



# SACRED HEART COLLEGE (AUTONOMOUS)

Tirupattur – 635 601, Tamil Nadu, S.India

Resi : (04179) 220103

College : (04179) 220553

Fax : (04179) 226423

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Every Good Work

A Don Bosco Institution of Higher Education, Founded in 1951 \* Affiliated to Thiruvalluvar University, Vellore \* Autonomous since 1987

Accredited by NAAC (4<sup>th</sup> Cycle – under RAF) with CGPA of 3.31 / 4 at 'A+' Grade

## MBA SYLLABUS

### SACRED HEART INSTITUTE OF MANAGEMENT STUDIES

#### Course Structure - MBA

Sem	Core/ Code	Title of the Subject	Hours/week	Credits	CA	SE	Total
I	MBA140T	Management Principles and Practices	4	3	50	50	100
	MBA141T	Economics for Management	4	3	50	50	100
	MBA142T	Organizational Behaviour	4	3	50	50	100
	MBA143T	Total quality Management	4	3	50	50	100
	MBA144T	Accounting for Management	5	3	50	50	100
	MBA145T	Advanced Business Statistics for Management	5	3	50	50	100
	MBA146T	Managerial Communication	4	3	50	50	100
		Business Application Software (Optional)		1*	On Successful Completion		
		Field Training (Optional)		1*	On Successful Completion		
	<b>Total</b>			<b>21C+2*C</b>			<b>700</b>
II		Human Rights	2	2	50	50	100
	MBA240T	Marketing Management	4	3	50	50	100
	MBA241T	Human Resource Management	4	3	50	50	100
	MBA242T	Information Management	4	3	50	50	100
	MBA243T	Financial Management	4	3	50	50	100
	MBA244T	Legal Aspects of Business	4	3	50	50	100
	MBA245T	Applied Operation Research for Management	5	4	50	50	100
	MBA246T	Operations Management	4	3	50	50	100
		SPSS (Statistical Package for Social Science) (Optional)		2*	On Successful Completion		
	Self-study Paper – Personal and Social Skills (Optional)		1*	On Successful Completion			

		In plant Training (Optional)		1*	On Successful Completion	
	<b>Total</b>			<b>24C+4*C</b>		<b>800</b>

### Semester III

Sem	Code	Title of the Subject	Hours/Week	Credits	CA	SE	Total
<b>III</b>	MBA340T	Managerial Ethics	4	3	50	50	100
	MBA341T	Strategic Management	4	3	50	50	100
	MBA342T	International Business Management	4	3	50	50	100
	MBA343T	Business Research Methods	4	3	50	50	100
	MBA344A	<b>Specialization I - Digital Marketing</b>	4	3	50	50	100
	MBA344B	Micro Finance					
	MBA344C	Enterprise Resource Planning					
	MBA344D	Counseling Skills for Managers					
	MBA344E	Marketing of Hospital Services	4	3	50	50	100
	MBA345A	Brand and Product Management					
	MBA345B	Corporate Finance					
	MBA345C	Quality Management					
	MBA345D	Emotional Intelligence for Managerial Effectiveness	4	3	50	50	100
	MBA345E	Medical Care Management					
	MBA346J	Summer Internship		1	20	80	100
	MBA347P	Skill Paper – Soft Skills	2	1	50	50	100
		Self-Study Paper – Aptitude and Employability skills(Optional)		1*	On Successful Completion		
		<b>Total</b>			<b>20C+1*C</b>		

### Semester IV

Sem	Code	Title of the Subject	Hours/Week	Credits	CA	SE	Total
IV	MBA440T	Export and Import Management	4	3	50	50	100
	MBA441A	<b>Specialization II</b> Customer Relationship Management	4	3	50	50	100
	MBA441B	International Trade Finance					
	MBA441C	Logistics Management					
	MBA441D	Strategic Human Resource Management and Development					
	MBA441E	Health Insurance and Medical Tourism					
	MBA442A	Retail Management					
	MBA442B	Security Analysis and Portfolio Management	4	3	50	50	100
	MBA442C	Project Management					
	MBA442D	Knowledge Management and Occupational Testing					
	MBA442E	Hospital Architecture Planning					
	MBA443A	<b>Specialization III</b> Advertising & Sales Promotion	4	3	50	50	100
	MBA443B	Strategic Cost Management and Control					
	MBA443C	Inventory Management					
	MBA443D	Talent Management					
	MBA443E	Logistics for Health Care Services					
	MBA444A	Rural marketing	4	3	50	50	100
	MBA444B	Derivatives Management					
	MBA444C	Information Technology in Supply Chain Management					
	MBA444D	Compensation Management					
	MBA444E	Management of Hospital Services					
	MBA445A	<b>Specialization IV</b> Services Marketing	4	3	50	50	100
	MBA445B	Mergers and Acquisitions					
	MBA445C	Materials and Stores Management					
MBA445D	Organizational Development and Change Management						

	MBA445E	Risk and Disaster Management					
	MBA446A	Consumer Behavior	4	3	50	50	100
	MBA446B	Banking and Financial Services Management					
	MBA446C	Total Productivity Management					
	MBA446D	Training for Effective Performance					
	MBA446E	Hospital Waste Management					
	MBA447J	Research Project		4	20	80	100
		Skill Paper- Employability (Optional)		1*	On Successful Completion		
	<b>Total</b>				<b>25C+1*C</b>		<b>700</b>
	<b>Grand Total</b>				<b>90C+8*C</b>		<b>3000</b>

MC - Main Core, SKP - Skill Paper - 1, CC - Certificate Course, FT - Field Training, RP - Research Project, FC - Foundation Course, SP1, Specialization-1, SP2 - Specialization - 2, SSP1 - Self-Study Paper -1, SSP2 - Self-Study Paper -2, SRP - Summer Internship, VE - Value Education.

Semester	Course Code	Title of the Course	Hours	Credits
I	MBA140T	Management Principles and Practices	4	3

#### Course Outcomes:

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Understand theories about how managers should behave to motivate and control employees.	K2
CO - 2	Articulate Knowledge on levels of management	K2
CO - 3	Build clear sight on the concepts of motivation	K3
CO - 4	Create understanding the management function	K6
CO - 5	Collaborate the knowledge on the centralization and decentralization	K6

#### Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)				Mean Scores of CO's	
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	
CO1	3	2	3	3	3	3	2	2	3	3	2.7
CO2	3	3	2	3	2	3	2	3	2	2	2.5
CO3	3	2	3	2	3	2	3	3	3	2	2.6
CO4	3	3	2	3	3	3	2	2	3	3	2.7
CO5	3	2	3	2	3	3	3	3	2	2	2.6
<b>Mean Overall Score</b>										<b>2.62</b>	
<b>Result</b>										<b>High</b>	

### Correlation

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

### Unit I Introduction to Management

(12 Hours)

Organization- Management- Meaning- Role of managers- Management and Administration - Evolution of management thought- Organization and the environmental factors-Management as an art, A Science , A profession and a Discipline.

### Unit II Planning

(12 Hours)

Nature and purpose of planning- Planning process- Types of plans- Objectives- Managing by Objective (MBO) strategies- Types of strategies – Policies – Decision Making- Types of decision- Decision making process- Steps in decision making -Rational decision making process- Decision making under different conditions.

### Unit III Organising

(12 Hours)

Nature and purpose of organizing- Organization structure-Formal and Informal Organisation Authority and Responsibility - Departmentation- Span of control- Centralization and decentralization- Delegation of authority- Staffing- Selection and Recruitment- Career development- Career stages- Training- Performance appraisal

### Unit IV Directing

(12 Hours)

Managing people- Communication- Hurdles to effective communication- Leadership – Types of leadership – Supervision – Nature and importance of supervision – Motivation ( Maslow, Herzberg X and Y theories only ) .

### Unit V Controlling

(12 Hours)

Process of controlling- Types of control- Budgetary and non-budgetary control techniques – Managing productivity- Cost control- Purchase control- Maintenance control- Quality control- Planning operations.

### Text Books:

1. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 9th edition,2012.
2. Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective, 9th edition, Tata McGraw-Hill Education, 2012.

**References:**

1. Samuel C. Certo and Tervis Certo, Modern management: concepts and skills, Pearson education, 12th edition, 2012.
2. Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- A competency-based approach, Thompson South Western, 11th edition, 2008.
3. Heinz Wehrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 13th edition, 2010.
4. Stephen P. Robbins, David A. De Cenzo and Mary Coulter, Fundamentals of Management, Prentice Hall of India, 2012.

Semester	Course Code	Title of the Course	Hours	Credits
I	MBA141T	Economics for Management	4	3

**Course Outcomes**

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	<i>Understanding the concepts of scarcity and efficiency for resource allocation.</i>	K2
CO - 2	Analyze Market demand and supply patterns through forecasting techniques	K4
CO - 3	<i>Compare market structures and different pricing methods</i>	K5
CO - 4	<i>Identify the consequence of globalization and role of Banks in International Trade.</i>	K3
CO - 5	<i>Develop the implications of economic policy to society as a whole</i>	K6

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)				Mean Scores of CO's	
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	3	3	2	2	3	3	3	2	2.7
CO2	3	3	3	3	3	2	3	3	2	2	2.7
CO3	3	3	3	3	2	3	3	3	3	3	2.9
CO4	2	3	2	3	3	3	3	3	3	3	2.8
CO5	3	3	3	2	3	3	3	3	2	3	2.8
<b>Mean Overall Score</b>										<b>2.78</b>	
<b>Result</b>										<b>High</b>	

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Managerial Economics, Demand and Supply Concepts (12 Hours)**

Definition - Scope and Nature of Managerial Economics - Problems of an Economy. Demand and Supply: Meaning and Determinants of Demand. Law of Demand and Elasticity of Demand: Price - Income and Cross Elasticity. Meaning and Determinants of Supply: Law of Supply and Elasticity of Supply - Relation between Price and Quantity Supplied.

**Unit - II: Production and Cost Concepts (12 Hours)**

Production: Meaning and Factors. Law of Production: Law of Variable Proportions and Returns to Scale. Concepts of Costs: Short Run and Long Run Cost - Average and Marginal Costs - Total, Fixed and Variable Costs - Pricing Practices and Strategies.

**Unit - III: Market Structure (6 Hours)**

Market: Definition – Classification of Various Forms of Markets - Geographical Basis, Time Basis Classification and Situation Basis Classification - Types: Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly.

**Unit - IV: Macro Environments (12 Hours)**

Development Strategies in India's Five Year Plans - Macro Economic Trends Since Post Liberalization, Infrastructure, Unemployment and Measures to Promote Employment in India, Poverty, Saving and Investment.

**Unit - V: National Income (18 Hours)**

National Income: Concepts, Methods of Measuring National Income - Difficulties in Measuring National Income – Inflation - Consumption Function and Investment Function - Wholesale Price Index (WPI) and Consumer Price Index (CPI) Monetary Policy and Fiscal Policy - Concept of Multiplier and Accelerator, Business Cycle, Balance of Payment.

**Text Books**

1. Dr. D. M. Mithani, Managerial Economics, Himalaya Publishing House, 4<sup>th</sup> edition, 2009.
2. Maheswari K.L and Varshney .R.L, Managerial Economics, Sultan Chand and Sons, 22<sup>nd</sup> revised edition, 2014.

**References**

1. D.N. Dwivedi, Managerial Economics, Vikas Publication, 7<sup>th</sup> edition, 2009.
2. Geetika, Ghosh and Choudhary, Managerial economics, Tata McGraw-Hill Education, 2<sup>nd</sup> edition, 2011.
3. H. L. Ahuja, Economic Environment of Business-Macro Economic Analysis, S. Chand & Company Ltd, 1<sup>st</sup> edition, 2005.
4. P.L. Mehta-Managerial Economics Analysis, Problems and Cases-Sultan Chand & Sons, 2006.
5. Petersen, Craig H. Lewis .W. Chris, Managerial Economics, Prentice Hall Publication, 4<sup>th</sup> edition, 2006.

Semester	Course Code	Title of the Course	Hours	Credits
I	MBA142T	Organizational Behaviour	4	3

### Course Outcomes

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Understand theories about how managers should behave to motivate and control employees.	K2
CO - 2	Articulate aspects of organizational culture and interpret cultural diversity.	K2
CO - 3	Build people and leadership skills essential for managerial success.	K3
CO - 4	Evaluate group and teams dynamics leading to organizational effectiveness.	K4
CO - 5	Collaborate the key concepts of organizational behavior.	K6

### Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of CO's
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	2	3	2	3	3	3	3	3	3	2.8
CO2	2	3	2	3	3	3	3	2	3	3	2.7
CO3	3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	2	3	3	3	3	3	2.9
CO5	3	3	3	3	3	3	3	3	2	3	2.9
<b>Mean Overall Score</b>											<b>2.86</b>
<b>Result</b>											<b>High</b>

### Correlation

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

### Unit I Focus and Purpose Hours)

(12

Definition, need and importance of organizational behaviour- Evolution of OB as a discipline – Nature and scope – Frame work – Organizational behaviour models.

### Unit II Individual Behaviour Hours)

(12

Personality: types – Factors influencing personality – Theories – Learning : Types of learners – The learning process – Learning theories – Organizational behaviour -Misbehaviour – Types – Management Intervention. Emotional Intelligence – Attitudes: Characteristics –



Components – Perceptions: Importance – Factors influencing perception – Interpersonal perception. Motivation: Types - Theories.

**Unit III Group Behaviour (12 Hours)**

Organization structure – Formation – Groups in organizations – Formal and Informal Group- Group Norms – Group dynamics – Group decision making techniques – Team building - Interpersonal relations.

**Unit IV Leadership and Power (12 Hours)**

Meaning – Importance – Theories (Leadership theories-Great man theory, situational leadership, behavioural leadership, Contingency theory, Trait theory) – Leaders Vs Managers – Sources of power – Power centers – Power and Politics.

**Unit V Dynamics of Organizational Behaviour (12 Hours)**

Organizational culture and climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – Measurements – Influence on behaviour. Organizational change – Importance – Stability Vs Change – Proactive Vs Reactive change – Stress: Types – Work Stressors – Prevention and Management of stress.

**Text books:**

1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, Edition 17, 2016 (Global edition)
2. Aswathappa, Organizational Behaviour Cases & Games, Jain Book Publications-2014.

**References:**

1. Dr.S.S. Khanka, Organizational Behaviour, S. Chand Publications, 4<sup>th</sup> Edition, 2004.
2. Fred Luthans, Organisational Behavior, McGraw Hill, 12<sup>th</sup> Edition,
3. Mc Shane & Von Glinov, Organisational Behaviour, 4<sup>th</sup> Edition, Tata Mc Graw Hill, 2007.
4. Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning and teaching. Cengage, 2<sup>nd</sup> edition. 2012
5. Ivancevich, Konopaske & Maheson, Oranisational Behaviour & Management, 7<sup>th</sup> edition, Tata McGraw Hill, 2008.
6. Udai Pareek, Understanding Organisational Behaviour, 3<sup>rd</sup> Edition, Oxford Higher Education, 2011.
7. Jerald Greenberg, Behaviour in Organization, PHI Learning. 10<sup>th</sup> edition. 2011.

Semester	Course Code	Title of the Course	Hours	Credits
I	MBA143T	Total Quality Management	4	3

**Course Outcomes**

<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	Analyze the quality management philosophies and tools to facilitate continuous improvement and ensure customer delight are learnt by students.	<i>K4</i>
<i>CO - 2</i>	Understand the quality management process in today's dynamic corporate world.	<i>K2</i>
<i>CO - 3</i>	<i>Develop an understanding on product quality characteristics and service quality characteristics.</i>	<i>K6</i>
<i>CO - 4</i>	<i>Demonstrate an understanding of the basic principles in TQM.</i>	<i>K2</i>
<i>CO - 5</i>	<i>Apply quality tools to enhance organization's quality performance</i>	<i>K3</i>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

<b>Course Outcomes</b>	<b>Programme Outcomes (PO)</b>					<b>Programme Specific Outcomes (PSO)</b>					<b>Mean Scores of CO's</b>
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
<b>CO1</b>	3	3	3	3	2	3	3	3	3	3	2.9
<b>CO2</b>	3	3	2	3	3	2	3	3	3	3	2.8
<b>CO3</b>	2	1	3	3	3	3	2	3	2	3	2.5
<b>CO4</b>	3	2	3	3	2	3	3	1	2	3	2.5
<b>CO5</b>	1	2	2	3	2	3	3	3	3	3	2.5
<b>Mean Overall Scores</b>											<b>2.64</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Concepts of Quality Management**

**(12 Hours)**

Definitions – TQM framework – benefits - awareness and obstacles. Customer focus: customer perception of quality - translating needs into requirements - customer retention. Dimensions of product and service quality - cost of quality.

**Unit - II: Principles and Philosophies of Quality Management**

**(12 Hours)**

Overview and contributions of Deming, Juran, Crosby, Masaaki Imai (kaizen concept), Ishikawa, Taguchi techniques. Taguchi loss function - concepts of quality circle- Japanese 5s principles- 8d methodology.

**Unit - III: Process Capability**

**(12 Hours)**

Process Capability: Meaning- Significance and Measurement- Lean Six Sigma. Concepts of Process Capability: Definitions- Reliability Concepts - Reliability in Series and Parallel -

Product Life Characteristics Curve. Total Productive Maintenance (TPM): Relevance to TQM, Tero Technology - Business Process Re-engineering (BPR).

**Unit - IV: Tools and Techniques for Quality Management (12 Hours)**

Quality functions development (QFD): benefits - voice of customer - QFD process - house of quality (HOQ): building a HOQ - failure mode effect analysis (FMEA) - requirements of reliability - failure rate - FMEA stages – design - process and documentation. Seven management tools - bench marking and POKA yoke.

**Unit-V: Quality Systems Organizing and Implementation (12 Hours)**

Introduction to IS/ISO 9000 – 50001 - quality management systems: documentation, quality audits, TQM culture – world class manufacturing - customers, suppliers, global competitiveness and hallmarks of excellence.

**Text Books**

1. Dale H. Besterfield, “Total Quality Management”, Pearson Education Asia, Indian Reprint, 2006.
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, 2010.

**Reference**

1. Goetsch, D.L. & Davis. S, Introduction to Total Quality, 6<sup>th</sup> edition Pearson Publication, 2010.
2. James R. Evans and William M. Lindsay, “The Management and Control of Quality”, South-Western (Thomson Learning), 8th Edition, 2011.
3. Juran, J.M. & Gryna, F.M, Quality Planning and Analysis, Tata McGraw Hill, 3<sup>rd</sup> edition, 2004.
4. Sandeepa Malhotra, Quality Management planning, Deep & Deep Publications, 2006.
5. Subburaj, Total Quality Management, Tata McGraw hill, 2014.

Semester	Course Code	Title of the Course	Hours	Credits
I	MBA144T	Accounting for Management	6	4

**Course Outcomes:**

CO No	CO Statement	Cognitive Levels (K- Levels)
CO- 1	Understand and know the principles, concepts and trial balance related to financial accounting arena	K1
CO- 2	Examine the various ratios and analyze the financial statements like fund flow and cash flow statement	K4
CO- 3	Prepare and evaluate the budgets with due respect to fixed and flexible budgets and zero-base budgeting	K3 & K5
CO- 4	Specify marginal costing and profit planning and apply the same in real life business circumstance	K6

<b>CO- 5</b>	Express the computerized accounting system concepts and provide the basic ideas about digital accounting	K2
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**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of COs
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	
<b>CO1</b>	3	3	3	3	3	3	3	2	3	2	2.8
<b>CO2</b>	3	3	3	3	3	3	2	3	3	2	2.8
<b>CO3</b>	3	3	3	3	3	3	2	3	2	3	2.8
<b>CO4</b>	3	3	3	3	3	3	3	2	3	2	2.8
<b>CO5</b>	3	3	3	3	3	3	2	3	2	3	2.8
<b>Mean Overall Score</b>											<b>2.8</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Financial Accounting**

**(15 Hours)**

Financial Accounting: Introduction - Basics of Accounting Concepts – Conventions - Preparation of Trading Account - Profit and Loss Account and Balance Sheet with adjustments.

**Unit - II: Analysis of Financial Statement**

**(15 Hours)**

Ratio Analysis: Classification of Ratios - Profit and Loss Ratios and Balance Sheet Ratios.  
Fund Flow Statement: Statement of Changes in Working Capital - Preparation of Fund Flow Statement & Cash Flow Statement- Cash from Operation - Preparation of Cash Flow Statement.

**Unit - III: Budgetary Control**

**(12 Hours)**

Budgetary Control: Nature and Objectives of Budgetary Control - Limitations - Classification of Budgets: Fixed and Flexible Budgets - Zero Base Budgeting.

**Unit - IV: Marginal Costing and Profit Planning**

**(12 Hours)**

Marginal Costing: Cost Volume Profit Analysis - Breakeven Point – Variance Analysis  
Material Cost Variance and Labor Cost Variance.

**Unit - V: Computer in Accounting****(6 Hours)**

Significance of Computerized Accounting System – Codification and Grouping of Accounts - Prepackaged Accounting Software.

**Text Books**

1. Dr. Maheswari. S. N., Management Accounting, Sultan Chand & Sons, 5<sup>th</sup> Edition, 2010.
2. Reddy. T. S. & Hari Prasad Reddy, Financial and Management Accounting, Margam Publication, 3<sup>rd</sup> Edition, 2012.

**References**

1. Ashish K, Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2009.
2. Horngren, Surdem, Stratton, Burgstahler Schatzberg, Introduction to Management Accounting, PHI learning, 2008.
3. Jan Williams, Financial and Managerial Accounting – The basic of business Decisions, Tata McGraw Hill Publishers, 13<sup>th</sup> Edition, 2005.
4. Khan M. Y. and Jain. P. K, Management Accounting, Tata McGraw Hill, 4<sup>th</sup> Edition, 2006.
5. Pandey. I. M., Management Accounting, Vikas Publications, 3<sup>rd</sup> Edition, 2009.

Semester	Course Code	Title of the Course	Hours	Credits
I	MBA145T	Advanced Business Statistics for Management	6	4

**Course Outcome**

CO No	CO Statement	Cognitive Levels (K- Levels)
CO- 1	Recall and solving problems based on the addition theorem, multiplication theorem, conditional probability and Baye's theorem. Restate the Discrete distributions such as Binomial and Poisson distribution	K1
CO- 2	Differentiate the univariate and bivariate analysis. Explain correlation, rank correlation and regression analysis by numerical example	K4
CO- 3	Summarize the concept of sampling, Null Hypothesis, alternative Hypothesis, type I and type II errors, sampling errors and standard errors.	K3 & K5
CO- 4	Distinguish between small samples and large samples. Summarize the concept of parametric test z-test, t-test, F-test and non parametric test chi-square test by given examples.	K6
CO- 5	Demonstrate the analysis of variance of one way classification and two way classification with numerical examples	K2

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of COs
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	
<b>CO1</b>	3	3	3	3	3	3	3	2	3	2	2.8
<b>CO2</b>	3	3	3	3	3	3	2	3	3	2	2.8
<b>CO3</b>	3	3	3	3	3	3	2	3	2	3	2.8
<b>CO4</b>	3	3	3	3	3	3	3	2	3	2	2.8
<b>CO5</b>	3	3	3	3	3	3	2	3	2	3	2.8
<b>Mean Overall Score</b>											<b>2.8</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Introduction to Probability and Binomial Distribution**

Introduction – Classical definition – Addition theorem – Multiplication theorem – Conditional probability – Binomial frequency distribution – Mean and standard deviation of binomial distribution – Mode of the binomial distribution. (Chapters 1 and 2)

**Unit - II: Large Samples and Small Sample T-Test**

Population – Sampling distribution – Central Limit Theorem – Test of hypothesis – Large sample tests – Confidence interval – Determination of sample size – Small sample t-test – Test for a specified mean – t-test for paired observations – Confidence interval for small samples (Chapters 7 and 9)

**Unit - III: Small Samples- F Test and Small Sample Chi-Square Test**

F-test for two sample standard deviations– ANOVA: One way classification – Two way classification – Chi-square test: Uses – Chi-square test for a specified population variance – Chi-square test for independence of attributes and goodness of fit – Comparing two populations. (Chapters 10 and 11)

**Unit - IV: Correlation and Regression Analysis**

Correlation: Correlation – Sample Correlation – Rank correlation – Concurrent deviation – Probable error – Examples. Regression: Deviation of Regression Lines – Properties of regression coefficients – Coefficient of determination – Standard error of an estimate – Multiple regression analysis. (Chapters 12 and 13)

**Unit - V: Time Series Analysis**

Time Series: Components of time series – Measures of trend – Moving average method – Measures of seasonal variation – Method of averages. (Chapters 17)

**Text Books**

1. P.R.Vittal, Quantitative Techniques (for M. Com, M.B.A and others), Margham Publications, Chennai, Reprint 2013.
2. S. P. Gupta & M. P. Gupta, Business Statistics, 14<sup>th</sup> enlarged edition, Sultan chand and sons, educational publishers, New Delhi, reprint 2007.

**References**

1. Richard I Levin and David S. Rubit, Statistics for management 7-e, Pearson Education, New Delhi, 2002.

2. Aczel A.D. and Sounder Pandian J., Complete Business Statistics, 6-e, Tata McGraw

Semester	Course Code	Title of the Course	Hours	Credits
I	MBA146T	Managerial Communication	4	3

Hill, 2004.

- Anand Sharma, Statistics for Management, Himalaya Publishing house, 2-e, 2008.
- Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 8-e, Thomson (South-Western) Asia, Singapore, 2002.
- Srivatsava TN, Sw hailaja Rego, Statistics for Management, Tata McGraw Hill, 2008.

### Course Outcomes

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Identify the appropriate use of different channels of written communication in business.	K3
CO - 2	Explain communication techniques that support and encourage a speaker	K2
CO - 3	Demonstrate his verbal and non-verbal communication ability through presentations.	K2
CO - 4	Draft effective business correspondence with brevity and clarity.	K6
CO - 5	Stimulate their Critical thinking by designing and developing clean and lucid writing skills and spoken skills to crack the interview process.	K6

### Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of COs
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	
CO1	3	2	3	3	3	3	3	2	3	2	2.7
CO2	3	3	2	2	3	3	3	3	2	3	2.6
CO3	3	2	3	3	2	3	3	2	3	2	2.6
CO4	3	3	2	3	3	3	3	3	2	3	2.8
CO5	3	2	3	2	2	3	3	2	3	2	2.6
<b>Mean Overall Score</b>											<b>2.66</b>
<b>Result</b>											<b>High</b>

### Correlation

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit I Personal Communication (12 Hours)**

Day-to-day conversation with family members, neighbours, relatives, friends on various topics, context specific. Journal writing, SMS, Greeting Cards, situation based – accepting/declining invitations, congratulating, consoling, conveying information, oral reports, extempore, Book Review, Film Review

**Unit II Business Correspondence (12 Hours)**

Letter Writings: Job application letters, Letters of appointment, confirmation, promotion, Circulars, Memos and Office orders, Agenda and Minutes, Resume preparation

**Unit III Work Place Communication (12 Hours)**

e-mails, minutes, reports of different kinds – annual report, status report, survey report, proposals, memorandums, presentations, interviews, profile of institutions, speeches, responding to enquiries, complaints, resumes, applications, summarizing, strategies for writing.

**Unit IV – Presentation and Employability Skills (12 Hours)**

Importance, Characteristics, Presentation Plan, PowerPoint Presentation, Visual Aids. Interview skills – HR and technical – Types of interview, preparation for interview, mock interview, Group Discussion – Communication skills in Group Discussion, Structure of GD, GD process, successful GD techniques.

**Unit V Writing For Media and Creative Writing (12 Hours)**

Features for publication (Newspapers, magazines, newsletters, notice-board), case studies, short stories, travelogues, writing for children, translation, techniques of writing.

**Text Books**

1. Adler Ronald B., Elmhurst Jeanne Marquardt, Communicating at work, The McGraw-Hill Publications, 2014
2. Dr. J. John Love Joy, Dr. Francis M. Peter S.J, “Let’s Communicate – Basic English foreveryone”, Vaigarai publications, 1<sup>st</sup> edition, Dindigul 2007.
- 3.

**References:**

1. Dr. V. H. Baskaran, “Spoken English Made Easy”, Shakespeare Publication, 6<sup>th</sup> edition, Chennai 2009.
2. Ewald Helen Rothschild and Burnett Rebecca E., Business Communication, NJ: Prentice-Hall International Publications.
3. Raymond V Lesikar, John D Pettit, and Mary E Flatly, 2009. Lesikar’s Basic BusinessCommunication, 11th ed. Tata McGraw-Hill, New Delhi.
4. E.H. McGrath, S.J. 2012, Basic Managerial Skills for All. 9th ed. Prentice-Hall of India, New Delhi.
5. Richard Denny, ‘Communication to Win; Kogan Page India Pvt. Ltd., New Delhi, 2008.
6. <https://www.hrhelpboard.com/contract-letters/increment-letter.html>



## Course Objective

Semester	Course Code	Title of the Course	Hours	Credits
I	MBA146T	Business Application Software		1*

- To Understand the Applications of Word, Excel and Power Point.

## Course Outcome

- Enhancement in the usage level of office tools.

## MS-Word

- Text Manipulations.
- Usage of Numbering, Bullets, Tools and Headers.
- Usage of Spell Check and Find and Replace.
- Text Formatting.
- Picture Insertion and Alignment.
- Creation of Documents Using Templates.
- Creation of Templates.
- Mail Merge.
- Copying Text and Picture from Excel.
- Creation and Formatting Tables.

