplier quality management.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits				
III	20MBA3DEE5	Vendor Management					4	4				
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5		
CO1	✓	✓	✓	✓		✓	✓		✓	✓		
CO2	✓	✓	✓	✓	✓	✓		✓	✓	✓		
CO3	✓	✓	✓	✓			✓	✓	✓			
CO4		✓	✓			✓	✓		✓	✓		
CO5			✓	✓	✓	✓		✓				
Number of Matches= 35, Relationship : High												

Prepared by:

Checked by:

1. Mr. M. Sabeerdeen

1. Dr.A.S.Thoufiq Nishath

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III: DISCIPLINE SPECIFIC ELECTIVE
INNOVATION AND STARTUP**

Course Code : 20MBA3DEF1
Hours/week : 4
Credit : 4

Max Marks : 100
Internal Marks: 25
External Marks: 75

UNIT – I (12 Hours)

Innovation – Innovation Management – Drivers of innovation – Industry evolution – Market evolution – Diffusion of innovators – open innovation – Business model innovation.

UNIT – II (12 Hours)

Service innovations – Services and the economy – Generic characteristics of service innovation – characteristics by sector – Innovative strategy – Innovation strategy and customer satisfaction – Value innovation and blue ocean strategy – #Strategy and open innovation#

UNIT – III (12 Hours)

People culture and organization in innovation – Innovative culture – People management and innovation – Team structure and innovation – Leadership and innovation management.

UNIT – IV (12 Hours)

Ideation – Factors affecting ideation – Generating innovative ideas – Idea assessment tools – Idea assessment procedure – Idea validation – Idea validation platform, validating the best idea – Idea execution.

UNIT – V (12 Hours)

#Financing# - Fund raising & valuation - Pitching – Pitching ways –Term sheets # Assessing the performance – Making the change.

#.....#Self study portion.

***....* Startup India course content – Learning and Development**

Text Books:

TB - 1 : Keith Goffin and Rick Mitchell, Innovation management, 3rd edition, Palgrave Publication, 2017.

TB - 2: Mark Dodgson, David M. Gann, Nelson Phillips, The Oxford hand book on Innovation Management Oxford University Press – 2014.

Unit I - Chapter 1,2 **T.B 1**, Chapter 1,2 **T.B 2**,

Unit II - Chapter 3,4**T.B 1**

Unit III - Chapter 8,9. **T.B 1**, Chapter 1,2 **T.B 2**,

Unit IV - Chapter 4,5, **T.B 2**.

Unit V - Chapter 9 **T.B 2**.

Books for References:

1. Pankaj Goval, Before you startup, fingerprint publishing, 2017.
2. Bill Aulet, Disciplined Entrepreneurship, 1st edition, Wiley, 2013.
3. Eric Ries, The lean startup, Penguin UK, 2013.

Web References:

- https://www.startupindia.gov.in/content/dam/investindia/Templates/public/state_startup_policies/Tamil_Nadu_Startup_Policy.pdf
- <https://www.ediindia.org/>
- <https://www.editn.in/tnsi/InnovatorUsers/login>

Course Outcomes: After taking this course the students will be able to

CO1: Analyze and innovate new products with present market scenario through business model innovation.

CO 2: Experiment service innovations by sector and frame strategies in respect to the Environment.

CO 3: Identify the innovative culture to get success in the experimentation processes.

CO 4: Ability to ideate, Assess, Validate and execute the ideas for Successful start up.

CO 5: Make changes by assessing the performance of the startup.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits				
III	20MBA3DEF1	Innovation and Startup					4	4				
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5		
CO1	✓	✓	✓	✓	✓		✓	✓	✓	✓		
CO2		✓	✓	✓	✓	✓	✓	✓	✓	✓		
CO3	✓	✓		✓	✓	✓	✓	✓	✓	✓		
CO4	✓		✓	✓	✓	✓	✓	✓	✓	✓		
CO5	✓		✓	✓	✓	✓	✓	✓	✓	✓		
Number of Matches= 35, Relationship : High												

Prepared by:

1 . Dr. G. Saifudeen

Checked by:

1.Dr.A.S.Thoufiq Nishath

2. Dr.A.Jainullabdeen

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III: DISCIPLINE SPECIFIC ELECTIVE
PROJECT MANAGEMENT**

Course Code : 20MBA3DEF2
Hours/week : 4
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT I

(12 Hours)

Introduction to Project Management – Definition - Characteristics of project - Project Success - Types of Organisation Structure - Project Management Office - Stakeholders Management - Types of Projects and Project Life Cycle - Project Life Cycle Phases and Project Proposal - Steps in defining the projects #Roles and responsibilities of project manager#.

UNIT II

(12 Hours)

Project feasibility study - Market Feasibility - Technical Feasibility - Financial Feasibility Economic Feasibility - Critical Success factors - #Demand forecasting techniques#.

UNIT III

(12 Hours)

Project Evaluation under certainty: Net Present Value, Benefit Cost Ratio, Internal Rate of Return, Payback Period, ARR – Theoretical Framework for Project Evaluation under Risk and Uncertainty: Sensitivity Analysis, Break even analysis and Decision Tree Analysis.

UNIT IV

(12 Hours)

Developing a project plan: Developing the project network – constructing a project network – PERT – CPM – Crashing of project network – Resource leveling and resource allocation – how to avoid cost and time overruns – #Steps in Project Appraisal Process # – project Control.

UNIT V

(12 Hours)

Modern development in Project Management: PMMM (project management maturity model) Model – Project Management methodologies – Continuous improvement – Capacity planning - Competency Models – Managing multiple Projects.

#.....#Self study portion

***...*Swayam Course Content : Project Management for Managers - Prof. Mukesh Kumar
Barua, IIT Roorkee**

Text Books:

T.B-1 : Prasanna Chandra , Project Planning, Analysis, Selection, implementation and Review , Ninth Edition, McGraw Hill Education (India) Private Limited, 2019

T.B-2 :Harold Kerzner, Project Management A systems Approach to Planning Scheduling and Controlling, Twelfth Edition, Wiley, September 2017.

UNIT I : Chapter 1, 2, 3 : T.B – 2,

UNIT II : Chapter 4, 5 & 6 : T.B – 1

UNIT III : Chapter 8 & 11: T.B - 1

UNIT IV : Chapter 23 & 24: T.B – 1

UNIT V : Chapter 21: T.B - 2

Books for Reference:

1. Erik Larson and Clifford Gray , Project Management: The Managerial Process 8th Edition, Tata McGraw Hill publishing 2020
2. S. Choudhury, Project Management , McGraw Hill publishing, 2017
3. Eric Verzuh, The Fast Forward MBA in Project Management, Fifth Edition, Wiley & Sons, 2015
4. Robert D. Hisrich and Veland Ramadani, Effective Entrepreneurial Management: Strategy, Planning, Risk Management, and Organization Springer Texts in Business and Economics, 2017
5. Kalpesh Ashar, Project Management Essentials You Always Wanted to Know 4th edition, Vibrant Publishers, 2019

Course outcomes: After taking this course the students will be able to

CO1: Understand the concepts of Project Life Cycle and its phases.

CO2: To identify alternative solutions for project planning.

CO3: Apply techniques to identifying project risks.

CO4: To Construct the project network.

CO5: To develop various project Models.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits			
III	20MBA3DEF2	Project Management					4	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	✓	✓	✓	-	✓	✓	-	✓	✓	✓	
CO2	-	✓	-	✓	✓	✓	✓	✓	-	✓	
CO3	✓	-	✓	✓	-	✓	✓	✓	✓	✓	
CO4	✓	-	-	✓	-	-	✓	-	✓	-	
CO5	-	✓	✓	✓	✓	✓	✓	✓	-	✓	
Number of Matches= 35, Relationship : High											

Prepared By

Checked By

1. Dr. F. Wahidha Begum

1. Dr. G. Saifudeen

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III: DISCIPLINE SPECIFIC ELECTIVE
ENTREPRENEURIAL FINANCE**

Course Code : 20MBA3DEF3
Hours/week : 4
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I

(12 Hours)

Introduction to Finance for Entrepreneurs, Developing the Business Idea/ Group formation, Organizing and Financing a new Venture, Preparing and Using Financial Statements, Evaluating Operational & Financial Performance Time value of money. Payback period - NPV of inflows - #IRR concepts# - Cost of acquiring capital – Planning of portfolio. Risk Analysis - Economic Risk - Industry Risk - Company Risk - Financial Risk.

UNIT - II

(12 Hours)

Various sources of Finance available: #Long term sources -Equity Shares, Preference Shares and debentures#-Kinds Private Placements- IPO-SEBI- FDI- Institutional Finance - Banks - IDBI, IFCI, IIBI, ICICI, SIDBI, SFC's in India - Merchant Banks in India - NBFC's in India - their way of financing in India for small and medium business.

UNIT - III

(12 Hours)

Short term sources: Short term sources - banks and financial Institutions that give short term finance - Bills Discounting - Factoring - Working Capital - Concepts - Importance –Cash Management - Inventory Management - Receivables Management- Crowdsourcing - #Sources of Working Capital#.

UNIT - IV

(12 Hours)

Venture capital - Meaning - origin - Importance - Benefits - Venture capital in India. Hire Purchase - Concept - Evaluation of Hire Purchase Proposals - Leasing - Overview –Tax aspects -Lease Accounting- Applications for Venture capital - #Evaluation of Leasing Proposals#.

UNIT - V

(12 Hours)

General considerations-Construction Financing- Long term financing - Withholding Tax Considerations - #estimating the Borrowing capacity of project # - Loan repayment Parameters - Borrowing Capacity - Assuming full Draw down Immediately prior to project Completion & Periodic Loan Drawdowns- applications to Hypothetical High Speed rail Project- Annual Coverage Tests.

#....#Self study portion.

*....*Swayam Course Content : Entrepreneurship Development by B.K. School of Business Management, Gujarat University

Test Books:

TB1: Leach, Chris, J., and Melicher, Ronad, W., Entrepreneurial Finance, 6TH Edition, Cengage learning, 2017

TB2: Lerner, Joshua, Ann Leamon, and Felda Hardymon. *Venture capital, private equity, and the financing of entrepreneurship: The power of active investing.* 1e, John Wiley & Sons, 2012.

Unit I - Chapter 1 **T.B 1**

Unit II - Chapter 4 **T.B 1**, Chapter 3 **T.B 2**

Unit III - Chapter 1 **T.B 2**

Unit IV – Chapter 7 **T.B 1**

Unit V - Chapter 5 **T.B 2**

Books for Reference:

1. Chandra, Prasanna. *Financial management*. Tata McGraw-Hill Education, 2011.
2. Khan, M. Y. *Indian financial system*. Tata McGraw-Hill Education, 2013.
3. Bhole, L. M. *Financial institutions and markets: structure, growth and innovations*, 4e. Tata McGraw-Hill Education, 2004.
4. Gordon, E., and K. Natarajan. *Financial markets and services*. Mumbai: Himalaya Publishing House, 2009.

Course Outcomes: After taking this course the students will be able to

CO1. Explain the concepts of entrepreneurial finance and its difference to traditional corporate finance.

CO2. Analyze the sources of Finance.

CO3. Synthesize the risks involved with capital research and valuation

CO4. Assess the necessary steps for measuring new business venture performance.

CO5. Evaluate the key concepts involved with the planning

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits				
III	20MBA3DEF3	Entrepreneurial Finance					4	4				
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5		
CO1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
CO2	-	✓	-	✓	✓	✓	✓	✓	-	✓		
CO3	✓	-	-	✓	-	✓	-	✓	-	✓		
CO4	-	✓	✓	-	✓	-	✓	-	✓	-		
CO5	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Number of Matches= 35, Relationship : High												

Prepared by:

Checked by:

1. Dr. A.Jainullabdeen

1. Dr.G.Saifudeen

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III: DISCIPLINE SPECIFIC ELECTIVE
INFORMATION TECHNOLOGY AND E-COMMERCE**

Course Code : 20MBA3DEF4
Hours/week : 4
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I

(12 Hours)

AI (artificial intelligence), 5G, IoT (Internet of Things), serverless computing, biometrics, AR (augmented reality)/VR (virtual reality), blockchain, robotics, NLP (natural language processing), and quantum computing.

UNIT - II

(12 Hours)

An Overview, Objectives, Evolution, concepts, Features of Windows XP. #Windows Explorer#. E-commerce Technology : principles – potential – Data Warehousing –Temporal Coherency – Networking Infrastructure – Software Tools – IP, TCP HTTP, HTML – Cryptography – Consumer Interface Technologies – OLAP & Data mining.

UNIT - III

(12 Hours)

Word Processing; MS Word: Advanced Features of MS Word, Worksheet- MS-Excel: Working with single and multiple workbooks, working with formulae & cell referencing #Multiple worksheets- concepts#, creating and using. Power Point: reordering and hiding slides, slide show and editing custom slide. Databases, Records - Fields, data types, Database Types Library Catalogues.

UNIT - IV

(12 Hours)

***E-Commerce:** Brief history of Electronic Commerce - Advantages and Limitations of Electronic Commerce* - Types of Electronic commerce - Integrating Electronic Commerce- Key questions for Management - **Electronic Payment Systems:** Overview of the Electronic payment Technology –Requirements for Internet Based payments - Electronic payment Medias - #Electronic commerce and banking#.

UNIT - V

(12 Hours)

***E-security:** E Security in the cyberspace - Designing for security - Virus - Security Protection and Recovery - Encryption -**Web based Business:** Business-to-Business Electronic Commerce*. E-commerce –Legal Issues: Software Intellectual property law –Contract law fore-commerce, Warranties and New products –Cyber law issues –Privacy and Tran border flows, Fraud –Security of information and Risks –Electronic Highway Robbery – Consumer Protection, firewall. SSL certificate.

Self study portion.

.....: **Swayam Course Content-** E-commerce Technologies by Madurai Kamaraj University

Text Books:

TB1- Laudon, Kenneth C., and Carol Guercio Traver. *E-commerce: business, technology, society*. 2016.

TB2- Kütz, Martin.*introduction to E-Commerce: Combining Business and Information Technology*. 2016.

Unit – I	Chapters 1,	- T.B 1
Unit – II	Chapter 2	- T.B 2
Unit – III	Chapters 4,	- T.B 1
Unit – IV	Chapters 6	- T.B 2
Unit – V	Chapters 9	- T.B 2

Books for Reference:

1. Laudon, Kenneth C., and Jane Price Laudon. *Management information systems: Managing the digital firm, global edition*. Pearson, 2017.
2. Senn, James A. *Information technology: principles, practices, and opportunities*. Prentice-Hall, Inc., 2003.
3. O'brien, James A., and George M. Marakas. *Management information systems*. Vol. 9. McGraw-Hill/Irwin, 2011.
4. King, David, H. Michael Chung, Jae K. Lee, and Efraim Turban. *Electronic commerce: A managerial perspective*. Prentice Hall PTR, 1999.

Course Outcomes: After taking this course the students will be able to

CO1: Study about information Technology concepts and features

CO2: Gain practical knowledge exposure to Windows XP

CO3: Provide practical knowledge exposure MS-Excel

CO4: Understand the categories of E-Commerce and understand the different applications of E-Commerce

CO5: Identify security issues of E-Commerce

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits				
III	20MBA3DEF4	Information Technology and E-Commerce					4	4				
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5		
CO1	✓	✓	✓	✓		✓	✓		✓	✓		
CO2	✓	✓	✓	✓	✓	✓		✓	✓	✓		
CO3	✓	✓	✓	✓	✓		✓	✓	✓	✓		
CO4		✓	✓		✓	✓	✓		✓	✓		
CO5			✓	✓	✓	✓		✓				
Number of Matches= 35, Relationship : High												

Prepared by:

Checked by:

Dr. A.Jainullabdeen

Dr. G.Saifudeen

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER III: DISCIPLINE SPECIFIC ELECTIVE
BUSINESS PLANS**

Course Code : 20MBA3DEF5
Hours/week : 4
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I (12 Hours)

Business Plan - Meaning- The why of business plan - Basic parameters - Timing of decision undertaken Project parameters - The common considerations - #Factors of successful business# -capital management- Financial control -Anticipating change and Adaptability.

UNIT - II (12 Hours)

Business plan process - Sources of Information - Internet, Government Sources and Statistics - offline Research Resources - Library - SBDC'S -Trade and Industries Associations - #Sources of Market Research # -Evaluating Data- Benefits of Market Study -Coverage of Market Study - Information Sources.

UNIT - III (12 Hours)

Business Plan Components - The Executive Summary - Company Description - #Industry Analysis And Trends# - Target Market - Competition - Strategic Position And Risk Assessment – Marketing Plan And Sales Strategy - Operations - Technology Plan -Management And Organization. * Government Incentives For Entrepreneurship,Incubation, Acceleration, Funding New Ventures – Bootstrapping, Crowd Sourcing, Angel Investors, Vcs, debt Financing , Due Diligence, Legal Aspects Of Business-IPR, GST, Labour Law.*

UNIT - IV (12 Hours)

Business Ethics - Definition and Importance. Benefits of Business Ethics. # Emerging Ethical Issues in Business#. Ethics as A Dimension Of Social Responsibility.

UNIT - V (12 Hours)

The Ethical Decision Making Process - Understanding Ethical Decision Making and Corporate Governance. Individual Factors, Organizational Factors. Implementing and Auditing Ethics Programs. #Business Ethics in A Global Economy#.

#.....# Self study portion

***.....*Swayam Course Content:** Entrepreneurship Essentials, Prof. Manoj Kumar Mondal, IIT Kharagpur.

Text Books:

- TB 1.** Effective Entrepreneurial Management: Strategy, Planning, RiskManagement, and Organization - Robert D. Hisrich • VelandRamadani, Springer (2017)
- TB 2.** Andrew Ghillyer, Business Ethics,6th Edition, Tata McgGraw Hill Education Private Ltd.,New Delhi. (2020).