## MS-Excel

- Creation of Worksheet and Entering Information.
- Aligning, Editing Data in Cell.
- Excel Functions (Date, Time, Statistical, Mathematical, Financial Functions).
- Changing of Column Width and Row Height (Column and Range of Column).
- Moving, copying, Inserting and Deleting Rows and Columns.
- Formatting Data in Cell.
- Drawing Borders around Cells.
- Working with Charts.
- Pivot Table.

## MS-Power Point

- Creating Presentation.
- Adding Headers and Footers.
- Changing Slide Layout.
- Changing Slide Design.
- Working with Fonts and Bullets.
- Inserting Clipart.
- Transition and Animation Effects.

## References

1. A First Course in Computers, Sanjay Saxena, Vikas Publishing House; 1<sup>st</sup> Edition 2015.
2. Joan Preppernau, M. Lambert and Steve Lambert, Microsoft Office Access 2007 Step by Step, Wiley India Private Limited, 2013.
3. Lisa A. Bucki, Microsoft Office 2013 Bible, Wiley India Private Limited, 2013.

4. Microsoft Office 2013: Advanced, Misty Vermaat, Delmar Cengage Learning.
5. Wallace Wang, Microsoft Office 2013 for Dummies, Wiley India Private Limited,

Semester	Course Code	Title of the Course	Hours	Credits
I	MBA146T	Field Training		1

2013.

### **Introduction**

Field training is an indispensable component in the training of **practicing professions**, since the educational process must involve learning by doing and opportunities to engage in practice so as to learn. Field training in management education serves as the primary arena for integrating knowledge and values with skills and the socialization of the professional person.

Academic programs tend to be fairly theoretical for the most part. MBA Field Training allows students to break away from it and get back into the Business world to try out some of the theoretical concepts they've learnt in the class room environment.

### **GENERAL GUIDELINES**

1. Field Training is an Extra credit part of the first year MBA programme of the Sacred Heart College.
2. The duration for the training should not be less than a minimum of ten working days.
3. The training is aimed at the following objective:

- To provide an exposure of the Business Market to the student and hands-on experience in the field.
  - To accelerate and enrich the educational process of the students.
4. During the training the student will be under the supervision of a faculty who will act as his guide and will provide guidelines for the Field work.
  5. No student should try to copy or use information in such a way that will project false and baseless conclusions for the company.
  6. All the students have to prepare and submit a written project report at the time of the examination after being reviewed by the supervisor.

### **WHY FIELD TRAINING?**

Field training is an integral part of an educational development for students and young professionals striving for concrete practice.

This format effectively combines classroom training and practical work, inviting student to analyze and solve current and contemporary issues in the field. Field activities include data collection, surveying and interpreting.

### **Field Training Format**

1. Title of the study. The title of the study should be short and precise.
2. General Introduction. A brief introduction of the study.
3. Statement of the problem. The research questions are included in this.
4. Field of study. A brief description of the organization/company/factory where the study is to be conducted.
5. Objectives. The general & specific objectives in precise terms.
6. Working Definitions. Definition of the terms used in the title and objectives by its direct applicability in the study area.
7. Hypothesis (if any). A testable statement connecting two or more variables for verification.
8. Research Design. The nature & type of the study.
9. Expected Outcome. Narrate what is going to happen by conducting this research.

### **Research Report Format**

1. Outer Cover
2. Title Page
3. Letter from the organization/factory/company
4. Acknowledgement

## 5. Table of Contents

Chapter I	:	Introduction
Chapter II	:	Methodology
Chapter III	:	Main Findings
Chapter III	:	Suggestions
Chapter IV	:	Summary and Conclusion

Bibliography

Appendix

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**Note:** The first nine titles of Field Training Format (1-9) are the preliminaries of the research report, which should be numbered in Roman small numbers.

Arabic numbers are used for the rest of the Field Training Format.

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1. Outer Cover – the department designs for its color.
2. Title Page – Title of the project should be precise, revealing the basic thrust of the study.

The content and the format of Outer cover and the Title page are the same. A model is shown below.

Title

FIELD TRAINING REPORT

Submitted

To

SACRED HEART COLLEGE, (AUTONOMOUS)

TIRUPATTUR, VELLORE DISTRICT.

635 601

[Affiliated to Thiruvalluvar University]

in partial fulfillment for the

award of the degree of

Master of Business Administration

College Logo

By

Name & Register Number

Department of Business Administration

Month – Year

### **Evaluation of Field Training Project Report**

The evaluation of the project report will be done with written report.

The assessment of the report is done on standard criteria.

# SEMESTER

## II

Semester	Course Code	Title of the Course	Hours	Credits
II	MBA240T	Marketing Management	4	3

### Course Outcomes

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Interpret and evaluate the various marketing concepts, marketing philosophies and marketing environment factors.	K5
CO - 2	Apply the concept of STP and examine the dynamics of buyer behaviour in arriving at marketing decisions.	K3
CO - 3	Design and Develop the right marketing mix with appropriate use of the marketing mix elements.	K6

<b>CO - 4</b>	Build effective branding strategies.	K6
<b>CO - 5</b>	Compile the usage of social media, internet to explore new markets.	K6

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

Course Outcomes	Programme Outcomes (PO)				Programme Specific Outcomes (PSO)					Mean Scores of COs	
	PO1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4		PSO 5
<b>CO1</b>	3	3	3	2	2	3	3	3	3	2	2.7
<b>CO2</b>	3	3	2	3	2	3	2	2	2	3	2.5
<b>CO3</b>	3	3	3	2	3	2	3	3	3	3	2.7
<b>CO4</b>	3	3	2	3	3	3	2	2	2	2	2.5
<b>CO5</b>	3	2	3	2	2	2	3	3	3	2	2.5
<b>Mean Overall Score</b>											<b>2.58</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Basics to Marketing Environment (12 Hours)**

Marketing: Definitions – Conceptual Frame Work – Marketing Environment: Internal and External – Marketing Interface with Other Functional Areas – Production – Finance - Human Relations Management and Information System. Marketing in Global Environment – Prospects and Challenges.

**Unit - II: Marketing Strategy (12 Hours)**

Marketing Strategy: Formulations – Key Drivers of Marketing Strategies – Strategies for Industrial Marketing – Consumer Marketing – Services Marketing – Competitor Analysis – Analysis of Consumer and Industrial Markets – Strategic Marketing Mix Components.

**Unit - III: Marketing Mix Decisions (12 Hours)**

Product: Planning and Development – Product Life Cycle – New Product Development and Management – Market Segmentation – Targeting and Positioning – Channel Management – Advertising and Sales Promotions – Pricing Objectives - Policies and Methods.

**Unit - IV: Buyer Behaviour (12 Hours)**

Understanding Industrial and Individual Buyer Behaviour – Influencing Factors – Buyer Behaviour Models – Online Buyer Behaviour – Building and Measuring Customer Satisfaction – Customer Relationships Management – Customer Acquisition - Retaining and Defection.

**Unit - V: Recent Trends in Marketing (12 Hours)**

Online Marketing System: Digital Marketing – Social Marketing – Mobile Marketing. Green Marketing - Rural Marketing - Event Management - Ethics in Marketing.

**Text Books**

1. Philip Kotler and Kevin Lane, Marketing Management, PHI Learning, Pearson Education, 14<sup>th</sup> Edition, 2014.
2. Ramaswamy & Namakumari, Marketing Management Global Perspective, Indian Context Macmillan publisher India ltd. 4<sup>th</sup> Edition, 2010.

**References**

1. Arun Kumar, N Meenakshi, Marketing Management, Vikas Publishing, 2<sup>nd</sup> Edition, 2010.
2. Saxena, Rajan, Marketing Management, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 4<sup>th</sup> Edition, 2009.
3. Duglas J. Darympia, Marketing Management, John Wiley and Sons, 6<sup>th</sup> Edition, 2008.
4. Joel. R Evans & Barry Berman, Marketing Management, India Edition Cengage Learning, Chennai 2010.
5. Paul Baisen et.al, Marketing, Oxford University Press, 2008.



Semester	Course Code	Title of the Course	Hours	Credits
II	MBA241T	Human Resource Management	4	3

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Examine the role of human resource function in an organization.	K4
CO - 2	Enumerate the emerging trends and practices in HRM.	K1
CO - 3	Illustrate the different methods of HR acquisition and retention.	K2
CO - 4	Demonstrate the use of different appraisal and training methods in an organization	K3
CO - 5	Outline the compensation strategies of an organization	K4

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

Course Outcomes	Programme Outcomes (PO)				Programme Specific Outcomes (PSO)						Mean Scores of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	3	3	3	2	3	3	3	3	2.9
CO2	3	3	3	3	2	2	2	3	3	3	2.7
CO3	3	3	3	3	3	3	2	3	3	3	2.9
CO4	3	3	3	2	3	3	3	2	3	3	2.8
CO5	3	3	3	3	2	2	3	3	3	3	2.8
<b>Mean Overall Score</b>											<b>2.82</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Perceptive in HRM**

**(12 Hours)**

Evolution of HRM – The Importance of the Human Factor – Objectives of HRM – Inclusive Growth and Affirmative Action – Role of HR Manager – Human Resource Policies – Computer Applications in HRM – Human Resource Accounting and Audit.

**Unit - II: The Concept of Best Fit Employee**

**(12 Hours)**

Importance of HR Planning – Forecasting HR Requirement – Internal and External Sources - Selection Process - Screening – Tests – Validation – Interview – Medical Examination – Induction – Importance – Practices – Socialization Benefits.

**Unit - III: Learning and Executive Development (12 Hours)**

Learning: Purpose - Types of Learning Methods – Benefits – Resistance. Executive Development Programmes: Common Practices – Benefits – Self Development – Knowledge Management.

**Unit - IV: Sustaining Employee Interest (12 Hours)**

Employee engagement: Compensation Plans – Reward – Motivation – Theories of Motivation – Career Management – Development of Mentor – Protégé Relationships.

**Unit - V: Performance Management (12 Hours)**

Talent management - Managing employee performance: Concept - Method of Performance Evaluation – Feedback – Industry Practices – Promotion – Demotion - Transfer and Separation – Implication of Job Change. The control Process: Importance – Methods – Requirement of Effective Control Systems Grievances – Causes – Implications – Redressal Methods.

**Text Books**

1. Aswathappa, Human Resource Management, Tata McGraw Hill, 6<sup>th</sup> Edition, 2013.
2. Decenzo and Robbins, Human Resource Management, Wiley, 8<sup>th</sup> edition, 2012.

**References**

1. Biswajeet Pattanayak, Human resource management, PHI Publication, New Delhi, 3<sup>rd</sup> Edition, 2006.
2. Gary Dessler, Human Resource Management, Pearson Education Limited, 13<sup>th</sup> Edition, 2014.
3. John Bratton and Jeff Gold, Human resource management - Theory and practice, New York, 5<sup>th</sup> Edition, 2009.
4. Seema Sanghi, Human resource management, Vikas Publication, 1<sup>st</sup> Edition, 2011.
5. Wayne Cascio, Managing Human resource, Tata McGraw Hill Publication, 10<sup>th</sup> Edition, 2010.

Semester	Course Code	Title of the Course	Hours	Credits
II	MBA242T	Information Management	4	3

**Course Outcomes**

<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	Develop the computing skills among the budding managers of the tomorrow's world.	<i>K6</i>
<i>CO - 2</i>	Organize and plan effective applications of information systems in business.	<i>K3</i>
<i>CO - 3</i>	<i>Classify the various information systems solution for vertical and horizontal workflow of business operations.</i>	<i>K2</i>
<i>CO - 4</i>	<i>Assess and implement appropriate programming structure and techniques based on specific problem context.</i>	<i>K4</i>
<i>CO - 5</i>	<i>Relate and implement plan appropriately in response to unexpected requirement or environmental change</i>	<i>K1</i>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

<b>Course Outcomes</b>	<b>Programme Outcomes (PO)</b>					<b>Programme Specific Outcomes (PSO)</b>					<b>Mean Scores of Cos</b>
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
<b>CO1</b>	3	2	3	3	2	3	3	3	2	3	2.7
<b>CO2</b>	2	3	3	3	1	2	2	3	3	3	2.5
<b>CO3</b>	3	3	3	3	3	2	3	3	3	3	2.9
<b>CO4</b>	3	3	3	2	2	3	1	3	3	3	2.6
<b>CO5</b>	3	3	3	2	3	3	2	3	2	3	2.7
<b>Mean Overall Scores</b>											<b>2.68</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: The Organization and Systems Concept (12 Hours)**

Management and use of computers: Conceptual design - Data capturing - data storage and retrieval - data processing - Information reporting- Limitations. Classification of Information Systems: Operation Information Systems- Transaction Processing Systems- Process control Systems – Office Automation System - Types of Management Information Systems: Information Report Systems- Executive Information Systems- Decision support system - Types of Strategic Information Systems: Artificial Intelligence- Expert Systems.

**Unit - II: Systems Analysis and Design (12 Hours)**

System Analysis: Process - Decision table - Data flow Diagram (DFD) - Entity Relationship Model (ER) - System life cycle - Prototyping- Spiral Method - Logical and Physical Design - Stages of Systems Development life cycle. System design: system specifications - User Interface Design - Data Design- Process Design.

**Unit - III: Functional Management Information Systems (12 Hours)**

Marketing Information System - Operation Information Systems - Major Subsystems - Sales Information Subsystems - Space Selling Information Subsystems - Competitor Information Subsystems- Dispatch Information Subsystems- Personal Information Subsystems - Accounting and Financial Information System- Type of Systems- Advantages of Computerized package- Inter relationship accounting Information Systems- Manufacturing Information Systems- Source of Information- Major Steps- Process Specification- Product Design-Revenue generation.

**Unit - IV: Database Management and Networking (12 Hours)**

Database Management System: Models – Types. Introduction to Data Warehouses – architecture - Data mining and Data Marts. Knowledge Management: Types - Tools. Networking: Types – LAN – WAN - Network topologies. Introduction to E-Commerce and E-Business – Infrastructure - Issues in Internet.

**Unit - V: Enterprise Resource Planning and Security Control (12 Hours)**

Enterprise management System: Enterprise resource planning – ERP model and Modules - Benefits of ERP - ERP Product Evaluation - ERP Implementation. Information System Security: Information System Vulnerability - Controlling security threat and vulnerability - Computer Crimes - Software Piracy - Internet Privacy – Intranet - Disaster Management, Ethics in Information Technology.

**Text Books**

1. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 4<sup>st</sup> Edition, 2011.
2. Waman S Jawadekar, Management Information Systems, McGraw Hill, 5<sup>st</sup> Edition 2012.

**References**

1. Dr. S. Shajahan and Mrs. R. Priyadharshini, Management Information System - New Age International Publishers, 1<sup>nd</sup> Edition 2010.
2. Gordon Davis, Management Information Systems: Conceptual Foundations, Structure and Development, Tata McGraw Hill, 2<sup>nd</sup> Edition, 2014.
3. Mohamed Azam, Management Information Systems, McGraw Hill, 1<sup>st</sup> Edition, 2012.
4. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 4<sup>th</sup> Edition 2012.
5. Haag, Cumming and McCubbrey, Management Information Systems for the information age, McGraw Hill, 5<sup>th</sup> Edition, 2013.

<b>Semester</b>	<b>Course Code</b>	<b>Title of the Course</b>	<b>Hours</b>	<b>Credits</b>
<b>II</b>	<b>MBA242T</b>	<b>Financial Management</b>	<b>4</b>	<b>3</b>

**Course Outcomes**

<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	Summarize, understand and apply the concepts, time value of money, risk and return of single asset and portfolio and valuation of securities	<i>K6</i>
<i>CO - 2</i>	Measure and evaluate the capital expenditure methods with respect to investment decision and create an idea to identify profitable projects	<i>K3</i>
<i>CO - 3</i>	<i>Design the capital structure and prepare leverages, eps and dividend policy with due respect to financial and dividend decision</i>	<i>K2</i>
<i>CO - 4</i>	<i>Prepare a model for working capital management with inclusion of relevant areas and elicit out its significant functions to apply in practical life</i>	<i>K4</i>
<i>CO - 5</i>	<i>Describe and learn about long term sources of finance such as capital market, debt instrument, issue of new shares and loans</i>	<i>K1</i>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of COs
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	
<b>CO1</b>	3	3	2	3	2	3	2	3	2	3	2.5
<b>CO2</b>	3	2	3	2	3	3	3	2	3	2	2.6
<b>CO3</b>	3	3	2	3	2	3	2	3	2	3	2.6
<b>CO4</b>	3	2	3	3	2	2	3	2	3	2	2.5
<b>CO5</b>	3	3	2	3	2	3	2	2	3	2	2.5
<b>Mean Overall Score</b>											<b>2.54</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Foundation of Finance**

**(12 Hours)**

Financial Management: Overview – Concepts – Objectives - Functions – Time Value of Money – Introduction to the Concept of Risk and Return of a Single Asset and of a Portfolio – Valuation of Bonds and Shares – Basics of option valuation.

**Unit - II: Investment Decisions**

**(12 Hours)**

Capital Budgeting: Nature of Capital Budgeting- Principles and Techniques – Identifying Relevant Cash Flows. Evaluation Techniques: Pay Back – ARR – NPV – IRR - PI – Project Selection under Capital Rationing – Inflation and Capital Budgeting – Concept and Measurement of Cost of Capital – Specific Cost and Overall Cost of Capital.

**Unit - III: Financial and Dividend Decision**

**(12 Hours)**

Leverage: Operating - Financial and Combined Leverage – Capital Structure: Concept – Importance - Designing Capital Structure - EPS Analysis – Cost of Capital: Redeemable and irredeemable debt valuation — Dividend Policy: Aspects of Dividend Policy – Forms of Dividend Policy – Forms of Dividends –Stock Splits.

**Unit - IV: Working Capital Management (12 Hours)**

Working Capital: Concepts – Needs – sources – Classification – Determinants - Issues and Estimation of Working Capital – Accounts Receivables Management and Factoring – Inventory Management – Cash Management – Working Capital Finance: Trade Credit - Bank Finance and Commercial Paper.

**Unit - V Long Term Sources of Finance (12 Hours)**

Capital market: Indian Capital and Stock Market - New Issues Market - Long Term Finance - Shares, Debentures and Term Loans - Hire Purchases - Venture Capital Financing - Private Equity.

**Text Books**

1. M. Y. Khan and P.K. Jain, Financial Management, Text, Problems and Cases, Tata McGraw Hill, 6<sup>th</sup> Edition, 2012.
2. I.M. Pandey, Financial Management, Vikas Publishing House, 11<sup>th</sup> Edition, 2015.

**References**

1. AswatDamodaran, Corporate Finance, Theory and Practice, John Wiley & Sons, 2<sup>nd</sup> Edition, 2008.
2. Bhabatosh Banerjee, Financial Management, PHI Learning publication, new delhi-2010.
3. Dr. R. Ramachandran& Dr. R. Srinivasan, Financial Management: Theories, Problems and Cases, Sri Ram publications, 3<sup>rd</sup> Edition, 2010.
4. Prasanna Chandra, Financial Management: Theory and Practices, McGraw Hill, 9<sup>th</sup> Edition, 2008.
5. Sirvastava and Mishra, Financial Management, Oxford University Press, 2<sup>nd</sup> Edition, 2008.

Semester	Course Code	Title of the Course	Hours	Credits
II	MBA241T	Legal Aspects of Business	4	3

**Course Outcomes**

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Understand and acquaint basic concepts, essential areas and its nuances related to commercial law	K1, K2
CO - 2	Specify and expound companies act 1956 to learn and apply in the real life of corporate world	K4,K5
CO - 3	<i>Articulate factories act 1948, payment of wages act 1936, trade unions act 1926, industrial disputes act 1947 with due respect to industrial law</i>	K4
CO - 4	<i>Elicit out the indispensable of goods and service tax to educate and update with current amendments of central government to apply in the tax planning and implementation</i>	K5
CO - 5	<i>Make an attention on consumer protection act 1986, competition act 2002 and cyber law to acquire and fetch it in the respected domain</i>	K3, K4

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	2	3	2	3	3	2	3	3	2.7
CO2	3	2	2	3	3	3	3	3	2	2	2.5
CO3	3	3	2	3	2	3	3	2	3	3	2.7
CO4	3	2	3	3	3	3	2	2	2	2	2.5
CO5	3	3	2	3	2	3	3	2	3	3	2.7
<b>Mean Overall Score</b>											<b>2.62</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Commercial Law**

**(12 Hours)**

The Indian Contract Act 1872: Definition of Contract - Formation of a Contract - Essential of a Valid Contract - Void Agreements - Performance of Contracts - Breach of Contract and its Remedies - Quasi Contracts. The Sale of Goods Act 1930: Sales Contract - Transfer of Title and Risk of Loss - Guarantees and Warranties in Sales Contract - Performance of Sales Contracts -Conditional Sales and Rights of an Unpaid Seller.

**Unit - II Company Act 1956**

**(12 Hours)**

Nature and Types of Companies - Major Principles - Formation - Memorandum and Articles of Association - Prospectus – Power - Duties and Responsibilities - Liabilities of Directors - Winding up of Companies- Corporate Governance.

**Unit - III: Industrial Law**

**(12 Hours)**



An Overview of Factories Act 1948 - Payment of Wages Act 1936 - Trade Unions Act 1926 - Industrial Disputes Act 1947.

**Unit - IV: Goods and Service Tax**

**(12 Hours)**

Overview of GST - Objectives of GST - Salient features of GST - Structure of GST - SGST, CGST, UTGST & IGST, GST Council, GST Format, GST Network, Registration, Introduction to - Levy of GST – Composition Scheme - Remission of Tax / Duty Time of Supply of Goods & Services - Value of Supply - Input Tax Credit.

**Unit - V: Consumer Protection Act 1986, Competition Act 2002 and Cyber Law (12 Hrs)**

Consumer Protection Act: Consumer Rights - Consumer Protection Council - Types of Consumer Dispute Redressal Agencies. Competition Act 2002 - Cyber Laws - IT Act 2000 - Introduction of IPR: Copy Rights - Trade Marks - Patent Act.

**Text Books**

1. N.D. Kapoor, Elements of Mercantile Law, Sultan Chand and Company, India, 13<sup>th</sup> Edition, 2010.
2. P.K. Goel, Business Law for Managers, Biztantra Publishers, India, 8<sup>th</sup> Edition, 2008.

**References**

1. Tulsian, P C, “Business Laws,” Tata McGraw Hill, New Delhi, 3<sup>rd</sup> Edition, 2009.
2. Akhileshwar Pathak, Legal aspects of Business, Tata Mcgraw Hill, 4<sup>th</sup> Edition, 2010.
3. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 55<sup>th</sup> Edition, 2016.
4. P.P.S. Gogna, Mercantile Law, S. Chand & Co., Ltd, India, 4<sup>th</sup> Edition, 2008.
5. Sathish B, Business law, Matur Tata Mcgraw Hill, 8<sup>th</sup> Edition, 2009.

Semester	Course Code	Title of the Course	Hours	Credits
II	MBA241T	Applied Operations Research For Management	4	4

**Course Outcomes**

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Solve linear programming problems using appropriate techniques and optimization solvers, interpret the results obtained.	K1, K2
CO - 2	Determine optimal strategy for Minimization of Cost of shipping of products from source to Destination/ Maximization of profits of shipping products using various methods, Finding initial basic feasible and optimal solution of the Transportation problems	K4, K5
CO - 3	<i>Optimize the allocation of resources to Demand points in the best possible way using various techniques and minimize the cost or time of completion of number of jobs by number of persons.</i>	K4
CO - 4	<i>Model competitive real-world phenomena using concepts from game theory. Analyse pure and mixed strategy games</i>	K5
CO - 5	<i>Formulate Network models for service and manufacturing systems, and apply operations research techniques and algorithms to solve these Network problems</i>	K3, K4

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of COs
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	
CO1	3	2	3	3	3	2	3	3	3	2	2.7
CO2	3	3	2	2	2	3	2	3	2	2	2.4
CO3	3	3	3	2	3	3	3	2	3	3	2.8
CO4	3	2	3	3	3	2	2	3	2	3	2.6
CO5	3	2	2	3	2	3	3	2	3	2	2.5
<b>Mean Overall Score</b>											<b>2.6</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Linear Programming**

Concept of Linear Programming Model – Development of LP Model – Graphical Method – Linear Programming Methods (Simplex Method) – Duality (Chapter 2: Sections 2.2 – 2.5.1 and 2.7.1)

**Unit - II: Transportation and Assignment Problem**

Transportation: Mathematical Model – Types of Transportation - North West Corner Method, Least Cost Method, Vogel's Approximation Method – Assignment: Zero-One Programming Model – Types of Assignment – Hungarian Method (Chapter 3: Sections 3.2 – 3.4, Chapter 4: Sections 4.2 - 4.4)

### **Unit - III: Project Management**

Phases of Project Management – Guidelines for Network Construction – Critical Path Method – Project evaluation and Review Technique (Chapter 10: Sections 10.2-10.4, 10.6)

### **Unit - IV: Decision Theory and Game Theory**

Decision Theory: Decision under Certainty – Decision under Risk – Decision under Uncertainty – Game Theory: Game with Pure Strategies – Game with Mixed Strategies – Dominance property – Graphical Method for 2 x n or m x 2 (Chapter 11: Sections 11.2, 11.3, 11.4 (11.4.1-11.4.3), Chapter 12: Sections 12.1-12.5)

### **Unit - V: Replacement and Maintenance Analysis**

Introduction – Types of Maintenance – Types of Replacement problem – Determination of economic life of an asset – Simple probabilistic model for items which completely fail (Chapter 13: Sections 13.1-13.5)

### **Text Book**

1. R. Panneerselvam, Operations Research, Prentice Hall of India, New Delhi, 2<sup>nd</sup> Edition, 2011.

### **References**

1. Hamdy A.Taha, Operations Research, Prentice Hall of India, New Delhi, 2007.
2. P.R. Vittal, Quantitative Techniques (for M. Com, M.B.A and others), Margham Publications, Chennai, Reprint 2013.
3. Kanti Swarup, P.K.Gupta, Manmohan, Operations Research, Sultan Chand & Sons, New Delhi, 2008.
4. Sasieni, Arthur Yaspan, Lawrence Friedman, Operations Research Methods and Problems, Wiley International Edition, 1959.
5. S.D. Sharma, Operations Research, Kedarnath Ram Nath & Co Publishers, 15<sup>th</sup> Edition 2007.

<b>Semester</b>	<b>Course Code</b>	<b>Title of the Course</b>	<b>Hours</b>	<b>Credits</b>
<b>II</b>	<b>MBA246T</b>	<b>Operations Management</b>	<b>4</b>	<b>3</b>

### **Course Outcomes**

<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	Identify the elements of operations management and various transformation process to enhance productivity and competitiveness	<i>K3</i>
<i>CO - 2</i>	Analyze and evaluate various facility alternatives and their capacity decisions, develop a PPC,MPS, scheduling and sequencing techniques	<i>K4</i>
<i>CO - 3</i>	<i>Define the scope, cost, timing and quality of the project and focus on suitable quality control methods</i>	<i>K1</i>
<i>CO - 4</i>	<i>Plan and propose suitable inventory/material handling principles and practices</i>	<i>K3</i>
<i>CO - 5</i>	<i>Utilize and implement systems integrated managerial functions</i>	<i>K6</i>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

<b>Course Outcomes</b>	<b>Programme Outcomes (PO)</b>					<b>Programme Specific Outcomes (PSO)</b>					<b>Mean Scores of Cos</b>
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
<b>CO1</b>	3	2	3	3	2	3	1	2	3	3	2.5
<b>CO2</b>	3	3	3	3	2	2	3	3	3	2	2.7
<b>CO3</b>	3	2	3	3	3	2	3	3	2	2	2.6
<b>CO4</b>	3	2	3	3	2	3	2	3	3	3	2.7
<b>CO5</b>	3	1	3	3	2	3	2	2	3	1	2.3
<b>Mean Overall Scores</b>											<b>2.56</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit- I: Fundamentals of Production and Operations Management (12 Hours)**

Introduction – Nature – Importance - Scope - Functions - Strategies of Operations Management –Relationship between POM & other Functional Areas of Management – Effect of Time Element on POM - Manufacturing Systems and Layouts - Significance & Systematic View of Operations - Factors of Production-Operations Management as Multidisciplinary Subject-POM challenges - Recent Trends - Operations Strategy.

**Unit - II: Production Planning (12 Hours)**

Production Planning Techniques for Various Process Choices - Techniques of Production Control, Aggregate Planning Techniques - Process Planning: Steps in Process Planning. Computer Integrated Manufacturing – Computer Aided Design - Computer Aided Manufacturing –Flexible Manufacturing Systems-Production Planning & Control: Preplanning - Fore Casting - Scheduling - Dispatching – Routing – Expediting.

**Unit - III: Plant Location (12 Hours)**

Plant Location: Factors Influencing Plant Location- Importance of Environmental Health & Safety Factors in Deciding the Location of Plant - Reasons for Global Location - Cost Factor – Semi Quantitative Techniques - Return on Investment. Plant Layout: Principles - Flow Patterns - Types of Plant Layout. Capacity Planning: Types of Capacity - Capacity Decision - Capacity Planning Strategies.

**Unit - IV: Basics of Operations Planning (12 Hours)**

Inventory: Definition - Classification of Inventories - Purchase Model - Manufacturing Model - P & Q Systems - MRP-I & MRP-II - Just in Time - Selective Inventory Control Techniques - Statistical Quality Control – Work Study – Method Study. Maintenance Management: Types of Maintenance. Fundamentals and Functions of Purchasing: Vendor Rating - Stores Management: Functions - Store Records - Stock Verification.