UNIT I: Chapter I – Chapter III **T.B – 1**

UNIT II: Chapter V– Chapter VI **T.B – 1**

UNIT III: Chapter XIII- Chapter XIV **T.B – 1**

UNIT IV: Chapter XIX- Chapter XX **T.B – 2**

UNIT V: Chapter XXIX – Chapter XXX, **T.B – 2**

Books for Reference:

1. Dan Galai, Lior Hillel, Daphna Wiener, ‘How to create a Successful Business Plan’, 1st edition ,World Scientific Publication Co. Pte. Ltd,Singapore ,(2016)
2. Hal Shelton , ‘The Secret to write a Sucesful Business Plan:A Pro share a step-by-step guide to creating a plan that gets results’ , 1st Edition,Summit Valley Press.(2014)
3. Diane Denslow – ‘Writing A Business Plan’- A Practical Guide, 1st Edition , Sage Publications, Inc, University of North Florida, USA.(2017)
4. Denis Collins,Business Ethics-Best Practices For Designing And Managing Ethical Organizations.2nd Edition, , SAGE Publications.(2018)

Course Outcome: After taking this course the students will be able to

CO1. Understand The Dynamics Of Business Plan,

CO2. Develop, Analyze And Apply Advanced Strategies And Specifications For The Business Plan Process,

CO3. Determining The Strategies To Formulate Components Of Business Plan,

CO4. Enabling To Understand The Emerging Ethical Issues And Corporate Governance

CO5. Able To Evaluate The Industry Potential And Market Situation

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code		Title of the Paper			Hours	Credits			
III	20MBA3DEF5		Business Plans			4	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CO2		✓		✓	✓	✓	✓	✓		✓
CO3	✓			✓		✓		✓		✓
CO4		✓	✓		✓		✓		✓	
CO5	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Number of Matches= 35, Relationship : High										

Prepared By:

Checked By:

1. Dr.A.S.Thoufiq Nishath

1.Dr.G.Saifudeen

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

SEMESTER IV: CORE XVII
INTERNATIONAL BUSINESS MANAGEMENT

Course Code : 20MBA4CC17
Hours/week : 5
Credit : 4

Max. Marks : 100
Internal Marks: 25
External Marks: 75

UNIT – I

(15 Hours)

International Business - Definition, Nature, advantages and disadvantages of international business. Process of Globalization - Trends, Effects and Benefits of Globalization - #Entry strategies for International Business# - Types of International Business, Challenges, approaches to international business.

UNIT – II

(15 Hours)

Introduction to Mercantilism, Absolute Advantage Theory, Comparative Cost Theory, Hecksher - Ohlin Theory, Product Cycle Theory. The Diamond Model of Michael Porter #Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Anti-dumping Policy#.

UNIT – III

(15 Hours)

Foreign Exchange: Determinants of Foreign Exchange rate, Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes, #Factors Affecting Exchange Rates, Exchange Risk Management#. Concepts relating to Balance of Payment – International Financial Institutions – IMF, IBRD, IDA, ADB – Objectives and Functions.

UNIT – IV

(15 Hours)

Role of International Economic Institutions :UNCTAD - Basic Principles and objectives, WTO - Role and Advantages of WTO, Impact of WTO agreements on developing countries – TRIPS, TRIMS, GATS. Regional Economic Integration -Introduction, Levels of Economic Integration, Impact of EU, ASEAN, #SAARC in International Business#.

UNIT – V

(15 Hours)

International business functional strategies: International production strategy international human resources strategy and international marketing strategy- #International Asset Protection#, Social, Labor, Environmental issues in International Business - Recent World Trade and Foreign Investment trends.

#...#Self-Study portion

*...***Swayam Course Content:** INTERNATIONAL BUSINESS By Dr. Ashwini. S | Post Graduate Department of Commerce Vidyavardhaka First Grade College, Mysore.
International Business. By Prof. J. K. Nayak | IIT Roorkee

Text Books:

T.B – 1 - Katsioloudes, Marios, and Spyros Hadjidakis. International Business. Routledge,2011

T.B – 2 Hill, Charles WL. "INTERNATIONAL BUSINESS." 9e McGraw-Hill 2018.

UNIT I: Chapter I – **T.B – 2**

UNIT II: Chapter III **T.B -1**

UNIT III: Chapter IV **T.B -1** , Chapter X **T.B -2**

UNIT IV: Chapter X- Chapter XIV **T.B -1** Chapter XI **T.B -2**

UNIT V: Chapter XIII **T.B – 2**

Books for Reference:

1. Cherunilam, Francis. *International business*. 6e, PHI Learning Pvt. Ltd., 2020.
2. Schniederjans, Marc J., Ashlyn M. Schniederjans, and Dara G. Schniederjans. *Outsourcing and insourcing in an international context*. Routledge, 2015.
3. Carnoy, Martin, Jacques Hallak, and Françoise Caillods. *Globalization and educational reform: What planners need to know*. UNESCO, International Institute for Educational Planning, 1999
4. Ricky, W. Griffin, and Pustay W. Michael. *International business: A managerial perspective*. Vol. 50. Prentice Hall, 2005.
5. Neelankavil, James P. *International business research*. Routledge, 2015.

Course Outcomes: After taking this course the students will be able to

- CO1. Understand concepts in international business with respect to foreign Trade/international business
 CO2. Acquire knowledge about various theories of international business
 CO3. Understand world financial environment
 CO4. Gain knowledge of structure and functions of TRIPS, TRIMS, WTO
 CO5. Study the various international business strategies production strategy international human resources strategy and international marketing strategy etc..

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code		Title of the Paper			Hours	Credits			
IV	20MBA4CC17		INTERNATIONAL BUSINESS MANAGEMENT			5	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓	✓		✓	✓		✓	✓
CO2	✓	✓	✓	✓	✓	✓		✓	✓	✓
CO3	✓	✓	✓	✓	✓		✓	✓	✓	✓
CO4		✓	✓		✓	✓	✓		✓	✓
CO5			✓	✓	✓	✓		✓		
Number of Matches= 38, Relationship : High										

Prepared by:

Checked by:

1. Dr. A.Jainullabdeen

1. Dr. S.Dawood Ali

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER IV: CORE XVIII
STRATEGIC MANAGEMENT**

Course Code : 20MBA4CC18
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I

(15 Hours)

Concept and Benefits of Strategy - Framework for Strategic Management - Strategy Formation Process – Globalization and Sustainability Challenges to strategic Management - #Vision, Mission and Purpose#- Business, Objectives and Goals

UNIT - II

(15 Hours)

Analysis of External and Internal Environment - Porter's Five Forces Model - Generic Strategy - Capabilities and Competencies - Core Competencies - Distinctive Competencies – Competitive Advantage #Resources and Capabilities Durability of Competitive Advantage#, Avoiding Failures

UNIT - III

(15 Hours)

Type of Strategies - Porters classification of Generic Strategy - Grand Strategies - Stability Strategies - Growth Strategies - Retrenchment Strategies - combination Strategy – Functional Strategy - #SWOT/SWOC Analysis# - BCG - GE Matrix - M/8 Model - Mc Kinsey's 7s Framework.

UNIT - IV

(15 Hours)

The Process of Implementation, Competitive Tactics, Timing Tactics, Market Location Tactics, Defensive tactics, #Flexible Organizational Structure# and Managing corporate culture

UNIT - V

(15 Hours)

Measuring Performance, Types of Control, Activity Based Costing, Enterprise Risk Management, #primary measures of corporate performance#, Guidelines for proper control

#... # Self Study Portion

.... **Swayam Course Content** – Strategic Management – IIM - B

Text Book

T.B 1: Thomas L.Wheelen, J. David Hunger, Alan N. Hoffman, Charles E. Bamford, Management and Business Policy - Globalization, Innovation, and Sustainability, 15th Edition, Pearson Education Limited – 2018.

T.B. 2: Charles W. L. Hill, Gareth R. Jones, Melissa A. Schilling, Strategic Management Theory, An Integrated Approach, Cengage Learning, 2015.

Unit I : Chapter 1 T.B. 1
Unit II : Chapter 3, 4 T.B. 2
Unit III: : Chapter 6,7,8 T.B. 1
Unit IV: Chapter 9, 10 T.B.1
Unit V : : Chapter 12 T.B. 1

Books for Reference:

1. Fred R David, Forest R David, Strategic Management: A Competitive Advantage Approach, Concepts and Cases, 16th Edition, Pearson Publication, 2016.
2. Thomas L. Wheelen, Strategic management and business policy: globalization, innovation, and sustainability, 15th Edition, Person Publication, 2017.
3. Martin Kunc, Strategic Analytics: Integrating Management Science and Strategy, 2nd Edition, Wiley Publication, 2018.
4. H. Igor Ansoff, Daniel Kipley, A.O. Lewis, Roxanne Helm-Stevens, Rick Ansoff, Implanting Strategic Management, 3rd Edition, Springer International Publishing, Palgrave Macmillan, 2019.
5. John E Gamble, Margaret Peteraf, Arthur A Thompson Jr., Essentials of Strategic Management: The Quest for Competitive Advantage, 6th Edition, McGraw-Hill Publication, 2018.

Course Outcomes: After taking this course the students will be able to

- CO1. Understand the strategic decisions that organizations make and have an ability to engage in Strategic planning.
- CO2. Explain the basic concepts, principles and practices associated with strategy formulation and implementation.
- CO3. Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.
- CO4. Analyze and evaluate critically real life company situations and develop creative solutions, using a strategic management perspective.
- CO5. Scrutinize various types of measures and controls to measure organizational performance.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code		Title of the Paper			Hours	Credits			
IV	20MBA4CC18		STRATEGIC MANAGEMENT			5	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CO2	✓		✓	✓	✓	✓	✓	✓	✓	✓
CO3	✓	✓	✓		✓	✓		✓	✓	✓
CO4		✓	✓	✓	✓		✓			✓
CO5	✓		✓	✓		✓		✓	✓	
Number of Matches= 39, Relationship : High										

Prepared by:

Checked by:

Dr.G. Sivanesan

Dr.A. Selvarani

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER IV: DISCIPLINE SPECIFIC ELECTIVE
RETAIL MANAGEMENT**

Course Code : 20MBA4DEA1
Hours/week : 5
Credits : 4

Max.Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I (15 Hours)
Definition of retailing – Characteristics of retailing – Traditional and non-Traditional retailing – Applications of information technology in retail management - E –Retailing .-#Business retail models.#

UNIT - II (15 Hours)
Global trend in retailing – Indian retail industry – Drivers to the growth of retail —International Retail Environment.- Creativity in retailing - Emerging trends and challenges - FDI in retailing, #Rural retailing.#

UNIT- III (15 Hours)
Different types of retail formats – Choice of location – Store layout and designs – Positioning of retail shops – Retail store image – Retail service quality Management - Retail Administration: #Store Management# *Retail Competition*

UNIT - IV (15 Hours)
Merchandise management – Service retailing Vs. Product retailing – Retail branding - Pricing for retail – Promotion – *Elements of retail promotion mix* - Retail Supply chain and logistics -#Retail marketing strategies# - Retail Communications, Shrinkage Management -Strategic Planning in retailing. *Inventory management*

UNIT - V (15 Hours)
Shopping process – Influences of shoppers’ attitude, perception, personality and life style in retail shopping behaviour – Handling complaints – Delivering value to retail shoppers - CRM In retailing – #Retail research#.

#Self-study portion

..... **Swayam Course Content:** Introduction to Retail Management, Indian Institute of Management, Bangalore (IIMB)

Text Books:

TB:1Swapna Pradhan, Retailing Management, Tata McGraw- Hill Publishing Company Limited, New Delhi, 2011.

TB:2.SujaNair, Retail Management, Himalayan Publishing House, 2009.

UNIT I : Sec. I Chapter 1: T.B – 1, Chapter 1 T.B-2

UNIT II : Sec. I Chapter 1: T.B – 1, Chapter 1.1 - T.B – 2

UNIT III : Sec. I Chapter 2, 5 T.B- 1

UNIT IV : Sec. III Chapter 6,7,8 - T.B – 1, Chapter 4 - T.B - 2

UNIT V : Chapter 12 -T.B - 2

Books for Reference:

1. Malcolm Sullivan, Dennis Ad Cock, Retail marketing, Thomson, 2002.
2. Barry Berman, Joel R. Evans, Patrali Chatterjee, Retail Management – A Strategic Approach, Pearson, 2017
3. James R. Ogden, Denise J. Ogden, Integrated Retail Management, Biztantra, 2004.
4. S.C. Bhatia, Retail Management, Atlantic Publishers & Distributors Pvt. Ltd., New Delhi, 2008.
5. Gibson, Retail management, Pearson, 2017

Course outcomes: After taking this course the students will be able to

CO 1: Understand the basic concepts of retail management

CO 2: Explore the retailing in India and global context

CO 3: Aware of the various retail formats and its administration

CO 4: Know the retail marketing mix and the inventory

CO 5: Understand the retail shoppers' behavior and attitude.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits				
IV	20MBA4DEA1	RETAIL MANAGEMENT					5	4				
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5		
CO1	✓	✓	✓	✓		✓	✓		✓	✓		
CO2	✓	✓	✓	✓	✓	✓		✓		✓		
CO3	✓	✓	✓	✓			✓	✓	✓	✓		
CO4		✓	✓		✓	✓	✓		✓	✓		
CO5			✓	✓	✓	✓		✓				
Number of Matches= 36, Relationship : High												

Prepared by:

Checked by:

Mr. M. Sabeerdeen

Dr.S.Thilagavathy

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER IV – DISCIPLINE SPECIFIC ELECTIVE
INTERNATIONAL MARKETING**

Course Code : 20MBA4DEA2
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I (15 Hours)

Trends in International Trade – Global Sourcing and Production Sharing – Growing Economic Power of Developing Countries – International Marketing: Reasons for/ Motives of Orientations – Internationalization Stages – Decisions – Scope of Marketing Indian Products Abroad - Driving and Restraining Forces – Participants – #Future of International Marketing#. Economic Environment – Social Environment – Political and Government Environment – Demographic Environment – Technological Environment – Trade Barriers – Cultural Environment

UNIT - II (15 Hours)

Information Requirements – Sources – Information System and Marketing Research – Phases of Research Project – Methods of Data Collection – Research Agencies – Problems In International Research. Market Selection Process – Determinants - Profiling – Market Segment Selection. Market Entry Strategies: Licensing & Franchising – Exporting – Contract Manufacturing – Turnkey Contracts – Fully Owned Manufacturing Facilities – Assembly Operations – Joint Ventures – Third Party Locations – Mergers And Acquisitions – Strategic Alliances – #Counter Trade#.

UNIT - III (15 Hours)

Exporter's Costs – Pricing Objectives – Factors – Methods / Approaches – Transfer Pricing – Dumping – Steps – Retrograde Pricing – Export Price Structure – Export Price Quotations – Information Requirements for Pricing – Promotion Strategies – Communication Mix – Role of Export Promotion – Trade Fairs & Exhibitions – Personnel Selling – #Problems in International Marketing Communication#

UNIT - IV (15 Hours)

#Types of Foreign Private Investment# – Significance of Foreign Investment – Factors Affecting International Investment – Foreign Investment on India – International Trade Financing – Payment Terms – Institutional Finance for Export – EXIM Bank – Global Networking – Financing Services – Forfeiting.

UNIT - V (15 Hours)

Preliminaries – Inquiry and Offer – Confirmation of Offer – Export License – Finance – Production / Procurement of Goods – Shipping Space – Packing And Marking – Quality Control and Pre-Shipment Inspection – Excise Clearance – Customs Formalities – Exchange Control Formalities – Insurance – Shipping of Goods – Negotiation of Documents – Documents Related to Goods – #Documents Related to Shipment#.

#... # self-study portion

***... * SWAYAM Course Content (International Business, Post Graduate Department of commerce Vidya avaradhaka first grade college, Mysore)**

Text Books:

T.B. 1 – “International Marketing”, Francis Cherunilam, 3rd Edition, Himalaya Publishing House, 2017
T.B. 2 – “International Business”, Francis Cherunilam, 2nd Edition, Himalaya Publishing House, 2016

Unit I- Chapter 1,5	T.B.-1	Chapter 4	T.B-2
Unit II – Chapter 7,9	T.B -1	Chapter 1	T.B.-2
Unit III – Chapter 5,6	T.B.-1	Chapters 3, 4	T.B.-2
Unit IV – Chapter 7,8	T.B.-1	Chapter 5,7,9	T.B.-2
Unit V - Chapter 21	T.B.-1	Chapter 10,11	T.B.-2

Books for Reference:

1. “Global Marketing Strategy”, P Douglas & Samuel Craig, 2nd Edition, Prentice Hall of India, 2016
2. “Export Marketing”, Bhattacharya.B,2nd Edition, Tata McGraw Hill Education Private Ltd, 2016
3. “Export Marketing”, Francis Cherunilam., 3rd Edition, Himalaya Publishing House, 2015
4. “Essentials Of Export Marketing”, Francis Chunnawala, 3rd Edition, Tata McGraw Hill Education Private Ltd., 2014

Course Outcomes: After taking this course, the students will be able to:

- CO1. Understand basic international marketing concepts, theories, principles and terminology.
- CO2. Demonstrate an awareness and knowledge of the impact of entry strategies on international marketing activities.
- CO3. Be capable of identifying international customers through conducting promotion Strategies and developing cross-border segmentation and positioning strategies.
- CO4. Apply the procedure of investing money in the global business
- CO5. Understand the export procedures and documentation for doing international Business.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits				
IV	20MBA4DEA2	INTERNATIONAL MARKETING					5	4				
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5		
CO1	✓	✓	✓	-	-	✓	✓	✓	✓	✓		
CO2	✓	-	✓	✓	✓	✓	-	✓	✓	-		
CO3	-	✓	✓	✓	✓	✓	✓	✓	-	-		
CO4	-	✓	-	✓	✓	-	✓	✓	✓	-		
CO5	✓	-	✓	-	✓	✓	✓	-	✓	✓		
Number of Matches= 35, Relationship : High												

Prepared by:

Checked by:

1. Dr S Dawood ali

1. Dr.A.Jainulabdeen

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER IV: DISCIPLINE SPECIFIC ELECTIVE
CUSTOMER RELATIONSHIP MANAGEMENT**

Course Code : 20MBA4DEA3
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I

(15 Hours)

Meaning - Definition – Concepts - Importance - CRM strategies for retail and business customers - CRM as part of a customer service quality strategy - * Prerequisites of CRM: Changing face of Indian market- customer ownership and customer values - customer life cycle(CLC)and customer lifetime value(CLV) * -# E- CRM in Business#

UNIT - II

(15 Hours)

Consumer Behavior principles – Organizational buyer behavior - Retail and business customer profiling- Technology and CRM -Levels of CRM-Loyalty management.-#Relationship marketing#.