**Unit - V: Applications / Problems (12 Hours)**

Make or Buy Decisions - Single Facility Location Problem - Gravity Location Problem - Sequencing (M Job 2 machines & M Job 3 Machines) - Purchase & Manufacturing Model with Shortages & without shortages - ABC Analysis - Individual Replacement - Time Study – Mean - Range - P Chart - C Chart - I Square and R Charts - Single Sampling Problems.

**Text Books**

1. Aswathappa K and ShridharaBhat K, Production and Operations Management, Himalaya Publishing House Revised 4<sup>th</sup> Edition, 2008.
2. Pannerselvam R, Production and Operations Management, Prentice Hall India, 2<sup>nd</sup> Edition, 2008.

**References**

1. Upendrakachru, Production & Operations Management, Excel books, 1<sup>st</sup> Edition, 2007.
2. Adam Jr. Ebert, Production & Operations Management, PHI Learning, 5<sup>th</sup> Edition, 1994.
3. Senthil. M, Production & Operations Management, Pearson Education, 6<sup>th</sup> Edition, 2013.

Semester	Course Code	Title of the Course	Hours	Credits
II		SPSS (Statistical Package for Social Science)		2*

**Unit - I: Introduction**

Introduction to SPSS - Data analysis with SPSS: general aspects, workflow, critical issues - SPSS: general description, functions, menus, commands - SPSS file management

**Unit - II: Input and data cleaning and Data manipulation**

Input and data cleaning Defining variables - Manual input of data - Automated input of data and file import - Data manipulation - Data Transformation - Syntax files and scripts - Output management.

**Unit- III: Descriptive analysis of data**

Frequencies - Descriptives - Explore - Crosstabs – Charts - Line chart Pie, chart Histogram, Frequencies tables, Bar chart.

**Unit - IV: Statistical tests**

Means - T-test – Chi Square – F – Test, One-way ANOVA – Two way ANOVA – Discriminant Analysis – Non parametric tests.

### **Unit-V: Correlation and regression**

Linear correlation and regression - Multiple regression (linear) - Multivariate analysis - Factor analysis - Cluster analysis.

#### **Reference:**

1. How to Use SPSS: A Step-By-Step Guide to Analysis and Interpretation Brian C. Cronk  
1 May 1999.
2. SPSS Basics: Techniques for a First Course in Statistics, Zealure C Holcomb, 2006.

<b>Semester</b>	<b>Course Code</b>	<b>Title of the Course</b>	<b>Hours</b>	<b>Credits</b>
<b>II</b>		<b>PERSONAL AND SOCIAL SKILLS</b>		<b>1*</b>

### **Social Skills**

#### **Unit-I**

Emotional maturity – Negotiation skills- Leadership skills- Characteristics of a good leader- Leadership Styles – Quality of leader- Teamwork and Teambuilding- Characteristics of good team building- Team effectiveness- Importance of Team building- Benefits of Team-Groups VS Teams- Stages of Team Development – Types of Teams- Creating effective teams - Managing remote teams and virtual Teams.

#### **Unit-II**

Strategic Planning – Coaching – Counseling – Mentoring – Delegation - Dispute Resolution- Diplomacy - Giving Feedback - Managing Difficult Conversations – Supervising – Managing -Performance Management- Talent management - Crisis management.

### **Personal Skills**

#### **Unit-III**

Self Esteem- Importance of self Esteem - Classification of Self Esteem - Self-awareness - Self Leadership-Self Assessment- Self Confidence - Goal setting – Need of setting goal - Method of setting goal.

#### **Unit-IV**

Attitude – Personality Development - Emotional Intelligence- -Emotion Management-Stress management- Tolerance of Change and Uncertainty-Taking Criticism- Resilience- Assertiveness-Competitiveness- Adaptability- Work-life balance-Friendliness-Enthusiasm-Empathy.

#### **Unit-V**

Creativity- Characteristics of creative people - Blocks of Creativity – Creative thinking – Troubleshooting - Decision making- Problem Solving - Critical thinking-Innovation - Design Sense - Artistic Sense.

### **GUIDELINES FOR PERSONAL AND SOFT SKILL PAPER**

A guideline for personal and soft skill paper is optional paper which is offered by the department for the students during the second semester of MBA programme. A course on Soft skill paper is intended to improve the communication skills, enrich personality development, Computing skills, Quantitative aptitude and knowledge of the students. This course is focused to enhance the employability skill of the students. It will also help to bridge the gap between the skill requirements of the employer or industry and the competency of the students.

1. Any student can opt for this paper on basis of student's willingness and one credit will be included in overall consolidated mark sheet.
2. Material for personal and soft skill paper will be given by the concerned teacher.
3. Examination for this course will be held according to convenient date and time.
4. A written examination for 2 hours for 50 marks will be conducted. The paper will be evaluated as per the evaluation scheme.

### **Question paper model**

Part – A 10 x 2 Marks = 20 Marks

Answer any ten questions out of 15. Each question carries 2 marks

Part – B 5 x 6 Marks = 30 marks

Answer any five Questions out of 8. Each question carries 6 marks

<b>Semester</b>	<b>Course Code</b>	<b>Title of the Course</b>	<b>Hours</b>	<b>Credits</b>
<b>II</b>		<b>In Plant Training</b>		<b>1*</b>

### **Introduction**

All the MBA Professionals need to have a clear, thorough knowledge and details about the research. It is needed to plan project training and evolve an action plan for achieving the objectives of the research and to prepare the In plant training report.

### **General Guidelines**

1. On the project training is an Extra credit part of the 2 year MBA programme of the Sacred Heart College.
2. The period for the training is 10 Days.
3. The training is aimed at the following objectives:
4. To provide an exposure of project to the student and hands-on experience in a corporate environment.
5. During the training the student will be under the supervision of a faculty who will act as his guide and will provide guidelines for the work.
6. No student should try to copy or use information in such a way that will project false and baseless conclusions for the company.
7. All the students have to prepare and submit a written project report at the time of the examination.

### **Why In plant training?**

**In Plant Training** is the best way to practice what you have learnt. The purpose of including In Plant Training in the Programme is to provide you an opportunity to investigate a problem applying management concept in a scientific manner. It enables you to apply your conceptual knowledge in a practical situation and to learn the art of conducting a study in a systematic way and presenting its finding in coherent report. As managers, you are constantly seeking information to base your decision. How well you collect, synthesize and make the data meaningful is what you learn through this process.

### **Research Proposal Format**

10. Title of the study. The title of the study should be short and precise.
11. General Introduction. A brief introduction of the study.
12. Statement of the problem. The research questions are included in this.
13. Field of study. A brief description of the place where the study is to be conducted.
14. Objectives. The general & specific objectives in precise terms.
15. Working Definitions. Definition of the terms used in the title and objectives by its direct applicability in the study area.
16. Hypothesis (if any). A testable statement connecting two or more variables for verification.
17. Research Design. The nature & type of the study.
18. Expected Outcome. Narrate what is going to happen by conducting this research.

### **Research Report Format**



6. Outer Cover
7. Title Page
8. Table of Contents

Chapter I	:	Introduction
Chapter II	:	Company Profile
Chapter III	:	Methodology
Chapter III	:	Main Findings
Chapter IV	:	Suggestions
Chapter V	:	Summary and Conclusion

Bibliography

Appendix

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**Note:** The first nine items are the preliminaries of the research report, which should be numbered in Roman small numbers.

Arabic numbers are used for the other items.

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3. Outer Cover – the department designs for its color.
4. Title Page – Title of the project should be precise, revealing the basic thrust of the study. The content and the format of Outer cover and the Title page are the same. A model is shown below.

Title

IN PLANT TRAINING REPORT

Submitted

To

SACRED HEART COLLEGE, (AUTONOMOUS)

TIRUPATTUR, VELLORE DISTRICT.

635 601

[Affiliated to Thiruvalluvar University]

in partial fulfillment for the

award of the degree of

Master of Business Administration

College Logo

By

Name & Register Number

Department of Business Administration

Month – Year

### **Evaluation of In Plant Training Project Report**

The evaluation of the project report will be done with written report.

The assessment of the report is done on standard criteria.



<b>CO2</b>	3	3	3	3	3	3	3	3	3	2	2.9
<b>CO3</b>	3	3	3	3	3	3	3	3	3	3	3
<b>CO4</b>	3	3	3	2	3	2	3	3	3	3	2.8
<b>CO5</b>	3	2	3	3	2	3	3	3	3	3	2.8
<b>Mean Overall Scores</b>											2.9
<b>Result</b>											<b>High</b>

### **Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

### **UNIT I: Understanding Ethics:**

Introduction: Ethicality in humans, Moral development in humans- theories, concepts and approaches: Utilitarianism-Deontology-Virtue Ethics-Ethics of care-Egoism-Natural Law-Social contract theory-Rawls's theory of justice-Moral relativism.

### **UNIT II: Sense of Business Ethics:**

Definition and meaning of business ethics- nature of business ethics- ethical values – importance of values in business- ethical decision making – ethical decision process and framework-work culture- role of employees: Need for ethical behavior- moral & conflicts-ethical dilemma: resolutions in ethical dilemma- emerging ethical issues-ethical issues beyond borders.

### **UNIT III: Corporate Governance:**

Theories of corporate governance: Agent theory- Steward-Stakeholder and sociological Theory- perspectives of corporate governance- Business Malpractices- code of Ethics - code of conduct- regulations relating to corporate governance- Roles and Responsibilities ( BOD; Exclusive, roles of Independent directors; Auditors ; Regulatory bodies ) -whistle blowing.

### **UNIT IV: Business Disciplines:**

Business Disciplines – Ethics of Marketing & advertising– Ethics of Finance & Accounting - Ethics of IT / ICT / Internet– Ethics of HR and related aspects-behavior of business to its employees, colleagues and competitors -Production related ethical issues Corporate Scandals – Causes, Consequences and Cures -International standards in business ethics.

### **UNIT V: Environmental Ethics Awareness:**

Business response to environmental problems – environmental ethics-ethics and social responsibility-triple bottom line approach - Connecting people with their communities and

inspiring positive change (case studies)- Corporate citizenship- global Millennium development goals.

### **Textbooks**

1. S.A. Sherlekar, Ethics in Management, Himalaya Publishing House, 2009.
2. W.H. Shaw, Business Ethics, Cengage Learning, 2007.

### **References**

1. Larue Tone Hosmer and Richard D., The Ethics of Management, Irwin Inc., 1995.
2. Joseph A. Petrick and John F. Quinn, Management Ethics - integrity at work, Sage, 1997.
3. Chakraborty, S.K., Management by Values, Oxford Univ. Press.
4. Balasubramanian, R., Corporate Governance, IIM Bangalore.
5. Laura P. Hartman, Perspectives in Business Ethics, Tata Mc Graw Hill.

<b>Semester</b>	<b>Course Code</b>	<b>Title of the Course</b>	<b>Hours</b>	<b>Credits</b>
<b>III</b>	<b>MBA341T</b>	<b>Strategic Management</b>	<b>4</b>	<b>3</b>

### **Course Outcomes**

<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	Formulate the strategies implemented by organizations and to analyze the mission, vision and their objectives	<i>K6</i>
<i>CO - 2</i>	Assess the external and internal business environments of an industry / company and their impact on strategy formulation.	<i>K5</i>
<i>CO - 3</i>	<i>Illustrate strategic capabilities and gap to resolve them by applying suitable strategies</i>	<i>K2</i>
<i>CO - 4</i>	<i>Build control techniques/audit performance of strategy implemented</i>	<i>K3</i>
<i>CO - 5</i>	<i>Outline the strategy implementation process and the common challenges faced by an organization.</i>	<i>K2</i>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

<b>Course Outcomes</b>	<b>Programme Outcomes (PO)</b>					<b>Programme Specific Outcomes (PSO)</b>					<b>Mean Scores of COs</b>
	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>	<b>PSO5</b>	
<b>CO1</b>	3	2	2	3	3	3	2	3	2	2	2.5
<b>CO2</b>	3	3	2	3	3	3	2	3	3	2	2.7
<b>CO3</b>	3	2	3	3	3	3	2	3	2	2	2.6
<b>CO4</b>	3	3	2	3	3	3	2	3	3	2	2.7
<b>CO5</b>	3	2	2	3	3	3	2	3	2	2	2.5
<b>Mean Overall Score</b>											<b>2.6</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Strategy and Formulation Process (12 Hours)**

Strategic Management: Origin of Strategy - Definition – Need – Dimensions - Strategy vs Structure – Strategic Planning – Strategic Decision Making Process – Benefit and Risks of Strategic Management - Elements of Business Strategies - Conceptual Framework for Strategic Management - the Concept of Strategy and the Strategy Formation Process.

**Unit - II: Strategic Management Process (12 Hours)**

Strategic Management Process –Establishing Organizational Direction-Vision of the Company – Business Vision Models – Mission and Setting Objectives and Goals - Business Policies and Strategies – Strategic Intent and the Concept of Strategic Pyramid - Corporate Ethics.

**Unit - III: Environmental Scanning and Analysis (12 Hours)**

Environmental Scanning and Analysis: Strategically Relevant Components of Internal and External Environment – Approaches of the Environmental Scanning -Industry and Competitive Analysis – Analysis of Resources and Competitive Capabilities-Environmental Scanning

Techniques - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOC Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive Competitiveness - Selection of Matrix - Balance Score Card - Case Study CG Matrices.

**Unit – IV: Generic Competitive Strategies (12 Hours)**

Generic Competitive Strategies – Stability – Expansion – Retrenchment - Conglomerate and Their Variants - Corporate Strategy - Integration Strategies – Outsourcing Strategies – Offensive and Defensive Strategies - Strategic and Competitive Advantage - New Business Models for Global and Internet Economy – Strategy Clusters and Models Relating to Portfolio Analysis – Strategic Alliances and Collaborative Partnerships – Merger and Acquisition – Diversifications.

**Unit - V: Strategy Implementation (12 Hours)**

Strategy Implementation – Building Core Competencies and Competitive Capabilities- Developing Policies and Procedures for Implementation - Designing and Installing Supporting and Rewarding Systems - Evaluating and Monitoring Implementation - Strategic Issues- Managing Technology and Innovation - Strategic Issues for Non Profit Organizations. New Business Models and Strategies for Internet Economy – Strategy evaluation.

**Text Books**

1. Thomas L. Wheelen, J.David Hunger and KrishRangarajan, Strategic Management and Business policy, Pearson Education.,13<sup>th</sup> Edition, 2013.
2. AzharKazmi, Strategic Management & Business Policy, Tata McGraw Hill, 3<sup>rd</sup> Edition, 2010.

**Reference**

1. N. Chandradekaran & P. S. Ananthanarayanan Strategic Management, 2<sup>nd</sup> Edition 2015.
2. Vipin Gupta, Kamala Gollakota, R. Srinivasan, Business policy and Strategic Management concept and application, PHI learning, 2<sup>nd</sup> Edition, Chennai.2007
3. Arnolddo C. Hax and Nicholas S. Majluf, the Strategy Concept and Process – A Pragmatic Approach, Pearson Education, 2<sup>nd</sup> Edition, 2005.

Semester	Course Code	Title of the Course	Hours	Credits
III	MBA342T	INTERNATIONAL BUSINESS MANAGEMENT	4	3

**Course Outcomes**

<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	Understand and know the fundamental concepts, evolution, stages, goals, global strategy rivalry theory and competitive advantage with respect to fundamentals of IBM	<i>K1, K2</i>
<i>CO - 2</i>	Discuss and debate the globalization perspective such as GATT, WTO, NAFTA, ASEAN, SAARC, BREXIT and its implications	<i>K4, K5</i>
<i>CO - 3</i>	<i>Create an awareness and elaborate the significands, functions, factors, trends, benefits and challenges with due respect to requirements of international trade</i>	<i>K6</i>
<i>CO - 4</i>	<i>Evaluate and measure the performance of MNCs by using tools and techniques of indicators to identify efficiency, controls and gaps</i>	<i>K6</i>
<i>CO - 5</i>	<i>Point out the cause of conflict in international business and negotiation and provide resolution strategy</i>	<i>K5</i>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of Cos
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
<b>CO1</b>	3	3	3	2	3	3	2	3	3	2	2.7
<b>CO2</b>	3	2	1	3	3	3	2	3	3	3	2.6
<b>CO3</b>	3	3	2	3	3	2	2	3	3	1	2.5
<b>CO4</b>	3	3	2	3	3	3	2	2	2	3	2.5
<b>CO5</b>	2	3	2	2	3	3	3	2	2	2	2.3
<b>Mean Overall Scores</b>											<b>2.6</b>
<b>Result</b>											<b>High</b>

### **Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

### **Unit - I: Fundamentals of IBM**

**(12 Hours)**

International business – Evolution – Influences - stages - modes of entering International business - International Business opportunities - Goals – advantages – problems, Theories of International Trade – Mercantilism – Theory of absolute cost advantage – comparative cost advantage – relative factor endowments theory – global strategy rivalry theory – porters national competitive Advantage.

### **Unit - II: Globalization**

**(12 Hours)**

Emergence of world Economy – LPG — General Agreement on Tariffs and Trade (GATT) – Establishment of world trade organization – The Uruguay Round Package – Organizational



WTO and trade liberalization - structure of WTO - WTO and Anti-dumping Measures – India and WTO - Regional trade blocks – Economic Integration – European Union – NAFTA – ASEAN – SAARC - BREXIT and its implications.

**Unit - III: International Trade**

**(12 Hours)**

Introduction to Foreign Exchange Management – Exchange market, Foreign Direct Investment - Meaning – Factors Influencing FDI – Benefits – trends – FDI in India and third world nations, LDC's - International Trade – Tariff and non-tariff barriers – subsidies – import quota – Voluntary export restraints, International Marketing through Internet.

**Unit - IV: MNC's Control and Evaluation.**

**(12 Hours)**

MNC's in India - Structural design of MNCs - Control of MNCs – Approaches to control – The role of information systems – performance measurement – Mechanics of measurement – Various performance indicators – evaluation and evaluation systems.

**Unit - V: Conflict in International Business & Negotiations**

**(12 Hours)**

IMF – World Bank – FPI - Function and Criticism Factors – Politics of Lending - causing conflict – conflict resolution actions – The role of negotiations in international business – The role of international agencies in conflict resolution - Contemporary Issues in International Business.

**Text Books**

1. P. Subba Rao, International Business, Himalaya Publishing House, 5<sup>th</sup> Edition 2016.
2. Michael R. Czinkota, Ilkka, A. Ronkainen and Michael M. Moffett, “International Business” Wiley Publications, 9<sup>th</sup> Edition, 2015.

**References**

1. Don Ball and Wendell McCulloch, “International Business”, Irwin McGraw Hill, New York, 11<sup>th</sup> Edition, 2012.
2. Roger Bennett, “International Business”, Pearson education, 2<sup>nd</sup> Edition, 2014.
3. Richard M. Hodgetts and Fred Luthans, “International Management”, Tata McGraw Hill, New Delhi, 6<sup>th</sup> Edition, 2005.
4. Francis cherunilam, International Business, PHI Learning, 5<sup>th</sup> Edition, 2015.

Semester	Course Code	Title of the Course	Hours	Credits
III	MBA343T	BUSINESS RESEARCH METHODS	4	3

**Course Outcomes**

<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	Analyze the impact of research in business and evaluate research problems and develop hypothesis	<i>K4</i>
<i>CO - 2</i>	Describe and design a suitable research process to solve business problem.	<i>K1</i>
<i>CO - 3</i>	<i>Apply appropriate statistical tools to analyze data and solve research problems.</i>	<i>K3</i>
<i>CO - 4</i>	<i>Design and present a research report with all necessary information</i>	<i>K6</i>
<i>CO - 5</i>	<i>Demonstrate an awareness and understanding of the ethical implications of doing research.</i>	<i>K2</i>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of COs
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	
<b>CO1</b>	3	2	3	2	3	3	2	3	2	2	2.5
<b>CO2</b>	2	3	3	3	2	3	3	2	3	3	2.7
<b>CO3</b>	3	3	2	2	3	3	2	3	3	3	2.7
<b>CO4</b>	3	3	2	3	2	2	2	3	2	3	2.5
<b>CO5</b>	3	2	3	2	2	3	3	2	3	2	2.5
<b>Mean Overall Score</b>											<b>2.58</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Basics of Research**

**(12 Hours)**

Business Research: Definition and Significance – The Research Process. Types of Research: Exploratory - Causal Research - Theoretical and Empirical Research – Cross – Sectional and Time – Series Research – Research Questions / Problems – Research Objectives – Research Hypotheses – Characteristics – Research in an Evolutionary Perspective – The Role of Theory in Research.

**Unit - II: Research Design and Measurement**

**(12 Hours)**

Research Design: Definition – Types of Research Design – Exploratory and Causal Research Design – Descriptive and Experimental Design – Different Types of Experimental Design – Validity of Findings – Internal and External Validity – Variables in Research – Measurement and Scaling – Different Scales – Construction of Instrument – Validity and Reliability of Instrument.

**Unit - III: Data Collection (12 Hours)**

Types of Data: Primary Vs Secondary Data – Methods of Primary Data Collection – Survey Vs Observation – Experiments – Construction of Questionnaire and Instrument – Validation of Questionnaire. Sampling Plan: Sampling Size – Determinants of Optimal Sample Size – Sampling Techniques – Probability Vs Non-probability Sampling Methods.

**Unit - IV: Data Preparation and Analysis (12 Hours)**

Data Preparation: Editing – Coding – Data Entry – Validity of Data – Qualitative Vs Quantitative Data Analysis – Bivariate and Multivariate Statistical Techniques – Factor Analysis – Discriminant Analysis – Cluster Analysis – Multiple Regression and Correlation – Multi-dimensional Scaling – Application of Statistical Software for Data Analysis.

**Unit - V Report Design, Writing and Ethics in Business Research (12 Hours)**

Research Report: Contents of Reports - Report Format – Title of the Report - Executive Summary – Chapterization – Contents of Chapter – The Role of Audience – Readability – Comprehensiveness – Final Proof. Ethics in Research: Ethical Behaviour of Research – Subjectivity and Objectivity in Research.

**Text Books**

1. Donald R. Cooper and Pamela S. Schindler, Business Research Methods, Tata McGraw Hill, 12<sup>th</sup> Edition, 2013.
2. Uma Sekaran and Roger Bougie, Research Methods for Business, Wiley India Limited, 5<sup>th</sup> Edition, Reprint 2012.

**References**

1. Alan Bryman and Emma Bell, Business Research Methods, Oxford University Press, 3<sup>rd</sup> Edition, 2011.
2. K.N. Krishnamoorthy, AppaIyer Sivakumar and M. Mathirajan, Management Research Methodology, Pearson Education, 2006.
3. Kothari C.R, Research Methodology. New Delhi: Wiley & Sons, 1999.
4. Ranjit Kumar, Research Methodology, Pearson Education, 2<sup>nd</sup> Edition, 2009.
5. William G Zikmund and Barry J Babin, Business Research methods, Cengage Learning, New Delhi, 8<sup>th</sup> Edition, 2012.

Semester	Course Code	Title of the Course	Hours	Credits
III	MBA344A	Digital Marketing	4	3

**Course Outcomes**

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Evaluate and adapt the cognitive knowledge of the skills required in conducting online research and research on online markets, as well as in identifying, assessing and selecting digital market opportunities.	K6
CO - 2	Explain emerging trends in digital marketing and critically assess the use of digital marketing tools by applying relevant marketing theories and frameworks.	K2
CO - 3	Interpret the traditional marketing mix within the context of a changing and extended range of digital strategies and tactics.	K5

<b>CO - 4</b>	Comprehend the importance of conversion and working with digital relationship marketing.	<b>K2</b>
<b>CO - 5</b>	Analyze data analytics and their role in conversion of the process to maximize the profit in the digital markets.	<b>K4</b>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of COs
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	
<b>CO1</b>	3	3	2	3	3	3	3	3	3	2	2.8
<b>CO2</b>	3	3	3	3	2	3	2	2	3	3	2.7
<b>CO3</b>	3	2	2	3	3	2	3	3	2	2	2.5
<b>CO4</b>	3	3	3	2	2	3	3	2	3	3	2.7
<b>CO5</b>	3	3	3	3	3	2	2	3	2	2	2.6
<b>Mean Overall Score</b>											<b>2.66</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit- I: Fundamentals of Digital Marketing (12 Hours)**

Digital marketing - the online environment - Digital Marketing Strategies and Target Markets, Content Marketing – Content creation – Content Channel Distribution, Understanding SEO - Search engine friendly website - Structure - SEO and key phrases - Link popularity - Benefits and challenges.

**Unit- II: Online Advertising (12 Hours)**

Search Advertising - Advertising in search - Targeting options - Bidding and ranking - Tracking - Setting up a campaign, Online advertising - display advertising - Types - Payment models – ads on online - Targeting and optimising – Tracking, Affiliate Marketing - building blocks - Setting up a campaign, Video Marketing - Video content strategy - Video production - Video promotion.

**Unit- III: Social Media Marketing (12 Hours)**

Social Media Channels - Social networking - Content creation - Bookmarking and aggregating - Tracking campaigns, Social Media Strategy - solve business challenges – Process - online brand attack recovery, Email Marketing - Email strategy and planning – Process, Mobile Marketing - Mobile messaging channels - Mobile commerce - mobile towards online marketing - Mobile analytics.

**Unit- IV: Web Development and Design (12 Hours)**

User Experience Design - Understanding UX design - Mobile UX, Web design - Web development - Mobile development – building a website, Writing for Digital -Types of web copy - HTML for formatting - SEO copywriting - online copywriting.

**Unit- V: Data Analytics (12 Hours)**

Data analytics - working with data - tracking and collecting data - setting objectives, goals and KPIs - analyzing data, conversion optimisation - designing tests – process of conversion optimisation.

### Text Books

1. Rob Stokes, The essential guide to marketing in a digital world, Kindle Edition, 5<sup>th</sup> Edition, 2014.
2. Dave Chaffey and Smith, E marketing excellence planning and optimizing your digital marketing, Routledge, 4<sup>th</sup> edition, 2012.

### References

1. Alan Charles Worth, Internet Marketing a practical approach Butterworth-Heinemann Elsevier, 2005.
2. Damian Ryan and Calvin Jones, Understanding digital marketing: marketing strategies for engaging the digital generation, kogan page, London. 2014
3. Dentsu, Social Media Handbook, Popular PrakashanPvt Ltd, 2010.
4. Homlon, Akins, Quickwin Digital Marketing, 1<sup>st</sup> Edition, PHI Learning, 2012.

Semester	Course Code	Title of the Course	Hours	Credits
III	MBA343T	Micro Finance	4	3

### Course Outcomes

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Understand and learn about fundamental concepts, principles, roles, models and regulation related to micro finance	K1 & K2
CO - 2	Assess the micro finance institutions using various tools and models to measure the risk in micro finance institutions and inculcate an idea to apply in real life	K5 & K6
CO - 3	<i>Elucidate and assess credit rating models, impact assessment, methods and focus towards development of women entrepreneurship using micro finance models</i>	K3 & K6
CO - 4	<i>Specify the important arena of micro finance in India such as RBI initiatives, NABARD, SHC and state sponsored organizations</i>	K5
CO - 5	<i>Focus on issues, trends and frontiers of micro finance and induce the minds of learners to follow and apply in the relevant areas of financial market</i>	K5 & K6

### Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	2	2	3	3	3	2	3	3	2	2.7
CO2	3	3	3	3	3	3	2	2	3	2	2.7
CO3	3	2	3	3	2	3	2	3	3	2	2.5

<b>CO4</b>	3	3	3	2	3	3	2	2	3	2	2.6
<b>CO5</b>	3	3	3	2	2	3	2	3	3	2	2.6
<b>Mean Overall Score</b>											<b>2.62</b>
<b>Result</b>											<b>High</b>

### **Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

### **Unit - I: Foundation of Micro Finance**

**(12**

#### **Hours)**

History- Definition- Micro finance products and services- Key principles- Need- Nature of microfinance- Microfinance tools- Role of Grameen bank- Micro finance credit lending models- Micro finance distribution models- Regulations and supervision.

### **Unit - II: Marketing & Risks in Microfinance institutions**

**(12 Hours)**

Background and definition- Strategies for sustainability- major elements in the marketing program- marketing research in micro finance- benefits of marketing research- marketing environment for micro finance. Financial Evaluation – Analysing & Managing Financial Performance of MFIs: Analyzing financial statements - Financial performance ratios - Liquidity & capital adequacy – Revenue models of Micro finance. Operational Evaluation: Managing operational risks – Internal Control - Business Planning – Impact Assessment – CVP Analysis – Operating Expenses - Operating Efficiency

### **Unit - III: Credit Rating, Impact assessment and Development in microfinance (12 Hours)**

Credit rating models in MFIs: GIRAFE Rating model-PEARLS rating model-CAMEL Rating model- Micro Rate rating model- The Philippine Coalition and CRISIL Rating model. Impact assessment: Impact assessment of microfinance- Approaches of impact assessment- Methods. Development in microfinance: Microfinance and Women empowerment- Microfinance and health- Micro entrepreneurship and Business development- Microfinance and Education.

### **Unit - IV: Micro Finance in India**

**(12 Hours)**

Challenges to Microfinance movement – Demand and Supply of Micro financial services – State Intervention in rural credit – RBI Initiatives - NABARD & SHG – Bank Linkup & Programs- – Governance and the constitution of the Board of various forms of MFIs – Intermediaries for Microfinance –State sponsored Organizations.

### **Unit - V: Issues, Trends and Frontiers of Micro Finance**

**(12 Hours)**

Issue – Role of Technology - Strategic issues in Micro finance - Sustainability - Opening new markets – Gender issues.

### **Text Books**

1. Indian Institute of Banking and Finance, Micro Finance: Perspectives and Operations, Macmillan India Limited, 2011.
2. Debadutta Kumar Panda, Understanding Microfinance, Wiley India, 2010.

### **References**

1. Joann Ledgermood, micro finance- An intuitional & financial perspective, World Bank publication, December 1998.
2. Beatriz and Jonathan, the Economics of Micro Finance, Prentice Hall of India, 2010.
3. Mike Goldberg, Eric Palladini, Managing risk & creating value with Micro Finance, World Bank publication, April 21, 2010.
4. Jonathan Morduch, Beatriz Armendariz, an overview of micro finance, MIT press publication, 2005.
5. Ananya Roy, Microfinance & the making of development, Taylor & Francis, 2010.

Semester	Course Code	Title of the Course	Hours	Credits
III	MBA344C	Enterprise Resource Planning (ERP)	4	3

### Course Outcomes

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Discuss the role of customers, vendors and employees, the key issues, the implementation methodology and the guidelines for the ERP implementation.	K-6
CO - 2	Describe the fundamental technology, issues in planning design and the implementation of ERP systems.	K-1
CO - 3	<i>Understanding of post implementation impact and maintenance of ERP</i>	K-2
CO - 4	<i>Develop the knowledge of risk and benefits associated with Enterprise Resource Planning</i>	K-3
CO - 5	<i>Analyze the business process and able to redesign and restructure the organization</i>	K-4

### Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes

Course Outcomes	Programme Outcomes (PO)				Programme Specific Outcomes (PSO)						Mean Scores of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	2	3	3	3	2	3	2	2	2.6
CO2	3	3	3	3	3	3	3	3	2	2	2.8
CO3	3	3	2	2	3	3	2	3	2	2	2.5
CO4	3	3	3	3	2	3	3	2	3	2	2.7
CO5	3	3	2	3	2	3	2	3	3	2	2.6
<b>Mean Overall Score</b>											<b>2.64</b>
<b>Result</b>											<b>High</b>

### Correlation

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

### Unit – I: Introduction to ERP

(12 Hours)

ERP: Defining ERP - Origin and need for an ERP System - Benefits of an ERP system - Reasons for the growth of ERP market - Roadmap for successful ERP implementation - Reasons for the failure of ERP implementation. ERP and related technologies: BPR – MIS -



DSS - EIS - Advantages of EIS - Disadvantages of EIS - Data warehousing - Data mining - On-line analytical processing - PLC management – SCM - ERP security.

**Unit – II: ERP Implementation (12 Hours)**

ERP implementation life cycle: ERP tools and software - ERP selection methods and criteria - ERP selection process - ERP vendor selection - ERP implementation lifecycle - Pros and cons of ERP implementation - Factors for the success of an ERP implementation.

**Unit –III: ERP in Action & Business Modules (12 Hours)**

Operation and maintenance – Performance - Maximizing the ERP system. Business modules: Finance – Manufacturing - Human Resources - Plant maintenance - Materials management - Quality management – Marketing – Sales - Distribution and service.

**Unit –IV: ERP Vendors (12 Hours)**

ERP vendors - Types of ERP vendors. SAP-AG: products and technology R/3 overview - SAP advantage - Baan Company. Oracle corporation: Oracle application - Vertical solutions - Microsoft corporation - Ramco systems - Systems software associates Inc. (SSA) - QAD - People soft - JD Edwards - Lawson Software – Epicor - Intuitive.

**Unit – V: Future Direction (12 Hours)**

Future directions in ERP: New trends in ERP - ERP to ERP II - Implementation of organization-Wide ERP - Development of new markets and channels - Latest ERP implementation methodologies - ERP and E-business - Market snapshot - The SOA factor.

**Text Books**

1. Alexis Leon, ERP Demystified, Tata McGraw-Hill, 2<sup>nd</sup> Edition, 2007.
2. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008.

**References**

1. Daniel E O’Leary, Enterprise Resource System: Systems, Lifecycle, Electronic Commerce, Risk,
2. Jose Antonio Fernandz, the SAP R/3 Handbook, TMH, 1998.
3. Mahadeo Jaiswal and Ganesh Vanapalli, Enterprise Resource Planning, Macmillan India, Reprint 2009.
4. Vinod Kumar Grag and N. K. Venkitakrishnan, ERP - Concepts and Practice, Prentice Hall of India, 2<sup>nd</sup> Edition, 2006.

Semester	Course Code	Title of the Course	Hours	Credits
III	MBA344D	COUNSELING SKILLS FOR MANAGERS	4	3

**Course Outcomes**



<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	To understand the basics of counseling practices	<i>K2</i>
<i>CO - 2</i>	Apply the tools and approaches of counseling in organizations	<i>K3</i>
<i>CO - 3</i>	<i>Analyze the importance of counseling to employees</i>	<i>K4</i>
<i>CO - 4</i>	<i>Evaluate the future trends in organization for counselling</i>	<i>K5</i>
<i>CO - 5</i>	<i>Collaborate with the employees and support in their mental wellbeing</i>	<i>K6</i>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

Course Outcomes	Programme Outcomes (PO)				Programme Specific Outcomes (PSO)						Mean Scores of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
<b>CO1</b>	2	3	3	3	3	2	3	3	3	3	2.8
<b>CO2</b>	2	2	3	3	3	3	3	3	3	3	2.8
<b>CO3</b>	3	3	3	3	2	3	3	3	3	3	2.9
<b>CO4</b>	3	3	2	3	3	3	3	3	3	3	2.9
<b>CO5</b>	3	3	3	3	3	3	3	3	3	3	3
<b>Mean Overall Score</b>											2.88
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Concept of Counseling**

**(12 Hours)**

Counseling –meaning – objectives - Emergence and Growth of Counseling Services - Approaches to Counseling - theoretical approaches to counseling.

**Unit - II:Counseling Process and Counseling Skills**

**(12 Hours)**

Counseling Process – Beginning - Developing and terminating a counseling relationship and follow up. Counseling skills – skills – relationship - Sympathy Vsempathy - problem solving - decision making - behavior modification skills. Models in counseling – Gerad Agent Model - Skill model.

**Unit - III: Qualities of A Counselor**  
**Hours)**

**(12**

Qualities required for a counselor - Counselor's Attitude and Skills of Counseling - Assessing Clients problems.

**Unit - IV:Counseling Strategies, Interventions and Ethics (12 Hours)**

Selecting Counseling Strategies and Interventions - Changing Behaviour through Counseling - Counseling ethics - code of ethics and practice of counseling - Dealing with ethical issues in counseling.

**Unit - V:Application Of Counseling (12 Hours)**

Life span counseling - counseling with different age groups - Special Problems in counseling - Application of Counseling to Organizational - Performance counseling.

**Text Books**

1. Carroll Michael, Workplace Counseling: A Systematic Approach to Employee Care, Sage publications: New Delhi, 14<sup>th</sup>Edition,1996.
2. NarayanaRao, S, Counseling & Guidance, New Delhi, Tata McGraw- Hill Publishing company Ltd, 2nd edition, 1991.

**References**

1. Dave Mearns, Person centered counseling training, Sage Publication, New Delhi, 1997.
2. Maclennam, Nigel, Aldershot, Grover, Counseling for managers, 1996.
3. Moursund, J, The Process of Counseling and Therapy .2nd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990.
4. Phil Joyee and Charlotte Sills, Skills to gestalt counseling and psychotherapy, Sage Publication, New Delhi, 2002.
5. Ray Wolfe and Windy Dryden, Handbook of counseling Psychology, Sage Publication, New Delhi, 1996.

Semester	Course Code	Title of the Course	Hours	Credits
III	MBA344E	MARKETING OF HOSPITAL SERVICES	4	3

**Course Outcomes**

<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	Identify and discuss characteristics and challenges of managing service firms in the modern world.	<i>K-3</i>
<i>CO - 2</i>	Determine the nature of customer buying process and managerial frame work of service marketing.	<i>K-5</i>
<i>CO - 3</i>	Discuss characteristics and challenges of managing service firms in the modern world.	<i>K-6</i>
<i>CO - 4</i>	Outline key linkages between marketing and other business functions in the context of designing and operating an effective service system.	<i>K-2</i>
<i>CO - 5</i>	Describe the challenges in practicing marketing in healthcare industry.	<i>K-1</i>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of Cos
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
<b>CO1</b>	3	3	3	2	3	2	2	1	3	3	2.5
<b>CO2</b>	3	3	3	3	3	3	2	2	3	3	2.8
<b>CO3</b>	3	2	2	3	3	2	3	2	3	3	2.6
<b>CO4</b>	3	3	3	2	1	3	3	2	2	3	2.5
<b>CO5</b>	3	3	3	2	3	3	2	3	2	3	2.7
<b>Mean Overall Scores</b>											<b>2.6</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit I Understanding Services Marketing**

**(12 Hours)**

Introduction - services in modern economy - classification of services - differences in goods versus services - reasons for growth in services sector - services triangle.

**Unit II Consumer Behavior in Services**

**(12 Hours)**

Customers interact with service operations - purchase process - customer's needs and expectations - difficulty in evaluation of services - service business system - the search for customer loyalty - understanding CRM - CRM systems.

**Unit III Service Product and Revenue Management**

**(12 Hours)**

Planning and creating services: identifying and classifying supplementary services, branding service products, new service development, objectives and foundations for setting prices, methods of service pricing, revenue management.

**Unit IV Communication-Mix and Distribution of Services**

**(12 Hours)**

Challenges and opportunities in communicating services: objectives for marketing communications, branding and communications. Distribution in a service context: options for service delivery, decisions about place and time, service delivery in cyberspace.

**Unit V Managing Service Delivery and Service Quality (12 Hours)**

Blue printing services - service process redesign - the customer as co-producer - fluctuations in demand for services - integrating service quality and productivity strategies - measuring and improving service quality.

**Text Books**

1. Services Marketing-People, technology and strategy by Christopher Lovelock, Jochen Wirtz and Jayanta Chatterjee, Pearson education 2006.
2. Services Marketing by K.Rama Mohana Rao, Pearson education 2005

**References**

1. Services Marketing-Integrating customer focus across the firm by Valarie A Zeithaml & Mary J Bitner,2005
2. Services Marketing by S.M. Jha, Himalaya publishers, 2006.
3. Essentials of Healthcare Marketing by Eric N.Berkowitz, Jones& Barrett publishers, 2006.

Semester	Course Code	Title of the Course	Hours	Credits
III	MBA345A	<b>BRAND AND PRODUCT MANAGEMENT</b>	4	3

**Course Outcomes**

<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	Apply the fundamental concepts of product and brand development and management.	<i>K3</i>
<i>CO - 2</i>	Comprehend the brand positioning framework to develop a brand, keep it relevant, expand a brand internationally, and reposition a brand.	<i>K2</i>
<i>CO - 3</i>	<i>Create tools and metrics to analyze competitors and develop positioning strategies.</i>	<i>K6</i>
<i>CO - 4</i>	<i>Synthesize the importance of using teams and organization to coordinate multiple interdisciplinary tasks in order to create and manage products within an organization.</i>	<i>K5</i>
<i>CO - 5</i>	<i>Formulate an understanding of the new product development, marketing strategy, product manager's role in product pricing, sales, and promotion.</i>	<i>K6</i>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of COs
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	
<b>CO1</b>	3	3	3	3	3	2	3	3	3	2	2.8
<b>CO2</b>	3	3	2	3	2	2	2	2	3	2	2.4
<b>CO3</b>	3	2	3	3	2	3	3	3	3	2	2.7
<b>CO4</b>	3	3	3	2	2	3	2	3	3	3	2.7
<b>CO5</b>	3	2	3	3	3	2	3	3	2	3	2.7
<b>Mean Overall Score</b>											<b>2.66</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit- I Basic Concepts of Brand Management**

**(12 Hours)**

Understanding brands – Characteristic of branding - Product Branding - Line Branding - Range Branding - Umbrella- Branding - Source/Double Branding - Endorsement Branding.

**Unit- II Branding**

**(12 Hours)**

Evolution of Brands and Historical Perspective - Definition and Conceptual clarity - Brand Identity - Brand Identity Levels - Brand Dimensions - Brand Equity: Definition and Meaning - Brand Awareness - Brand Image/Constellation - Brand Loyalty.

**Unit- III Managing Brands**

**(12 Hours)**

Selecting a brand name - Brand Extension Decision - Family Vs. Individual Brand Name - Multiple Branding - Private vs. national branding - Important factors in conception and various stages of growth and maturity of brands.

**Unit- IV Product Planning and Lifecycle****(12 Hours)**

Product Concept – Product Classifications – Product Mix – Product Life Cycle – PLC pattern – Product-line decisions - Style , Fashion and fad life Cycles - Marketing strategies concerning the stages of product life cycle.

**Unit- V New Product Development****(12 Hours)**

New product development and launching - Idea generation - Screening ideas - Concept development and testing - Marketing Strategy Development - Product leadership - Power brands - Emerging trends in brand and product management.

**Text Books**

1. Aaker David, Managing Brand Equity, New York, Free Press, 1<sup>st</sup> Edition, 1991.
2. G. Cooper, Product Leadership, Perseus Books, 2<sup>nd</sup> Edition 1999.

**References**

1. C. Merle Crawford , C. Anthony Di Benedetto, New Products Management, McGraw Hill/Irwin, 2004.
2. Cowley, Don Understanding Brands London, Kogan page, 2006.
3. Kapferer, J N Strategic Brand Management New York, Free Press, 2000.
4. Linda Gorchels, The Product Manager's Handbook, McGraw-Hill, 2000.
5. YLR. Moorthi, Brand Management – The Indian Context, Vikas Publishing House, 2006.

Semester	Course Code	Title of the Course	Hours	Credits
III	MBA345B	CORPORATE FINANCE	4	3

**Course Outcomes**

<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	Observe and acquire basic knowledge on the concepts, objectives, sources and roles related to industrial finance	<i>K1, K2</i>
<i>CO - 2</i>	Make and develop analytical skills on the estimation of working capital and get exposure through application-oriented problems and new updates	<i>K5, K6</i>
<i>CO - 3</i>	<i>Valuate financial securities such as debt and equity with due respect to financial decision</i>	<i>K5</i>
<i>CO - 4</i>	<i>Measure the discounted cash flow methods and determine return and risk of investments project and drew attention to apply them on various investment avenues</i>	<i>K5, K6</i>
<i>CO - 5</i>	<i>Appraise operating earnings and cash flow of project by using tools and techniques and make a model towards estimation of investment plan</i>	<i>K5, K6</i>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

<b>Course Outcomes</b>	<b>Programme Outcomes (PO)</b>					<b>Programme Specific Outcomes (PSO)</b>					<b>Mean Scores of COs</b>
	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>	<b>PSO5</b>	
<b>CO1</b>	3	2	3	3	3	3	3	3	3	2	2.8
<b>CO2</b>	3	3	3	2	3	3	2	3	2	2	2.6
<b>CO3</b>	3	3	3	3	3	3	2	3	3	2	2.8
<b>CO4</b>	3	3	3	3	3	3	3	3	2	2	2.8
<b>CO5</b>	3	3	3	3	3	3	2	3	3	2	2.8
<b>Mean Overall Score</b>											<b>2.76</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Industrial Finance**

**(12 Hours)**

Indian Capital Market: Introduction – Concepts – Objectives - Benefits – Basic problem of Industrial Finance in India – Equity - Debenture financing - Advantages and Disadvantages and cost of various sources of Finance - Finance from international sources - Financing of Exports & Imports – Role of EXIM bank - Commercial banks and Financial Institutions – Finance for rehabilitation of sick units.

**Unit - II: Short Term and Long Term Working Capital Finance**

**(12 Hours)**

Concepts-objectives – features - Estimating working capital requirements (Problems) – Approach adopted by Commercial banks - Commercial paper- Public deposits and inters corporate investments.

**Unit - III: Financing Decision**

**(12 Hours)**

Over view of financing choices – Difference between debt and equity – equity and debt financing options – Hybrid securities – Internal Vs External financing – Financing mix; Trade

off and theories. Optimal financing mix; operating income approach (Problems) – Cost of capital approach – leverage and the return differential.

**Unit - IV: Investment Decision (12 Hours)**

Concept – Investment decision roles – Comparing investment decision roles – Discounted cash flow measures – Project interaction, side benefits and side costs – Appraisal of risky investment – Investment in cash and marketable securities – Investment returns and corporate strategy.

**Unit - V: Valuation (12 Hours)**

Valuation: Principles and practices – Discounted cash flow valuation- Cash flow to the form, estimating operating earnings and tax rate (Problems) – Relative valuation; Standardized value and multiply – Determinants of multiply – Re- concealing different valuation: Discounted cash flow valuation-Relative valuation. Value enhancement; Tools and techniques.

**Text Books**

1. Richard A.Brealey, StewartC.Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 8<sup>th</sup> Edition, 2008
2. Aswath Tamodaran, Corporate Finance (Theory & Practice), Wiley Publication, Second Edition, 2004.

**References**

1. Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 1st Edition, 2008.
2. M.Y Khan, Indian Financial System, Tata McGraw Hill, 5<sup>th</sup> Edition, 2008
3. Smart, Megginson, and Gitman, Corporate Finance, 1<sup>st</sup> Edition, 2008.
4. Krishnamurthi and Viswanathan, Advanced Corporate Finance, PHI Learning, 2010.
5. Stephen A. Ross, Corporate financing, McGraw hill publication, 11<sup>th</sup> Edition, 2010.
6. I.M.Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 11<sup>th</sup> Edition, 2008.

Semester	Course Code	Title of the Course	Hours	Credits
III	MBA345C	Quality Management	4	3

**Course Outcomes**

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Understanding the evolution of Quality management	K-2
CO - 2	Describe the of quality philosophies and practices	K-1
CO - 3	Ability to apply statistical process control to enhance quality	K-3
CO - 4	Assess and inspect quality tools to enhance organization's quality performance	K-5
CO - 5	Improve the awareness of importance of quality management systems in organisations	K-6



**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of COs
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	
<b>CO1</b>	3	3	3	3	2	2	3	3	3	2	2.7
<b>CO2</b>	3	3	2	3	3	3	2	2	3	3	2.7
<b>CO3</b>	3	2	3	3	3	2	3	3	3	2	2.7
<b>CO4</b>	3	3	3	3	2	3	2	3	3	3	2.8
<b>CO5</b>	2	2	3	2	3	2	3	2	2	2	2.3
<b>Mean Overall Score</b>											<b>2.64</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Policy and Organization of Quality (12 Hours)**

Introduction to quality: History and importance of quality – Defining quality– Quality as a management framework – Quality and competitive advantage – Three levels of quality – Quality and personal values - Quality concept and objectives - Quality organization and programmes - Quality circles - Training for quality - Quality related budgets and costs - Value engineering.

**Unit - II: Quality in Engineering Design and Manufacture (12 Hours)**

Design objectives - National and international engineering design standards - Statutory provisions and obligations - Quality control in design - Control of engineering changes and design – Modifications.

**Unit - III: Quality Functions in Manufacturing and Statistical Quality Control (12 Hours)**

Vendor Quality / Supplier Quality - Out materials - Quality of bought - Out services - Inspection - Metrology - Functional testing - Managing non - conformance. Process capability analysis - Acceptance sampling - The quality problem solving process.

**Unit - IV: Total Quality Management (12 Hours)**

Strategic quality planning - Introduction to TQM - Organizing for TQM - Benefits of TQM – Kaizen - Benchmarking - Organizing for TQM quality circles - Benchmarking for quality improvement - TQM in service organizations - Training for TQM - Implementing a TQM program -TPM.

**Unit - V: ISO: 9000 ISO: 14000 and Other Quality Standards (12 Hours)**

ISO – 9000 - Baldrige award - Balanced score card - ISO - 9000 vs the Baldrige Award. ISO 14000 - Management systems for health and safety - Auditing and certification process - Six sigma initiatives.

**Quality Management Standards:** (Introductory aspects only)

The ISO 9001:2000 Quality Management System Standard - The ISO 14001:2004 Environmental Management System Standard - ISO 27001:2005 Information Security Management System - ISO / TS16949:2002 for Automobile Industry - CMMI Fundamentals & Concepts - Auditing Techniques - Planning for an audit - Developing a Check - list - Conducting an Audit - Writing an Audit Report - Auditor Ethics - Value - addition process during Internal Audit - Mock Audits – Quiz.

### Text Books

1. Howard S. Gitlow, Alan J. Oppenheim, Rosa Oppenheim, David M. Levine, Quality Management, Mc-Graw-Hill -Irwin, New York, 3<sup>rd</sup> Edition, 2005.
2. James R. Evans and William M. Lindsay, Managing for Quality and Performance Excellence, South-Western College Publications , Cengage Learning, New Delhi, 9<sup>th</sup> Edition, 2012.

### References

1. Feigenbaum, A. V., Total Quality Control, McGraw-Hill, New York, 1991.
2. J.M. Juran, Quality Control Hand book, McGraw-Hill, New York, 4<sup>th</sup> Revised Edition, 1988.
3. Omachonu, V. K., Ross, J. E., Principles of Total Quality, Lucie Press, Yang, 2<sup>nd</sup> Edition, 1998.

Semester	Course Code	Title of the Course	Hours	Credits
III	MBA345D	EMOTIONAL INTELLIGENCE FOR MANAGERIAL EFFECTIVENESS	4	3

### Course Outcomes

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Enumerate the concept of emotion	K1
CO - 2	Illustrate the ideology of emotional intelligence	K2
CO - 3	<i>Demonstrate the characteristics of emotional intelligence</i>	K4
CO - 4	<i>Outline the measurements and analysis of emotional intelligence</i>	K4
CO - 5	<i>Interpret the application of emotional intelligence in work place</i>	K5

### Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of COs
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	
CO1	3	3	3	3	2	3	3	3	3	2	2.8
CO2	3	3	3	3	3	3	2	3	3	3	2.9
CO3	3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3	2	3	2.9
CO5	3	3	3	3	3	3	3	3	3	3	3
<b>Mean Overall Score</b>											<b>2.92</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit I: Concept of emotion: (12 Hours)**

Understanding Emotions, Sources of Emotions, Types of Emotions, Bodily changes in emotions, Psychology of Emotions. Theories of emotion: James Lange, Schachter singer, Canon-Bard. Opponent Process: Moods and emotions.

**Unit II: Concept of emotional intelligence: (12 Hours)**

Concept of Emotional Intelligence. Training on EI through the use of Models– Daniel Goleman Model, Salovey and Mayer’s model, Reuven Bar-On Model, Using techniques for Emotionally Intelligent Communication Johari Window, Neuro-Linguistic Programming (NLP).

**Unit III: Characteristics of emotional intelligence (12 Hours)**

Emotions and the Tripartite Brain, Emotional Competencies, Executive EQ, Emotions and Enneagram, Rational Emotive Therapy, Emotional Transformation, Emotions and Childhood, Emotions and Attitudes.

**Unit IV: Measuring emotional intelligence (12 Hours)**

Measuring Emotions, Emotional Quotient, Emotional Intelligence, Developing Emotional Intelligence, Social Intelligence- Tips to Develop Social Intelligence- Emotional and social competency inventory. Emotional self-awareness, expression and detection of emotions, emotional patterns in verbal communication.

**Unit V: Application of E.I in workplace (12 Hours)**

Recognizing and handling potentially emotional situations at workplace, Emotional Labour, promotions, rewards, grievance handling, industrial unrest, disciplinary approaches, transfers, migration and firing.

**Text Books:**

1. Goleman, Daniel. (2011), The Brain and Emotional Intelligence: New Insights, 1<sup>st</sup> edition, More Than Sound LLC.
2. Dianne Coleman (2016), Developing Emotional Intelligence: How to Improve Your EQ and Achieve Success, Kindle Edition, Amazon Digital Services LLC

**Reference Books**

1. Paul Whitman, (2016), Emotional Intelligence: Develop Absolute Control Over Your Emotions and Your Life for Everlasting Success, Create space Independent Publishing Platform.
2. Robin Lawson, (2016), Emotional Intelligence: Learn What Emotional Intelligence Is, Why It Is Important, and Learn How to Improve It (Emotional Intelligence, Emotional Intelligence books, Emotional Intelligence at work), Kindle Edition, Amazon Digital Services LLC
3. Adele B. Lynn (2007), Quick Emotional Intelligence Activities for Busy Managers: 50 Team Exercises That Get Results in Just 15 Minutes, 1st edition, AMACOM.

Semester	Course Code	Title of the Course	Hours	Credits
III	MBA345E	MEDICAL CARE MANAGEMENT	4	3

**Course Outcomes**

<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	Develop skills in planning, building and managing patients care	<i>K-6</i>
<i>CO - 2</i>	Describe the basics of diagnosis, physiotherapy and occupational therapy	<i>K-1</i>
<i>CO - 3</i>	Illustrate the steps in hospital planning and maintain out patient service effectively	<i>K-2</i>
<i>CO - 4</i>	Establish and maintain a professional and mutually satisfying relationship with patients	<i>K-5</i>
<i>CO - 5</i>	Apply knowledge in case of casualty services, emergency and trauma situations	<i>K-3</i>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

<b>Course Outcomes</b>	<b>Programme Outcomes (PO)</b>					<b>Programme Specific Outcomes (PSO)</b>					<b>Mean Scores of Cos</b>
	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>	<b>PSO5</b>	
<b>CO1</b>	3	3	2	3	3	3	2	2	2	3	2.6
<b>CO2</b>	3	3	3	3	2	2	2	3	3	3	2.7
<b>CO3</b>	3	3	2	2	2	2	3	2	2	3	2.3
<b>CO4</b>	3	2	3	3	2	1	2	3	3	2	2.4
<b>CO5</b>	3	3	3	2	2	3	3	2	2	3	2.6
<b>Mean Overall Scores</b>											<b>2.6</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Patient Centric Management**

**(12 Hours)**

Concept of patient care: Patient - centric management - Organization of hospital departments - Roles of departments/managers in enhancing care – Health promotions - Trust – Patient counseling - Patient satisfaction – Patient Loyalty.

**Unit - II: Quality in Patient Care Management**

**(12 Hours)**

Focus on quality - Systems approach towards service quality – service quality framework - Key theories and concepts - Models for quality improvement - Patient safety and patient risk management.

**Unit - III: Patient Classification Systems and Role of Case Mix**

**(12 Hours)**

Patient classification system - Types - ICD 9 (CM, PM) (International Classification of Diseases) - Case mix classification systems - DRG (Diagnosis-Related Group) - HBG (human beta-glucuronidase) - ARDRG (Australian refined diagnosis-related groups) - Case mix innovations and Patient empowering classification system.

#### **Unit - IV: Hospital Administration**

**(12 Hours)**

Role of Medical Superintendent - Hospital Administrator - Resident Medical Officer - Night Duty Executive - Public and guest relation - Importance in patient care - Information Regarding Patients - Code of Press Relations - Medical Information - Patient Information Booklets - Attendants' Management.

#### **Unit - V: Medical Records & Legal Responsibilities**

**(12 Hours)**

Medical record - Definition, Types, Importance - Flow chart of function - Statutory requirements of maintenance - Coding - Indexing And Filing - Computerization Of Record - Report and Returns - Management of Medical Records Department - Role Of Hospital Managers & Mrd Personnel In Medical Record Keeping-Legal Responsibilities - Essential Documents - State Licensure, Civil Rights, Authority Of Examination, Treatments, Autopsy, Responsibilities of Medical Staff, Tort Liability, Insurance, Use of Investigational Drugs.

#### **Text Books**

1. Goel S L & Kumar R., Hospital Core Services: Hospital Administration of the 21<sup>st</sup> Century. Deep and Deep Publications, New Delhi, 6<sup>th</sup> Edition, 2016.
2. Gupta S & Kant S. Hospital & Health Care Administration: Appraisal and Referral Treatise. Jaypee: New Delhi, 5<sup>th</sup> Edition, 2015.

#### **References**

1. Kelly D L. Encyclopedia of Quality Management in Hospitals & Health Care Administration. Vol. 1-6. Pentagon Press, Chicago, 4<sup>th</sup> Edition, 2016.
2. Kilpatrick AN O & Johnson J A, Handbook of Health Administration & Policy. Marcel DekkesInc, New York, 3<sup>rd</sup> Edition, 2016.
3. Arun Kumar A., Encyclopedia of Hospital Administration & Development, Volume I. Anmol Publications Ltd: New Delhi, 2<sup>nd</sup> Edition, 2015.
4. Ransom S B. Joshi M S & Nash D B. The Health Care Quality Book: Vision, Strategy & Tools. Standard Publishers Distributors, Delhi, 2<sup>nd</sup> Edition, 20012.

Semester	Course Code	Title of the Course	Hours	Credits
III	MBA345D	Project - Summer Internship		1*

Summer placement (summer internship programme, i.e., now popularly known as SIP), is an integral part of the academic curriculum of MBA. For the successful completion of the MBA studies, students have to undergo the SIP as part of their curriculum. After completion of the first year, i.e., at the end of the second semester and before the commencement of the third semester, the students are required to undergo internship with an organization for hands on experience. The duration of the SIP is four to five weeks.