UNIT - III

(15 Hours)

Principles of customer research - Using internal information sources: Using customer data - Data warehousing and data mining Segmentation and targeting. Identifying cost effective external information sources: Published data using the Internet Market research. Effective interviews with customers - *CRM and sales force Automation* - #Evaluating portfolio profitability and setting priorities#.

UNIT - IV

(15 Hours)

Understanding and managing customer expectations - Developing customer confidence - Building relationships - Planning and making persuasive presentations - Managing customer contact strategies: Face-to-face Telephone Post/ email Internet. Dealing with difficult situations: Imparting bad news closing accounts Exit strategies. #Time management and CRM: priority setting#.

UNIT - V

(15 Hours)

The role of CRM in business strategy - Understanding service quality: Technical quality: product knowledge - Functional quality - Determinants of service quality - Managing customer communications. - Planning and managing CRM projects -Target setting - Measuring performance of CRM:*Future of CRM* #Setting standards Customer satisfaction Portfolio profitability#.

Self-study portion

*** *SWAYAM CONTENT:** Customer Relationship Management, Indian Institute of Management Bangalore,

Text Books:

TB.1: Francis Buttle, Customer Relationship Management – Concepts and Technologies 2nd Edition, Butterworth Heinemann, Elsevier 2009

TB.2: S. Shajahan, Relationship Management – Text and Cases, TataMcGrawHill Publishing co. second reprint 2016.

UNIT I: Chapter I –Chapter III T.B – 1

UNIT II: Chapter V-Chapter VI T.B – 1

UNIT III: Chapter XII-Chapter XIV T.B – 1

UNIT IV: Chapter XIX-Chapter XX T.B – 2

UNIT V:ChapterXXIX -Chapter XXX T.B – 2

Books for Reference:

1. Dick, L., *The Customer Relationship Marketing Planning Guide*, Hym Press.2006
2. Peppers don &Martha , Rogers ,*managing customer relationships, second edition* Doubleday Pub.2012
3. Francis Buttle,*Relationship marketing theory and practice*,sage publication 2012
4. Jim Sterne &Anthony priore ., *E-mail Marketing*, Wiley.2010

Web Reference:

1. <http://www.crm.com/>

Course Outcomes: After taking this course the students will be able to

CO1: Ability to understand the basic concepts of CRM

CO2: Understand Customer based CRM into business strategy

CO3: Analyze the various marketing aspects of CRM by using customer research and evaluation

CO4: Manage Customer relationships and its importance.

CO5: Analyze the various strategies and develop CRM strategy

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits				
IV	20MBA4DEA3	CUSTOMER RELATIONSHIP MANAGEMENT					5	4				
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5		
CO1	✓	✓	✓	✓		✓	✓		✓	✓		
CO2	✓	✓	✓	✓	✓	✓		✓	✓	✓		
CO3	✓	✓	✓	✓	✓		✓	✓	✓	✓		
CO4		✓	✓		✓	✓	✓		✓	✓		
CO5	✓		✓	✓	✓	✓		✓				
Number of Matches= 39, Relationship : High												

Prepared by:

Checked by:

1. Dr. S.Thilagavathy

1. Dr.A.S. Thoufiq Nishath

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER IV: DISCIPLINE SPECIFIC ELECTIVE
SERVICES MARKETING**

Course Code : 20MBA4DEA4
Hours/week : 5
Credit : 4

Max Marks:100
Internal Marks: 25
External Marks: 75

UNIT – I

(15 Hours)

Service Marketing – Nature, Need, Classification and Importance of Services, Barriers and Issues in Services, #Difference between goods and services#. Service Marketing in the Indian Context.

UNIT – II

(15 Hours)

Gap Model of Service Quality, Expectations and Perceptions, Measuring Service Quality -SERV QUAL #Building Customer Relationships #and Creating a Zero– Defection Culture, Service failure, Recovery, Recovery Strategies.

UNIT – III

(15 Hours)

Positioning, Service Development and Designing Services, Service Blue Printing, Quality Function Deployment, Adding Value, Physical evidence and #Service Cape#.

UNIT - IV

(15 Hours)

Price as an Indicator of service quality, Pricing Strategies for Services –Approaches to Pricing services, Creating and Managing Service Delivery, Balancing Demand and Capacity, #Integrated Services Marketing Communication#, Services Advertising strategies

UNIT – V

(15 Hours)

*Marketing of Services with special reference to Financial Services - Health Services- Hospitality Services including Travel, Hotels and Tourism - Professional Services - Public Utility Services * # Communication Services - Educational Services. #

#...#Self-Study portion

*...***Swayam Course Content:** Special Services Marketing in India, Bageshree Deo.Savitribai Phule, Pune University, Pune.

Text Books:

T.B- 1: Valarie Zeithaml , Mary Jo Bitner and Dwayne Gremler-Services Marketing,Integrating Customer Focus Across the Firm.7th Edition,” Tata McGraw – Hill, New Delhi. 2017

T.B–2:Christopher H. Lovelock , Jochen Wirtz , Patricia Chew -Essentials of Services Marketing, 3rd Edition, Pearson Singapore. 2018.

Unit-I : Chapters 1, 2	- T.B 1,2
Unit-II : Chapters 5, 6,7,15, 16, 17	- T.B 1,2
Unit-III : Chapters 9,10, 11& 12	- T.B 1.2
Unit-IV : Chapters 4, 11, 12, 13, &14	- T.B 2
Unit-V :Chapters 11, 12,13,14 & 15-	- T.B 2

Books for Reference:

1. Roland T. Rust Anthony J. Zahorik and Timothy L. Keiningham, “ Services Marketing”, 5th Edition,Addition Wesley Longman(Singapore).2014
2. Douglas Hoffman John E.G. Bateson, “Essentials of Services Marketing – Concepts, Strategies and cases”, 1st Indian edition,Thomson Asia Pvt. Ltd Singapore
3. R.Srinivasan,Services Marketing –The Indian Context,4th Edition, ©2014,PHI learning Private Ltd, New Delhi.

Course Outcomes: After taking this course the students will be able to

- CO1. Examine the nature of services, and distinguish between products and services
- CO2. Identify the major elements needed to improve the marketing of services
- CO3. Develop an understanding of the roles of relationship marketing and customer service in adding value to the customer's perception of a service
- CO4. Demonstrate integrative knowledge of marketing issues associated with service Productivity, perceived quality, customer satisfaction and loyalty
- CO5. Recognise how services marketing principles can be used as a conceptual framework to help managers identify and solve marketing problems

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code		Title of the Paper			Hours	Credits			
IV	20MBA4DEA4		SERVICES MARKETING			5	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓		✓	✓		✓	✓	✓	
CO2	✓	✓	✓	✓	✓	✓		✓	✓	✓
CO3	✓		✓	✓	✓	✓	✓	✓		✓
CO4	✓		✓		✓	✓	✓	✓	✓	✓
CO5		✓	✓	✓		✓	✓		✓	✓
Number of Matches= 39, Relationship : High										

Prepared By:

Checked By:

1. Dr.A.S.Thoufiq Nishath

1.Mr.Sabeerdeen

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

SEMESTER IV: DISCIPLINE SPECIFIC ELECTIVE
MARKETING RESEARCH

Course Code : 20MBA4DEA5
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I (15 Hours)

The Role of Research in Marketing – M R Industry - Purpose - General steps in doing research -Secondary vs. Primary Research - #Qualitative vs. Quantitative Research # - Marketing research and Scientific Method - Marketing Research process

UNIT - II (15 Hours)

Observation -Focus Group -Conditions under which each technique is more applicable - Surveys (including issues in questionnaire development such as measurement and translation) - Experiments - #Conditions under which each technique is more applicable # - Ethics in Marketing Research – Professional standards – Resources of Ethical awareness

UNIT - III (15 Hours)

Purpose - Sampling Considerations, Methods & Procedures – Format-#Writing Style # - *Survey Design, Constructs and Scales : Definition – Common pitfalls in survey design – Construct validation – Likert scale – Cronbach's Alpha*

UNIT - IV (15 Hours)

Market development research: Cool hunting – socio cultural trends, Demand Estimation research, Test marketing, Segmentation Research – Cluster analysis, Discriminant analysis. Sales forecasting – #objective and subjective methods#

UNIT - V (15 Hours)

Traditional applications : Product, price, distribution and Promotion - Marketing Mix Research - Brand Equity – Customer Satisfaction – Total Quality management - Multidimensional scaling - Positioning research, Pricing Research, Shop and retail audits, Advertising Research – Copy Testing, Readership surveys and viewer ship surveys, Ad tracking, Viral marketing research. Marketing effectiveness and analytics research, Customer Satisfaction Measurement, mystery shopping, #Market and Sales Analysis#

#...# Self-Study portion

***...* Swayam Course Content:** Quantitative Marketing Research–Indian Institute of Management, India.

Text Books:

T.B-1: Cooper Schindler. Marketing Research, Concept & Cases, (Special Indian edition), Tata McGraw-Hill publishing company limited, New Delhi, (2006)

T.B-2 : Aakar, Kumar, Day, Measurement & Methods –Marketing Research (9th edition), Wiley India (P.) ltd, New Delhi, (2007)

Books for Reference:

1. Naresh K. Malhotra, Marketing Research: An Applied Orientation, 7th Edition, Pearson Education, 2019.

2. Paul Green, Donald Tull, Gerald Alburn, Research for Marketing Decisions, MC Graw Companies, 2009
3. Rajendra Nargundkar, Marketing Research., MC Graw Hill, 2017.
4. Beri, G.C., Marketing Research, 4th Ed., 5th Reprint 2009, Tata Mc-. Graw Hill, 2007,.

UNIT 1: Chapter I, II, III - T.B – 1

UNIT II: Chapter VI, VII - T.B – 1

UNIT III: Chapter XIV to XVIII- T.B – 2

UNIT IV: Chapter XVIII, XIX - T.B – 1

UNIT V: Chapter XXIV, XXV T.B - 2

Course outcomes: After taking this course the students will be able to

CO1. Make the student as a knowledgeable research consumer and a beginning practitioner.

CO2. Focus on qualitative (exploratory) and quantitative research execution and the application of research findings and analysis in decision making.

CO3. Facilitate with practical application of research, through gaining working knowledge of certain terminologies.

CO4. Translate marketing problem into a feasible research question.

CO5. Understand the fundamentals of qualitative (exploratory) and quantitative marketing research.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code		Title of the Paper			Hours	Credits			
IV	20MBA4DEA5		MARKETING RESEARCH			5	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓	✓		✓	✓		✓	✓
CO2	✓	✓	✓	✓	✓	✓		✓	✓	✓
CO3	✓	✓	✓	✓	✓		✓	✓	✓	✓
CO4		✓	✓		✓	✓	✓		✓	✓
CO5			✓	✓	✓	✓		✓		
Number of Matches= 38, Relationship : High										

Prepared by:

Checked by:

Dr. G.S.David Sam Jayakumar

Dr.S.Dawood Ali

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER IV: DISCIPLINE SPECIFIC ELECTIVE
FINANCIAL MODELLING USING EXCEL**

Course Code : 20MBA4DEB1
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I (15 Hours)

Meaning- Objectives- Introduction to Design- Features of Model Number format – line and border, color and pattern- Data Validation- Controls- Conditional formatting – Functions – Graphics – #Scenario – Goal Seek#.

UNIT - II (15 Hours)

Analyzing Performance: Profit and Loss, Balance Sheet, Ratios - Variance Analysis: Cash Flow Budgets, Monthly Cash Model, Flash Report and Graphics - #Breakeven Analysis# - Operating Leverage, Financial Leverage, Combined Leverage – *Depreciation*: Straight Line, Sum of Digits, Declining Balance, Inventory Valuation- Amortization and Comparison.

UNIT - III (15 Hours)

Cost of Capital: Capital Asset Pricing Model, Dividend Growth Model, Cost of Debt, Cost of Preference Shares, Weighted Average Cost of Capital, Marginal Weighted Average Cost of Capital - Capital Budgeting – Time Value of Money – #Capital Structure#. *Financial Statement Analysis*, Working Capital Management

UNIT - IV (15 Hours)

Company Valuation: Assets, Adjusted Assets, Gordon's Growth Model, Market-based – Bond: Pricing, Yield Measures, Duration and Modified Duration, Convexity and Sensitivity – Risk Analysis: Risk adjusted rate, Maximum, Minimum, Range, Variation, #Standard Deviation, Coefficient of Variation#- Introduction to VAB

UNIT - V (15 Hours)

Linear Regression – Forecasting Models: Historic Forecasts, Trend lines, Data smoothing, Cyclicity and Seasonality – Linear Programming – Profit Maximization – Probability concepts – #Decision Tree Model#. Assignment Problem, Transportation Problem, Network Analysis.

Self Study Portion

**** Swayam Course Content:** Financial Accounting - IIT Bombay

Text Book:

T.B-1: Oluwa, Shmuel, Hands-On Financial Modeling with Microsoft Excel , Kindle Edition, (2019)

T.B- 2: Danielle Stein Fairhurst, Financial Modeling in Excel for Dummies, John Wiley & Sons, Canada, (2017)

T.B-3: Ruzbeth J. Bodhanwala, Learning Financial Management Using Financial Modelling, Taxmann Allied Services Pvt. Ltd (2009)

UNIT I: Chapter I , T.B – 2

UNIT II: Chapter II T.B – 1

UNIT III: Chapter IV T.B – 3

UNIT IV: Chapter VI T.B – 3

UNIT V: Chapter IX T.B – 3

Books for Reference:

1. Lokesh Lalwani Excel 2019: In Easy Steps, 1 ed, BPB Publications, (2019)
2. Sanjay Saxena, MS Office 2007 in a Nutshell, Vikas Publishing House, 2011.
3. NamrataAgrawal, Tally 9, Dream Tech Press,2011.
4. Parameswaran, R. Computer Applications in Business, Sixth Edition, Sultan Chand & Company Ltd, 2012.
5. Tally accounting packages work notes.
6. Alastair L.Day, Mastering Financial Modelling in Microsoft Excel, Pearson 2nd Edition.
7. RuzbethJ.Bodhanwala, Learning Financial Management Using Financial Modelling, Taxmann Allied Services Pvt. Ltd., 2003.
8. Alexis Leon, Mathews Leon, Computer Applications in Business, Vijay Nicole Imprints Private Limited, 2013

Course Outcomes: After taking this course the students will be able to

CO1: Understand the concept of Design Model for analyzing performance, variance and break even analysis.

CO 2: Describe the various financial models for calculating cost of capital, time value of money and for planning capital budgeting and capital structure.

CO 3: Integrate the concepts of developing model for valuing share and bond, analyzing portfolio and risk.

CO 4: Understand the concepts developing the model for the applications of investment Management

CO 5: Understand the concepts developing the model for the applications of linear regression, trend line, data smoothing and decision tree model.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits				
IV	20MBA4DEB1	FINANCIAL MODELLING USING EXCEL					5	4				
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5		
CO1	✓	✓	✓	✓		✓	✓		✓	✓		
CO2	✓	✓	✓	✓	✓	✓		✓	✓	✓		
CO3	✓	✓	✓	✓	✓		✓	✓	✓	✓		
CO4		✓	✓		✓	✓	✓		✓	✓		
CO5			✓	✓	✓	✓		✓				
Number of Matches= 38, Relationship : High												

Prepared by:

1. Dr.M.A. Shakila Banu

Note:

Checked by:

1. Dr.PL.Senthil

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER IV: DISCIPLINE SPECIFIC ELECTIVE
BANKING AND INSURANCE**

Course Code : 20MBA4DEB2
Hours/week : 5
Credits : 4

Max Marks : 100
Internal Marks: 25
External Marks: 75

UNIT I (15 Hours)

Definition of Banks - Types of Banks - Principles of Banking- Banking System in India- RBI, Public, Private, Co-operative, Payment Bank, Regional Rural Banks - National Bank for Agriculture and Rural Development (NABARD)- Brief history of banking sector reforms - Basel I, II and III.- Banking Crises in India - Banking Ombudsman –Functions - #Indian Economic Policies- Reforms#

UNIT II (15 Hours)

Commercial Bank.- Features - Functions - Retail Banking .-- Features - Services - Corporate Banking .- Functions - Services - Rural Banking – Features - Significance and products - Universal Banking – Concept – Services –# Role of banks in primary and secondary market#

UNIT III (15 Hours)

Technology in Banking- Features, Norms and Limitations of E- banking - Mobile Banking, Internet Banking- Self Service Technologies- Debit Card – Credit Card – ECS- RTGS - POS Terminal- NEFT - IMPS - Brown Label ATM's – White Label ATM's – NUUP - AEPS - APBS – CBS – CTS - Digital Signature – M-Wallets - # KYC norms in Banking Sector#.

UNIT IV (15 Hours)

Insurance- Principles - Nature – Purpose – Functions - Classification and Scope – Advantages and Limitations - Risk and Insurance.- Reinsurance concept- Economic Development and Insurance - #Insurance as a Social Security Tool# –Insurance Regulators- Functions, Powers and Role of IRDA

UNIT V (15 Hours)

Life Insurance - Purpose - Uses- Types - Employee Group Insurance - ULIP –Non-life insurance - Motor Insurance - Personal Accident Insurance - Health and Mediclaim Insurance – Features – Types – # Importance of Health Insurance in Pandemic Situations# = Fire Insurance and Marine Insurance – Features – Policies.

#...# Self-Study portion

***...* Swayam Course Content:** Fundamentals in Banking and Insurance - Savitribai Phule Pune University, Pune

Text Book:

TB 1: Jyotsna Sethi, Nishwan Bhatia, Elements of Banking and Insurance, Second Edition, PHI Learning Pvt. Ltd.- 2019

TB 2: M.L. Tannan, Banking Law and Practice in India vol 1 — 27th edition Wadhwa Book Company- 2017

UNIT I : Chapter 1,2	TB 1	Chapter 3-9	TB 2
UNIT II : Chapter 3	TB1	Chapter 10-15	TB 2
UNIT III : Chapter 4	TB 1	Chapter 16-20	TB 2
UNIT IV : Chapter 14-17	TB 1		
UNIT V : Chapter 18-19	TB 1		

Books for Reference:

1. Sundaram and Varshney, "Banking Theory, Law & Practice", 25th ed., Sultan Chand Company, New Delhi, 2014
2. M.S. Ramasamy, "Tannan's Banking Law & Practice in India, 5th ed.," Sultan Chand Company, New Delhi, 2015
3. E. Gorden and N. Natarajan "Banking Theory, Law & Practice" Twenty Seventh ed., Himalaya Publication, 2019
4. Dr. P. Periyasamy, "Principles & Practice of Insurance", 10th ed., Tata Mc Graw Hill Publication, 2016

Course Outcomes: After taking this course the students will be able to

CO 1. Understand the basics of Indian Banking System and Banking Structure.

CO 2. Acquire the knowledge and skills of banking functions and services

CO 3. Integrate the application of technology in banking and its impact.

CO 4. Facilitate to inculcate basic concepts of insurance and its functions

CO 5. Develop depth knowledge of various types of insurance.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits				
IV	20MBA4DEB2	BANKING AND INSURANCE					5	4				
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5		
CO1	✓	✓	✓	✓		✓	✓		✓			
CO2	✓	✓	✓	✓	✓	✓		✓	✓	✓		
CO3	✓	✓	✓	✓	✓		✓	✓	✓	✓		
CO4		✓	✓		✓	✓	✓		✓	✓		
CO5	✓		✓	✓	✓	✓		✓		✓		
Number of Matches= 359 Relationship : High												

Prepared by:

Checked by:

Dr.PL.Senthil

Dr. S.A. Lourthuraj

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER IV: DISCIPLINE SPECIFIC ELECTIVE
INTERNATIONAL FINANCE**

Course Code : 20MBA4DEB3
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I

(15 Hours)

The International monetary system; Balance of payments,*Structure*, exchange rates; the basic equations; foreign exchange markets; Exchange Rate Quotations & Arbitrage; Forward Quotations; foreign exchange risk; #Exchange Rate Regimes and Foreign Exchange Market in India#.

UNIT - II

(15 Hours)

Exposure & Risk: Classification of Foreign Exchange Exposure and Risk; #Measuring and Management of Transaction, Translation and Economic Exposure#; Exchange Rates & Quotation, Models of Exchange Rate Determination Interest Rates, Inflation Rates & Exposure; Currency Trading-Foreign Exchange Market Microstructure-Exchange Rate Forecasting.

UNIT - III

(15 Hours)

Currency Swaps & their use- Currency Futures- Currency Options- Uses & abuses of Currency Derivatives- Types of Currency Exposure- International accounting diversity- International Tax Management

UNIT - IV

(15Hours)

Introduction –Financial Integration, Segmentation & its impact of capital budgeting- *NPV approach – Adjusted PV framework* – Determining cost of capital – #International Capital Asset Pricing Model#.- Capital Budgeting for Foreign Direct Investment.

UNIT - V

(15 Hours)

#INCO Terms – Export Trade Documents#- Letters of Credit - Bill of lading, Commercial invoice, Insurance Certificate, Consular Invoice - Export Declaration Forms - Government Organizations –Promoting Exports – Import Licensing – Export Incentives – Marketing Assistance – Advance License – Export Promotion – Introduction to Cash Inflow

Self study portion

* * **NPTEL Course Content:** International Finance, Dr. Prabina Rajib, Vinod Gupta School of Management IIT Kharagpur Session 1, 25, 39

Text Book:

T.B-1 Apte. P.G, International Financial Management, (7ed) Tata McGraw Hill, New Delhi,(2014)

T.B- 2 Vyuptakesh Sharan, International Financial Management, (8 ed) PHI, New Delhi.2012

UNIT I: Chapter IV , Chapter VII T.B – 1

UNIT II: Chapter III T.B – 1

UNIT III: Chapter VIII, Chapter IX, Chapter XVI, Chapter XX T.B – 1

UNIT IV: Chapter XII T.B – 2

UNIT V: Chapter XXX T.B – 1, Chapter IX T.B -2

Books for Reference:

1. Alan P Shapiro, “Multinational Financial Management”, PHI Publication, New Delhi.2014
2. Resnick. G. Bruce and Eun Cheol S. International Financial Management. (9 ed.), Tata McGraw Hill, New Delhi, 2012.
3. Jain. P. K. Josette Peyrard and Surendra S. Yadav, International Financial Management, Trinity Publishers, 2013.

Course Outcomes: After taking this course the students will be able to

CO1: Ability to understand the concept of international monetary system and the foreign exchange markets

CO2: Apply knowledge of derivatives to risk management in international financial markets.

CO3: Understand the Concept International Financial Instrument and Corporate Finance.

CO4: Integrate the knowledge of Analyze and determine cost of capital and multinational capital budgeting to enable firms to make informed investment decisions

CO5: Acquire the knowledge of processes and instruments used in the financing of international trade.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits				
IV	20MBA4DEB3	INTERNATIONAL FINANCE					5	4				
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5		
CO1	✓	✓	✓	✓		✓	✓		✓	✓		
CO2	✓	✓	✓	✓	✓	✓		✓	✓	✓		
CO3	✓	✓	✓	✓	✓		✓	✓	✓	✓		
CO4		✓	✓		✓	✓	✓		✓	✓		
CO5	✓		✓	✓	✓	✓		✓				
Number of Matches= 39, Relationship : High												

Prepared by:

Checked by:

1. Dr.M.A. Shakila Banu

1. Dr. S.A. Lourthuraj

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER IV: DISCIPLINE SPECIFIC ELECTIVE
FINANCIAL SERVICES**

Course Code : 20MBA4DEB4
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT I

(15Hours)

Financial System and Financial Markets: Participants in Financial Markets - Financial Services – Types - #Fund based and Fee based financial service # - Regulatory framework for Financial Services - Growth of Financial Services in India.

UNIT II

(15Hours)

Hire Purchase Finance: Features of Hire Purchase Agreement – Legal Position – Hire Purchase Advantages and Disadvantages – Lease Financing: Concept of Leasing – Steps, Types, Advantages and Disadvantages of Leasing - History and Development - Legal Aspects of Leasing – Contents of a Lease Agreement #Evaluation of Leasing Option Vs. Borrowing.#

UNIT III

(15 Hours)

Factoring – concepts, significance and types – Factoring mechanism – factoring Vs leasing – factoring in India: Forfaiting – definition, steps and advantages. Credit Rating - meaning and necessity methodology of credit rating – Function – Benefits.

UNIT IV

(15 Hours)

*Merchant Banking – Function and Regulatory Framework; Mutual Funds – Structure of mutual funds – Key concepts related to mutual fund** - Products / Schemes- Types- Functions of Asset Management Company (AMC)-AMFI- #Role of Merchant Bankers in Issue Management#

UNIT V

(15 Hours)

Venture capital: Characteristics – Function – Advantages – Stages of finance - Development of venture capital in India - financing pattern – legal aspects and guidelines for venture capital - Housing Finance Services - #Recent developments in the financial Services sector#

...# Self study portions

*... *NPTEL : Financial Institutions and Markets, PROF. JITENDRA MAHAKUD, IIT
Kharagpur

Text Books:

T.B -1: E. Gordon and K. Natarajan, Financial Markets And Services,10th Edition, Himalaya Publishing House Pvt. Ltd Mumbai, 2016

T.B -2: Vasant Desai, The Indian Financial System and Development Innovating Success, Re – oriented 5thEdition, Himalaya Publishing House 2017.

UNIT I: Chapter 1 & 9: T.B – 1, Chapter 11: T.B - 2

UNIT II : Chapter 11 & 12: T.B – 1

UNIT III : Chapter: 15 & 18: T.B – 1

UNIT IV: Chapter: 10 & 14: T.B – 1

UNIT V: Chapter: 13: T.B – 1, Chapter 54: T.B- 2

Books for Reference

1. M. Y. Khan, Financial Services 10th Edition, McGraw Hill Education Private Ltd., 2019
2. Sandeep Goel, Financial Markets, Institutions and Services, PHI Learning Private Limited, Delhi 2018.
3. Avadhani.V.A., Marketing of Financial Services, 3rd Revised edition, Himalayas Publishers, Mumbai 2015.
4. Vasant Desai, Financial Markets and Financial Services, Himalaya Publishing House, 2018
5. Bimal Jaiswal, Dr. Bhuvana Venkatraman, Dr. Richa Banerjee, Financial Markets, Institutions & Financial Services , Sahitya Bhawan Publications, 2019

Course Outcomes: After taking this course the students will be able to

CO1: Practice the concept of financial system.

CO2: To differentiate the Hire purchase and leasing.

CO3: Apply the mechanism of forfaiting and methodology of credit rating system.

CO4: To enable the students get familiarize with Mutual Funds

CO5: Understanding legal aspects of Venture Capital and Housing Finance.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code		Title of the Paper			Hours	Credits			
IV	20MBA4DEB4		FINANCIAL SERVICES			5	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓		✓	✓		✓	✓	✓
CO2		✓		✓	✓	✓	✓	✓		✓
CO3	✓	✓	✓	✓		✓	✓		✓	✓
CO4	✓			✓			✓		✓	
CO5		✓	✓	✓	✓	✓	✓	✓	✓	✓
Number of Matches= 36, Relationship : High										

Prepared By

Checked By

1. Dr. F. Wahidha Begum

1. Dr. M.A. Shakila Banu

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER IV: DISCIPLINE SPECIFIC ELECTIVE
TAX MANAGEMENT**

Course Code : 20MBA4DEB5
Hours/week : 5
Credit : 4

Max Marks : 100
Internal Marks: 25
External Marks: 75

Unit I (15 Hours)

Introduction to Taxation Management - Types of Taxes, concept, objectives and factors to be considered for Tax Planning - Tax Planning - Tax Evasion - Tax Avoidance - #Rates of Taxes Applicable to Different Types of Taxpayers#

Unit II (15 Hours)

Taxation of Salaried Income - definition of salary - #Fringe benefits and perquisites# -Profit in lieu of salary - Tax planning avenues for salary income - Income from House Property – tax planning

Unit III (15 Hours)

Income from business or profession- Capital Gains and Capital Losses -Provisions relating to Capital Gains Tax -#Exemptions from Capital Gains Tax #- Income from Other Sources

Unit IV (15 Hours)

Deductions from Gross Total Income - Rebates and Reliefs and Computation of Taxable Income and Tax Payable - Set-offs - #Filing of Income Tax Returns #- Provisions -Forms and Due Dates- Notices and Assessments.

Unit V (15 Hours)

Tax Planning for Firms - Tax deductions available to firms- Provisions relating to interest and remuneration to partner- #Computation of book profit# - Corporate Tax planning- Key Areas.

Changes made 25%

#...#Self-Study portion

... Swayam Course Content: Corporate Tax Planning - Netaji Subhas Open University, Kolkata

Text Book:

TB 1: Dr. Vinod K Singhania and Dr. Kapil Singhania, , Direct Taxes - Law and Practice with special reference to Tax Planning, 59th Edition, Taxmann Publications, New Delhi, A Y 2020-21

TB 2 : Dr. H.C. Mehrotra, Dr. S.P Goyal , Direct Tax including Tax Planning & Management Sahitya, 15th edition, Bhgawan Publications – A.Y 2020-21

UNIT I : Chapter 2,3	TB 1 Chapter 1, 2	TB 2
UNIT II : Chapter 4,5	TB1 Chapter 3-5	TB 2
UNIT III : Chapter 7-8	TB 1 Chapter 6-7	TB 2
UNIT IV : Chapter 9-10	TB 1 Chapter 8-9	TB 2
UNIT V : Chapter 11-12	TB 1 Chapter 10 -11	TB 2

Books for Reference:

1. Dr. Girish Ahuja & Dr. Ravi Gupta ,Systematic Approach to Direct Taxation - 10thed, Bharat Law House Pvt. Ltd.-2020-21
2. Dr. Vinod K Singhania and Dr. Monica Singhania, Students' Guide to Income Tax University Edition - Taxman Publications, New Delhi, AY 2020-21

Course Outcomes: After taking this course the students will be able to

- CO 1. Understand the basics of Tax system and Tax planning in India
- CO 2. Acquire the knowledge and skills to calculate tax on salary income
- CO 3. Familiar with tax planning of house property income
- CO 4. Facilitate to inculcate basic concepts of business tax planning
- CO 5. Practice tax management in firms and companies

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits				
IV	20MBA4DEB5	TAX MANAGEMENT					5	4				
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5		
CO1	✓	✓	✓	✓		✓	✓		✓			
CO2	✓	✓	✓	✓	✓	✓		✓	✓	✓		
CO3	✓	✓		✓	✓		✓	✓	✓	✓		
CO4		✓	✓		✓	✓	✓		✓	✓		
CO5	✓		✓	✓	✓	✓		✓		✓		
Number of Matches= 38, Relationship : High												

Prepared by:

Dr.PL.SENTHIL

Checked by:

Dr. S.A. LOURTHURAJ

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER IV: DISCIPLINE SPECIFIC ELECTIVE
HR ANALYTICS**

Course Code : 20MBA4DEC1
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT I

(15 Hours)

Introduction to Predictive Analysis – Need Techniques for HR Analytics – Human capital Data – Strategic Human Capital Resources – Business Application Modeling - #Persuasive HR function#

UNIT II

(15 Hours)

HR information sources – Analysis software options – Using SPSS – Preparing the data for HR Analytics – #Dash Board#

UNIT III

(15 Hours)

Descriptive Analysis to Predictive Analysis – Statistical Significance - Data Integrity - Statistical tests for categorical data - Statistical tests for continuous/interval-level data - Factor analysis and #reliability analysis#

UNIT IV

(15 Hours)

Advanced HR analytic Techniques - Mediation processes - Moderation and interaction analysis - Structural equation modeling – #Prescriptive Analysis#

UNIT V

(15 Hours)

HR analytics ethics and Limitations: HR analytics as a scientific discipline - Institutionalized Metric-Oriented Behaviour (IMOB) - #Balanced scorecard of metrics# - HR data security issues - Ethical standards for the HR analytics team

#Self study portion

Text Books:

T.B.1 : Jac Fitz-enz, The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, AMACOM, 2010.

T.B.2 : Martin R Edwards and Kirsten Edwards, Predictive HR Analytics Mastering the HR metric, London ; Philadelphia : Kogan Page,2016.

Unit I :	Chapter 1 and 2	:	TB 1
Unit II :	Chapter 2 and 3	:	TB 2
Unit III :	Chapter 10	:	TB 2
Unit IV :	Chapter 11	:	TB 2
Unit V :	Chapter 12	:	TB 2

Books for Reference:

1. Steve Van Wieren, Quantifiably Better: Delivering Human Resource (HR) Analytics from Start to Finish, 1st Edition, Techniques Publications LLC, 2017.
2. Bernard Marr, Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, 1st Edition, Kogan Publication, 2018.
3. Martin R. Edwards, Kirsten Edwards, Predictive HR Analytics: Mastering the HR Metric, 1st Edition, Kogan Publication, 2016.

Course Outcomes: After taking this course the students will be able to

CO 1 : Understanding of the role and importance of HR analytics, and the ability to track, store, retrieve, analyse and interpret HR data to support decision making.

CO 2 : Apply benchmarks/metrics to conduct research and statistical analyses related to Human Resource Management

CO 3 : Employ appropriate software to record, maintain, retrieve and analyse human resources information (e.g., staffing, skills, performance ratings and compensation information).

CO 4 : Apply quantitative and qualitative analysis to understand trends and indicators in human resource data; understand and apply various statistical analysis methods.

CO 5 : Demonstrate how to connect HR results to business results.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code		Title of the Paper			Hours	Credits			
IV	20MBA4DEC1		HR ANALYTICS			5	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓		✓	✓	✓	✓	✓	✓
CO2	✓		✓	✓	✓	✓	✓	✓		✓
CO3	✓	✓		✓	✓	✓		✓	✓	
CO4		✓	✓	✓	✓		✓		✓	✓
CO5	✓	✓		✓		✓		✓		✓
Number of Matches= 37, Relationship : High										

Prepared by:

Dr.G. Sivanesan

Checked by:

Dr. A. Selvarani

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER IV: DISCIPLINE SPECIFIC ELECTIVE
INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

Course Code : 20MBA4DEC2
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT I (15 Hours)
Globalization - IHRM : Definitions – Difference between Domestic and International HRM – Cultural Environment – Cultural Context of IHRM – Organisational Context of IHRM - Knowledge Management - What is knowledge Tapping the Tacit Knowledge. Knowledge work and knowledge workers, Characteristics of knowledge workers - Measuring knowledge - Human Resources and Knowledge Management - #strategic Human Resource Management#.

UNIT II (15 Hours)
Sourcing Human Resources for Global Markets – Approaches to staffing – Transferring staff for international Business Activities – The roles of an Expatriate and Non Expatriates - Roles of Inpatriates – Recruitment and Selection of International managers – Selection strategies for overseas assignments; Hiring HCN"s and TCN"s

UNIT III (15 Hours)
International Training and Development – Component and effectiveness of Pre-Departure training programs – Developing staff through international assignments – Training and Development in Global environment – Development of global leaders – #Expatriate Development#.

UNIT IV (15 Hours)
Global Performance Management: Introduction – Key components of PMS – Factors affecting PMS – Steps in Global PMS – Setting Individual performance goals – Performance appraisal – Providing feedback - #Issues in Managing Performance in the Global context#: International Compensation Management: Objectives, Theories - Components of Compensation – Compensation Packages.