SIP aims at widening the student's perspective by providing an exposure to real life organizational and environmental situations. This will enable the students to explore an industry/organization, build a relationship with a prospective employer, or simply hone their

skills in a familiar field. SIP also provides invaluable knowledge and networking experience to the students. During the internship, the student has the chance to put into practice whatever he/she learned in the first year of MBA. This SIP will help them to apply their class room learning in an actual professional working environment.

Some of the suggested areas for summer internships can be in the areas of strategy formulation, business process reengineering, MIS, ERP implementation, retail/investment banking, industry analysis, new product launching, sales and distribution, market research and advertising, etc. However, this is not an exhaustive list of areas but can be varied to suit the requirements of the organizations where the student has to undergo internship.

Thereafter, the student should prepare a internship report and submit one copy to the organization and one to the institute. The student should also obtain a certificate from the organization/industry/factory where the SIP was done and attach the same with the copy submitted to the institute.

The Controller of the Examinations will arrange for viva of the SIP reports submitted by the students. For the purpose, the Controller of the Examination will appoint one external examiner from other institute and one internal examiner from the department who will organize viva and the examination. The student is expected to make a 15 minute presentation before the examiners regarding the SIP report. The total marks for the SIP report will be 100 and it carries six credits.

### **Format of Summer Internship**

#### **Contents**

##### **About The Company**

- Mission of the company
- Mission is to Maximize Share of owners value
- Objective
- Profile
- Company Stock
- Operating Management Structure
- Social Responsiveness
- History of the Company

Company Year by Year from the beginning of the company.

##### **Financial Report of the company**

##### **Financial Strategies**

- Debt Financing
- Share Repurchase
- Dividend Policy
- Risk Management
- Foreign currency
- Interest Rates
- Performance tools

##### **Departments**

- Sales and Marketing
- Finance Department

Technical Department  
Production Department  
- Production Rate  
Logistic Department  
Purchase Department  
Administration Department  
Human Resource Department  
Welfare Measures  
Selection and Recruitment etc.

**Brands of the Company (If Applicable)**

**Future Plans of the Company**

**Conclusion**

**Annexures**

Note: Students have to choose from the above format whatever is relevant for their field of study. They can also include any other topics which come under their area of study which are available in the organization/industry/factory.

**Evaluation**

- ❖ The valuation of the report writing and oral examination will be done by internal examiner.
- ❖ 80 Marks will be awarded for report writing and 20 Marks for oral examination.

The following are the components for Marks

**Viva Voce** - **20 Marks**

**Report Writing** - **80 Marks**

- Content
- Grammar
- Log Book
- Mid-Month Review

Semester	Course Code	Title of the Course	Hours	Credits
III	MBA347P	SOFT SKILLS	2	1

**Course Outcomes**

<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	Assessing the requirements of a task, identifying the strengths within the team, utilizing the diverse skills of the group to achieve the set objective, awareness of risk/safety	<i>K6</i>
<i>CO - 2</i>	Analyze and actively participate in group discussion / meetings / interviews and prepare & deliver presentations	<i>K4</i>
<i>CO - 3</i>	Build clear sight on the time management skills	<i>K3</i>
<i>CO - 4</i>	Create more effective individual through goal/target setting, self-motivation and practicing creative thinking.	<i>K5</i>
<i>CO - 5</i>	Appraise effectively in multi-disciplinary and heterogeneous teams through the knowledge of team work, Inter-personal relationships, conflict management and leadership quality.	<i>K6</i>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

<b>CO'S</b>	<b>Programme Outcomes (PO)</b>					<b>Programme Specific Outcomes (PSO)</b>					<b>Mean Score s of COs</b>
	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>	
<b>CO1</b>	3	3	3	3	3	2	3	3	2	2	2.7
<b>CO2</b>	3	3	3	3	2	3	3	2	3	3	2.8
<b>CO3</b>	3	2	3	3	2	2	3	3	2	2	2.5
<b>CO4</b>	3	3	3	3	2	3	2	2	3	3	2.7
<b>CO5</b>	3	2	3	3	2	3	2	3	2	2	2.5
<b>Mean Overall Score</b>											<b>2.64</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Leadership Skills and Stress Management (6 Hours)**

Leadership concepts: Qualities – Challenges involved in Leadership – Ways of effective communication - Understanding Stress – Personality Type & its Implication on Stress - Coping Strategies of Job Stress – Stress and Job Performance

**Unit - II: Presentation Skills (6 Hours)**

Mock Presentation – Framing for Presentation – Preparing a presentation – Delivering a Presentation – Deliver & Review Presentation.

**Unit - III: Time Management Skills (6 Hours)**

Time planning and Prioritizing – Key to set up Goals – Efficiency in Time Management – Action Planning.

**Unit - IV: Goal Setting (6 Hours)**

Objectives of Goal setting - Steps – Advantages of Goal setting – Information Seeking – Prioritization – Barriers of Goal setting – Time line for Goal setting.

**Unit - V: Negotiation (6 Hours)**



Approaches - Issues and Common Biases – Gender and Win- win strategy – Improving Negotiation Skills.

### **Text Books**

1. Shiv Khera, “You Can Win” – Macmillan Books, 2012
2. Stephen Covey, “7 Habits of highly effective people “, 2011

### **References**

1. Tim Hindle, “Reducing Stress”, Essential Manager Series DK publishing, 2005
2. Dr R L Bhatia, “Managing Time for a competitive edge”, 2007
3. Robert Heller, “Effective leadership”, Essential Managers DK publishers, 2010.

<b>Semester</b>	<b>Course Code</b>	<b>Title of the Course</b>	<b>Hours</b>	<b>Credits</b>
<b>III</b>		<b>APTITUDE AND EMPLOYABILITY SKILLS</b>		<b>1*</b>

### **Unit - I**

Problems on Trains - Time and Work - Profit and Loss - Problems on Ages - Average - Permutation and Combination - Problems on H.C.F and L.C.M - Square Root and Cube Root Problems - Alligation or Mixture - Probability - Banker’s Discount.

### **Unit - II**

Time and Distance- Simple Interest and Compound Interest - Partnership - Calendar - Problems on Numbers – Numbers, Decimal Fraction - Odd Man Out and Series- Height and Distance- Percentage - Ratio and Proportion- Boats and Streams - Volume and Surface- Race and Games- Data Chart - Table Chart - Bar Chart - Pie Chart

### **Unit-III JOB SKILLS**

Job hunting skills- Interview-Types of Interview - Before interview- During the Interview- Interview preparation –Interview process- Self Introduction-Salary Negotiation-Resume Building-Resume Vs Curriculum Vitae – Business letter.

### **Unit-IV**

Presentation Skills-Creating effective PowerPoint Presentation-Public SpeakingSkills-Body language - Greetings-Personal grooming and Business Etiquettes-Types of Etiquettes.

### **Unit-V**

Group discussion- Do’s and Don’ts in group Discussion-Team work activity and its importance- Importance of Role playing games.

**Text Books**

1. [R S Agarwal](#), Quantitative Aptitude for Competitive Examinations, S. Chand Publications, 2017.
2. Kapil Dev, Vishnu P. Singh) C. Subhas, Employability Skills, Computech Publications Ltd, 2017

**References**

1. Employability Skills for Getting the Job You Want, Student Aid Publications, 2017.
2. Abhijit Guha, Quantitative Aptitude for All Competitive Examinations, Mc Graw Hill, 6<sup>th</sup> Edition, 2017.

**Guidelines for aptitude and employability skill paper**

The paper is offered on an optional basis in the fourth semester of the MBA programme. The students on opting this paper will have to undergo a written exam at the end of the semester and on the successful completion of it with a minimum pass mark of 50 they will be awarded 1(one) credit.

**Question paper pattern**

Objective questions with choice based answers are to be given in the question paper.

No. of questions = 50

Marks allocated for each question=2

Total marks=100

# SEMESTER - IV

Semester	Course Code	Title of the Course	Hours	Credits
IV	MBA440T	EXPORT AND IMPORT MANAGEMENT	4	3

## Course Outcomes

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Evaluate the fundamentals of export and import management	K2
CO - 2	Outline the basics of export documentation	K4
CO - 3	Formulate import documentation procedures	K3, K4
CO - 4	Draft the methods and procedures for export and import	K6
CO - 5	outline the schemes of trade	K2, K6

## Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	2	2	3	3	3	2	3	2	2	2.5
CO2	3	3	2	3	3	3	2	3	3	2	2.7
CO3	3	2	3	3	3	3	2	3	2	2	2.6

CO4	3	3	2	3	3	3	2	3	3	2	2.7
CO5	3	2	2	3	3	3	2	3	2	2	2.5
<b>Mean Overall Score</b>											<b>2.6</b>
<b>Result</b>											<b>High</b>

### **Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

### **Unit - I: Foundation of Export and Import (12 Hours)**

Export-Import Policy - Concept – Objectives – Policy Framework for India’s Foreign Trade in Pre and Post-liberalization Era- Infrastructural Support for India’s Foreign Trade Policy (ASIDE) - Export Promotion Councils - Commodity Boards and Product Development Authorities- Support Organizations and Services – Indian Institute of foreign Trade (IIFT), Indian Trade Promotion Organization (ITPO) - Export Inspection Agencies - Indian Council of Arbitration – Federation of Indian Export Organizations (FIEO).

### **Unit - II: Export Documentation and Procedures (12 Hours)**

Exports - Meaning – Methods – Direct and Indirect Exporting, Registration – Setting up Export Company- IEC Number – GSTIN - RCMC - Export License - Electronic Data Interchange (EDI) - Export Sales Contracts terms and Conditions - Procedures of documentation – Pro forma Invoice - Commercial Invoices - Shipping Bills - Certificate of Origin - Packing List – ARE - 1 Form - Mate's Receipt - Bill of lading - GR Form – Bill of Exchange – Special Consular Invoice, Export Procedure – Pre-shipment, Shipment and Post-shipment procedure.

### **Unit - III: Import Documentation and procedures (12 Hours)**

Imports – Liberalization – Negative list – Categories of importers – Selecting the Commodity Market - State Trading Corporation of India - Schemes for importers - Transport Documents – Bill of Entry- Airway Bill – Packing List – Freight declaration - Inspection Certificate - Bill of Exchange - GSP (Generalized system of preference) Certificate – Certificate of Measurement – Bill of Entry, Import Procedure – Pre-Import Procedure – Legal Dimensions of Import procedure – Retirements of Import Procedure – Customs Clearance of imported goods – warehousing of imported goods – Exchange control Provisions for Imports.

### **Unit - IV: Methods and Planning to Export and Import (12 Hours)**

Export Pricing - Methods of payment - Letter of Credit, Risks in Cargo, Credit and Foreign Exchange - Excise and Custom Clearance – Methods and procedure for Quality control and Pre-shipment Inspection, Marine Insurance Policy and its procedure – Role of clearing and forwarding agents – Shipping and customs formalities – online generation of shipping bill, Export Finance – pre-shipment and post shipment finance - Role of EXIM Bank and Commercial Banks, Import - Managing Risks Involved in importing.

### **Unit - V: Schemes of Trade (12 Hours)**

Export Incentives schemes - Duty Exemption Schemes – Schemes for Import of Capital Goods - Procedures for New - Second Hand Capital Goods (EPCG), Foreign Trade Financing and Insurance Schemes- Pre and Post shipment Finance - Export Credit Schemes - Import Financing Schemes- - Export Credit and Foreign Exchange Covers - Export Credit and Guarantee Corporation (ECGC)- Financial Guarantees - Export – Trading - Star trading -

Superstar Trading Houses- Objective Criteria and Benefits- Procedures and Documentation- Policy for EOU - FTZ- EPZ units -Objectives - Criteria and Benefits - Procedures and Documentation.

### **Text Books**

1. Dr. Khushpat S. Jain, Export import procedures and documentation, Himalaya Publishing House, 2016.
2. M. I. Mahajan, Export policy, procedure and documentation, Snow white Publication, 25<sup>th</sup> Edition, 2016.

### **References**

1. Dr. Justin Paul and Dr. Rajiv Aserkar Export Import Management, Second Edition, Oxford University Press, 2016.
2. S. Rathore and J. S. Rathore, Export Management, Himalaya Publishing House, 2015.
3. M. D. Jitendra Export procedures and documentation, Rajat publications, 2015.

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<b>Semester</b>	<b>Course Code</b>	<b>Title of the Course</b>	<b>Hours</b>	<b>Credits</b>
<b>IV</b>	<b>MBA441A</b>	<b>CUSTOMER RELATIONSHIP MANAGEMENT</b>	<b>4</b>	<b>3</b>

### **Course Outcomes**

<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	Comprehend the basic concepts of Customer relationship management.	<b>K2</b>
<i>CO - 2</i>	Understand the customers and their behavior by doing the customer profile analysis.	<b>K2</b>
<i>CO - 3</i>	Synthesize the strategies customer acquisition Retention and Prevention of defection.	<b>K5</b>
<i>CO - 4</i>	Experiment with the basics of operational Customer relationship management.	<b>K3</b>
<i>CO - 5</i>	Design and adapt the concept of e-CRM and e-CRM technologies and adopt the recent trends in CRM.	<b>K6</b>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

<b>Course Outcomes</b>	<b>Programme Outcomes (PO)</b>					<b>Programme Specific Outcomes (PSO)</b>					<b>Mean Scores of COs</b>
	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>	
CO1	3	2	3	2	3	3	2	3	3	2	2.6
CO2	3	3	2	3	3	3	3	3	2	3	2.8
CO3	3	2	3	3	2	3	3	2	3	2	2.6
CO4	3	3	3	3	3	2	3	3	3	3	2.9
CO5	3	2	2	2	2	3	2	2	2	2	2.2
<b>Mean Overall Score</b>											<b>2.62</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Basic Concepts of CRM (12 Hours)**

Definitions - Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders.

**Unit - II: Understanding Customers (12 Hours)**

Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives - individual and group customer's - Customer life time value – Selection of Profitable customer segments.

**Unit - III: CRM Structures (12 Hours)**

Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.

**Unit - IV: CRM Planning and Implementation (12 Hours)**

Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers.

**Unit - V: Trends in CRM**

**(12 Hours)**

e- CRM Solutions – Data Warehousing – Data mining for CRM – An introduction to CRM Software packages: ZOHO CRM - DQUIP'S CRM- KREATO CRM - PACT CRM.

**Text Books**

1. Alok Kumar et.al, Customer Relationship Management: Concepts and applications, Biztantra, 2008.
2. G.Shainesh, JagdishN.Sheth, Customer Relationships Management Strategic Perspective, Macmillan, 2005.

**References**

1. Assel, Consumer Behavior, Cengage Learning, 6<sup>th</sup> Edition.
2. Francis Buttle, Customer Relationship Management: Concepts & Tools, Elsevier, 2004.
3. H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing 2005.
4. Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2007.

Semester	Course Code	Title of the Course	Hours	Credits
IV	MBA441B	INTERNATIONAL TRADE FINANCE	4	3

**Course Outcomes**

<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	Know and understand the fundamental arenas such as concepts, benefits, balance of payment, recent trends and changes in global financial market and functions related to international trade finance	<i>K1 &amp; K2</i>
<i>CO - 2</i>	Articulate about INCO terms, payment terms, forfeiting, EXIM bank roles and schemes in regards to international exchange systems	<i>K3 &amp; K4</i>
<i>CO - 3</i>	Focus on the forex market and sources of international trade and stimulate to apply it in the business world	<i>K5 &amp; K6</i>
<i>CO - 4</i>	Update and discuss the international trade contracts, documents and external sources of funds with due respect to requirements of foreign trade	<i>K5</i>
<i>CO - 5</i>	Highlight the important elements of export and import in India like lending to Indian exporters and foreign government, export credit insurance, export promotion measures, FEMA regulations and payment of import bills	<i>K5</i>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

<b>Course Outcomes</b>	<b>Programme Outcomes (PO)</b>					<b>Programme Specific Outcomes (PSO)</b>					<b>Mean Scores of COs</b>
	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>	<b>PSO5</b>	
<b>CO1</b>	3	3	2	3	3	3	2	3	3	2	2.7
<b>CO2</b>	3	3	2	3	3	2	3	2	3	2	2.6
<b>CO3</b>	3	3	2	3	3	3	3	3	3	2	2.8
<b>CO4</b>	3	3	2	3	3	2	3	2	3	2	2.6
<b>CO5</b>	3	3	2	3	3	3	2	3	3	2	2.7
<b>Mean Overall Score</b>											<b>2.68</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Foundation of International Trade Finance**

**(12 Hours)**

Definitions and benefits – Foreign trade and Foreign Exchange – Balance of payment – Recent Changes in global financial market – Functions of foreign exchange department – Current trends in India.

**Unit - II: International Exchange Systems**

**(12 Hour)**

Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc..) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfeiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.

**Unit - III: Foreign Exchange Market and finance of international trade**

**(12 Hours)**

Concept – Features of foreign exchange market – Transactions in interbank markets – Quotations in interbank market – Interbank rates and arbitraging – Determination of exchange



rate – Factors determining spot exchange rates – Purchasing power parity theory – Determination of forward rates. Financing exports: Role of commercial banks- Packing credit advances- Pre-shipment credit in foreign currency- Advance against duty drawback- other services to export.

**Unit - IV: Foreign Trade Contracts, Documents and Sources of external fund (12 Hours)**

International trade contracts: Export procedures- Entering into export contract- methods of payments- Letters of credit: meaning- mechanism of a letter of credit- evaluation of letter of credit- types. Documents used in foreign trade; Bill of Exchange – Marine insurance policy – Certificates and other documents .Transport documents; Bill of lading – Multimodal transport documents. Inco terms; Need and scope – Contract terms – Comparison of Inco terms. Sources of external funds: Non-resident deposits and investment-Definition-Nonresident deposit accounts- Resident foreign currency accounts- Investment by Non-residents. International financial markets: Background- Features- Interest rate in Eurocurrency market- Euro credits- Eurobonds- Eurocurrency deposits- Euro notes.

**Unit - V: Exports & Import Bank of India (12 Hours)**

Export Import bank of India – Lending to Indian exporters – Lending to foreign government and companies – Loans to commercial banks in India – Non learning service. Export credit insurance; Whole turn over policies – Specific policies – Maturity factoring facility. Export promotion measures; Institutions for export promotions – Export promotion measures – Incentive and facilities to exports. Financing imports; Trade regulations – FEMA regulations – Opening a letter of credit – Establishing a letter of credit – Payment of import bills.

**Text Books**

1. JeevaNandam .C, Foreign Exchange and Risk Management, Sultan Chand and Publications, 12<sup>th</sup> Edition, 2009.
2. Apte P.G., International Financial Management text and Cases, Tata McGraw Hill, 6<sup>th</sup> Edition, 2011.

**References**

1. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 4<sup>th</sup> Edition, 2008.
2. Eun and Resnik, International Financial Management, Tata McGraw Hill, 4<sup>th</sup> Edition, 2008.
3. Jonathan Reuvid, Jim Sherlock, International financial management, Kogan publication, 3 Editions, 2011.
4. Jeff Madura, International Corporate Finance, Cengage Learning, 8<sup>th</sup> Edition, 2008. [www.EXIM.com](http://www.EXIM.com).

Semester	Course Code	Title of the Course	Hours	Credits
IV	MBA441C	Logistics Management	4	3

### Course Outcomes

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Propose an efficient method of moving products with optimization of time and cost	K-6
CO - 2	Measure the knowledge of risks associated in Logistics management	K-5
CO - 3	Identify process and functions of logistics system and to understand the major building blocks, functions, business process, performance metrics and decision making in supply chain network.	K-3
CO - 4	Analyze the role of internet technologies and learn the need and importance of logistics in product flow	K-4
CO - 5	Formulate roles of the customs and the government in air transport	K-6

### Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of COs
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	
CO1	3	3	2	3	3	2	3	2	3	3	2.7
CO2	3	3	3	3	2	3	3	2	3	2	2.7
CO3	3	2	2	3	3	2	2	3	3	2	2.5
CO4	3	3	3	3	3	3	3	2	2	3	2.8
CO5	3	2	2	3	2	2	2	3	3	2	2.4
<b>Mean Overall Score</b>											<b>2.62</b>
<b>Result</b>											<b>High</b>

### Correlation

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit – I: Foundation of Logistic Management**

**(12 Hours)**

Introduction to logistics management – Definition – Scope – Functions - Objectives - Integrated logistics management - Role of logistics in the Supply Chain - Logistics & Customer Service - Role of logistics in competitive strategy - Logistics organization & performance measurement - ERP – SAP – ORACLE.

**Unit – II: Inventory Planning (12 Hours)**

Inventory planning- Inventory costs - Classifying inventory - Nature & importance of warehousing - Types of warehouses - Warehousing functions - Warehouse layout & design. Material handling – Objectives - Guidelines & principles - Selection of material handling equipments. Packaging - Role of packaging - Packaging materials - Consumer & industrial packaging - material handling efficiency.

**Unit – III: Transportation (12 Hours)**

Transportation - Role of transportation in logistics - Transportation selection decision - Basic modes of transportation – Rail – Road – Water – Air – Pipeline - Characteristics of different modes –Transport economics - Inter modal operations

**Unit – IV: Containerization (12 Hours)**

Containerization- Concept – Types – Benefits - Types of carriers - Indirect & special carriers - Role of intermediaries - Shipping agents - Brokers- Freight management - Route planning - Role of ports – ICDs - CONCOR - Global shipping options

**Unit – V: Reverse Logistics (12 Hours)**

Reverse logistics – Scope - Design - e-logistics- Logistics information system-Automatic identification technologies - RFID Bar coding - Logistics outsourcing - 3PL & 4PL - Global logistics – Operational and Strategic issues.

**Text Books**

1. Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 2010.
2. Sople Vinod V, Logistics Management – The Supply Chain Imperative, Pearson Education, 3<sup>rd</sup> Edition, 2012.

**References**

1. Agrawal D K, Textbook of Logistics & Supply Chain Management, Macmillan India Ltd, 1<sup>st</sup> Edition, 2003.
2. Ailawadi C Sathish & Rakesh Singh, Logistics Management, PHI, 2<sup>nd</sup> Edition, 2005.
3. Lemay Stephen et al., Logistics, Prentice Hall India, 1<sup>st</sup> Edition, 2002.
4. Coyle et al., the Management of Business Logistics, Thomson Learning, 7th Edition, 2004.
5. Ronald H. Ballou, Business Logistics and Supply Chain Management, Pearson Education, 5<sup>th</sup> Edition, 2007.

Semester	Course Code	Title of the Course	Hours	Credits
IV	MBA441D	STRATEGIC HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT	4	3

**Course Outcomes**

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Remember the strategies adopted by HR and their implementation issues and challenges faced by the organization in national and international context.	K1
CO - 2	Ability to understand and articulate the basic concepts of SHRM and link the HR strategies to the organizational business strategies.	K2
CO - 3	Ability to analyze HR as an investment to the company.	K2
CO - 4	Ability to interpret and evaluate the implementation of the HR strategies.	K2
CO - 5	Formulate and provide realistic solutions to the industry by designing innovative strategies and logical decision making.	K6

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of COs
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	
CO1	3	3	3	3	2	2	3	3	3	2	2.7
CO2	3	3	2	3	3	3	2	2	3	3	2.7
CO3	3	2	3	3	3	2	3	3	3	2	2.7
CO4	3	3	3	3	2	3	2	3	3	3	2.8
CO5	2	2	3	2	3	2	3	2	2	2	2.3
<b>Mean Overall Score</b>											<b>2.64</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Human Resource Development**

**(12 Hours)**

Meaning – Strategic framework for HRM and HRD – Vision - Mission and Values – Importance – Challenges to Organizations’ – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR - Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability - Bench Marking and HRD Audit.

**Unit - II: Cross Cultural HRD**

**(12 Hours)**

Domestic Vs International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International Assignments - Current challenges in Outsourcing - Cross border Merger and Acquisition - Repatriation etc - Building Multicultural Organization - International Compensation.

**Unit - III: Career and Competency Development**

**(12 Hours)**

Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation.

**Unit - IV: Coaching, Counseling and Wellness (12 Hours)**

Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs – Work Stress – Sources - Consequences – Stress Management Techniques.- Eastern and Western Practices - Self Management and Emotional Intelligence.

**Unit – V: Technology in HRM (12 Hours)**

e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e - Training and development – e- Performance management and Compensation design – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.

**Text Books**

1. Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, Southwestern, 3<sup>rd</sup> edition, 2007.
2. Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 8<sup>th</sup> edition, 2007.

**References**

1. Bernadin, Human Resource Management, Tata McGraw Hill, 7<sup>th</sup> Edition, 2006.
2. Chris Brewstes, Paul Sparrow, Guy Vernon, International Human Resource Management, Chartered Institute of Personnel and Development, 2<sup>nd</sup> Edition 2007.
3. Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007.
4. Rosemary Harrison, Employee Development, University Press, India Ltd, New Delhi, 4<sup>th</sup> Edition 2007.

Semester	Course Code	Title of the Course	Hours	Credits
III	MBA441E	Health Insurance and Medical Tourism	4	3

**Course Outcomes**

<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	Assess the health insurance claim policies and the insurance products for medical tourism.	<i>K-5</i>
<i>CO - 2</i>	Demonstrate the ways to design benefit package and premium setting for health insurance	<i>K-2</i>
<i>CO - 3</i>	Identify the process of insurance management and claim settlement procedures	<i>K-3</i>
<i>CO - 4</i>	Understand the marketing mechanisms of health insurance and various risks involved in insurance management	<i>K-2</i>
<i>CO - 5</i>	Analyse the various quality control mechanisms and requirements of accreditation process	<i>K-4</i>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

<b>Course Outcomes</b>	<b>Programme Outcomes (PO)</b>					<b>Programme Specific Outcomes (PSO)</b>					<b>Mean Scores of Cos</b>
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO – 1	3	3	2	3	3	2	2	3	3	3	2.7
CO – 2	3	3	3	3	2	3	3	3	3	3	2.9
CO – 3	2	3	3	2	3	3	3	1	2	3	2.4
CO – 4	3	3	2	3	3	2	3	3	2	2	2.6
CO – 5	3	3	3	2	3	2	2	1	3	3	2.5
<b>Mean Overall Scores</b>											<b>2.62</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Basics of Health Insurance**

**(12 Hours)**

History of Health Insurance - Principles of Health Insurance - Health Insurance Products - Group Insurance Products. Product design: Development and Evaluation - current trends in Health Insurance - International and Indian scenario - Concepts of insurance - life and nonlife.

**Unit - II: Operations in Health Insurance**

**(12 Hours)**

Operations in Health Insurance: Introduction to Claims management - significance of claims settlement - nature of claims from various classes of insurance - role of Third Party Administrators.

**Unit - III: Economic and Financial Management**

**(12 Hours)**

Economic and financial management of Health Insurance - Risk assessment - underwriting and premium setting - tax planning.

**Unit - IV: Marketing and Servicing**

**(12 Hours)**

Marketing and servicing of Health Insurance - Different elements of insurance marketing - uniqueness of insurance markets – Distribution Channels for selling insurance: role of regulatory authority in supervising promotional activities.

**Unit - V: IT Applications and Legal Framework**

**(12 Hours)**

IT Applications and Legal framework in Health Insurance – Documentation - ethical issues.

**Text Books**

1. Kenneth Black, Jr., Harold D. Skipper, Jr., Life and Health Insurance, 13<sup>th</sup> edition, Pearson Education Pte. Ltd., Delhi, 2003.
2. Board of editors, Group and Health Insurance vol. I -III, the ICFAI University Press, Hyderabad, 2004.

**References**

1. U. Jawaharlal (editor), Insurance Industry, the current scenario, the ICFAI University Press, Hyderabad, 2005.
2. Journals: Insurance Chronicle, ICFAI Publications, Hyderabad.
3. National Insurance - Monographs on Insurance Management.

Semester	Course Code	Title of the Course	Hours	Credits
IV	MBA442A	Retail Management	4	3

**Course Outcomes**

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Understand the functions of retail business and various retail formats and retail channels in India.	K2
CO - 2	Analyze factors influencing retail shopper behavior and retail sales force management.	K4
CO - 3	Synthesize the key drivers of retail supply chain and how to select a retail store location and the format.	K5
CO - 4	Design Retail Market and Financial Strategy including product pricing.	K6
CO - 5	Assess and collaborate the various Supply Chain partners and the retail shop management.	K5

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of COs
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	
CO1	3	2	3	2	2	2	3	3	2	2	2.4
CO2	3	3	3	3	3	3	2	2	3	3	2.8
CO3	3	3	3	3	3	2	3	3	3	2	2.8
CO4	3	3	2	3	3	3	3	2	3	2	2.7
CO5	3	3	3	2	2	2	2	3	2	2	2.4
<b>Mean Overall Score</b>											<b>2.62</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Trends in Indian Retailing (12 Hours)**

Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails - Drivers and challenges for Retailing- Challenges in Retailing in India - Global Retailing – Challenges and opportunities.

**Unit - II: Retail Shopper Behaviour (12 Hours)**

Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management.

**Unit - III: Retail Formats (12 Hours)**

Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats - Categories of Retail formats- Food – Groceries – Clothing and Durables.

**Unit - IV: Retailing Decisions (12 Hours)**

Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions.

**Unit - V: Retail Shop Management (12 Hours)**

Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends.

**Text Books**

1. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.
2. Michael Havy, Baston, Aweitz and Ajay Pandit, Retail Management, Tata



### References

1. Dunne, Retailing, Cengage Learning, 2<sup>nd</sup> Edition, 2008.
2. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4<sup>th</sup> Edition 2008.
3. Sivakumar, Retail Marketing, Excel Books, 1<sup>st</sup> Edition, 2007.
4. Berman, Evans and Mathur, Retail Management, Pearson publication, 11<sup>th</sup> Edition, 2011.
5. SwapnaPuadham, Retail Management -Text and Cases, Tata McGraw Hill, 2<sup>nd</sup> Edition, 2008.