UNIT V (15 Hours)
International Industrial Relations and Corporate Social Responsibility: International industrial Relations: Objectives – Key Issues in International IR – Trade Unions and International Industrial Relations – Regional Integration - Ethics and Social Responsibility: Role of Ethics in Business – International Labour Standard – Social Responsibility and IHR Manager

Text Books:

- T.B1** : K. Aswathappa, Sadhna Dash, International Human Resource Management Text and Cases, Third Edition, McGraw Hill Education (India) Private Limited, 2020
- T.B2** : Marion Festing (author), Peter Dowling (author) International Human Resource Management, Seventh Edition, Cengage Learning, 2017
- T.B3** : Anne-Wil Harzing and Ashly Pinnington ,International Human Resource Management, Fourth Edition, Sage Publications, 2014

UNIT 1: Chapter 1, 2, 3 & 4: T.B. – 1, Chapter: 1, 2 & 3: T. B- 2

UNIT II: Chapter 6: T.B .- 1, Chapter 5 : T.B.- 2

UNIT II: Chapter 7: T.B. – 2 Chapter 10 : T.B.- 3

UNIT IV: Chapter 8 & 9: T.B. – 1, Chapter 6 &8: T.B. – 2, Chapter 12& 13: T.B-3

UNIT V: Chapter 11 & 12: T,B, - 1, Chapter 9: T.B. – 2, Chapter 15: T.B. - 3

Book for Reference:

1. Srinivas R. Kandula , International Human Resource Management, Sage, 2018
2. P. Subba Rao , International Human Resource Management Text and Cases, Himalaya Publishing House, 2015
3. Karan Sareen ,International Human Resource Management , 2017
4. S.C. Gupta, International Human Resource Management, First edition , Laxmi Publications, 2014.

Course Outcomes: After taking this course the students will be able to

CO1: Ability to deal with international culture and diversity.

CO2: Apply selection process and also manage expatriate and repatriation.

CO3: Understand the international training module

CO4: Analyse the Performance appraisal Techniques.

CO5: Create labour relations in Multinational Corporations etc.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits			
IV	20MBA4DEC2	INTERNATIONAL HUMAN RESOURCE MANAGEMENT					5	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	✓	✓	✓		✓	✓		✓	✓	✓	
CO2		✓		✓	✓	✓	✓	✓		✓	
CO3	✓	✓	✓	✓		✓	✓		✓	✓	
CO4	✓			✓			✓		✓		
CO5		✓	✓	✓	✓	✓	✓	✓	✓	✓	
Number of Matches= 36, Relationship : High											

Prepared By:

Checked By:

Dr. F. Wahidha Begum

Dr.A.Selvarani

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER IV: DISCIPLINE SPECIFIC ELECTIVE
PERFORMANCE MANAGEMENT**

Course Code : 20MBA4DEC3

Hours/week : 5

Credit : 4

Max Marks: 100

Internal Marks: 25

External Marks: 75

UNIT – I

(15 Hours)

Performance Management – Definition, Features, Need, Benefits –Historical context of Performance Management – Activities of Performance Management – Goals of Performance Management – People involved with Performance Management – Approaches to Performance Management – #Improving effectiveness of Performance Management#.

UNIT – II

(15 Hours)

Planning Performance – Using Performance Management System – Plan, Monitor, Improve, Review, Reward – Establishing Expectations – Understanding CSFs, Establishing CSFs, Establishing KPIs – #Developing Role Profiles# – Components – Updating Role Profile.

UNIT – III

(15Hours)

Monitoring Performance – Determining data to collect - Collecting data – Reports, Surveys, Direct Observation – Analysis and responding to Performance gaps – #Dealing with underperformance# – Managing underperformers, Initial steps, Meeting with an underperformer, Support and follow-up.

UNIT – IV

(15 Hours)

Reviewing Performance – Rating Performance – Performance Standards – #Using Rating Scales# – Appraising Performance – importance – Preparing for the appraisal meeting – Stages of Performance Appraisal meeting - Conducting the appraisal meeting – Using Communication Techniques – Presenting the assessment – Concluding the appraisal meeting.

UNIT – V

(15 Hours)

Rewarding Performance – Concept, importance, objectives – Approaches for rewarding Performance – Efficient Reward Practices –#Benefits of an efficient reward system# – Linking Pay rewards to Performance.

#...#Self-Study portion

Text Books:

T.B - 1 Arup Varma, Pawan Budhwar, Performance Management Systems: An Experiential Approach, SAGE Publications Ltd, 2019.

T.B-2 Linda Ashdown, “Performance Management – A Practical Introduction”, Kogan Page Limited, United States, 2018.

T.B-3 Sorin Dumitrascu, “Performance Management: A Practical Guide Paperback” Independently Published 2017.

UNIT I: Chapter I T.B – 1

UNIT II: Chapter I T.B -3

UNIT III: Chapter VII T.B 2 , Chapter II T.B -3

UNIT IV: Chapter VI - T.B – 1, Chapter VII T.B -2, Chapter III T.B -3

UNIT V: Chapter VI T.B – 1, Chapter III T.B -3

Books for Reference:

1. Christopher Mills, "Performance Management: A Practical Guide", AuthorHouse, UK 2017.
2. T V Rao, "Performance Management: Toward Organizational Excellence", Sage Publications Pvt. Ltd, 2016.
3. Herman Aguinis, "Performance Management" Pearson India, 2013.
4. Soumendra Narain Bagchi, "Performance Management", Cengage, India, 2013.
5. Dr. C. Appa Rao, "Performance Management", Dreamtech Press, India, 2012.
6. Dr. Davinder Sharma, "Performance Appraisal and Management", Himalaya Publishing House, India, 2010.

Course Outcomes: After taking this course the students will be able to

- CO1. Systematically decide and communicate strategic performance aims, objectives, priorities and targets.
- CO2. Plan effective performance management policies and practices to improve organizational and employee performance.
- CO3. Devise and sustain arguments for using appropriate performance management techniques, rewards and sanctions to improve performance.
- CO4. Demonstrate the appraisal skills required when managing achievement and underachievement.
- CO5. Critically evaluate the effectiveness of performance management.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code		Title of the Paper			Hours	Credits			
IV	20MBA4DEC3		PERFORMANCE MANAGEMENT			5	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓	✓		✓	✓	✓	✓	✓
CO2	✓		✓	✓	✓	✓	✓	✓		✓
CO3	✓	✓		✓	✓		✓	✓	✓	
CO4	✓	✓	✓		✓	✓	✓		✓	
CO5	✓	✓		✓		✓		✓		✓
Number of Matches= 37, Relationship : High										

Prepared by:

Checked by:

1. Dr. A. SELVARANI

1. Dr. F. Wahidha Begam

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER IV: DISCIPLINE SPECIFIC ELECTIVE
MANAGERIAL BEHAVIOUR AND EFFECTIVENESS**

Course Code : 20MBA4DEC4
Hours/week : 5
Credit : 4

Max Marks : 100
Internal Marks: 25
External Marks: 75

UNIT - I

(15 Hours)

Managerial jobs - Dimensions of managerial jobs - Models - Time dimensions in managerial jobs -Effective and ineffective job behavior - Functional and cadre difference in managerial job behavior – Managing the Boss - #Managing Political Issues#.

UNIT - II

(15 Hours)

Designing The Managerial Job - Identifying managerial talent - Selection and recruitment for managerial jobs - Managerial skills development - pay and rewards - Managerial motivation - Effective management criteria - performance appraisal measures - balanced scoreboard - Feedback – Competency Mapping - *Career Planning - Career management – #Career development Stages # *

UNIT - III

(15 Hours)

Managerial Effectiveness - 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 – #Quality Circle#.

UNIT – IV

(15 Hours)

Environmental Issues - Organizational processes - Organizational climate-Leader-Group influences -Job challenge - Competition - Managerial styles – #Employee Empowerment#.

UNIT - V

(15 Hours)

Organisational Effectiveness - Organizational Life Cycle – #Organization Mirroring – Organizational Learning# – Six Sigma – Organizational Effectiveness – Perspective – Approaches – Factor Influencing Organizational Effectiveness – Organizational Mirroring – Fostering Creativity.

Self study portion.

***.....* Swayam Course content – Human resource Development (IIT Kharagpur)**

Text Books:

TB - 1 : Peter F.Drucker, Management Essentials -Drucker’s Library, Harvard Business press,2020.

TB - 2: Richard L Daft, Organizational Theory and Design,12th edition, Cengage learning, 2015.

Unit I - Chapter 1,2,3,4,5 **T.B 1.**

Unit II - Chapter 2 ,6,7,8,9 , **T.B 1** Chapter 10 **T.B 2,**

Unit III- Chapter 2 **T.B 2,**

Unit IV- Chapter 20,23,24,25,26 T.B. 1, Chapter 4,5,9,10. **T.B 2,**

Unit V - Chapter 23 **T.B 2**

Books for References:

1. Gary Dessler, Biju varkkey, Human Resource Management, 15th edition, Pearson publishers, 2017.
2. Milkovich, Newman, 'Compensation', 9th edition, McGraw-Hill International, 2017.
3. Afsaneh Nahavandi, The Art and Science of Leadership, 7th edition, Pearson, 2014.

Course Outcomes: After taking this course the students will be able to

- CO 1.** Inculcate effective job behaviour and inter personal relationship to maintain organizational peace.
- CO 2.** Identify managerial behavioural talents and remunerate the right talents for enhancing organizational effectiveness.
- CO 3.** Apply managerial behavioural approaches to face the environmental changes internally and externally.
- CO 4.** Analyze the leadership talents to foster synergy in the organization.
- CO 5.** Develop ability to address learning issues with the employees and favours the organization to face with the competitors.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits			
IV	20MBA4DEC4	MANAGERIAL BEHAVIOUR AND EFFECTIVENESS					5	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
CO2		✓		✓	✓	✓	✓	✓		✓	
CO3	✓			✓		✓		✓		✓	
CO4		✓	✓		✓		✓		✓		
CO5	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Number of Matches= 41, Relationship : High											

Prepared by:

1. Dr. G. Saifudeen.

Checked by:

1. Dr. G. Sivanesan
2. Dr. F. Wahidha Begum

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER IV: DISCIPLINE SPECIFIC ELECTIVE
HUMAN RESOURCE DEVELOPMENT**

Course Code : 20MBA4DEC5
Hours/week : 5
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

Unit I (15 Hours)
HRD Foundation: The Progression toward a Field of Human Resource Development - The Relationship between Human Resource Management and HRD/Training - Human Resource Development Functions - Roles and Competencies of an HRD Professional - #Challenges to Organizations and to HRD Professionals# - Challenges to Organizations and to HRD Professionals - HRD Process.

Unit II (15 Hours)
Influences on Employee Behavior: Model of Employee Behavior - External Influences on Employee Behavior - Other Internal Factors That Influence Employee Behavior. Learning and HRD: Learning and Instruction - Maximizing Learning - #Individual Differences in the Learning Process# - Learning Strategies and Styles

Unit III (15 Hours)
Human Resource Development Applications: Socialization: The Process of Becoming an Insider, Various Perspectives on the Socialization Process, Realistic Job Preview. Basic Workplace Competencies. #Basic Skills / Literacy Programs#.

Unit IV (15 Hours)
Coaching and Performance Management : The Need for Coaching - The HRD Professional's Role in Coaching - Conducting the Coaching Analysis - Skills Necessary for Effective Coaching - The Effectiveness of Coaching - Setting Performance Goals During Discussion. #Employee Assistance Programs# - Employee Wellness - Issues in Employee Counseling.

Unit V (15 Hours)
Negotiation Skills and the HRD Professionals: The Negotiations Continuum – Conflict. Current Issues and Evolving Trends: National HRD, Critical HRD, Virtual HRD. #Adapting to Demographic Changes# - Future Trends Affecting Human Resource Development.

Self-Study portion

Text Books:

- T.B. 1 : Jon M. Werner and Randy L. DeSimone, Human Resource Development, 6th Edition, South-Western, Cengage Learning, 2012.
- T.B. 2 : Byrd, Marilyn Y., Hughes, Claretha, Managing Human Resource Development Programs : Current Issues and Evolving Trends, 1st Edition, Palgrave Macmillan Publication, 2015.

Unit I : Chapter 1 TB1
Unit II : Chapter 2 TB1

Unit III: Chapter 8,9 TB1
 Unit IV: Chapter 10,11 TB1
 Unit V : Chapter 10 TB 2

Books for Reference:

1. T V Rao, HRD Audit: Evaluating the Human Resource Function for Business Improvement, 2nd Edition, SAGE Publication, 2014.
2. Ronald L. Jacobs, Work Analysis in the Knowledge Economy: Documenting What People Do in the Workplace for Human Resource Development, 1st Edition, Springer International Publishing; Palgrave Macmillan, 2019.
3. Matthew W. Gosney, Clareth Hughes, The History of Human Resource Development: Understanding the Unexplored Philosophies, Theories, and Methodologies, Palgrave Macmillan US, 2016.

Course Outcomes: After taking this course the students will be able to

- CO1: To build an understanding and perspective of Human Resource Development as discipline appreciating learning.
 CO2: To learn the skills of developing a detailed plan for need and implementation of HRD program in the organization.
 CO3: To learn role of learning in action as an individual, group and an organization in order to develop creative strategies to organizational problems.
 CO4: To develop a perspective of HRD beyond organizational realities.
 CO5: To understand contemporary realities of HRD and its future needs.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code		Title of the Paper			Hours	Credits			
IV	20MBA4DEC5		HUMAN RESOURCE DEVELOPMENT			5	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CO2	✓	✓	✓		✓	✓	✓		✓	
CO3	✓		✓	✓	✓	✓		✓		✓
CO4	✓	✓	✓	✓	✓		✓		✓	✓
CO5	✓	✓		✓		✓	✓	✓	✓	
Number of Matches= 39, Relationship : High										

Prepared by:

Checked by:

1. Dr. A. Selvarani

1. Dr.G. Sivanesan

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER IV: DISCIPLINE SPECIFIC ELECTIVE
SOFTWARE PROJECT MANAGEMENT**

Course Code : 20MBA4DED1
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

Unit I (15 Hours)

Introduction to Project Management, Software project management, Importance of Project Management, Problems in Project Management, Process in Software Projects, Project Management Process, #Software Project Planning, Management Metrics#

Unit II (15 Hours)

Software project Effort and Cost Estimation – Effort Estimation Techniques – Functional Point Analysis – Wide Band Delphi – COCOMO – Cost Factor Analysis – #Schedule Estimation for waterfall model based Planning#.

Unit III (15 Hours)

Risk Management – Cause of Risk, Risk Categories, Risk Analysis. Project Planning – Project Planning fundamentals, Project Planning Techniques, Agile Project Planning. Project monitoring and #Project Control Techniques#.

Unit IV (15 Hours)

Software process standard – CMMI Standard, ISO Standards, IEEE Standards. Test process improvement Techniques – Deming’s PDCA Technique, Test Maturity Model. #Process standard Certification#

Unit V (15 Hours)

People Management, Team Management, Supplier Management, Customer Management, Software building management tools and Software testing Management tools. #Software industry trends#

Self Study Portion

Text Books :

TB 1 : Ashfaque Ahmed, Software Project Management, A Process-Driven Approach, 1st Edition, CRC Press (Taylor and Francis Group), 2014.

TB 2 : Dimitre Dimitrov, Software Project Estimation Intelligent Forecasting, Project Control, And Client Relationship Management, 1st Edition, Apress, 2020.

Unit I : Chapter 1, 2 - TB.1
Chapter 1 - T.B 2
Unit II : Chapter 3 - T.B.1
Unit III Chapter 4 - T.B. 1
Chapter 6 - T.B. 2
Unit IV: Chapter 16, 17 - T.B. 1
Unit V : Chapter 18, 19,21,25 - T.B. 1

Books for Reference:

1. Villafiorita, Adolfo, Introduction to Software Project Management, 1st Edition, CRC Press, 2014.
2. Anna P. Murray, The Complete Software Project Manager: Mastering Technology from Planning to Launch and Beyond, 1st Edition, Wiley Publication, 2016
3. Roger S. Pressman and Bruce R. Maxim, Software Engineering: A Practitioner's Approach, 8th Edition, McGraw Hill Publication, 2014.

Course Outcomes: After taking this course the students will be able to

- CO1. Identify the different project contexts and suggest an appropriate management strategy.
 CO2. Practice the role of professional ethics in successful software development.
 CO3. Identify and describe the key phases of project management.
 CO4. Determine an appropriate project management approach through an evaluation of the business context and scope of the project.
 CO5. Demonstrate an ability to present ideas both formally and informally to a group of their peers and the management.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code		Title of the Paper			Hours	Credits			
IV	20MBA4DED1		SOFTWARE PROJECT MANAGEMENT			5	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓		✓	✓	✓	✓	✓	✓
CO2	✓		✓	✓		✓	✓	✓		✓
CO3	✓	✓	✓	✓	✓	✓	✓		✓	
CO4		✓	✓		✓		✓		✓	✓
CO5	✓	✓		✓		✓		✓	✓	✓
Number of Matches= 37, Relationship : High										

Prepared by:

Checked by:

Dr. G. Sivanesan

Dr. U. Syed Aktharsha

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER IV: DISCIPLINE SPECIFIC ELECTIVE
CYBER SECURITY**

Course Code : 20MBA4DED2
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

Unit - I

(15 Hours)

Fundamentals of Cyber Security – Importance of Cyber Security – Cyber Security Risk and Security: Critical Infrastructure, Network Security, Cloud Security, Artificial Intelligence (AI), Application Security, IoT Security – #Methods of Cyber Attacks#

Unit - II

(15 Hours)

Breaches in Cyber Security – Types of Data Security Breaches – Methods to prevent Data Security Breaches – Security Data Prevention Tools. Malware Attack, Types and Analysis: Types of Malware – #Detection, Prevention and Removal of Malware#.

Unit - III

(15 Hours)

Computer Virus and Prevention: Types of Computer Virus – Prevent Computer Virus. Web security: *Web security Threats, Defense strategy for web security, Ethical hacking, Web Analytics, Steps to keep website safe* – #workplace Security guidelines#

Unit - IV

(15 Hours)

Basic Concept of Cryptography – Evolution of Cryptography – Importance of Cryptography Algorithm – Cryptosystem Attack – Cryptographic Attack - #Benefits and Challenges of Cryptography in future IT#

Unit - V

(15 Hours)

Risk Base cyber security – #Firewall – Virtual Private Network# - Zero Day Vulnerabilities - Software Exploits - Creating a Holistic, Informed and Connected View of Cyber Security.

#....# self-study portion

***....*Swayam Course Content – Introduction to Cyber Security – IGNOU**

Text Books :

TB 1 : Karnel Erickson, Cyber security, 1st Edition, Karnel Erickson Publication (Kindle Edition), 2019

TB 2 : Raef Meeuwisse, Cyber Security for Beginners - A guide to the essentials of cyber Security, Cyber-Terrorism & Hacktivism, 2nd Edition, Icutrain Publication Ltd (Kindle Edition), 2015.

Unit I : Chapter 1 : T.B 1

Unit II : Chapter 2, 3 : T.B 1

Unit III: Chapter 5,6 : T.B 1

Unit IV : Chapter 7,8 : T.B 1

Unit V : Chapter 24 : T.B 2

Books for Reference:

1. Nicholas J. Daras, Cyber-Security and Information Warfare, 1st Edition, Nova Science Publishers, 2019
2. James Graham, Ryan Olson, Rick Howard, Cyber Security Essentials, 1st Edition, Auerbach Publications, 2011.
3. Christopher Hadnagy, Social Engineering: The Science of Human Hacking, 2nd Edition, Wiley Publication, 2018

Course Outcomes: After taking this course the students will be able to

- CO1. Analyze and evaluate the cyber security needs of an organization.
- CO2. Determine and analyze software vulnerabilities and security solutions to reduce the risk of exploitation.
- CO3. Measure the performance and troubleshoot cyber security systems.
- CO4. Comprehend and execute risk management processes, risk treatment methods, and key risk and performance indicators
- CO5. Design and develop security architecture for an organization.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code		Title of the Paper			Hours	Credits			
IV	20MBA4DED2		CYBER SECURITY			5	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CO2	✓		✓	✓	✓	✓	✓		✓	✓
CO3	✓	✓	✓		✓	✓	✓	✓	✓	
CO4		✓	✓	✓	✓		✓			✓
CO5	✓	✓		✓		✓		✓	✓	
Number of Matches= 38, Relationship : High										

Prepared by:

Dr.G. Sivanesan

Checked by:

Dr.U. Syed Aktharsha

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER IV: DISCIPLINE SPECIFIC ELECTIVE
ENTERPRISE-WIDE INFORMATION SYSTEM**

Course Code : 20MBA4DED3
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I (15 Hours)
Concept of System Island and Integration – *An overview of Enterprise Resource Planning (ERP) - ERP Need Analysis - ERP Evolution - ERP Characteristics - ERP Benefits and Limitations* – Expectations of ERP- #Reasons for ERP Failure# - ERP Tools and Technologies - Future of ERP;

UNIT - II (15 Hours)
Concept of Business process -Basics and Definitions of BPR- Emergence of BPR- Identification of reengineering need- Components of reengineering –Stages and Tasks of BPR – BPR Model - Benefits of BPR- BPR vs. TQM- BPR vs. Continuous Improvement – BPR vs. Restructuring – #Role of IT in BPR#.

UNIT - III (15 Hours)
Implementation life cycle- Hidden costs – Team Formation – Roles of Vendors, Consultants and Users – Post Implementation Review – Success and Failure Factors – Business Modules of ERP – ERP vendors

UNIT - IV (15 Hours)
Introduction to Supply Chain – Activities of Supply Chain – Information Flow – Benefits of Information sharing – E-SCM: objectives and outcomes – E-SCM functional areas– #Implementation challenges# – Supply Chain Integration and Interoperability – SCM Tools;

UNIT - V (15 Hours)
Introduction to CRM – Major application clusters – Causes of CRM Failure – Trends in CRM: Operational CRM – Analytical CRM – Collaborative CRM – Portal Based CRM; E- CRM: Meaning – Evolution – Benefits of E-CRM - #CRM Tools#..

Self-study portion

**** - SWAYAM course Content (E- Business, IIT Kharagpur)
(Management Information System, IIT Kharagpur)**

Text Books:

- T.B 1** - Alexis Leon, ERP Demystified, Third Edition, McGraw Hill Education, New Delhi, 2014.
T.B.2 - Sunil Chopra and Peter Meindl, Supply Chain Management - Strategy, Planning and Operation, Sixth Edition , Pearson Education, , 2016.

Unit I – Chapters 1,3,4,5,7,8	T.B.-1
Unit II – Chapters 2, 11	T.B.-1
Unit III – Chapters 22,28,30,36,37,42,52	T.B- 1
Unit IV – Chapter 15	T.B.-1 Chapters 1, 2, 3,17
Unit V - Chapter 16	T.B.-1

Books for Reference:

1. Alexis Leon, Enterprise Resource Planning, Fourth edition, McGraw Hill Education, New Delhi 2017.
2. Rajesh Ray, Enterprise Resource Planning, McGraw Hill Education, New Delhi 2017

3. Rushton, Alan, Phil Croucher, and Peter Baker, The handbook of logistics and distribution management: Understanding the supply chain, Sixth Edition, Kogan Page Publishers, 2017.
4. Rojer J. Baran and Robert. J. Kalka, Customer Relationship Management, Routledge , USA,2017.
5. Stephen Harwood, ERP: The Implementation Cycle, Routledge , USA, 2016.
6. Shah, Supply Chain Management : Text and Cases, Second edition , Pearson Education India, 2016.
7. Francis Buttle and Stan Maklan , Customer Relationship Management: Concepts and Technologies, Third Edition, Routledge , USA, 2015.
8. Daniel E. O’Leary, Enterprise Resource Planning Systems, Cambridge University Press, 2000.

Web References

- <https://nptel.ac.in/courses/110/105/110105083/>

Course Outcomes: On completion of this course, the students will be able to;

- CO 1- Comprehend the technical aspects of ERP systems.
- CO 2- Understand roles of BPR in ERP system implementations.
- CO 3- Describe typical functionality in an ERP system.
- CO 4- Understand the activities of supply chain and roles of E -SCM in enterprise system.
- CO 5- Develop skills to identify and solve the issues in CRM effectively.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits				
IV	20MBA4DED3	ENTERPRISE-WIDE INFORMATION SYSTEM					5	4				
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5		
CO1		✓	✓			✓	✓	✓	✓	✓		
CO2	✓		✓	✓	✓	✓		✓	✓			
CO3		✓	✓	✓	✓	✓	✓	✓		✓		
CO4		✓		✓	✓		✓	✓	✓	✓		
CO5	✓		✓		✓	✓	✓		✓	✓		
Number of Matches= 36, Relationship : High												

Prepared by:

Checked by:

1. Dr. U. Syed Aktharsha

1. Dr. G. Sivanesan

2. Dr. S. Thilagavathy

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER IV – DISCIPLINE SPECIFIC ELECTIVE
DECISION SUPPORT SYSTEM**

Course Code : 20MBA4DED4
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I

(15 Hours)

Managerial Decision Making - Decision Making Process – Problem Solving Techniques –Decision Styles – Critical Success Factors -#Attributes of various Computer Based Information System #

UNIT - II

(15 Hours)

DSS: An overview- Scope of DSS-Characteristics and Capabilities of DSS – Components of DSS- Classification of DSS – DSS Applications - MIS Versus DSS

UNIT - III

(15 Hours)

Database Management system: Sources of Data – Data file environment – Database environment-Data dictionary. Model Base Management System: Introduction to Modeling – The Modeling process-#Types of Models#- *Treating certainty, uncertainty and Risk-Simulation*.

UNIT - IV

(15 Hours)

DGMS: User interface-Graphics-Dialog process-#DSS tools#-DSS Construction: Steps in designing DSS- Identification of decision, building of DBMS, building of MBMS, building of DGMS – Implementation – Performance testing.

UNIT - V

(15 Hours)

KPI and Balanced Scoreboards - Design Requirements for Dashboard- Dashboard Appliances -Group Decision Support Systems

#... # self-study portion

***... * SWAYAM Course Content** (Decision Support System for Managers , IIT Kharagpur & Decision Making under uncertainty, Texas A& M University)

Text Books

T.B. 1 - Vicki L Sauter, Decision Support Systems for Business Intelligence, Second Edition, John Wiley & Sons, Inc, NJ, 2010.

T.B. 2 - Peter G W Keen and Thomas J Gambino, Building a Decision Support System, Franklin Classics Trade Press, 2018.

Unit I-	Chapter 2	T.B- 1
Unit II	– Chapter 1	T.B.-1
Unit III	– Chapters 3, 4	T.B.-1
Unit IV	– Chapter 5,7,9	T.B.-1
Unit V	- Chapter 10,11	T.B.-1

Books for Reference:

1. Gerardus Blokdyk , Decision support systems, Third Edition, 5starcooks, ,2019.
2. Ramesh E Sharda, DursunDelen and Efraim Turban, Business Intelligence and Analytics, Tenth Edition, Pearson Education, India, 2015.
3. Burstein.F, and Holsapple.C.W, Handbook on Decision Support Systems – Basic Themes, Springer, 2008.

Web Reference:

- https://onlinecourses.nptel.ac.in/noc20_mg59/
- https://onlinecourses.nptel.ac.in/noc20_mg63/
- www.tutorialspoint.com/dbms
- <https://nptel.ac.in/courses/106106093/>

Course Outcomes: After taking this course, the students will be able to:

CO 1 - Describe different kinds of decision support systems and their functions.

CO 2 - Understand the applications and Impact of DSS in different kinds of organizations.

CO 3 - Analyze a typical decision situations in market.

CO 4 - Apply relevant theory in order to evaluate different alternatives for decision making.

CO 5 - Identify the circumstances under which, EIS and ES can be used for decision making.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code		Title of the Paper			Hours	Credits			
IV	20MBA4DED4		DECISION SUPPORT SYSTEM			5	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓			✓	✓	✓	✓	✓
CO2	✓		✓	✓	✓	✓		✓	✓	
CO3		✓	✓	✓	✓	✓	✓	✓		
CO4		✓		✓	✓		✓	✓	✓	
CO5	✓		✓		✓	✓	✓		✓	✓
Number of Matches= 35, Relationship : High										

Prepared by:

Checked by:

Dr. U. Syed Aktharsha

Dr. S. Thilagavathy

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER IV: DISCIPLINE SPECIFIC ELECTIVE
E-BUSINESS**

Course Code : 20MBA4DED5
Hours/week : 5
Credit : 4

Max Marks : 100
Internal Marks: 25
External Marks: 75

UNIT - I

(15 Hours)

E-Business- Forces fuelling E-business - Industry framework - Advantages and Disadvantages - Managerial perspectives, Rules and Regulations of E-business – # Applications of E- business concept # - Components of E-business

UNIT - II

(15 Hours)

Model Based on Transaction Type - Model Based on Transaction Party - B2B - B2C- B2G- C2C- C2B- C2G - Legal regulations of e-business- Ecommerce Business Revenue Models.

UNIT - III

(15 Hours)

Introduction - Life cycle of Site building - Web site strategies - Web site design principles and Criteria - Website Evaluation and Usability Testing - #Role of website in e- business# - Creative Web Design for business- Mobile Apps.

UNIT - IV

(15 Hours)

Security Risk of E-business– Types and Sources of Threats - Fire walls and Network Security - Types of Fire walls - Firewall security policies; Digital Identity and Electronic Signature - Cryptography: Secret key encryption - Public key encryption - #Implementation and Management Issues# - Remedial measures for e-business issues.

UNIT - V

(15 Hours)

*Making Functional Areas E-Business Enabled: E-marketing, E-Selling, E-Supply Chain Management – E-Payment System - Decision Support in E-Business: Web Analytics - Customer Behaviour Modelling

#...#Self-Study portion

***...* Swayam Course Content: E-Business IIT Kharagpur**

Text Book:

TB 1: David Whitley, E-Commerce-Strategy, Technologies & Applications , 26th ed., Tata Mac Hill,2020

TB 2: Kamlesh K. Bajaj, E-Commerce- The cutting edge of business,10th ed., TMH,2015

UNIT I : Chapter 2,3	TB 1	Chapter 1, 2	TB 2
UNIT II : Chapter 4,5	TB1	Chapter 3-5	TB 2
UNIT III : Chapter 7-8	TB 1	Chapter 6-7	TB 2
UNIT IV : Chapter 9-10	TB 1	Chapter 8-9	TB 2
UNIT V : Chapter 11-12	TB 1	Chapter 10 -11	TB 2

Books for Reference:

1. Mathew Reynolds, Beginning E-Commerce with VB, ASP, SQL Server 7.0 & MTS, 1st ed., Wrox Publishers.2015
2. J. Christopher Westl and Theodore H. K Clark, Global Electronic Commerce- Theory and Case Studies, 1st University Press,2016

Course Outcomes: After taking this course the students will be able to

- CO 1. Understand the basics of concepts of E-Business
 CO 2. Acquire the knowledge of different E-business Models
 CO 3. Familiar with web designing and website construction
 CO 4. Inculcate the knowledge of security aspects in e-business
 CO 5. Well-verse with e-marketing and e-payment systems and its applications

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code		Title of the Paper			Hours	Credits			
IV	20MBA4DED5		E-BUSINESS			5	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓	✓		✓	✓	✓	✓	
CO2	✓	✓	✓	✓	✓	✓		✓	✓	✓
CO3	✓	✓		✓	✓		✓	✓	✓	✓
CO4		✓	✓		✓	✓	✓		✓	✓
CO5	✓		✓	✓	✓	✓	✓	✓		✓
Number of Matches= 35, Relationship : High										

Prepared by:

Checked by:

Dr.PL.Senthil

Dr. U.Syed Aktharsha

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER IV: DISCIPLINE SPECIFIC ELECTIVE
SIX SIGMA**

Course Code : 20MBA4DEE1
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT I (15 Hours)

The Basics of Six Sigma - Meanings of Six Sigma - General History of Six Sigma & Continuous Improvement - Deliverables of a Lean Six Sigma Project - The Problem-Solving Strategy $Y = f(x)$ - Voice of the Customer, Business and Employee - Six Sigma Roles & Responsibilities - The Fundamentals of Six Sigma - Selecting Lean Six Sigma Projects.

UNIT II (15 Hours)

Measure Phase: Process Definition - X-Y Diagram - Six Sigma Statistics - Descriptive Statistics - Normal Distributions & Normality - Graphical Analysis - Measurement System Analysis - Precision & Accuracy - Process Capability.

UNIT III (15 Hours)

Analyse Phase: Patterns of Variation - Inferential Statistics - Understanding Inference - Sampling Techniques & Uses - Central Limit Theorem - Hypothesis Testing - General Concepts & Goals of Hypothesis Testing - Significance; Practical vs. Statistical - Risk; Alpha & Beta - Types of Hypothesis Test - Hypothesis Testing with Normal Data - sample t-tests - sample variance - One Way ANOVA - Hypothesis Testing with Non-Normal Data.

UNIT IV (15 Hours)

Improve Phase - Simple Linear Regression – Correlation - Regression Equations - Residuals Analysis - Multiple Regression Analysis - Non- Linear Regression - Multiple Linear Regression–Confidence & Prediction Intervals - Residuals Analysis - Data Transformation, Box Cox.

UNIT V (15 Hours)

Control Phase: *Lean Controls - Control Methods for 5S - Statistical Process Control (SPC) - Data Collection for SPC - Six Sigma Control Plans* - Cost Benefit Analysis - Elements of the Control Plan - Elements of the Response Plan.

#...#Self-Study portion

*...***Swayam Course Content:** Continuous Quality Improvement : Tools and Techniques–Co-Chair of Research Committee at NABH Quality Council of India.

Text Books:

- T.B-1:** Gopalakrishnan.N Simplified six sigma, methodology, tools and implementation
PHI learning private limited, New Delhi, 2012
- T.B-2 :** Rama shankar (2009) Process improvement using six sigma – A DMAIC guide,
American society for quality, quality press, 2009.

Books for Reference:

1. Hemant Urdhwareshe, Six sigma for business excellence, Dorling kindersely (India) Pvt. Ltd., 2011
2. Forrest W. Breyfogle III, Implementing six sigma, smarter solution using statistical methods (2nd edition), John Wiley & Sons, Inc., New Jersey, 2003

UNIT 1: Chapter I, II, III - T.B – 1

UNIT II : Chapter IV to VII - T.B – 1

UNIT III: Chapter VIII – X - T.B – 1

UNIT IV: Chapter IV - T.B – 2

UNIT V: Chapter V T.B - 2

Course outcomes: After taking this course the students will be able to

- CO1. Enable the student to identify the characteristics of an organization's business processes.
- CO2. Identify the process or product customers impacted by the problem
- CO3. Delivering near-perfect goods and services for business transformation for optimal Customer satisfaction
- CO4. Acquaint the knowledge that the primary goal is to bring maximum benefit to the customer.
- CO5. Facilitate that the business transformation and change.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code		Title of the Paper			Hours	Credits			
IV	20MBA4DEE1		SIX SIGMA			5	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓			✓	✓		✓	✓
CO2	✓	✓		✓	✓	✓		✓	✓	✓
CO3	✓	✓	✓	✓	✓		✓	✓	✓	✓
CO4		✓	✓		✓	✓	✓			✓
CO5			✓	✓	✓	✓		✓		
Number of Matches= 38, Relationship : High										

Prepared by:

Checked by:

Dr. G.S.David Sam Jayakumar

Mr. M. Sabeerden

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER IV: DISCIPLINE SPECIFIC ELECTIVE
SUPPLY CHAIN PLANNING**

Course Code : 20MBA4DEE2
Hours/week : 5
Credit : 4

Max Marks:100
Internal Marks: 25
External Marks: 75

UNIT - I

(15 Hours)

Concept and definition of Forecasting & Demand - Role of Forecasting in SC – Quantitative forecasting methods - Market Research Methods - Time Series Methods. Selection of Appropriate Forecasting technique for SC

UNIT - II

(15 Hours)

Managing Supply, Managing Demand, Implementing Sales and Operations Planning in practice. Order fulfillment & Order Management. Customer Service Level in SC. Evolution of ERP, Concept of ERP in SCM, Quick Response and Accurate Response System in SCM, Use of Other Planning Strategies

UNIT - III

(15 Hours)

Introduction, Requirement of Aggregate Plan, Steps in Developing an Aggregate Plan, Advantages of Aggregate Plan, Aggregate Planning Strategies, Planning Options. Selecting the Method in Aggregate Planning, Aggregate Planning in Services, Aggregate Planning using MS-Excel

UNIT - IV

(15 Hours)

Decision Environment of SC – external factors responsible for decisions - Concept of Variability - Responding to predictable variability

UNIT - V

(15 Hours)

Choices of Network Configurations – direct shipping - distribution through intermediary - customer pick up - Challenges in Network Configuration. Models – Strategic Facility Location Model with Single Capacity Choice - Strategic Facility Location Model with Two Capacity Choices

#.....#Self study portion

***.....*:** **Swayam Course Content-** Supply Chain Management. By Avinashilingam Institute for Home Science and Higher Education for Women.