Semester	Course Code	Title of the Course	Hours	Credits
IV	MBA442B	Security Analysis and Portfolio Management	4	3

### Course Outcomes

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Gain the knowledge on basic domain of investment settings such as concepts, features, types, speculation, choice and evaluation towards risk and return of investment	K2
CO - 2	Observe and get updated about security and derivative markets with regards to participants in financial market, primary market, regulations, BSE, NSE, Trading systems, SEBI policy and financial instruments and self-motivation to become investors	K3 & K6
CO - 3	Utilize fundamental analysis by assessing and applying economic, industry and company analysis on the investment platform and develop framework towards investment selection	K5 & K6
CO - 4	Examine technical factors of investment like price and sales volume by using various models to determine efficiency and risk level	K6
CO - 5	Evaluate portfolio investment and returns using Markowitz, Sharpe and Jensen's model to identify performance and its risk	K6

### Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	3	3	2	3	3	3	3	2	2.8
CO2	3	3	3	3	2	3	2	3	3	3	2.8
CO3	3	3	3	3	2	3	3	2	3	3	2.8
CO4	3	3	3	3	2	3	3	2	3	2	2.7
CO5	3	3	3	3	2	3	2	3	3	3	2.8

<b>Mean Overall Score</b>	<b>2.78</b>
<b>Result</b>	<b>High</b>

### **Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

### **Unit - I: Investment Setting (12 Hours)**

Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Investment Vs Speculation - Choice and Evaluation – Risk and return concepts.

### **Unit - II: Security and Derivative Markets (12 Hours)**

Financial Market - Participants in financial Market – Primary Market – Methods of floating new issues - Book building – Regulation of primary market - Stock exchanges in India – BSE - OTCEI - NSE - ISE - Regulations of stock exchanges – Trading system in stock exchanges –SEBI Regulations – Derivative market in India – Regulations - financial instruments.

### **Unit - III: Fundamental Analysis (12 Hours)**

Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification - Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.

### **Unit - IV: Technical Analysis (12 Hours)**

Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend, Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Efficient Market theory – Dows Theory – Random Walk.

### **Unit - V: Portfolio Management (12 Hours)**

Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision - Markowitz risk return - Sharpe portfolio and Jensen's model– Portfolio Evaluation – Mutual Funds.

### **Text Books**

1. Donald E.Fischer& Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 6<sup>th</sup> edition, 2008.
2. Prasanna Chandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 4<sup>th</sup> Edition, 2012.

### **References**

1. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 8<sup>th</sup> edition, 2008.
2. S. Kevin, Securities Analysis and Portfolio Management, PHI Learning, 2<sup>nd</sup> Edition, 2008.
3. Bodi, Kane, Markus, Mohanty, Investments, Tata McGraw Hill, 6<sup>th</sup> edition, 2007.
4. V.K.Bhalla, Investment Management, S.Chand& Company Ltd., 2008.
5. V.A.Avadhani, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2008.

Semester	Course Code	Title of the Course	Hours	Credits
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IV	MBA442C	Project Management	4	3
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### Course Outcomes

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Construct an ability to plan, schedule, allocate resources and control the activities of a project.	K-3
CO - 2	Understand the key project management concepts and developing working competence in the use of a project management software.	K-2
CO - 3	Create familiarity with project management tools to optimize time and resource utilization.	K-6
CO - 4	Choose to manage, control and complete projects in organization	K-5
CO - 5	Analyze the technical feasibility, financial viability, market acceptability and social desirability of projects	K-6

### Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of COs
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	
CO1	3	3	2	3	2	3	2	3	3	2	2.6
CO2	3	3	3	3	3	3	3	2	2	3	2.8
CO3	3	3	2	2	2	3	2	3	2	2	2.4
CO4	3	3	3	3	3	3	2	2	3	3	2.8
CO5	3	3	2	2	2	3	3	2	2	2	2.4
<b>Mean Overall Score</b>											<b>2.6</b>
<b>Result</b>											<b>High</b>

### Correlation

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

### Unit - I: Basic of Project Management

(12 Hours)

Project: Meaning – Classification – Importance of project management – An Integrated Approach – Project Portfolio Management System – Need – Choosing the appropriate Project Management structure: Organizational considerations and project considerations – Steps in defining the project – Project Rollup – WBS (Work Breakdown Structure) - Process breakdown structure – Responsibility Matrices – External causes of delay and internal constraints.

**Unit - II: Project Feasibility Studies (12 Hours)**

Project feasibility studies: Opportunity studies - General opportunity studies - Specific opportunity studies - Pre-feasibility studies - Functional studies or support studies - Feasibility study – Components of project feasibility studies – Managing project resources flow – Project planning to project completion: Pre-investment phase - Investment phase and operational phase – Project life cycle – Project constraints.

**Unit - III: Project Evaluation under Certainty (12 Hours)**

Project Evaluation under certainty: Net present value (Problems – Case Study) - Benefit cost ratio - Internal rate of return – Urgency - Payback period - ARR – Project evaluation under uncertainty – Methodology for project evaluation – Commercial vs. National profitability – Social cost benefit analysis - Commercial or National profitability - Social or National profitability.

**Unit - IV: Developing a Project Plan (12 Hours)**

Developing a project plan: Developing the project network – Constructing a project network (Problems) – PERT – CPM – Crashing of project network (Problems - Case Study) – Resource leveling and resource allocation – How to avoid cost and time over runs – Steps in Project Appraisal Process – Project Control Process – Control issues – Project audits – Project audit process – Project closure – Team member and project managers evaluation.

**Unit - V: Managing a Project (12 Hours)**

Managing versus leading a project - Managing project stakeholders – Social network building (Including management by wandering around) – Qualities of an effective project manager – Managing project teams – Five Stage Team Development Model – Situational factors affecting team development – Project team pitfalls.

**Text Books**

1. Clifford F. Gray and Erik W. Larson, Project management – The Managerial Process, Tata Mcgraw Hill, 4<sup>th</sup> Edition, 2011.
2. Gopala Krishnan P and Rama Moorthy, V.E., Project Management, Trinity Press, 2014.

**References**

1. B.B. Goel, Project Management – Principles and Techniques, Deep and Deep publications, 2002.
2. Prasanna Chandra, Projects: Planning, Analysis, Selection, Financing, Implementation and Review Tata Mcgraw Hill, 2009.

Semester	Course Code	Title of the Course	Hours	Credits
IV	MBA442D	Knowledge Management and Occupational Testing	4	3

**Course Outcomes**

<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	Evaluate the key terms and concepts in knowledge management	<i>K5</i>
<i>CO - 2</i>	Outline the importance of capturing knowledge elements and its structures application as a competitive advantage to business	<i>K4</i>
<i>CO - 3</i>	Explain the human aspects of occupational testing	<i>K5</i>
<i>CO - 4</i>	Generalize the uses of Occupational testing in organization	<i>K2</i>
<i>CO - 5</i>	Apply appropriate occupational testing approach and tools to be used in business environment.	<i>K3</i>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of COs
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	
CO1	3	3	3	3	2	3	3	3	3	3	2.9
CO2	3	3	3	3	2	3	3	3	3	3	2.9
CO3	3	3	3	3	2	2	2	3	3	3	2.7
CO4	3	3	3	3	3	3	3	3	3	2	2.9
CO5	3	3	3	3	2	3	3	3	3	3	2.9
<b>Mean Overall Score</b>											2.86
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Understanding Knowledge**

**(12 Hours)**

Significance of Knowledge Management - the close relationship of knowledge management with other concepts - Understanding the three major inputs viz. strategy, people and IT for a successful Knowledge management system-Understanding the difference between data - information and knowledge - Understanding the various types of knowledge viz. tacit and explicit - The consequences of knowledge types on managing knowledge.

**Unit - II: Organization Design and Culture**

**(12 Hours)**

Emphasis on people vs emphasis on technology in managing knowledge and its impact on organization design - Understanding how organization structure can affect knowledge management – How culture affects knowledge? – How individual “share” knowledge and how organizational culture can help mitigate individual’s fears?

**Unit - III: Knowledge Management in India and Global Level (12 Hours)**

Knowledge management in India - Discussion of the case of Indian organizations that are experimenting with Knowledge management -The problems Indian organization face with respect to Knowledge management - Global knowledge management system - Pitfalls of a global knowledge management system and problems of cross - border issues in Knowledge management.

**Unit - IV: Psychological Testing - Fundamentals (12 Hours)**

Introduction to psychological testing – importance – scope - Issues in Psychological Testing – types of psychological test- achievement test, attitude test-advantages of each - Intelligence Testing - Personality Assessment - assessment centers - theoretical background.

**Unit - V: Psychological Testing - Types (12 Hours)**

Aptitude Testing - The D.A.T (Differential Aptitude Test) - Self-Report Inventories- The M.M.P.I (Multi-factor Personality Tests) - The 16 P.F (Typological Tests) - The M.B.T.I (Projective Techniques) - The T.A.T (Thematic Apperception Test).

**Text Books**

1. Amrit Tiwana, The Essential Guide to Knowledge Management, Pearson Education, 1<sup>st</sup> Edition, 2001.
2. Gordon B. Davis, Margrethe H. Olson, Management Information System: Conceptual Foundation, Structure and Development, Tata McGraw Hill International Book Company, 2<sup>nd</sup> Edition, 2000.

**References**

1. Ratnaja Gogula, Knowledge Management: A new Dawn, ICFAI, 2002.
2. E. Wairight Martin, Carol V.Brown, DanialW. Jeffery A. Hoffer, Willain C. Perkins, Managing Information Technology Prentice Hall International Edition, 3<sup>rd</sup> Edition, 1999.
3. Harold Koontz, Heinz Weihrich, Essentials of Management, Tata McGraw Hill, 5<sup>th</sup> Edition, 1998.

Semester	Course Code	Title of the Course	Hours	Credits
IV	MBA442E	Hospital Architecture Planning	4	3

**Course Outcomes**

<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	Develop the planning and equipping of a full-fledged hospital	<i>K-6</i>
<i>CO - 2</i>	Articulate the functional requirements of the hospital in delivery of patient care	<i>K-4</i>
<i>CO - 3</i>	Identify planning and designing considerations while planning for services	<i>K-3</i>
<i>CO - 4</i>	Classify the structuring, designing and maintaining hospital organization systems.	<i>K-2</i>
<i>CO - 5</i>	Describe the designing and maintenance of hospital systems	<i>K-1</i>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

<b>Course Outcomes</b>	<b>Programme Outcomes (PO)</b>					<b>Programme Specific Outcomes (PSO)</b>					<b>Mean Scores of Cos</b>
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO – 1	3	3	3	3	3	3	3	3	2	3	2.9
CO – 2	2	2	3	3	3	1	3	3	3	2	2.5
CO – 3	3	2	3	3	3	2	3	3	3	3	2.8
CO – 4	3	3	3	3	3	3	3	3	3	3	3.0
CO – 5	2	2	3	3	3	3	2	3	2	3	2.6
<b>Mean Overall Scores</b>											<b>2.8</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Introduction to Hospital Planning (12 Hours)**

Introduction to hospital planning - Idea formation - Hospital Planning Team, Market Survey, Feasibility Study, Selection of Location - Financial planning of hospitals - Macro level planning.

**Unit - II: Construction Planning (12 Hours)**

Conception to commissioning - Site Development, Architects Brief Working Drawings And Specifications, Engineering Drawing, Equipment Planning, Bed Distribution, Space Allocation, Interior Designing and Construction of Building - Commissioning, Shake Down Period.

**Unit - III: Patient Services (12 Hours)**

Planning for the outpatient services - Accident and Emergency Services and Day Care Services - Planning for Patient Care Units – In Patient Services and Intensive Care Units - Planning for Surgical Suites, Labour and Delivery Suites, Ldrp Suites (Labor Delivery Recovery Postpartum).

**Unit - IV: Diagnostics**

**(12 Hours)**

Planning for laboratory service and blood banking - Planning for image logical services - x-rays, ultra sonography, MRI (magnetic resonance imaging), CT- scan (computed tomography) PET scans (positron emission tomography) and other advances in image logical services.

**Unit - V: Advanced Facilities  
Hours)**

**(12**

Planning for advanced facilities: Cardiac catheterization laboratory, Various Endoscopy Units, Extra Corporeal Shock Wave Lithotripsy, Radiotherapy Unit, IVF unit (In vitro fertilization), Dialysis unit - Planning for supportive services - medical gases, HVAC (heating, ventilating, and air conditioning), housekeeping, CSSD (central sterile services department), Food and beverages.

**Text Books**

1. Shakti gupta sunil Kant, Chandra sekhar and sidharthsatpathy, Modern trends in planning and design of hospitals, Jaypee brothers New Delhi, 2<sup>nd</sup> Edition, 2007.
2. Kunders G.D, Gopinath S., and Katakama a, Hospital Planning, Design and Management, Tata McGraw Hill, New Delhi, 1999.

**References**

1. Arun Kumar, Encyclopedia of Hospital Administration and Development, Anmol Publications, New Delhi, 2<sup>nd</sup> Edition, 2002.
2. Srinivasan A. V., Managing a modern hospital, Chapter 2, Response Books New Delhi, 2<sup>nd</sup> Edition, 2009.
3. Padmanand V. and P.C. Jain, Doing Business in India, Response Books, New Delhi, 2<sup>nd</sup> Edition, 2000.

Semester	Course Code	Title of the Course	Hours	Credits
IV	MBA443A	Advertising and Sales Promotion	4	3

**Course Outcomes**



<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	Understand different types of advertisement	<i>K2</i>
<i>CO - 2</i>	Identify and make decisions regarding the most feasible advertising appeal and media mix	<i>K3</i>
<i>CO - 3</i>	Design advertisements; conduct pre-testing, post testing and concurrent testing of ads to determine their effectiveness in terms of layout, design appeal and copy structure	<i>K6</i>
<i>CO - 4</i>	Identify the dealer oriented promotion techniques, customer oriented promotion techniques and the salesmen oriented promotion techniques.	<i>K3</i>
<i>CO - 5</i>	Develop and design Sales promotion Campaign	<i>K6</i>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

<b>Course Outcome s</b>	<b>Programme Outcomes (PO)</b>					<b>Programme Specific Outcomes (PSO)</b>					<b>Mean Score s of COs</b>
	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>	
CO1	3	3	3	3	2	2	2	2	3	2	2.5
CO2	3	3	3	2	3	3	3	2	2	3	2.7
CO3	3	3	3	3	2	3	2	3	3	2	2.7
CO4	3	3	2	3	2	2	3	3	2	3	2.6
CO5	3	2	3	3	3	2	2	2	2	2	2.4
<b>Mean Overall Score</b>											<b>2.58</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit – I: Fundamentals of Advertisement**

**(12 Hours)**

Concept and definition of advertisement – Social - Economic and Legal Implications of advertisements – setting advertisement objectives – Ad Agencies – Selection and remuneration – Advertisement campaigns.

**Unit – II: Advertisement Media**

**(12 Hours)**

Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements – Media strategy and scheduling – Process of Communication – Wilbur Schramm’s Model, - Two step flow of Communication.

**Unit – III: Design and Execution of Advertisements**

**(12 Hours)**

Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V and Web advertisements – Media Research – Testing validity and Reliability of ads – Measuring impact of advertisements.

**Unit – IV: Introduction to Sales Promotion (12 Hours)**

Definition - Nature, Type and role of sale promotion – Objectives of sales promotion - Deal prone consumers – Economic Theories of Promotion - Sales promotion techniques – Trade oriented and consumer oriented - Integrating above the Line and Below the Line – Choice and Purchase Timing Model.

**Unit – V: Sales Promotion Campaign (12 Hours)**

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 Agencies – Online sales promotions - Sales promotion impact on sales.

**Text Books**

1. S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 3<sup>rd</sup> Edition, 2008.
2. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education 7<sup>th</sup> Edition, 2007.

**References**

1. E. Betch and Michael, Advertising and Promotion, McGraw Hill, 2003.
2. George E Belch and Michel A Belch, Advertising & Promotion, McGraw Hill, Singapore, 1998.
3. JaishriJefhwaney, Advertising Management, Oxford, 2008.
4. Julian Cummings, Sales Promotion, Kogan Page, London 1998.
5. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing Communication, Prentice Hall of India, New Delhi, 2003.

Semester	Course Code	Title of the Course	Hours	Credits
IV	MBA443B	Strategic Cost Management and Control	4	3

**Course Outcomes**

<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	Understand the foundation of cost management with due respect to basic concepts, boundaries of management control, framework, process, benefits and control system	<i>K2</i>
<i>CO - 2</i>	Drew attention to get exposure and design activity-based system for activity-based management	<i>K3 &amp; K5</i>
<i>CO - 3</i>	Analyze price factors decision and cost management applications to find out the cost capacity and its influence of multi cost transfer factors of firm	<i>K5 &amp; K6</i>
<i>CO - 4</i>	Evaluate budget by applying various models and approaches to identify feasible budget planning and implement towards project	<i>K6</i>
<i>CO - 5</i>	Performance measurements and evaluations by assessing multinational companies' business practices and environmental ethical responsibility to assert its impact	<i>K6</i>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of COs
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	
CO1	3	3	2	3	3	2	3	3	2	2	2.6
CO2	3	3	3	3	3	3	2	3	3	2	2.8
CO3	3	3	2	3	2	2	3	3	2	3	2.6
CO4	3	3	3	3	3	3	2	3	3	2	2.8
CO5	3	3	3	3	3	2	3	3	2	3	2.8
<b>Mean Overall Score</b>											<b>2.72</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Foundation of Cost Management (12 Hours)**

Nature of management control system; Basic concepts – Boundaries of management control – Role of management control system – frame work for strategy formulation and implementation – Strategy formulation Vs Management control and task control- Management control process – Benefits of management control system.

**Unit - II: Activity Based Costing and Activity Based Management (12 Hours)**

Nature of activity based costing – Limitations and benefits of ABC – Activity based costing system – Designing ABC system – Implementing activity based costing – Comparing alternative costing systems – Measuring and managing e-retailing with activity based costing – Cost hierarchies – Cost drivers.

**Unit- III: Pricing Decisions & Cost Management Applications (12 Hours)**

Concept – Major influences on pricing decisions – Target costing for target pricing– Cost-plus pricing – Transfer pricing- Methods – Cost based transfer prices – Multinational transfer pricing and tax consideration.

**Unit - IV: Budget Planning and Evaluation (12 Hours)**

Definition of budget – Purpose – Strategy and purpose – Activity based budgeting – kaizen approach – Performance budgeting – Nature and role of budgetary evaluation – Risk and uncertainty in capital budgeting – Methods – Sensitivity technique method – Probability technical method.

**Unit - V: Performance Measurement (12 Hours)**

Financial and non-financial performance measures – Alternatives for performance measures – Performance measurement in multinational companies – Performance measurement at the various levels – Balanced score card – Prospective and limitations – Environmental and ethical responsibilities.

**Text Books**

1. Drury, Colin, Management Accounting and Control, Thomson Learning, 5<sup>th</sup> Edition, 2007.
2. Horngren, Datar Foster, Cost Accounting, Pearson Education, 7<sup>th</sup> Edition, 2008.

**References**

1. Shashi K. Gupta, R.K. Sharma, Management Accounting, Kalyani Publication, 10<sup>th</sup> Edition, 2008.
2. Kaplan, Atkinson & Young, Management Accounting, Pearson Education, 6<sup>th</sup> Edition, 2012
3. Chandra Prasanna, Financial Management, Tata McGraw Hill, New Delhi, 8<sup>th</sup> Edition, 2011.
4. Anthony, Robert N., and Govindrajana, Vijay, Management Control System, McGraw Hill, 12<sup>th</sup> Edition, 2007.
5. Hansen and Mowen, Cost Management, Thomson Learning, 6<sup>th</sup> Edition, 2007.
6. Shank Govindarajan, Strategic Cost Management, Simon & Schuster Publication, 2008.

Semester	Course Code	Title of the Course	Hours	Credits
IV	MBA443C	Inventory Management	4	3

**Course Outcomes**

<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	Understand the key concepts and techniques that will allow you to analyze, manage and improve inventory management processes for different industries and markets	<i>K-2</i>
<i>CO - 2</i>	Construct the crucial role of Inventory and Materials Management in the efficiency, competitiveness, and profitability of a business organization	<i>K-3</i>
<i>CO - 3</i>	Formulate and apply the methods and models for Inventory Management	<i>K-6</i>
<i>CO - 4</i>	Examine the inventory levels and projected item availability and to perform basic warehousing operations including receiving, putting away, picking and shipping	<i>K-4</i>
<i>CO - 5</i>	Assess and develop inventory management policies under deterministic and stochastic environments	<i>K-5 &amp; K-6</i>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

Course Outcome <sup>s</sup>	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of COs
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	
CO1	3	3	3	3	3	3	3	2	3	2	2.8
CO2	3	3	3	3	3	2	3	3	2	3	2.8
CO3	3	3	3	3	2	3	3	2	3	3	2.8
CO4	3	3	3	2	3	3	2	3	3	3	2.8
CO5	3	3	3	3	3	2	3	3	3	3	2.9
<b>Mean Overall Score</b>											<b>2.82</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Inventory**

**(12 Hours)**

Introduction - Functions of inventories - Types of inventories - Classification of inventories - Factors affecting inventory control - Advantages and disadvantages of inventory.

**Unit - II: Inventory Management and Control**

**(12 Hours)**

Inventory control concept - Objectives - Costs concept. Inventory control techniques: ABC analysis - HML analysis – FSN - VED analysis - Material Requirement Planning (MRP) - MRP objectives & methods - MRP system components - Limitations and advantages of MRP.

**Unit - III: Requirement of Material**

**(12 Hours)**

Safety or buffer stock - Standard order quantity - Factors affecting stock levels - Maximum and minimum level - Re-order level - Perpetual inventory system - Lead time - Economic Order Quantity (EOQ) with & without shortage - BASIC EOQ Model - EOQ under fluctuating

demand - Feedback Inventory Information System - Economic Production Quality - FOQ and FOC System.

**Unit - IV: Inventory Control Models (12 Hours)**

Static and dynamic control models – Lead time Analysis - Material Management & Warehouse Management, Equipment choice - Inventory checking and accounting – ERP. Store management: Objectives - Receiving procedures and control - Identification of materials - Storing of materials - Stock valuation & verification.

**Unit - V: Finished Goods (12 Hours)**

Factors influencing Finished Goods inventory - Requirement of inventory control Systems - Multi echelon Inventory Model - Use of Information Technology in Inventory Management.

**Text Books**

1. Elwood S. Buffa, Modern Production/Operations Management, Wiley Series, 8<sup>th</sup> Edition.
2. KanishkaBedi, Production and Operations Management, Oxford University Press, 9<sup>th</sup> Impression, 2006.

**References**

1. Donald. J. Bowersox& Donald. J. Claoss, Logistical Management - The integrated Supply Chain Process – TATA Mc-Graw Hill, 1996.
2. K. ShridharaBhat, Inventory Management, Himalaya Publishing House, 2010.
3. Lee J. Krajewski, Operations Management: Processes and Value Chains, Prentice-Hall of India, New Delhi, 8<sup>th</sup> Edition, 2007.

Semester	Course Code	Title of the Course	Hours	Credits
IV	MBA443D	Talent Management	4	3

**Course Outcomes**

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Describe the key concepts of talent management.	K1
CO - 2	Understand the practices and approaches that managers have to take up for talent acquisition	K2
CO - 3	Articulate aspects of performance management in organization	K2
CO - 4	Build talent management practices	K3
CO - 5	Analyze the key aspects of talent management system that leads to organizational effectiveness.	K4

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of COs
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	
CO1	3	3	3	3	2	3	3	3	2	3	2.8
CO2	3	3	3	2	2	3	3	3	3	3	2.8
CO3	3	3	3	3	2	3	3	3	3	3	2.9
CO4	3	3	3	3	3	3	3	2	3	3	2.9
CO5	3	3	3	3	3	3	3	3	2	2	2.8
<b>Mean Overall Score</b>											<b>2.84</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Fundamentals of Talent Management (12 Hours)**

Talent Management – definition – building blocks of a Talent Management – role and importance of Job Core Competencies– Elements of Talent Planning –Talent Management Process.

**Unit - II: Talent Acquisition (12 Hours)**

Talent acquisition – concepts and approaches- framework for talent acquisition- methods used for talent acquisition – E - Recruitment systems - evaluation and screening of electronic resumes and applications - out sourcing- legal issues in the hiring process.

**Unit - II: Performance Management (12 Hours)**

Performance Management Systems in organizations-overview- relationship between rewards and performance- Managing employee engagement- Developing a Career Track Planning process – Evaluating Internal and External Recruitment Strategies and selection techniques.

**Unit - IV: Talent Management Practice (12 Hours)**

Relationship between Compensation and Talent -importance of coaching - training in talent development - using talent management process to drive a culture of excellence- talent management practice in India.

**Unit - V: Talent Management System (12 Hours)**

Human Resource Information Systems and Talent Management System - outsourcing – Contingent - Contract/temporary work force – Data Security and Reporting Essentials in a Talent Management System.

**Text Books**

1. AlianSchweyer, Talent Management Systems: Best Practices in Technology Solutions for Recruitment, Retention and Workforce Planning, Wiley, 1<sup>st</sup>Edition, 2004.

- Lance A.B & Berger D.R, the Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing and Positioning Your Best People, McGraw-Hill, 2<sup>nd</sup> Edition, 2011.

### References

- Cynthia and Fisher, Human Resource Management, Biztantra Publication, 6<sup>th</sup> Edition, 2005.
- Dubrin, Leadership, Research Findings, Practices & Skills, South-Western Publication, 7<sup>th</sup> Edition, 2012.
- Jackson Mathis, Human Resource Management, New York: Thomson Southwestern, 2005.
- Richard Regis, Strategic Human Resource Management, Excel Books, 2008.

Semester	Course Code	Title of the Course	Hours	Credits
IV	MBA443E	Logistics for Health Care Services	4	3

### Course Outcomes

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Analyzing and aligning supply chain goals with a patient-first approach enables healthcare organizations to reduce costs while improving patient outcomes	K-4
CO - 2	Construct principles for inventory, warehouse, transportation and distribution management	K-6
CO - 3	Compare the information of healthcare logistics and supply chain in industry and service improvement	K-5
CO - 4	Identify the problems and propose solutions in supply chain via research methodology	K-3 & K-6
CO - 5	Communicate and select suitable method for stores management in hospitals and warehouse	K-1

### Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of Cos
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO - 1	3	3	3	3	2	3	3	3	3	3	2.9
CO - 2	3	2	2	3	3	3	3	3	1	3	2.6
CO - 3	3	3	3	3	3	3	3	3	3	3	3.0
CO - 4	3	3	3	3	3	2	3	3	3	3	2.9



CO – 5	3	2	3	3	3	2	3	3	2	3	2.7
<b>Mean Overall Scores</b>											<b>2.8</b>
<b>Result</b>											<b>High</b>

### **Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

### **Unit – I: Procurement in Healthcare (12 Hours)**

Overview: The Modern Concept, Scope And Objective, Special Features of Materials Management Applied to Hospitals. Purchasing function – objectives, scope, responsibilities, and activities.

### **Unit - II: Hospital Inventory Management in Healthcare (12 Hours)**

Definition of inventory - Need of Control - Objectives of Inventory Control - Scope and Importance - Impact on Profitability of the Organization - Different Types of Hospital Inventories - Categories of Materials in Hospital as Un-Expendable and Expandable - Classification of Un-Expandable Items - Hospital Maintenance Items - Spare Parts Stocking Policies for Capital Item.

### **Unit - III: Cost Associated with Inventories (12 Hours)**

Ordering Cost, Carrying Cost, Over Stocking Cost, Under Stocking Cost, other costs associated with service level. Selective Inventory Controls- Concept Of Selective Inventory Control, basis and use of different types of selective controls – ABC (Always Better Control), VED (Vital, Essential, Desirable), HML(High, Medium, Low),FSN (Fast, Slow moving and Non-moving),SDE (Scarce, Difficult, Easy), GOLF(Government controlled supplies, Open market supplies, Local supplies, Foreign market supplies),SOS(Seasonal items & off seasonal items), XYZ, MBASIC (Multiple basic approaches to selective inventory control) approach to drugs.

### **Unit – IV: Supply Chain Management (12 Hours)**

Concept of SCM – Components - Supply Chain Management in Global Competitive Scenario. Hospital Stores Organization - Relevance and Importance of Store Keeping, functions and responsibilities of stores - duties and responsibilities of store keeper - Elements of Good Stores Organization - Stores Organization in Hospitals: Centralized And Decentralized Stores.

### **Unit – V: Stores Management in Healthcare (12 Hours)**

Stores layout: Principles, Factors Influencing Stores Layout, Storage Facility, Bin Location, Stock Accounting and Stock Recording - Methods of Stock Verification, Investigation of Discrepancies, Reconciliation, Stock Adjustment, Write off and Stock Valuation, Standardization and Codification, Documents Used in the Material Function.

### **Text Books**

1. Shakti Gupta, Sunilkanth – Hospital Stores Management, Jaypee Brothers, 1<sup>st</sup>Edition, 2009.
2. Gopalakrishna, P., Purchasing and Materials Management, Tata MC.Graw Hill, New Delhi, 1995.

### **References**

1. Srinivasan A.V, Managing a modem hospital, Chapters 6, 7, 8, 9, Response Books, New Delhi, 2000.

2. Gopalakrishna, P, Materials Management, Prentice Hall, New Delhi, 1997.
3. Sharma, Madhuri, Essentials for Hospital Supportive Services, Jaypee Brothers, New Delhi, 1<sup>st</sup>Edition, 2003.

Semester	Course Code	Title of the Course	Hours	Credits
IV	MBA444A	Rural Marketing	4	3

### Course Outcomes

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Provide an overview of rural markets and emerging perspectives of rural marketing.	K6
CO - 2	Debate the emerging managerial initiatives and relevant frameworks in rural marketing.	K4
CO - 3	Understand the rural price, distribution, communication, product and also know about the strategy about rural marketing.	K2
CO - 4	Categorize issues in rural markets in terms of product and design.	K5
CO - 5	Analyze marketing environment, consumer behaviour, distribution channels, marketing strategies, etc. in the context of rural markets in India.	K4

### Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of COs
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	
CO1	3	2	3	2	3	2	3	2	2	2	2.4
CO2	3	3	2	3	2	2	3	3	3	3	2.7
CO3	3	3	3	2	3	3	3	3	3	3	2.9
CO4	3	3	2	3	3	3	2	2	3	3	2.7
CO5	3	3	3	2	3	2	3	2	2	2	2.5
<b>Mean Overall Score</b>											<b>2.64</b>
<b>Result</b>											<b>High</b>

### Correlation

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Overview of Rural Marketing**

**(12 Hours)**

Introduction of Rural marketing – Evolution of Rural Marketing in Indian and Global Context- Definition- Nature – Scope - Characteristics and potential of Rural Marketing - A comparative Analysis of Rural Vs Urban Marketing- Size & Structure of Rural Marketing – Emerging challenges & Opportunities in Rural Marketing.

**Unit - II: Rural Marketing Strategies (12 Hours)**

Profile of Rural Marketing Dimensions & Consumer Profile- Rural Market Equilibrium - Classification of Rural Marketing – Regulated - Non Regulated- Marketing Mix – Segmentation - Targeting - Position - Rural Marketing Strategies - Role of Government and other Institutions in Rural Marketing Integrated Marketing Communication in Rural Marketing.

**Unit - III: Product & Distribution (12 Hours)**

Product / Service Classification in Rural Marketing - New Product Development in Rural Marketing- Brand Management in Rural Marketing - Channel management in rural Marketing- Managing Physical distribution - Emerging Distribution Models - Sales force Management in Rural Marketing – Marketing of Agricultural Produce: Objectives and Challenges.

**Unit - IV: Rural Consumer Behaviour and Marketing Research (12 Hours)**

Consumer Buyer Behaviour Model in Rural Marketing - Rural Marketing Research - Retail & IT models in Rural Marketing - CSR and Marketing Ethics in Rural Marketing - Source of Financing and credit agencies - Consumer Education & Consumer Methods in Promotion of Rural Marketing- Advertisement & Media Role in Rural Marketing.

**Unit - V: Trends in Rural Marketing (12 Hours)**

e- Rural Marketing- CRM & e - CRM in Rural Marketing - Advanced Practices in Rural Marketing- Social Marketing - Network Marketing - Green Marketing in Indian and Global Context - Co-operative Marketing - Micro Credit Marketing - Public Private Partnership Model in Rural Marketing - Advancement of Technology in Rural Marketing- Structure of Competition in Rural India.

**Text Books**

1. C. G. Krishnamacharyulu and Lalitha Ramakrishnan, Rural Marketing — Pearson Education, 2<sup>nd</sup> Edition, 2010
2. Awadhesh Kumar Singhand Satyaprakash pandey, Rural Marketing: Indian Perspective, New age publishers, 1<sup>st</sup> Edition, 2007

**References**

1. Pradeep Kashyap& Siddhartha Raut, Rural Marketing, Biztantra,2009.
2. T.P. Gapalawamy, Rural Marketing Environment, Problems & Strategies, Vikas Publications, 3<sup>rd</sup> edition. 2009.
3. Sanal Kumar Velayudhan Rural Marketing: Targeting the Non-urban Consumer, Sage Response, 2<sup>nd</sup> Edition, 2010.

Semester	Course Code	Title of the Course	Hours	Credits
IV	MBA444B	Derivatives Management	4	3

**Course Outcomes**

<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	Nuances to learn basic concepts, forward contract, future contracts, option, Swaps, OTC, ETS and risk with respect to derivative management	<i>K2</i>
<i>CO - 2</i>	Specify future contract nuances to assess and make mental accounting to connect on security market as an aspiring learner	<i>K5 &amp; K6</i>
<i>CO - 3</i>	Elicit out the indispensable components of option market and create a pattern on investment choices towards stock market	<i>K5 &amp; K6</i>
<i>CO - 4</i>	Understand the basic areas of Swaps such as features, kinds, roles and risk and acquire the financial knowledge	<i>K2 &amp; K3</i>
<i>CO - 5</i>	Cultivate an idea to observe about derivatives market in India and analyze its nook and corner to ascertain investment opportunities and challenges	<i>K6</i>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

<b>Course Outcome<sup>s</sup></b>	<b>Programme Outcomes (PO)</b>					<b>Programme Specific Outcomes (PSO)</b>					<b>Mean Scores of COs</b>
	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>	
<b>CO1</b>	3	3	3	3	3	2	3	2	3	2	2.5
<b>CO2</b>	3	3	2	3	3	3	2	3	3	3	2.8
<b>CO3</b>	3	3	3	3	3	2	3	2	3	2	2.7
<b>CO4</b>	3	3	2	3	3	3	2	3	3	3	2.8
<b>CO5</b>	3	3	3	3	3	2	3	2	3	2	2.7
<b>Mean Overall Score</b>											<b>2.7</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit I Introduction**

Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives.

**Unit II Futures Contract**

Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging uses Futures Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.

**Unit III Options**

Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts.

**Unit IV Swaps**

Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs – Credit Risk.

### Unit V Derivatives in India

Evolution of Derivatives Market in India – Regulations - Framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.

### References:

1. David Dubofsky – ‘Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.
2. Don M. Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 9th edition, Cengage, 2015.
3. John. C. Hull, Options, Futures and Other Derivative Securities’, PHI Learning, 9th Edition, 2012
4. Keith Redhead, ‘Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs’, – PHI Learning, 2011.

Semester	Course Code	Title of the Course	Hours	Credits
IV	MBA444C	Information Technology in Supply Chain Management	4	3

### Course Outcomes

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Analyze Information Technology practices and implications of supply chain in the organization	K-4
CO - 2	Relate information database, data mining and System architecture in IT supply chain management	K-1
CO - 3	Create capability to analyze, design and improve the supply chain in an organization.	K-6
CO - 4	Outline an opportunity to plan and design information system solutions for various functionalities of the organization	K-2
CO - 5	Organize the implications of SCM, network design decisions, models and scheming distribution network	K-3

### Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of COs
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	
CO1	3	3	3	3	3	2	3	2	3	2	2.5
CO2	3	3	2	3	3	3	2	3	3	3	2.8
CO3	3	3	3	3	3	2	3	2	3	2	2.7

CO4	3	3	2	3	3	3	2	3	3	3	2.8
CO5	3	3	3	3	3	2	3	2	3	2	2.7
<b>Mean Overall Score</b>											<b>2.7</b>
<b>Result</b>											<b>High</b>

### Correlation

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

### Unit - I: Role of IT

The role of IT in Supply Chain - Uses of IT in inventories - Transportation & facilities within a Supply Chain - The Supply Chain IT frame work-macro processes.

### Unit - II: IT in Supply Chain

(12 Hours)

The future of IT in the Supply Chain - Internal Supply Chain management - Supply Relationship management - The transaction management foundation - Data mining – methods - Application area in Supply Chain.

### UNIT - III: Supply Chain

(12 Hours)

Goals of Supply Chain Information Technology – Standardization - Information Technology infrastructure - Presentation devices - Communication devices - Data base - System architecture.

### Unit - IV: Supply Chain Planning

(12 Hours)

The Supply Chain IT in practice - Integrating Supply Chain Information Technology - Stage of development - Implementation of ERP & DSS - Structure of DSS - Selection of Supply Chain DSS - Supply Chain master planning.

### Unit - V: Design

(12 Hours)

Supply Chain Information System design – Planning – Capacity - Performance requirement - Manufacturing requirement – Operation – Transportation - Inventory development - E-Business –Role in Supply Chain – Framework - Impact on Cost.

### Text Books

1. David Simchi-Levi et al, Designing and Managing the Supply Chain – Concepts, Strategies, and Case Studies, McGraw Hill Education, 3<sup>rd</sup> Edition, 2007.
2. N. Chandrasekaran, Supply Chain Management, Oxford University Press, New Delhi 2010.

### References

1. Donald J Bowersox et al, Supply Chain Logistics Management, McGrawHill Education (India) Pvt. Ltd. New Delhi, 3<sup>rd</sup> Edition, 2007.
2. Sunil Chopra and Peter Meindl, Supply Chain Management, PHI, 5<sup>th</sup> Edition, 2012.

Semester	Course Code	Title of the Course	Hours	Credits
IV	MBA444D	Compensation Management	4	3

### Course Outcomes

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Describe concept of compensation and cost	K1
CO - 2	Understand compensation and reward management process	K2
CO - 3	Compare issues related to compensation and survey of wages & salary administration in various industries	K3
CO - 4	Experiment to calculate various types of monetary and profit sharing incentives	K4
CO - 5	Formulate basic salary structure in organization	K6

### Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of COs
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	
CO1	3	3	3	3	3	3	2	2	3	3	2.8
CO2	3	3	3	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	2	3	3	2.9
CO5	3	3	3	3	3	3	3	3	3	2	2.9
<b>Mean Overall Score</b>											<b>2.92</b>
<b>Result</b>											<b>High</b>

### Correlation

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Job Evaluation****(12 Hours)**

Job description and Job specification - Job Evaluation - Methods of Job Evaluation: Non analytical methods - the ranking method, Job Classification, Internal Bench marking, Analytical methods - Point system and factor comparison – description - advantages and disadvantages of each.

**Unit - II: Wage & Salary Administration****(12 Hours)**

Wage & salary administration - Nature and Scope of Compensation - wage determination process - Factors Influencing wage and Salary Administration - Theories of Wages - Types of wages: Time rate, piece rate, debt method. Wage differentials - Wage boards in India. Components and calculation of total compensation package. Dearness allowance - description and methods for computing dearness allowance - highlights and recommendations of the recent pay commission (7<sup>th</sup> pay commission).

**Unit - III: Incentives and Fringe Benefits****(12 Hours)**

Incentives and fringe benefits: Incentives – Definition - Types - Individual incentives: Measured day Work, Piecework, standard hour, Gain sharing, its advantages and disadvantages. Organization Wide incentives: Scanlon Plan, Kaiser Plan, Profit sharing - Non-financial incentives - Fringe Benefits.

**Unit - IV: Executive Compensation and Retirement Plans****(12 Hours)**

Executive Compensation Plan - principles and factors affecting executive compensation - models for executive compensation payments - legal environment of executive compensation in India. Retirement Plan - types and description.

**Unit - V: Compensation and Bonus****(12 Hours)**

Individual - group variable compensation: Pay for Performance, Pay by Seniority, Production sharing plan, Employee stock options - essentials of effective stock based compensation and limitations of stock based compensation. Bonus - concept and method of determining bonus - payment of bonus (Amendment) act, 2015.

**Text Books**

1. B.D Singh, Compensation & Rewards management, Excel Books, 2<sup>nd</sup> Edition, 2010.
2. Tapomy Deb, Compensation Management: Text and Cases, Excel Books, New Delhi, 1<sup>st</sup> Edition, 2009.

**References**

1. Garry Dessler.V, Human Resource Management, PHI, 13<sup>th</sup> Edition, 2014.
2. R.K Sahu, Performance management systems: A holistic approach, Excel Books, 5<sup>th</sup> Edition, 2006.
3. Dilip Kumar Bhattacharya, Compensation Management, Oxford University Press, 3<sup>rd</sup> Edition, 2009.

Semester	Course Code	Title of the Course	Hours	Credits
IV	MBA444E	Management of Hospital Services	4	3



## Course Outcomes

<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	Develop the ability to understand and manage hospital services.	<i>K-6</i>
<i>CO - 2</i>	Evaluation of various support, various decisions and utility services of the hospital services	<i>K-5</i>
<i>CO - 3</i>	Describe the role of support and utility services in delivering quality patient care	<i>K-1</i>
<i>CO - 4</i>	Identify planning and designing considerations while planning for hospital services	<i>K-3</i>
<i>CO - 5</i>	Articulate the functional requirements of individual departments	<i>K-4</i>

### Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of Cos
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO – 1	3	3	3	3	3	3	3	2	3	3	2.9
CO – 2	3	3	2	3	3	3	3	3	3	1	2.7
CO – 3	3	3	3	2	2	2	3	3	3	2	2.6
CO – 4	3	3	2	3	3	2	2	3	3	2	2.6
CO – 5	3	3	3	2	3	3	2	2	3	3	2.7
<b>Mean Overall Scores</b>											<b>2.7</b>
<b>Result</b>											<b>High</b>

### Correlation

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

### Unit- I: Overview of Patient Services

(12 Hours)

Hospital operations management: role and decisions - Difference of hospital operations from other service and manufacturing organizations. Out Patient Services: day care, accident and emergency services, physical medicine and rehabilitation, occupational therapy unit, physiotherapy department. In Patient Services: Ward design (general & specialized), critical care services: ICU (Intensive Care Unit), CCU (Critical Care Unit) , NICU (neuroscience intensive care unit ) - medical services - surgical services – operation theater, nuclear medicine, burn unit, nursing services and administration.

### Unit – II: Specialty Services

(12 Hours)

Specialty Services - Pediatrics, OBG & GYN (obstetrics&gynecology), ENT (ear, nose, and throat), Ophthalmology, Orthopedic, Psychiatry, Anesthesia, Dental.

Super-specialty Services - Cardiology, Thoracic Surgery, Neurology, Neurosurgery, Nephrology- Dialysis Unit, Transplantation Services.

### **Unit – III: Supportive Services**

**(12 Hours)**

Diagnostic - Radiology & Imaging Services - Hospital Laboratory - Blood Bank - Transfusion Services - Ambulance Services – Pharmacy - CSSD (central sterile services department) - Oxygen Manifold/Concentrator - Dietary Service - Hospital Laundry and Linen - Medical Social Worker - Marketing and Public Relations - Finance - Administrative Departments and Outsourcing.

### **Unit – IV: Utility Services**

**(12 Hours)**

Housekeeping - Hospital Engineering and Maintenance - Biomedical Department - Central Stores and Purchase Department - Medical Records - confidentiality of records – reception – enquiry - registration and admission - central billing and accounts - Cafeteria - Mortuary.

### **Unit – V: Hospital Acquired Infection**

**(12 Hours)**

Source and Control - Modern trends in Hospital Administration - Disaster Management, Information Systems - Telemedicine.

### **Text Books**

1. Sakharkar.B M -Principles of Hospital Administration & Planning - Jaypee Publishers New Delhi, 2<sup>nd</sup> Edition, 2009.
2. Kunders, G.D., Designing for Total Quality in Healthcare, Prism Books Pvt. Ltd., Bangalore, 2004.

### **References**

1. Goel, S L, Healthcare Systems and Management, Deep and Deep Publications, Vol. 1-4 New Delhi, 2001.
2. Kunders, G.D, Facilities Planning and Arrangement in Healthcare, Prism Books Pvt. Ltd. Bangalore, 2004.
3. Sharma, Madhuri, Essentials for Hospital Supportive Services and physical infrastucture, Jaypee Brothers, New Delhi, 1<sup>st</sup> Edition, 2003.

<b>Semester</b>	<b>Course Code</b>	<b>Title of the Course</b>	<b>Hours</b>	<b>Credits</b>
<b>IV</b>	<b>MBA445A</b>	<b>Services Marketing</b>	<b>4</b>	<b>3</b>

### **Course Outcomes**

<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	Examine the nature of services, and distinguish between products and services.	<i>K4</i>
<i>CO - 2</i>	Identify the major elements needed to improve the marketing of services and their opportunities to penetrate in the market.	<i>K3</i>
<i>CO - 3</i>	Develop an understanding of the roles of relationship marketing and customer service in adding value to the customer's perception of a service and the service quality.	<i>K6</i>
<i>CO - 4</i>	Appraise the nature and development of services marketing strategy and the promotional activities.	<i>K5</i>
<i>CO - 5</i>	Distinguish how services marketing principles can be used as a conceptual framework to help managers to identify and solve marketing problems in the various service industries.	<i>K4</i>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

<b>Course Outcomes</b>	<b>Programme Outcomes (PO)</b>					<b>Programme Specific Outcomes (PSO)</b>					<b>Mean Scores of COs</b>
	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>	
CO1	3	3	3	3	2	3	3	2	3	3	2.8
CO2	3	3	3	2	3	3	2	3	3	2	2.7
CO3	3	3	3	3	3	3	3	2	3	3	2.8
CO4	3	3	2	3	3	3	2	3	3	3	2.8
CO5	3	2	3	2	2	2	3	2	3	2	2.4
<b>Mean Overall Score</b>											<b>2.7</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit – I: Foundations of Services**

**(12 Hours)**

Definition – Service Economy – Nature and Scope of Services – Unique Characteristics of services - Classification of Services; Consumer versus Industrial Services - 7 Ps of Services Marketing Mix - Challenges and issues in Services Marketing.

**Unit – II: Service Marketing Opportunities**

**(12 Hours)**

Assessing service market potential - Classification of services - Difference between Goods and services – Environment and trends – Service market segmentation - targeting and positioning – Customer perception and services.

**Unit – III: Service Design and Development**

**(12 Hours)**

Service Life Cycle – New service development – Service Blue Printing – Parsuraman – Zeithamal - Bitner (PZB) - GAP's model of service quality – Measuring service quality – SERVQUAL – Gronroos model - SERVPERF – Service Quality function development.

**Unit – IV: Service Delivery and Promotion****(12 Hours)**

Positioning of services - Designing service delivery System, Service Channel-Pricing of services, methods- Service marketing triangle - Integrated Service marketing communication.

**Unit – V Service Strategies****(12 Hours)**

Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment & public utility - Information technique Services – Demand and supply in services case studies - Global and Indian Scenario in services sector.

**Text Books**

1. ChristropherH.Lovelock and JochenWirtz, Services Marketing, Pearson Education, New Delhi, 1<sup>st</sup> Edition, 2004.
2. Hoffman, Marketing of Services, Cengage Learning, 1<sup>st</sup> Edition, 2008.

**References**

1. Christian Gronroos, Services Management and Marketing a CRM Approach, John Wiley,2002
2. Halen Woodroffe, Services Marketing, McMillan, 2003.
3. K. Douglas Hoffman et al, Essentials of Service Marketing: Concepts, Strategies and Cases, Thomson Learning, 4<sup>th</sup> Edition, 2008.
4. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, New Delhi, 2<sup>nd</sup> Edition, 2004.
5. Valarie Zeithaml et al, Services Marketing, Mcgraw Hill, 6<sup>th</sup>Edition, 2007.

Semester	Course Code	Title of the Course	Hours	Credits
IV	MBA445B	Mergers and Acquisitions	4	3

**Course Outcomes**

<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	Understand and acquire basic knowledge about concepts, types, causes, theory of merger and corporate restructuring related to mergers and acquisitions	<i>K1 &amp; K2</i>
<i>CO - 2</i>	Enumerate legislation systems of government and amendments of merger and acquisition to get updated and apply in the business world	<i>K3 &amp; K4</i>
<i>CO - 3</i>	Point out the process, examine financing and accounting framework towards mergers valuation to create system and structure	<i>K5 &amp; K6</i>
<i>CO - 4</i>	Critically discuss and identify ways to redesign post-merger to develop and apply it with due respect to requirements of post-merger integration	<i>K5 &amp; K6</i>
<i>CO - 5</i>	Make a note on corporate control mechanism and takeover defenses to elicit out foreign direct, indirect investment and overseas direct investment	<i>K3</i>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of COs
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	
CO1	3	3	3	3	3	2	3	3	3	2	2.6
CO2	3	3	3	3	3	3	2	3	2	3	2.8
CO3	3	3	3	3	3	2	3	2	3	2	2.7
CO4	3	3	3	3	3	3	2	3	2	2	2.7
CO5	3	3	3	3	3	2	3	2	2	2	2.6
<b>Mean Overall Score</b>											<b>2.68</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Overview of Mergers and Acquisitions**

**(12**

**Hours)**

Meaning – Types – Causes - Distinction between Mergers and Acquisitions- Merger procedure - Scheme for Merger - theories of Merger - cross border Mergers and Acquisitions. Corporate Restructuring: meaning – objectives - types and forms - motives for restructuring.

**Unit - II: Regulatory Framework**

**(12**

**Hours)**

Regulations of M&A in India - Compliance with Indian Companies Act - Competition Act 2002 - Income Tax Act 1961 - Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011 & 2015 - Other latest regulations.

**Unit - III: Process, Financing & Accounting Framework****(12****Hours)**

Due diligence- concepts, challenges, checklist and screening. Valuation for Merger and Acquisition - Methods of Enterprise and Equity valuation – Brand, cost of capital, equity, firm valuation, relative, enterprise- Issues in Valuation Synergy and Value creation – Negotiation- Deal structuring & methods of payment in merger and acquisition- Accounting for mergers (problems).

**Unit - IV: Post-Merger Integration****(12****Hours)**

Critical success factors for post-merger integration - Ingredients of integration - Timing and Speed of integration - Approaches to integration - Challenges in integration - Steps for successful integration - Cultural integration - Redesigning post-merger cultural process.

**Unit - V: Corporate Control Mechanism and Takeover Defences****(12 Hours)**

Internal and external control mechanism- Takeover tactics - Takeover defences - Regulatory aspects in India with respect to Takeover defences - Exchange control (Foreign direct Investment, Indirect Foreign Investment, Investment in Holding Company, Overseas direct investment).

**Text Books**

1. Rajesh Kumar B., Mergers and Acquisitions Text and Cases, Tata McGraw Hill Education Pvt. Ltd., New Delhi, 1<sup>st</sup> Edition, 2012.
2. Jay M. Desai and Nisarg A. Joshi, Mergers and Acquisitions, Biztantra, New Delhi, 2012.

**References**

1. Ray K.G. Mergers and Acquisitions: Strategy, Valuation and Intergration, PHI Learning Private Limited, New Delhi, 2010.
2. Enrique R. Arzac, Valuation for Mergers, Buyouts and Restructuring, Wiley India, 2<sup>nd</sup> Edition, 2010.
3. Patrick A. Gaughan, Mergers, Acquisitions and Corporate Restructurings, Wiley India, 5<sup>th</sup> Edition, 2011.

Semester	Course Code	Title of the Course	Hours	Credits
IV	MBA445C	Materials and Stores Management	4	3

**Course Outcomes**

<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	Establish the best methods of inventory analysis and create performance measures in managing materials	<i>K-3</i>
<i>CO - 2</i>	Understanding the concepts and principles materials and store management	<i>K-2</i>
<i>CO - 3</i>	Relate effective utilization of materials in manufacturing and service organization	<i>K-1</i>
<i>CO - 4</i>	Design tools which facilitate effective utilization of materials in organization	<i>K-6</i>
<i>CO - 5</i>	Analyze the role of store management and forecasting the demand management.	<i>K-4</i>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

<b>Course Outcomes</b>	<b>Programme Outcomes (PO)</b>					<b>Programme Specific Outcomes (PSO)</b>					<b>Mean Scores of COs</b>
	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>	
<b>CO1</b>	3	3	3	3	3	3	2	3	3	3	2.9
<b>CO2</b>	3	3	3	3	3	3	3	3	3	3	3
<b>CO3</b>	3	3	3	3	2	3	3	3	3	3	2.9
<b>CO4</b>	3	2	2	3	3	3	3	3	3	3	2.8
<b>CO5</b>	3	3	3	3	2	2	2	3	3	3	2.7
<b>Mean Overall Score</b>											<b>2.86</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Introduction**

**(12 Hours)**

Operating environment-aggregate planning - role, need, strategies, costs techniques, approaches- manufacturing planning and control system – Sales and operations planning - manufacturing resource planning-enterprise resource planning - making the production plan.

**Unit - II: Materials Planning**

**(12 Hours)**

Materials requirements planning - bill of materials - resource requirement planning process - .capacity management – capacity planning – capacity Requirements planning – capacity available – capacity Load - scheduling orders.

**Unit - III: Inventory Management**

**(12 Hours)**

Inventory and the flow of material – Types and functions of inventories – inventory costs – ABC Analysis – order quantities - EOQ and EPQ models – Just-in-Time – Kanban – Lean production.

**Unit - IV: Purchasing Management (12 Hours)**

Purchasing cycle – Duties and responsibilities – methods of purchasing – centralized and decentralized purchasing – BUYGRID analytic framework – purchasing decision process – price determination – price negotiation. Forecasting - demand management – Forecasting techniques – seasonality – tracking forecast – P/D Ratio.

**Unit - V: Stores Management (12 Hours)**

Stores organization – Location – Layout – Receipt section – Types of stores – Preservation of stores – stock taking, Storage Equipment – Types and Selection of Equipment – Classification of Material Handling, Surplus – Scrap – Salvage, Warehouse Management – Role – activities and Layout.

**Text Books**

1. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.
2. A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2nd Edition, 2006.

**References**

1. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012
2. Ajay K Garg, Production and Operations Mangement, Tata McGraw Hill, 2012.
3. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition, 2013.
4. S. N. Chary, Production and Operations Management, Tata McGraw Hill, 2012.

Semester	Course Code	Title of the Course	Hours	Credits
IV	MBA445D	Organization Development and Change Management	4	3

**Course Outcomes**



<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	Define change management and its significance in organizational development	<i>K1</i>
<i>CO - 2</i>	Understanding change management model and practices	<i>K2</i>
<i>CO - 3</i>	Apply change management in context to organizational development	<i>K3</i>
<i>CO - 4</i>	Examine and determine various concepts in human resource in organizational development	<i>K5</i>
<i>CO - 5</i>	Implement change management in the organization	<i>K6</i>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of COs
	PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	
CO1	3	3	3	3	3	3	3	3	3	3	3
CO2	3	2	3	3	3	3	3	3	3	3	2.9
CO3	3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	2	3	2	3	3	3	2	3	2.7
CO5	3	3	3	3	3	3	3	3	3	3	3
<b>Mean Overall Score</b>											<b>2.92</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit – I: Concept of Organization**

**(12 Hours)**

Meaning of Organization – Need for existence - Organizational Effectiveness – Measuring Organizational Effectiveness – External Resources Approach, Internal Systems Approach and Technical approach - Organization development (OD) - history of OD- Values - assumptions and beliefs in OD - foundation of OD - models and theories.

**Unit – II: Management of OD Process**

**(12 Hours)**

Managing the OD process – action research: process and approach – history and varieties of action research - Operational Components of OD: Diagnostic, Action and Process – Maintenance Components.

**Unit – III: Implementation and Assessment of OD**

**(12 Hours)**

Implementation of conditions for success in OD efforts - Assessment of OD and change in organizational performance - The impact of OD Structure interventions and applicability of OD – training experiences – T-groups – behavioral modeling – life and career planning – instrumental training.

**Unit- IV: OD Intervention and Group Dynamics**

**(12 Hours)**

OD – interventions – classifications - teams interventions – inter group and third party peacemaking interventions – comprehensive OD interventions. Group Dynamics - Inter group Dynamics and Organizations as Systems.

**Unit – V: Organization Change**

**(12 Hours)**

Theory and Practice on change and changing - The Nature of Planned Change– Forces for Change - Resistance to Change – Types and forms of change – Evolutionary and Revolutionary change – Change process– HR functions and Strategic Change Management - Implications for practicing Managers

**Text Books**

1. Gareth R.Jones, Organizational Theory, Design & Change, Pearson Education, 7<sup>th</sup> Edition, 2004.
2. L.M.Prasad, Organizational Behaviour, Sultan Chand & Sons, New Delhi, 8<sup>th</sup> Edition, 2005.
3. Richard L. Daft, Understanding the theory & Design of Organizations, Cengage Learning Western, 7<sup>th</sup> Edition, 2007.

**References**

1. Adrian Thorn Hill, Phil Lewis, Mike Millmore and Mark Saunders, Managing Change -A Human Resource Strategy Approach, Wiley India, 5<sup>th</sup> Edition, 2008.
2. BhupenSrivastava, Organizational Design and Development: Concepts application, Biztantra Publication, 2007.
3. Robert A Paton, James McCalman, Change Management, A guide to effective implementation, Sage Response Books, 3<sup>rd</sup> Edition, 2008.
4. Stephen P. Robbins, Organization Theory: Structure, Design & Applications, Prentice Hall of India, 11<sup>th</sup> Edition, 2008.
5. Thomas G. Cummings and Christopher G. Worley, Organizational development and Change, South Western College Publication, 10<sup>th</sup> Edition, 2014.