Text Books:

T.B- 1: Monczka, Robert M. Monczka, Robert B. Handfield, Larry C. Giunipero, James L. Patterson. *Purchasing and supply chain management*. 6e, Cengage Learning, 2015.

T.B- 2: Sople Vinod V, *Logistics Management-The Supply chain imperative*, Pearson Education, Indian Reprint 2004

UNIT I : Chapter 1: **T.B – 1**, Chapter 4 **T.B-1**

UNIT II : Chapter 5- **T.B – 1** & 4: **T.B – 2**

UNIT III : Chapter 3 **T.B- 1** & 4: **T.B – 2**

UNIT IV : Chapter 7 **T.B - 2**

UNIT V : Chapter 8 **T.B – 1**

Books for Reference:

1. Coyle, John J., et al. *Supply chain management: a logistics perspective*. Nelson Education, 2016.
2. David Simchi-Levi, Philip Kaminsky, *Designing and Managing the Supply Chain*, Edith Simchi-Levi, 2001.
3. Robert Monczka, Robert Handfield, Larry Giunipero, James Patterson, *Purchasing and Supply Chain Management*, McGraw Hill, 2011
4. Alan Harrison and Remko Van Hoek, *Logistics Management and Strategy: Competing through the Supply Chain*, McGraw Hill, 2011
5. Gattorna, John. *Managing the supply chain: a strategic perspective*. Macmillan International Higher Education, 1996.

Course Outcomes: After taking this course the students will be able to

- CO – 1: Acquire knowledge on Supply chain forecasting.
- CO – 2: Implement the Supply chain based on the demand.
- CO – 3: Acquire knowledge on the various Planning Strategies.
- CO – 4: Know factors responsible for decisions.
- CO – 5: Illustrate the network decisions.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits				
IV	20MBA4DEE2	SUPPLY CHAIN PLANNING					5	4				
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5		
CO1	✓	✓	✓		✓	✓	✓	✓	✓			
CO2	✓	✓		✓	✓	✓		✓		✓		
CO3		✓	✓	✓		✓	✓	✓	✓	✓		
CO4	✓		✓		✓		✓	✓	✓	✓		
CO5	✓	✓		✓		✓	✓		✓	✓		
Number of Matches= 37, Relationship : High												

Prepared by:

Checked by:

Dr. A.Jainullabdeen

Mr. M.Sabeerdeen

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER IV: DISCIPLINE SPECIFIC ELECTIVE
SUPPLYCHAIN COORDINATION**

Course Code : 20MBA4DEE3
Hours/week : 5
Credit : 4

Max. Marks:100
Internal Marks: 25
External Marks: 75

UNIT - I

(15 Hours)

Supply Chain Co-ordination Functional Coordination- Supply Chain Relationships - Failing to coordinate Sales Function with SC Capacity – Failing to coordinate Industrial Service SC - Coordinate Retail Functions for Market Expansion

UNIT - II

(15 Hours)

Challenges in SC Coordination- *Bull Whip Effect*– impact on manufacturing cost – inventory cost - replenishment lead time - transportation cost – labour cost for logistics - product availability & relationships across the SC - Obstacles to Coordination in SC - *Sustainability in SC*

UNIT - III

(15 Hours)

Aligning of Goals & Incentives - Improving Information Accuracy – Improving Operational Performance – Designing Pricing Strategies to stabilize orders - #Building Partnerships & Trust#.

UNIT - IV

(15 Hours)

Assessing Value of Relationship – Identifying Operational Roles & Decision Rights for each party - Creating Effective Contracts - Designing Effective Conflict Resolution Mechanisms.

UNIT - V

(15 Hours)

Collaborative Assortment Planning –Retail Event Collaboration – Distribution Centre (DC) –Replenishment Collaboration – Store Replenishment Collaboration – Organizational & Technology Requirements for successful CPFR.

___# **Self Study portion**

* ___* **SWAYAM Course Content:** Supply Chain Management, Avinashilingam Institute for Home Science & Higher Education for Women, Coimbatore

TEXT BOOKS:

TB:1 Martin Albrecht, Supply Chain Coordination Mechanisms, Springer Heidelberg Dordrecht Kindle Edition.

TB:2 Shah, Supply Chain Management Text and Cases, 2nd Edition, Pearson, 2016.

Books for References:

1. Russel, Tylor, Operations and Supply Chain Management, 8th Edition, Wiley, 2015
2. N.Chadrasekaran, Supply Chain Management Process- System & Practice, Oxford, 2010.
3. Coyle, Bardian and Langley, The Management of Business Logistics: A Supply Chain Perspective Cengage Learning, 2003.
4. Judy Dickens, Principles and Practice of Supply Chain Management, Willford Press, 2019

UNIT I : Chapter 2, 2.1 : **T.B – 1**

UNIT II : Part 1, Sec.1,2 : **TB-2**

UNIT III: Part 4 sec.9- **TB-2**

UNIT IV: Part 4, Sec. 11- **TB-2**

UNIT V : Part 4, Sec. 9- **TB-2**

Course outcomes: After taking this course the students will be able to

CO 1: Understand the fundamentals of supply chain coordination

CO 2: Know the challenges in supply chain coordination

CO 3: Understand how managerial levers and partnerships aid in achieving Supply Chain coordination

CO 4: Expose to the different approaches for coordination systems

CO 5: Apply the different strategies of supply chain coordination

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits		
IV	20MBA4DEE3	SUPPLYCHAIN COORDINATION					5	4		
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓	✓		✓	✓		✓	✓
CO2	✓	✓	✓	✓	✓	✓		✓	✓	✓
CO3	✓	✓		✓			✓	✓	✓	✓
CO4		✓	✓		✓	✓	✓		✓	✓
CO5			✓	✓	✓	✓		✓		
Number of Matches= 36, Relationship : High										

Prepared by:

Mr. M. Sabeerdeen

Checked by:

Dr.A.Jainulabdeen

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER IV: DISCIPLINE SPECIFIC ELECTIVE
MODELING FOR SUPPLY CHAINS**

Course Code : 20MBA4DEE4
Hours/week : 5
Credit : 4

Max Marks:100
Internal Marks: 25
External Marks: 75

UNIT - I

(15 Hours)

Introduction to modeling and analytics for supply chain management-MS Excel Advance Capabilities and Functions

UNIT - II

(15 Hours)

Make Buy Decision Problem - Transportation Applications – Vehicle loading Problem - Sensitivity Analysis for Profit Maximization - #Cost Minimization#

UNIT - III

(15 Hours)

LP Formulation for transportation problem - Transportation involving transshipment - Maximal flow model - #Shortest Path Model#

UNIT - IV

(15 Hours)

Decision and performance measures in supply chain New factory Decision Problem (IP) - Product Mix Problem (Goal) - Profit Maximization Problem (NLP)

UNIT – V

(15 Hours)

Supply chain network -strategic network optimization- -Using Tree Plan to solve decision tree problems with Excel

#Self study portion.

----- NPTEL ,Modelling and analytics for supply chain management,IIT Kharagpur.

Text Books:

T.B.1: Balakishnan - Render - Stair Managerial Decision Modeling with Spreadsheets - Pearson - 2nd Edition

T.B.2: Jeremy F.Shapiro,modeling the supply chain,Brooks/Cole Thomson Learning, 2010 Edition

UNIT I: Chapter I – Chapter III **T.B – 1**

UNIT II: Chapter III -Chapter V **T.B -1**

UNIT III: Chapter VI- Chapter IX **T.B -2**

UNIT IV: Chapter X- Chapter XII **T.B -2**

UNIT V: Chapter XIV, XV **T.B – 2**

Books for Reference:

1. Jeremy Shapiro modeling the Supply Chain, Cengage Learning, 2nd Edition Supply Chain 2 B.S.
2. Sahay & A. K. Gupta, Modeling & Solutions in scm, Macmillan India Ltd., 1st Edition
3. Barlow - Wiley Excel Models for Business and Operations Management -India - 2nd Edition.

Web Reference:

- http://logistics.about.com/od/supplychainmodels/Modelling_the_Supply_Chain.htm

Course Outcomes: After taking this course the students will be able to

CO1. Understand the concepts of modeling and analytics for supply chain management in MS Excel

CO2. Analyze the complexities associated in supply chain with linear programming models

CO3. Evaluate the effectiveness of transportation models

CO4. Apply the elements of performance Measures and performance Models for supply chain.

CO5. Formulate an effective network strategy in supply chain.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits				
IV	20MBA4DEE4	MODELING FOR SUPPLY CHAINS					5	4				
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5		
CO1	✓	✓	✓	✓		✓	✓		✓	✓		
CO2	✓	✓	✓	✓	✓	✓		✓	✓	✓		
CO3	✓	✓	✓	✓	✓		✓	✓	✓	✓		
CO4		✓	✓		✓	✓	✓		✓	✓		
CO5			✓	✓	✓	✓		✓				
Number of Matches= 38, Relationship : High												

Prepared by:

Checked by:

1. Dr. S.Thilagavathy

1.Mr. J.Armaan Salik

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER IV: DISCIPLINE SPECIFIC ELECTIVE
THEORY OF CONSTRAINTS**

Course Code : 20MBA4DEE5
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT – I (15 Hours)

Understanding theory of constraints :Introduction to TOC – Concept - Constraints – Types.

UNIT - II (15 Hours)

Process Management Orientation in Operations: Processes and their functions - Importance, objectives of analysis – methods - Interface with other disciplines - Product-process matrix - Production Process structures - Service Process structures.

UNIT - III (15 Hours)

Examination of processes: Parameters of Examination - Lead-time - Set-up time - Throughput Cycle - Cycle time - Performance Measurement System – Cost – Quality – Flexibility – Capability - Productivity and Profitability Improvement - Benchmarking.

UNIT - IV (15 Hours)

TOC thinking process - Current Reality Tree - The Evaporating Cloud - Future Reality Tree - Prerequisite Tree - Transition Tree: Application of thinking process tools - TOC and economic decisions - #Throughput accounting measures for decision making#.

UNIT - V (15 Hours)

TOC applications in operations improvement Relating TOC to Project Management - *TOC in supply chain management - Critical Chain project management* - Production Scheduling with Drum-Buffer-Rope method- - Drum-Buffer-Rope distribution solution.

#...#Self-Study portion

***...*Swayam Course Content:** Supply Chain Management, Avinashilingam Institute for Home Science & Higher Education for Women, Coimbatore

Text Books:

- T.B-1:** Robert E. Stein The theory of constraints: Application in quality manufacturing (2 ed.), Marcel Dekker, New York, 1997.
T.B-2 : Mandyam M Srinivasan Building lean supply chains with the theory of Constraints, The McGraw hill companies, 2012

Books for Reference:

1. Dettmer, W.H, Goldratt’s Theory of Constraints, ASQ Quality press, 1997
2. Goldratt, E.M. Critical Chain, Great Barrington, MA: North River Press, 1997
3. Goldratt, E.M., The Goal II – It’s Not Luck, Chennai: Productivity & Quality Publishing, 2008

4. Goldratt, E.M. and J. Cox, The Goal: A Process of Ongoing Improvement, Chennai: Productivity, 2006

UNIT 1: Chapter I, II- T.B – 1

UNIT II : Chapter II T.B – 2

UNIT III: Chapter III - T.B – 2

UNIT IV: Chapter VI- T.B – 2

UNIT V: Chapter VII, VIII T.B - 2

Course outcome: After taking this course the students will be able to

CO1. Familiarize students to the fundamentals of operational process analyses with a view to improving productivity and performance towards fulfilling the overall business goals.

CO2. Enable them learn the concepts, principles, and application of the theory of constraints approach in this regard.

CO3. Identify the constraints in organizational process

CO4. Estimate and express the constraints.

CO5. Evaluate the performance after elevation of constraints.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code		Title of the Paper			Hours	Credits			
IV	20MBA4DEE5		THEORY OF CONSTRAINTS			5	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓	✓		✓	✓		✓	✓
CO2	✓	✓	✓	✓	✓			✓	✓	✓
CO3	✓	✓	✓	✓	✓		✓	✓	✓	✓
CO4		✓	✓		✓	✓	✓		✓	✓
CO5			✓	✓	✓	✓		✓		
Number of Matches= 37, Relationship : High										

Prepared by:

Checked by:

Dr. G.S.David Sam Jayakumar

Dr.S. Dawood Ali

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER IV: DISCIPLINE SPECIFIC ELECTIVE
DIVERSITY MANAGEMENT**

Course Code : 20MBA4DEF1
Hours/week : 5
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I

(15 Hours)

Business - Concepts and Significance - Entry of Multinationals - New Changes in Business - Innovation of new products - Technological changes – Competition in Business – #Social Responsibility of Business#.

UNIT - II

(15 Hours)

Cultural concept - Cultural change - Culture and Workplace -* Cross culture - Culture and Competition - Differences in culture - Cultural theories* - #Impact of Culture on Business# -Managing Cultural impacts and changes.

UNIT - III

(15 Hours)

Nature of Competition - Heckscher Ohlin Theory - The new Trade Theory – National Competitive Advantage - Porter's Diamond - Impact of Competition - Managing Competition - Updating of new technology. Era of Globalization - Significance - Strategy and the firm - Profiting from Global Expansion - Pressures for cost reductions and Local responsiveness - Strategic Choice - Entry mode - #Liberalization of Indian economy# - Export and Import acts - Managing global entry.

UNIT - IV

(15 Hours)

Strategic Responses to changing environment-Portfolio Related, Process Related and Structure Related-Aligning HR Strategy-strategic Changes- Planned Changes - drawbacks- Unplanned Change- Steps in #Planned Change# -Changes and Amendments in Labors Laws- International Trade Unions and Business Associations.

UNIT - V

(15 Hours)

Legal acts in India - Industrial Developmental Regulation Act (IDRA) - New Industrial Policy - New Economic Policy - Abolition of MRTP Act and introduction of Competitive Act -Consumer Protection Act. Political Environment –Political uncertainty - Impact of Politics on Business- GATT -WTO-TRIPS-TRIMS-Consumer movements, #Right to information#.

#Self study portion

*.....***Swayam course content-** Educational Leadership,By Prof. Atasi Mohanty | IIT Kharagpur

TEXT BOOKS

- TB 1. Fred Luthans and Jonathan Doh, International Management: Culture, Strategy, and Behavior, 11th Edition, Tata McGraw-Hill Education Private Limited, 7th edition, New Delhi.(2020)
- TB 2. María Triana, Managing Diversity in Organizations-A Global Perspective, Routledge, New York,(2017).
- TB 3 K.Aswathappa, 'Essentials of Business Environment' –.15thEdition,Himalaya Publishers.(2020).

UNIT I : Chapter 1: T.B – 2, Chapter 1 T.B-1

UNIT II : Chapter 4, 6, 7 & 8: T.B – 2

UNIT III : Chapter 2 T.B- 1

UNIT IV : Chapter (Section VI) T.B - 3

UNIT V : Chapter (Section IX) T.B – 3

Books for Reference:

1. Francis Cherunilam - Business Environment and Sustainable Development, 1st Edition, Himalaya Publication House Pvt. Ltd.(2017).
2. Jawad Syed ,Mustafa Ozbilgin Managing Diversity and Inclusion-An International Perspective,2nd Edition,-Sage Publications, UK.(2019)

Course Outcomes: After taking this course the students will be able to

- CO1. Understand the New Changes in the Business Environment Cultural Diversity
 CO2 Analyze Change in Global Scenario and Summarize the Causes, Context of Emerging Changes in the Management
 CO3. Managing Competition And Legal Acts in India.
 CO4 Articulate Both The Advantages And The Challenges Of Diversity
 CO5 Understand Diversity in the Organization and Implement Diversity Strategies to Develop Smooth Working Environment in Global Companies

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits			
IV	20MBA4DEF1	DIVERSITY MANAGEMENT					5	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	✓	✓	✓	✓	-	-	✓	-	✓	-	
CO2	✓	✓	-	✓	-	-	✓	-	✓	✓	
CO3	✓	-	✓	-	✓	✓	✓	✓	✓	-	
CO4	✓	-	✓	✓	✓		✓	✓	-	✓	
CO5	-	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Number of Matches= 35, Relationship : High											

Prepared By:

Checked By:

1. Dr.A.S.Thoufiq Nishath

1. Dr.G.Saifudeen

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER IV: DISCIPLINE SPECIFIC ELECTIVE
BUSINESS OPPORTUNITY RECOGNITION AND FORECASTING**

Course Code : 20MBA4DEF2
Hours/week : 5
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I (15 Hours)

The Changing Managerial Challenge Skills of the 21st Century Leader - Opportunity-Nature of Opportunity and Opportunity Recognition - Types - Sources - Great Opportunity - Understanding How to evaluate and select opportunities- Business Concepts - Translating Creativity into Breakthrough Business Ideas- Sources of Business Concepts - #Types of Business Concepts#.

UNIT - II (15 Hours)

Criteria For Evaluating Business Concepts - Concept Framework –Perceptions- Seeing Differently - Understanding Empathy - Understanding Bias Understanding Risk - Industry - Industry Attractiveness - Identifying Competitors - Analyzing Competitors - Understanding Markets- #Buying Motives# - Buyer Behavior - Customer Analysis – VALS.

UNIT - III (15 Hours)

Marketing Strategy Introduction - Scenarios and Strategy- Thinking about the future –overview- Principles of the scenario planning process uses, origins, history, evolution, and lessons learned- Scenario use in organizations - Thinking biases- #Trends and key drivers of change#- Information gathering.

UNIT - IV (15 Hours)

Scenario Planning In Organizations - Developing the scenario matrix- Scoping the scenarios- #Building scenarios#- Exploratory vs. normative scenarios - Developing scenario snapshots and end-states-Story telling in organizations- The scenario writing process.

UNIT - V (15 Hours)

Introduction To Industry Foresight- Issues in foresight, opportunities assessment and innovation- Industry foresight toolbox- *Challenges to Innovation - Prototyping for User Feedback - User Feedback for Development*- Horizon scanning- Trend tracking- Technology roadmaps- #Delphi technique#- Systems dynamics- From foresight to innovation.