Semester	Course Code	Title of the Course	Hours	Credits
IV	MBA445E	RISK AND DISASTER MANAGEMENT	4	3

**Course Outcomes**

<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	Understanding the basic concept of disasters and its relationships with development	<i>K-2</i>
<i>CO - 2</i>	Optimally examine and prepare the staff, institutional resources and structures of the hospital for effective performance in different disaster situations	<i>K-4</i>
<i>CO - 3</i>	Identify the approaches of Disaster Risk Reduction (DRR) and the relationship between vulnerability, disasters, disaster prevention and risk reduction	<i>K-3</i>
<i>CO - 4</i>	Assess the role of environmental health and other public health practitioners in an emergency	<i>K-5</i>
<i>CO - 5</i>	Describe the concepts, terminologies, developments and prospects in the field of Disaster Management.	<i>K-1</i>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

<b>Course Outcomes</b>	<b>Programme Outcomes (PO)</b>					<b>Programme Specific Outcomes (PSO)</b>					<b>Mean Scores of Cos</b>
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO – 1	3	3	3	3	2	3	3	3	3	3	2.9
CO – 2	2	3	3	3	3	3	3	3	3	3	2.9
CO – 3	3	2	3	3	3	2	3	3	3	3	2.8
CO – 4	3	3	3	3	2	3	3	3	2	3	2.8
CO – 5	3	3	2	3	3	2	2	3	3	3	2.7
<b>Mean Overall Scores</b>											<b>2.8</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Security Organization and Management**

**(12 Hours)**

Security Sensitive Areas –Functions of Hospital Security Department – Security Organization and Physical Security Measures - Need for Security Technology –Contract Security Agency – Effective Security Management in Hospitals – Security Committee – Periodic Security Audit.

**Unit - II: Hospital Acquired Infection (HAI)**

**(12 Hours)**

Objectives – Control and Prevention – Housekeeping –Central Sterile Supply Department (CSSD) – Nursing Care – Waste Disposal – Antibiotic Policy – Hospital Infection Control committee – Composition – Role and Functions – Surveillance –High Risk Procedures – Training and Education – Universal Precautions for Health Care Workers.

**Unit - III: Fire Hazards**

**(12 Hours)**

Elements of Fire – Fire Hazard Triangle – Causes of Hospital Fires – Fire Protection – Structure Planning and Design Considerations. Buildings: Electric Installations – Water Supply – Fire Points and Escape Routes – Fuel Store – Manual Call Points – Means of Escape and Evacuation – Risk Evaluation.

#### **Unit - IV: Radiation**

**(12 Hours)**

Introduction – Biological Effects of Radiation – Radiation Protection and Safety – Principles in the Layout of a Diagnostic X- ray Room – Contrast Media – Magnetic Resonance Imaging – Planning - Constraints – Preventive Measures Against Magnetic Field Hazards – Nuclear Medicine Department – Radiation Protection Aspects – Radioactive Waste Collection and Disposal.

#### **Unit - V: Disaster Management**

**(12 Hours)**

Basic Concepts – Disaster Classification – Disaster Process – Special Characteristics – Principles of Disaster Planning – Disaster and Health Problems – Organization for Medical Relief – Principles of Mass Casualty Management – Objectives of and Need for Hospital Disaster Plan – Disaster Committee – Organization – Role and Responsibilities – Organizing Disaster Facilities – Disaster Response – Alert and Recall – Deployment – Disaster Administration – Disaster Manual – Disaster Drill - TRIAGE.

#### **Text Books**

1. Shailendra K. Singh, Safety & Risk Management, Mittal Publishers, 2<sup>nd</sup> Edition, 2010.
2. J.H. Diwan, Safety, Security & Risk Management, APH, 2009.

#### **References**

1. AH Suryakantha, Community Medicine – Recent Advance, Brothers Medical Publishers (P) Ltd., New Delhi, 3<sup>rd</sup> Edition, 2008.
2. D.C. Joshi & Mamta Joshi, Hospital Administration, Published by Jaypee, New Delhi, 1<sup>st</sup> Edition, 2009.
3. Stephen Ayers & Garmvik, Text Book of Critical Care, Holbook and Shoemaker, 4<sup>th</sup> Edition, 2006.

<b>Semester</b>	<b>Course Code</b>	<b>Title of the Course</b>	<b>Hours</b>	<b>Credits</b>
<b>IV</b>	<b>MBA446A</b>	<b>Consumer Behavior</b>	<b>4</b>	<b>3</b>

#### **Course Outcomes**

<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	Identify and explain factors which influence consumer behavior.	<i>K3</i>
<i>CO - 2</i>	Evaluate how knowledge of consumer behaviour can be applied to marketing using the concepts, theories related models.	<i>K5</i>
<i>CO - 3</i>	Relate internal and external dynamics such as personality, perception, learning motivation and attitude to the choices consumers make.	<i>K2</i>
<i>CO - 4</i>	Gain, evaluate and synthesize information and existing knowledge from a number of sources and experiences.	<i>K5</i>
<i>CO - 5</i>	Analyze the trends in consumer behaviour, and apply them to the marketing of an actual product or service.	<i>K4</i>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

<b>Course Outcome s</b>	<b>Programme Outcomes (PO)</b>					<b>Programme Specific Outcomes (PSO)</b>					<b>Mean Scores of COs</b>
	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>	
CO1	3	3	2	3	3	3	2	3	2	2	2.6
CO2	3	3	3	3	3	3	2	2	3	2	2.7
CO3	3	3	2	3	2	3	3	3	2	2	2.5
CO4	3	3	3	3	3	3	3	2	3	2	2.8
CO5	3	2	3	3	2	3	2	3	2	3	2.6
<b>Mean Overall Score</b>											<b>2.64</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit – I: Basics of Consumer Behaviour**

**(12 Hours)**

Scope and Relevance of Consumer Behaviour Studies, Concepts – Significance – Dimensions of Consumer Behavior – Application of knowledge of Consumer Behaviour in marketing decisions.

**Unit – II: Consumer Behaviour Models**

**(12 Hours)**

Industrial and individual consumer behavior models - Howard- Sheth - Engel – Kollat, Webstar and wind Consumer Behaviour Models – Implications of the models on marketing decisions.

**Unit – III: Internal and External Influences**

**(12 Hours)**

Psychological Influences on consumer behavior – motivation – perception – personality Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction.

Socio-Cultural - Cross Culture - Family group – Reference group – Communication -Influences on Consumer behavior.

**Unit - IV: Consumer Attitude and Communication (12 Hours)**

Concept of attitude - Attitude formation - Cognitive Dissonance Theory and Attribution Theory. Strategies for Attitude Change. Celebrity influence - Word of Mouth - Opinion Leaders - Use of Unconventional Communication methods - Influence of Social Media on Consumer purchase Behaviour.

**Unit – V: Purchase Decision Process (12 Hours)**

High and low involvement - Pre-purchase and post-purchase behavior – Online purchase decision process – Diffusion of Innovation – Managing Dissonance - Emerging Issues – case studies.

**Text Books**

1. Jay D. Lindquist and Joseph Sirgy, Shopper, Buyer and Consumer Behavior, Biztranza 2008.
2. L.Venugopal Reddy, C.N.KrishnaNaik, ‘Consumer Behaviour’, Discovery Publishing House, 1999.

**References**

1. Assel, Consumer Behavior - A Strategic Approach, Biztranza, 2008.
2. David L. Loudon and Albert J Della Bitta, Consumer Behavior, McGraw Hill, New Delhi 2002.
3. Frank R. Kardes, Consumer Behaviour and Managerial Decision Making, 2<sup>nd</sup> Edition, 2006.
4. Leon G.Schiffman and Leslie LasarKanuk, Consumer Behavior, Pearson Education, India, 2002.
5. Paul Peter et al., Consumer Behavior and Marketing Strategy, Tata McGraw Hill, Indian Edition, 7<sup>th</sup> Edition 2005.

Semester	Course Code	Title of the Course	Hours	Credits
IV	MBA446B	Banking Financial Services Management	4	3

**Course Outcomes**

<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	Understand and elaborate Indian banking system and legal act to know the nuances of banking related process and movements	<i>K2 &amp; K3</i>
<i>CO - 2</i>	Highlights sources and application of funds and find the ways to mitigate credit risk and wrap revenue on banking financial products and services	<i>K4 &amp; K5</i>
<i>CO - 3</i>	Critically form the roots to measure credit monitoring and risk management to harness NPA issues and hedge towards smooth functions of banking instruments	<i>K5 &amp; K6</i>
<i>CO - 4</i>	evaluate performance of banks and assess securities market, underwriting, Mutual funds and Insurance business to identify best investment platform and apply it in real life	<i>K5 &amp; K6</i>
<i>CO - 5</i>	Designate and elicit out high tech e-banking such as payment system in India, e-payments, electronic banking, plastic money, e-money, security threats in e-banking and RBI's initiatives.	<i>K3</i>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

<b>Course Outcome<sup>s</sup></b>	<b>Programme Outcomes (PO)</b>					<b>Programme Specific Outcomes (PSO)</b>					<b>Mean Scores of COs</b>
	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>	
<b>CO1</b>	3	3	3	3	3	2	3	2	3	2	2.7
<b>CO2</b>	3	3	3	3	3	2	2	3	2	2	2.6
<b>CO3</b>	3	3	3	3	3	2	3	2	3	3	2.8
<b>CO4</b>	3	3	3	3	3	2	2	3	2	2	2.6
<b>CO5</b>	3	3	3	3	3	2	3	2	3	2	2.7
<b>Mean Overall Score</b>											<b>2.68</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit I Overview of Indian Banking System**

Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Rights and obligations of a banker, Overview of Financial statement of banks – Balance sheet and Income Statement.

**Unit II Sources and Application of Bank Funds**

Capital adequacy, Deposits and non-deposit sources, Designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending – Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis.

**Unit II Credit Monitoring and Risk Management**

Need for credit monitoring, Signals of borrowers' financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, forex,

credit, market, operational and solvency risks – risk measurement process and mitigation, Basic understanding of NPAs and ALM.

#### **Unit IV Mergers, Diversification and Performance Evaluation**

Mergers and Diversification of banks into securities market, underwriting, Mutual funds and Insurance business, Risks associated therewith. Performance analysis of banks – background factors, ratio analysis and CAMELS.

#### **UNIT V High Tech E-Banking**

Payment system in India – Paper based, e-payments – Electronic banking – advantages – Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI's initiatives.

#### **REFERENCES :**

1. Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services, Pearson, Delhi, 2012.
2. Meera Sharma, "Management of Financial Institutions – with emphasis on Bank and Risk Management", PHI Learning Pvt. Ltd., New Delhi 2010.
3. Peter S. Rose and Sylvia C. and Hudgins, "Bank Management and Financial Services", Tata McGraw Hill, New Delhi, 2012.
4. Madura, Financial Institutions & Markets, 10th edition, Cengage, 2016.

Semester	Course Code	Title of the Course	Hours	Credits
IV	MBA446C	Total Productivity Management	4	3

#### **Course Outcomes**

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Construct the tools of TPM which would be useful in coordinating the activities of productivity system by proper models and improvement techniques	K-6
CO - 2	Outline a balanced line of production & scheduling and sequencing techniques in operation environments	K-2
CO - 3	Evaluate various facility alternatives and their capacity decisions	K-5
CO - 4	Plan and implement suitable productive principles and practices in the operations	K-3
CO - 5	Classify the elements of operations management and various transformation processes to enhance productivity and competitiveness	K-4

#### **Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	2	3	3	3	2	3	2	2	2.6
CO2	3	3	3	3	3	3	3	3	2	2	2.8
CO3	3	3	2	2	3	3	2	3	2	2	2.5



CO4	3	3	3	3	2	3	3	2	3	2	2.7
CO5	3	3	2	3	2	3	2	3	3	2	2.6
<b>Mean Overall Score</b>											<b>2.64</b>
<b>Result</b>											<b>High</b>

### Correlation

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

### Unit - I: TPM Overview

(12 Hours)

Meaning and objectives of TPM - Methodology of TPM - gains of TPM - relevance and scope for productivity and effectiveness - Productivity conceptualization - Productivity mission – Objectives - Policies And Strategies.

### Unit - II: Productivity Environment

(12 Hours)

Productivity environment - Corporate culture - Management styles - Employee's participation - Trade unions and role of governmental agencies - Productivity measurement - Monitoring and management both at micro and macro levels - Corporate and annual productivity plans.

### Unit - III: Productivity Models

(12 Hours)

Productivity Models: Productivity Measurement at International - National and organization level - Total productivity models - Productivity management in manufacturing and service sector. Productivity evaluation models – Productivity improvement model.

### Unit - IV: Benchmarking

(12 Hours)

Management issues – Modeling - tools and techniques - Indicators for evaluation of manufacturing - Business or services organizational performance and its measurement.

### Unit - V: Productivity Improvement Techniques

(12 Hours)

Productivity Improvement Techniques: Modifying organizational characteristics and work characteristics. Work study - Method study - Value Engineering - Waste management - Human resource development strategies to increase productivity - Managing technological change. Interfaces of Productivity with Quality - Reliability and Safety. Management commitment and involvement for higher productivity - Case Study.

### Text Books

1. John G., Jr. Belcher, Productivity Plus: How Today's Best Run Companies are gaining the Competitive Edge, Gulf professional Publishing, 1987.
2. Sumanth, D.J., Productivity Engineering and Management, Tata McGraw - Hill, New Delhi, 3<sup>rd</sup> Edition, 1990.

### References

1. Christopher W. Head and Carl G. Thor, Handbook for Productivity Measurement and Improvement, Productivity Press, 1993.
2. H. James Harrington, Business Process Improvement: The Breakthrough Strategy for Total Quality, Productivity and Competitiveness, McGraw – Hill, 1991.

Semester	Course Code	Title of the Course	Hours	Credits
IV	MBA446D	Training for Effective Performance	4	3

### Course Outcomes

S.NO	CO - Statement	Cognitive Level (K-Level)
CO - 1	Describe the key concepts associated with learning & development	K1
CO - 2	Explain the training process and the various methods of training for various categories of employees in a variety of organizational contexts.	K2
CO - 3	Identify training needs of various categories of employees in a variety of organizational contexts.	K3
CO - 4	Examine the impact of training on various organizational and HR aspects.	K4
CO - 5	Evaluate the training process of various categories of employees in a variety of organizational contexts.	K5

### Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes

Course Outcomes	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Mean Scores of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	3	3	3	2	3	3	3	3	2.9
CO2	3	3	3	3	2	3	3	3	3	3	2.9
CO3	3	3	2	3	3	3	3	3	3	3	2.9
CO4	3	3	3	2	3	3	3	2	3	3	2.8
CO5	2	3	3	3	3	3	3	3	3	3	2.9
<b>Mean Overall Score</b>											<b>2.88</b>
<b>Result</b>											<b>High</b>

### Correlation

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

### Unit - I: Training for Development

(12 Hours)

Training and development: Definition - Concept of Training And Development - Need For Training –Importance of Training - Principles of Training - Areas of Training-Assessment of Training Needs -Approaches To Training Needs - Levels of Training Needs- The Role of Stakeholders In Training.

**Unit - II: Learning (12 Hours)**

learning: learning curve - Linkage of Learning With Training - Essentials for Developing a Learning Organization - Learning Process - Features - Need for Integrated Approach - Methods - Factors Influencing Learning Process - Training Needs Assessment - Approaches to Training Needs - Factors Affecting Performance - Levels of Training Needs.

**Unit - III: Training Programme Development (12 Hours)**

Identification of the training needs: Competency Gap And Skill Gap - Training Content Development - Budgeting for The Training Programme - Development of Training Process - Factors Involved In Designing a Training Programme - Checklist for Designing Training Programme - Framework for Training Programme Delivery - Making The Training Programme Functional- Designing The Means for Concluding The Training Programme – Empowering the Group- Qualities Of Professional Trainer.

**Unit - IV: Training Methods (12 Hours)**

Overview of the methods of training- Traditional Methods, e-Learning - Importance - Advantages and Disadvantages - Factors Influencing the Choice of Training Method - Developing Audio Visual Materials – Characteristics of Effective Course Materials-Printed Materials- Developing Training Support Materials.

**Unit - V: Training and Learning Evaluation (12 Hours)**

Managing effective performance - Measuring Impact of Training- Need For Result Based Training-Trend Towards Measurement of Training- Developing Result Based Approach- Levels of Training: Krikpatrick Four Level Approach-Kaufman’s Five Levels of Evaluation Of Training Impact- The Ciro Approach To Evaluate Training Method-Philip’s Five Level Roi Frame Work to Evaluate Training Impact.

**Text Books**

1. Dr.R.K.Sahu, Training for Development, Excel Books, New Delhi, 7<sup>th</sup> Edition, 2005.
2. Rolf P Lynton and UdiaPareek, Training for Development, Vistaar Publications, New Delhi, 3<sup>rd</sup> Edition, 2008.

**References**

1. Blanchard and Thacker, Effective Training Systems, Strategies and Practices, New Delhi: Pearson Education Pvt. Ltd, 2005.
2. Dubin, Leadership, Research Findings, Practices & Skills, Houghton Mifflin, 2006.
3. NilanjanSengupta, Managing Change in Organizations, New Delhi: PHI, 2006.
4. Stephen P Robbins and Philip L Hunsaker, Training in Interpersonal Skills, PHI, New Delhi, 2011.

Semester	Course Code	Title of the Course	Hours	Credits
IV	MBA446E	Hospital Waste Management	4	3

**Course Outcomes**

<i>S.NO</i>	<i>CO - Statement</i>	<i>Cognitive Level (K-Level)</i>
<i>CO - 1</i>	Illustrate to manage hospital acquired infection and to prevent a general exposure to harmful effects	<i>K-2</i>
<i>CO - 2</i>	Develop the solid waste collection systems, route optimization techniques and processing of biomedical wastes	<i>K-6</i>
<i>CO - 3</i>	Examine the operations and maintenance of sanitary landfill and sewage waste	<i>K-4</i>
<i>CO - 4</i>	Identify the design, operation, and maintenance of different methods of waste treatment	<i>K-3</i>
<i>CO - 5</i>	Describe the components of solid waste management and the laws governing it	<i>K-1</i>

**Relationship matrix for Course outcomes, Programme outcomes/Programme Specific outcomes**

<b>Course Outcomes</b>	<b>Programme Outcomes (PO)</b>					<b>Programme Specific Outcomes (PSO)</b>					<b>Mean Scores of Cos</b>
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO – 1	3	3	3	3	2	3	3	3	3	3	2.9
CO – 2	3	2	2	3	3	3	3	3	1	3	2.6
CO – 3	3	3	3	3	3	3	3	3	3	3	3.0
CO – 4	3	3	3	3	3	2	3	3	3	3	2.9
CO – 5	3	2	3	3	3	2	3	3	2	3	2.7
<b>Mean Overall Scores</b>											<b>2.8</b>
<b>Result</b>											<b>High</b>

**Correlation**

High – (2.1 – 3), Medium – (1.1 – 2), Low – (0 – 1)

**Unit - I: Hospital Hazards**

**(12 Hours)**

Meaning – Need – Principles – Purpose – Types – Physical – Biological - Mechanical – Psychological – Its Impact on Employees – Preventive measures.

**Unit - II: Hospital Acquired Infection**

**(12 Hours)**

Types of Infection – Common Nosocomial Infection and their Causative Agents – Prevention of Hospital Acquired Infection – Role of Central Sterile Supply Department – Infection Control Committee – Monitoring and Control of Cross-Infection – Staff Health.

**Unit - III: Biomedical Waste Management**

**(12 Hours)**

Meaning – Categories of Biomedical wastes – Disposal of biomedical waste products – Incineration and its importance – Standards for Waste Autoclaving, Micro Waving and Deep Burial – Segregation – Packaging – Transportation – Storage.

**Unit - IV: Human Waste Disposal & Sewage Wastes (12 Hours)**

Diseases carried from excreta – Sanitation barrier – Methods of Excreta disposal. Sewage wastes: Meaning – Composition – Aims of Sewage disposal – Decomposition of Organic Matter – Modern Sewage Treatment – Drawbacks of improper disposal of wastes – Solid and liquid.

**Unit - V: Radioactive Waste (12 Hours)**

Definition – Sources - Low level and high level radioactive wastes and their management - Radiation standard by ICRP (International Commission on Radiological Protection) and AERB (Atomic Energy Regulatory Board) - Procedure for Obtaining Clearance of – Metals – Chemicals - Drug waste.

**Text Books**

1. Basarkar Shishir, Hospital Waste Management, Jaypee Brothers Publications, 1<sup>st</sup> Edition, 2009.
2. Sanskriti Sharma, Hospital Waste Management and its monitoring, Jaypee Brothers Publications, 1<sup>st</sup> Edition, 2007.

**References**

1. Singh Anantpreet and KaurSukhjot, Biomedical Waste Disposal, Jaypee Brothers Publications, 1<sup>st</sup> Edition, 2012.
2. Sharma – Holistic approach to Hospital Waste Management published by Dept. of Hospital Administration – AIIMS, New Delhi, 2006.
3. Mohd. Faisal Khan, Hospital Waste Management, principles and guidelines, Kanishka Publishers, 1<sup>st</sup> Edition, 2004.

Semester	Course Code	Title of the Course	Hours	Credits
IV	MBA447J	Research Project		9

**Research Project**

Each student shall be required to prepare on the basis of investigations carried out by him in a business or industrial organization, project on possible solutions for a typical problem of current interest in the area of management. The report should demonstrate the capability of the student, for some creative potential and original approach to solve the practical problems in to-days business or industry. The report should include field studies, surveys, interpretation, planning and design of improved integrated management systems. It should be presented in a comprehensive manner with recommendations for solutions based on scientifically worked out data. Viva will be conducted on the basis of the report.

### **Evaluation Pattern**

- ❖ Each student should carry out his investigation separately.
- ❖ The mode of evaluating the student will consist of two parts. One on the basis of report writing and the other will be through Viva Voce.
- ❖ The valuation of the report writing and oral examination will be done by both internal and external examiner.
- ❖ 80 Marks will be awarded for report writing and 20 Marks for oral examination.

The following are the components for Marks

### **Report Writing – 80 Marks**

• Content	-	50 Marks
• Layout	-	5 Marks
• Methodology	-	10 Marks
• Grammar	-	5 Marks
• Mid-Month Review	-	10 Marks

### **Viva Voce - 20 Marks**

- ❖ Research project will be for a period of two months, which will be in the month of February and March of every academic year.
- ❖ Each student should find a reputed industry to carry out his investigation with the approval of the department.
- ❖ After completing his/her project, the student should get an attendance certificate from the company.

### **Guidelines for Research Project**

In IV Semester, all students shall undergo research project in any organization for a minimum period of eight weeks and submit a Project report thereon along with a research project certificate obtained from the organization. All students must undergo practical training in reputed Corporate with all specialties and facilities. The project report carries a maximum of 100 marks. The Project Report shall be guided and certified by a recognized guide approved by Department. The completed project report should be submitted to Department, at least 15 days before the scheduled time for Comprehensive Viva-voce examination. It is compulsory to submit two hard copies and soft copy of the project Report.

### **Project Work**

Students of MBA Programme will have to take up project work in the IV Semester.

1. The purpose of the project work is primarily to demonstrate the application of knowledge and skills acquired during the Programme, by studying and analyzing the selected area in the work situation in a systematic manner and suggesting solutions to the management.
2. The research problem for project may be taken from any one of the following sources:

- i) Comprehensive problem study, covering single organization with multifunctional area problem formulation, analysis and recommendations.
- ii) Inter organizational comparison of performances in different functional areas including management practices.
- iii) Field study / Empirical study.

### **Project Proposal**

1. The proposal of project (synopsis) should be prepared in consultation with the guide and should be submitted to the guide. The proposal should clearly state the Problem, significance, objectives, methodology, tentative statistical techniques to be used, limitations if any and future directions for further research, etc.

### **Preparation of Project Report:**

(i) The report should consist of (a) significance of the study, (b) objectives, (c) sampling and methodology, (d) statistical techniques used, (e) limitations, if any, and (f) guidelines for future research.

(ii) The length of the report shall be 60 to 80 double spacing, Times New Roman font, typed A4 size (excluding appendix and exhibits). The report is to be submitted in a bound volume.

(iii) The project report should also contain:

(a) The Certificate issued by the Organization where the student undergone his project work.

(b) Certificate from the supervisor as to strengthen the originality of work.

(d) A statement from the candidate mentioning that the work is an original one and has not been submitted earlier, either to this university or to any other institution for fulfillment of the requirement of a course of study. The candidate has to submit two hard copies and a soft copy of the project report.

Your compliance with the following format may enrich the quality of the Report.

### **Chapter I: Introduction to the study**

This Chapter may contain a brief background of the Study and profile of the Company/ Industry/organization relating to the topic of the Project

### **Chapter II: Review of Literature**

This chapter should contain a brief review of literature

### **Chapter III: Research Methodology**

This chapter should contain a problem and contemporary developments thereof. Objectives of the study, Need of the study, Scope of the study, Hypothesis, Methodology and Sample selection, Research Design, Period of the study, sources of data, tools of data collection, Statistical analysis, broad hypotheses, limitations, etc.

#### **Chapter IV: Empirical Results / Data analysis**

Discussion relating to Objectives Logical presentation of the results of the study presented in tables, graphs and figures, if any, along with necessary interpretation forms part of this chapter. It can be given in two chapters also.

#### **Chapter V: Findings, Suggestions and Conclusion**

The focus of this chapter is on broad observations made by the student against each objective specified in Chapter III, along with major Findings, Suggestions and conclusions drawn by the study. Appropriate suggestions for the policy makers / managers on future course of action are appreciated.

#### **Bibliography**

Every Project work should contain a list of books consulted for the topic studied. Research Reports, list of published research articles/ papers and popular books in the field of study may be documented in standard pattern. Whenever information /data are drawn from internet sources, please give the websites referred.

<b>II Year</b>	<b>Semester IV</b>	<b>Paper Code:</b>
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#### **Course Objective**

- Identify the knowledge and skills required for obtaining and keeping employment.
- Course work will emphasize individual skill assessments, interpersonal communication skills, workplace responsibilities, teamwork skills, safety issues, and personal management skills for the workplace.

#### **Employability skills**

<b>C</b>
<b>1*</b>



## **Course Outcome**

- To help students explore their values and career choices through individual skill assessments
- To make realistic employment choices and to identify the steps necessary to achieve a goal

### **Unit - I: Job Hunting Skills**

The job search process – Self assessment-Job hunting methods- The bases for job hunting- Life history-Identifying skills

### **Unit - II: Personal Grooming & Business Etiquette**

Introduction- Personal grooming: Hair, Face, Dressing, Hands, Accessories, Jewellery - General hygiene-Business Etiquette- Social networking.

### **Unit - 3 Telephone & E-Mail Etiquette**

Objective-Introduction-Telephone Etiquette: Tips, Placing a call, answering a call, Transferring calls, Hold procedures-Email Etiquette: 32 most important email etiquette tips.

### **Unit - 4 Interview Process**

Introduction- 10 tips for interviews- Resume preparation- Group discussion- Self introduction.

### **Unit - 5 List of Mathematical formulas**

Averages-Mean-Percentage Change- Interest-Population formula- Depreciation formula-Growth- Profit and Loss- False Weight- Discount- Ratios.

### **Text Books**

1. Kapil Dev, Vishnu P. Singh) C. Subhas, Employability Skills, Computech Publications Ltd, 2017
2. Employability Skills for Getting the Job You Want, Student Aid Publications, 2017.

### **References**

1. Rosalie Marsh, Skills for Employability: Part 1: Pre-Employment (Lifelong Learning: Personal Effectiveness Guides), Christal Publishing, 2016
2. K. Rameshwar, Pallavi TS, Employability Skills, Arihant publications; new 2017 edition (2017).

### **Guidelines for employability skill paper**

The paper is offered on an optional basis in the fourth semester of the MBA programme. The students on opting this paper will have to undergo a written exam at the end of the semester and on the successful completion of it with a minimum pass mark of 50 they will be awarded 1(one) credit.

### **Question paper pattern**

Objective questions with choice based answers are to be given in the question paper.

No. of questions = 50

Marks allocated for each question=2

Total marks=100

Master of Business Administration  
(With effect from the Academic Year 2021-2022)

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*Question Paper Pattern for Semester Examinations*

**Question paper pattern for theory papers**

The question paper shall have three sections with the maximum of 100 marks for three hours with the following break-up:

**Section - A (10 x 2 = 20 Marks)**

Section - A shall contain 10 short answer questions with two questions drawn from each unit. All the questions should be answered.

**Each question shall carry 2 marks**

**Section – B (5 x 7 = 35 Marks)**

Section – B shall contain 5 questions drawn from all the 5 units. All the questions are compulsory and will have internal choice based on either or type.

**Each question shall carry 7 marks**

**Section – C (3 x 15 = 45 Marks)**

Section - C shall contain 5 questions each drawn from every unit of the concerned paper. The last question will be case study which is compulsory.

**Each question shall carry 15 marks**

**Section A- 10x2 = 20 marks**

**Section B- 5x7 = 35 marks**

**Section C- 3x15 = 45 marks**

**Total marks = 100**

**Master of Business Administration**  
(With effect from the Academic Year 2021-2022)

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*Question Paper Pattern for Semester Examinations*

**Question paper pattern for Accounting for management and Financial Management (being a technical paper)**

The question paper shall have three sections with the maximum of 100 marks for three hours with the following break-up.

**Section – A (10 x 2 = 20 Marks)**

Section - A shall contain 10 short answer questions, drawn from all the units on the basis of minimum two questions from each unit. Five questions shall be problem and the other five shall be theory questions.

**Each question shall carry 2 marks**

**Section – B (5 x 7 = 35 Marks)**

Section-B shall contain 5 either or choice based questions from five units. First four questions will have one theory and one problem. The fifth question will have theory only.

**Each question shall carry 7 marks**

**Section – C (3 x 15 = 45 Marks)**

Section - C