#Self study portion

..... Swayam Course content – Innovation by Design (IIT Bombay)

TEXT BOOKS:

TB - 1: Paul Davies, New Business in India- 21st Century Opportunities, World Scientific Publishers, 2008.

TB - 2: John Mullins W.,New Business Road Test,4th edition, Prentice Hall Choices, 2013.

TB - 3: Ralston, B.,Wilson, I. The Scenario Planning Handbook ,Thomson South-Western, Ohio. 2006

TB - 4 : Schoemaker P., Profiting from Uncertainty, Atria books, 2016.

Unit I - Chapter 1,2,3, **T.B 1**, Chapter 1,2 **T.B 2**,

Unit II - Chapter 3 , **T.B 1** Chapter 3,4,5 **T.B 2**,

Unit III - Chapter 19 **T.B 2**, Chapter 1,2 **T.B 3**,
 Unit IV - Chapter 3,5 **T.B 3**.
 Unit V - Chapter 3,4,5 **T.B 4**.

Books for Reference:

1. Rord judkins, The Art of Creative Thinking, 2nd Edition, Hachette book publishing, 2015.
2. Keith Ord, Robert Filde, principles of business forecasting, south western collage publishing, 2012.

Course Outcomes: After taking this course the students will be able to

- CO 1.** Inculcate skills to evaluate and source the right business opportunity for excelling with creativity
- CO 2.** Eliminate the risks involved due to industry setup & competitors and overcoming the risks with business concept
- CO 3.** Identify the marketing strategy for adapting in relation with the external environment
- CO 4.** Build scenario planning in the organization through developing scenario matrix
- CO 5.** Foresight while recognizing the opportunity through assessment and gives feed back for the business processes

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits				
IV	20MBA4DEF2	BUSINESS OPPORTUNITY RECOGNITION AND FORECASTING					5	4				
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5		
CO1		✓	✓	✓	✓	✓	✓	✓	✓	✓		
CO2	✓			✓	✓	✓	✓	✓	✓	✓		
CO3	✓	✓	✓	✓	✓		✓	✓	✓	✓		
CO4	✓	✓	✓	✓					✓	✓		
CO5	✓	✓	✓	✓	✓			✓	✓	✓		
Number of Matches= 41, Relationship : High												

Prepared by:

Checked by:

1. Dr. G. Saifudeen

1. Dr. A.S.Thoufiq Nishath
 2. Dr.A.Jainullabdeen

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER IV: DISCIPLINE SPECIFIC ELECTIVE
CREATIVE PROBLEM SOLVING**

Course Code : 20MBA4DEF3
Hours/week : 5
Credit :4

Max Marks : 100
Internal Marks: 25
External Marks: 75

.UNIT – I

(15 Hours)

The difference between creativity and innovation- Myths of creativity- Barriers of creativity- Orthodoxies- The 5 W's and H of creativity- The sixth sense- Idea Generation - Structure of managerial problems, Open and close ended problems- The creativity process, #Creative thinking#.

UNIT – II

(15 Hours)

Brainstorming, NGT, Idea engineering, Check list, Attribute - listing, Morphological analysis, Association techniques, Forced relation and forced -analogy techniques- Synaptic, Critical examination/questioning/thinking - Computers, #Communications and CPS #.

UNIT - III

(15 Hours)

Observation techniques, Lateral thinking, Lateral thinking essentials- #The Six Thinking Hats#- Introduction to role play- Overcoming creative blocks-The use of electronic media in the development of empathy-Visual art and ritual Music and the Alexander Technique Poetry writing and appreciation as inspiration for visual expression- Creative use of dramatic processes- Dance, creative movement, and visual expression.

UNIT - IV

(15 Hours)

Idea Structuring: Graphic Tools, Interpretive Structural Modeling, Relationship Analysis -#Flexible Systems Management#, SAP-LAP analysis, Flexibility influence diagrams Moderation Technique- Scenario Building, Harva Method. Methods to protect technological knowledge, The timing of introduction of technologies to the market. Models and strategies of market timing for innovations are introduced

UNIT - V

(15 Hours)

For scenario building, Options Field/Profile methodology - #Decision Making and Applications# - Decision Making Individual and Group creativity, Organizational Creativity & Innovation Creativity applications- Emerging and Related Issues. Impact of radical technological development on industry. International technology transfer and know-how.

#.....#Self study portion.

..... **Swayam course content** - Creative Problem Solving, Innovation and Meaningful Research & Development by NITTTR Chandigarh

Text Books:

T.B-1 Proctor, Tony. Creative problem solving for managers: developing skills for decision making and innovation. Routledge, 2018.

T.B-2 Proctor, Tony. Creative problem solving for managers: developing skills for decision making and innovation. Routledge, 4e, 2018.

UNIT I: Chapter 1,2 TB1, Chapter 1TB2

UNIT II: Chapter 8 TB1 : Chapter 7TB2

UNIT III: Chapter 9 TB2

UNIT IV: Chapter 7 TB1, Chapter 15 TB2

UNIT V: Chapter 14 TB1

Books for Reference:

1. Drucker, Peter. *Innovation and entrepreneurship*. Routledge, 2014.
2. Isaksen, Scott G., K. Brian Dorval, and Donald J. Treffinger. *Creative approaches to problem solving: A framework for innovation and change*. Sage Publications, 2010.
3. Jauhari, Vinnie and Bhushan, Sudhanshu, *Innovation Management*, Oxford University Press, New Delhi, 2014
4. Khandwalla, Pradip N. *Fourth eye: Excellence through creativity*. 1984.
5. Barton, Thomas D. "Creative Problem Solving: Purpose, Meaning, and Values." *Cal. WL Rev.* 34 (1997): 273.

Course Outcomes: After taking this course the students will be able to

CO1. Make the students to understand the role of creativity and innovation

CO2. Be familiar with processes and methods of creative problem solving: observation, definition, representation, ideation, evaluation and decision making

CO3. Recognize and overcome barriers to using creative problem solving in management practices and decisions. Incorporate whole brain thinking strategies into personal approach to solving problems in the workplace.

CO4. Develop solutions to workplace problems through applying appropriate problem solving techniques.

CO5. Demonstrate knowledge of Organizational Creativity & Innovation Creativity.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits				
IV	20MBA4DEF3	CREATIVE PROBLEM SOLVING					5	4				
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5		
CO1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
CO2		✓	✓			✓	✓	✓		✓		
CO3			✓	✓	✓	✓		✓		✓		
CO4		✓	✓	✓		✓	✓			✓		
CO5	✓	✓	✓	✓	✓	✓	✓	✓	✓			
Number of Matches= 37, Relationship : High												

Prepared by:

Dr. A.Jainullabdeen

Checked by:

Dr. M. Sabeerdeen

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER IV – DISCIPLINE SPECIFIC ELECTIVE
SMALL BUSINESS MANAGEMENT**

Course Code : 20MBA4DEF4
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT 1 (15 Hours)

Creation, Innovation, entrepreneurship and small business - Defining Small Business –Role of Owner – Manager – government policy towards small business sector –elements of entrepreneurship –evolution of entrepreneurship –Types of Entrepreneurship – social, civic, corporate - Business life cycle - barriers and triggers to new venture creation – process to assist start ups – #small business and family business.

UNIT II (15 Hours)

Concepts of opportunity recognition; Key factors leading to new venture failure; New venture screening process; Applying new venture screening process to the early stage small firm Role planning in small business – importance of strategy formulation –# management skills for small business creation and development.

UNIT III (15 Hours)

Management and Leadership – employee assessments – Tuckman’s stages of group development - The entrepreneurial process model - Delegation and team building - Comparison of HR management in small and large firms - Importance of coaching and how to apply a coaching model.

Marketing within the small business - success strategies for small business marketing - customer delight and business generating systems, - market research, - assessing market performance- sales management and strategy - #the marketing mix and marketing strategy.

UNIT IV (15 Hours)

Main sources of entrepreneurial capital; Nature of ‘bootstrap’ financing - Difference between cash and profit - Nature of bank financing and equity financing - Funding-equity gap for small firms. Importance of working capital cycle - Pricing for profit - #Credit policy issues and relating these to cash flow management and profitability.

UNIT V (15 Hours)

Causes of small business failure - Danger signals of impending trouble - Characteristics of poorly performing firms - Turnaround strategies- #Concept of business valuation# – Different valuation measurements - Nature of goodwill and how to measure it - Advantages and disadvantages of buying an established small firm.

#... # self-study portion

***... * SWAYAM Course Content (Innovation, Business Models and Entrepreneurship IIT Roorkee)**

TEXT BOOKS:

T.B. 1 - “The Essence of Small Business”, Barrow C, 3rd Edition, Prentice Hall of India, New Delhi, 2017.

T.B. 2 – “Economics of Small Scale Industries”, Bedapatai Mohanty, Ashish, 5th Edition Prentice Hall of India, New Delhi, 2016

Unit I- Chapter 1,2	T.B.-1	Chapter 2,3	T.B-2
Unit II – Chapter 6,7	T.B -1	Chapter 1,2	T.B.-2
Unit III – Chapter 4,6,	T.B.-1	Chapters 3, 4	T.B.-2
Unit IV – Chapter 7,8	T.B.-1	Chapter 5,7,9	T.B.-2
Unit V - Chapter 10,	T.B.-1	Chapter 10,21	T.B.-2

Books for Reference:

1. “Entrepreneurship Development and Small Business Enterprises” Charantimath P.M, 2nd Edition Pearson Education, New Delhi, 2012.
2. “Small Business Management: A Planning Approach”, Cormon J and Lussier R.N, 1st Edition London, 2015

COURSE OUTCOMES: After taking this course, the students will be able to:

- CO1 Familiarize the students with the concept of small business
- CO2 In depth knowledge on small business opportunities and challenges
- CO3 Ability to devise plans for small business by building the right skills and marketing Strategies
- CO4 Identify the funding source for small start ups
- CO5 Business evaluation for buying and selling of small firms

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper	Hours	Credits						
IV	20MBA4DEF4	SMALL BUSINESS MANAGEMENT	5	4						
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓			✓	✓	✓	✓	✓
CO2	✓		✓	✓	✓	✓		✓	✓	
CO3		✓	✓	✓	✓	✓	✓	✓		
CO4		✓		✓	✓		✓	✓	✓	
CO5	✓		✓		✓	✓	✓		✓	✓
Number of Matches= 35, Relationship : High										

Prepared by:

1. Dr S Dawood Ali

Checked by:

1. Dr.G.Saifudeen

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

**SEMESTER IV: DISCIPLINE SPECIFIC ELECTIVE
SUSTAINABLE ENTERPRISE**

Course Code : 20MBA4DEF5
Hours/week : 5
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

UNIT - I **(15 Hours)**
Sustainability - Concept - value - Scope – *Sustainability Indicators* - Sustainable Development Goals - Economic perspective on sustainability - Global Initiatives on Sustainability – Sustainable Global Business practices – #Sustainable Innovation#

UNIT - II **(15 Hours)**
Sustainable Enterprise – Transforming Sustainable Enterprise – #Sustainability on corporate social responsibility# – Social Return on Investment – Business Strategies for Sustainable development – Strategic planning for Sustainable Enterprise – Focused Sustainability Improvement

UNIT - III **(15 Hours)**
#Evolution of Business Approaches to Sustainable Development# – Approaches to Sustainability for small and struggling companies - Approaches to Sustainability for NGO's - Approaches to Sustainability for Governmental Organizations - Approaches to Sustainability for Colleges and Universities.

UNIT - IV **(15 Hours)**
Green Business – Green Energy – Green Energy Alternatives – Green Research – Green Manufacturing -Green Supply chain Management - Green Markets- Green Ranking and Carbon Credit - #Environmental Reporting Standards# – Green Certifications

UNIT - V **(15 Hours)**
Green products - Green Homes and Commercial Building – Green Transportation – Green Consumer – Policy Framework for green Business – Green Advertising and Eco Labeling – *Moving towards Green technology* - Managing Green Business – Green Jobs – #Future of Green movements#

#Self study portion.

***.....* Swayam Course content – Sustainability Science - IGNOU**

Text Books:

TB-1 William R Blackburn The Sustainability Hand Book, ,2nd Edition, Cromwell press, UK 2012
TB-2 , Nik Tehrani, Swapna Sinha, Understanding Green Business, Author House USA 2011

Unit I - Chapter 1- 3 **T.B 1**
Unit II - Chapter 5,6 **T.B 1**
Unit III - Chapter 11-16 **T.B 1**,
Unit IV - Chapter 2-6 **T.B 2.**
Unit V - Chapter 8-16 **T.B 2.**

Books for References:

1. Farver, Mainstreaming Corporate Sustainability, 2nd edition, J. Ross Publishing, 2019
2. Robert Dahlstrom, Green Marketing Management, Cengage India Private Limited, 2016

Course Outcomes: After taking this course the students will be able to

CO1. Innovate Sustainable products and services for having social return for the enterprise

CO 2. Apply Sustainable Business Strategies in the business and makes journey towards Sustainable Development Goals

CO 3. Practice Different Approaches for making the Successful sustainable enterprise

CO 4. Utilize the Concepts of Green Business for adapting Sustainable business environment

CO 5. Manage Green Business and Provide Job Opportunities on green enterprise and contribute economic growth

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code		Title of the Paper			Hours	Credits			
IV	20MBA4DEF5		SUSTAINABLE ENTERPRISE			5	4			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	✓	✓	✓	✓	✓	-	✓	✓	✓	✓
CO2	-	✓	✓	✓	✓	✓	✓	✓	✓	✓
CO3	✓	✓	-	✓	✓	✓	✓	✓	✓	✓
CO4	✓	-	✓	✓	✓	✓	✓	✓	✓	✓
CO5	-	-	-	-	✓	✓	✓	✓	✓	✓
Number of Matches= 45, Relationship : High										

Prepared by:

1 . Dr. G. Saifudeen.

Checked by:

**1.Dr.A.S.Thoufiq Nishath
2.Dr.Wahidha Begam**

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high

SEMESTER IV: EXTRA CREDIT PAPER - II
MANAGEMENT STUDIES FOR CAREER DEVELOPMENT

Course Code: 20MBA4EC2
Hours/week: NIL
Credit: 5

Max Marks: 100
Internal Marks: Nil
External Marks: 100

UNIT - I

Personality Development – Introduction; Definition – Creative Thinking – Negotiation - Transaction Analysis – Myer Briggs Type Indicator – *Emotional Intelligence* - Interpersonal Communication - Time Management.

UNIT - II

Overview of Quantitative Aptitude – Surds and Indices - Partnership – Simplification –BODMAS - Average-Allegation or Mixture – Percentage – Area – Ratio and Proportion – Time and Work – Clocks – Time and Distance – Problems on Trains – Simple Interest, Compound Interest – Probability.

UNIT - III

Importance of Professional Writing – Synonyms – Antonyms – Comprehension – Sentence rearrangement – Spotting Error – Vocabulary.

UNIT - IV

Self-Analysis – Resume Preparation – Group Dynamics – Excel in an Interview (Virtual Interview) – Influencing others – Presentation Skills.

UNIT - V

Analogy – Alphabet series – Odd Man out – Coding Decoding – Number ranking – Arithmetical Reasoning - - Non-verbal Series - Mirror Images – Cubes and dices – Grouping identical figures –Syllogism – Seating Arrangement.

***...*Swayam Course Content:** Soft Skills by Prof. Binod Mishra, IIT Roorkee

Text Books:

TB 1. Dr. R.S. Aggarwal. Quantitative Aptitude, S. Chand & Company Ltd., New Delhi. 2015.

TB 2. Er, S.A.W. Bukari, Soft Skills Competencies for Success, Creative Publications, Trichy, 2016.

TB 3. Prakash. R, Verbal & Non-Verbal Reasoning, MacMillan India Ltd., New Delhi, 2004.

TB 4. Krishna Mohan & Meera Banerji, Developing Communication Skills, MacMillan India Ltd., New Delhi, 2017.

UNIT I: Chapter 3, 5, 10, 12, 17, 18 – **TB 2**

UNIT II: Chapter 4,6, 9, 10,12,13, 15,17,18,20, 21,22,24, 28,31 – **TB 1**

UNIT III:Chapter 10, 12, 26, 27 – **TB 4**

UNIT IV:Chapter 4,5, 7 - **TB 4;** Chapter 19, 20, 21 – **TB 2**

UNIT V: Chapter 2,4,5,6,7,8,11,14 – **TB 3**

Books for References:

1. Dr. R.S. Aggarwal .*A Modern Approach to Verbal & Non-Verbal Reasoning*, S.Chand&CompanyLtd., New Delhi, 2010.
2. Anjani A. Gupta, *All about Reasoning (Verbal & Non-Verbal)*, Ramesh Publishing House, New Delhi, 2009.
4. Edgar Thorpe, *Course in Mental Ability and Quantitative Aptitude*, Tata McGraw-Hill Publishing Company Limited, New Delhi, 1998.

Course Outcomes: After taking this course the students will be able to

CO 1. Facilitate to better understand of self, the personality and control of emotions.

CO 2. Well versed in Arithmetical calculations

CO 3. Come out with good communication especially, written communication; comprehend topics.

CO 4. Able to prepare Resume, participate effectively in Group Discussion and answer well in Personal Interview.

CO 5. Analytically reason out relationship, situations.

Relationship Matrix for Course Outcomes, Programme Outcomes and Programme Specific Outcomes:

Semester	Code	Title of the Paper					Hours	Credits			
IV	20MBA4EC2	Management Studies for Career Development					Nil	5			
Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	✓	✓	-	✓	✓	✓	✓	✓	-	✓	
CO2	✓	-	✓	✓	✓	✓	-	✓	-	✓	
CO3	✓	✓	-	✓	✓	✓	✓	✓	✓	✓	
CO4	✓	-	✓	✓	✓	✓	✓	✓	✓	✓	
CO5	-	✓	-	✓	✓	-	-	✓	-	✓	
Number of Matches= 38, Relationship : High											

Prepared by:

Checked by:

1. Mr. A. Kumaraguru

1. Dr. S. Thilagavathy

2. Dr. M. Sabeerdeen

Note:

Mapping	1-29%	30-59%	60-69%	70-89%	90-100%
Matches	1-14	15-29	30-34	35-44	45-50
Relationship	Very poor	Poor	Moderate	High	Very high