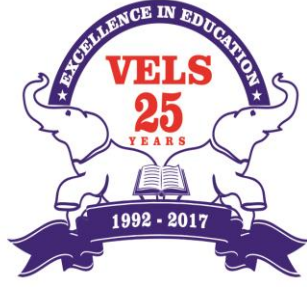


**MBA  
INTEGRATED**



## **MBA - INTEGRATED**

### **Curriculum and Syllabus**

**(Based on Choice Based Credit System)**

**Effective from the Academic year**

**2018-2019**

**Department of M.B.A**

**School of Management Studies**

**COURSE OBJECTIVE ( Skill Development)**

- Understand the fundamentals, scope and importance of **communication** in business.
- Develop individual **reading and listening skills**
- Develop an ability to communicate correctly and effectively on matters having relevance to day-today business operations.
- Transform their communication abilities by honing their **oral, written, and non verbal communication skills**. Develop effective public relations, write resumes, reports and face interviews.
- Understand the case method of learning.

**COURSE OUTCOMES:**

CO – 1: Describe the concept of **formal and informal communication**.

CO – 2: Evaluate the **role of technology in communication**.

CO – 3: Assess the effectiveness of **paralanguage and nonverbal communication**.

CO – 4: Evaluate the importance of **oral presentation**.

CO – 5: Comprehend and summarize **various reports**.

**UNIT I      Communication****12**

**Communication: Meaning, Significance and Process** — Information flow: directions of communication. Media and Types of communication.

**UNIT II      Formal and informal communication****12**

**Formal and informal communication** - Reading skills for Business communication- barriers of communication. **Role of Technology** in Communication. Business Letter- layout, kinds of business letters – Enquiry, Reply, Sales and orders, Circular Letters, Complaints.

**UNIT III      Paralanguage****12**

**Paralanguage – nonverbal communication**-visual signs -Audio signals &Audio visual noises-body language and Role play - **Presentation Skills**

**UNIT IV Oral and Aural communication**12

**12**

**Oral and aural communication:** Oral communication: Telephone conversation, Aural communication; **Listening.** Face – to – fact – Communication; writing a summer project report.

**UNIT V Reports**

**12**

**Reports:** structure, Formal and Informal Report, Checklist for compiling reports, Executive summary – Kinds of reports – Comprehension – Agenda, Minutes of Meeting.

**Total 60 hrs**

**TEXT BOOKS:**

- 1 .Lesikar, Raymond V., John D Pettit, and Mary E FlatlyLesikar’s, Basic Business Communication, Tata McGraw-Hill, 11th edition, New Delhi, 2007.
2. Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product. Pearson Education, New Delhi, 8th Edition, 2013.
3. Murphy, Herta, Herbert W Hildebrandt, and Jane P Thomas, Effective Business Communication. 7th ed. Tata McGraw-Hill, New Delhi.

**REFERENCE BOOKS:**

1. McGrath, E. H., S. J, Basic Managerial Skills for All, Prentice-Hall of India, New Delhi, 8th ed.2011.
2. Raman, Meenakhshi, and Prakash Singh, Business Communication. O U P, New Delhi, 2nd Edition, 2012.
3. Stuart Bonne E., Marilyn S Sarow and Laurence Stuart, Integrated Business Communication in a Global Market Place.3rd ed. John Wiley India, New Delhi, 2007.

**COURSE OBJECTIVE: ( Skill Development)**

- Introduction to basic listening, reading, speaking and writing skills in Hindi will be the addressed throughout the course.
- The emphasis of this introductory class is to provide a detailed explanation of the Hindi phonetics and writing system and on pronunciation, vocabulary building, basic grammar, and basic conversation.

**COURSE OUTCOMES:**

CO – 1: Recognize and pronounce all 52 Hindi sounds and the consonant and vowel combinations.

CO 2. Read and write all basic Hindi characters and their combinations.

CO –3: Understand and use a limited range of simple sentences and tenses for everyday situations.

CO –4: Communicate in everyday written and spoken contexts such as shopping, travel, and interacting with people.

CO –5: Demonstrate an understanding of the impact of status, age, gender, and religion on communication

**Unit I Introduction to the Hindi Language****12**

Introduction to the Hindi Language – Importance of Hindi. Vowels, Consonants, Vowel Consonant combination of Letters

**Unit II Conjunction Letter****12**

Conjunction Letters, Principles of Joining words, Types of Tenses. Identification of Singular and Plural words – Identification of Living and Non-Living Things.

**Unit III Sentence Formation****12**

Sentence Formation from English to Hindi Language, Framing Question tag sentences, Identify Masculine and Feminine Sentences.

**Unit IV Numbers writing**

**12**

Numbers writing, simple action words, Making and speaking your own sentences for Present, Past, Future actions.

**Unit V Translation of sentences**

**12**

Translation of English sentences into Hindi language- Self introduction

**Total 60 hrs**

**TEXT BOOKS:**

1. Kavitha kumar, Saral Hindi Bodhini for non-Hindi speaking people, June 1999
2. Krishna Gopal Vikal, Learn Hindi, June 2005

**REFERENCE BOOKS:**

1. Saral Hindi Bodhini from Hindi Prachar Sabha, Chennai, 2013

**COURSE OBJECTIVE ( Entrepreneurship)**

- To understand the historical backdrop and fundamentals of Management thoughts vital for understanding the conceptual frame work of Management as a discipline.
- To discuss the various concepts of planning, Decision making and controlling to help solving managerial problems
- To Understanding concepts of Ethics, Delegation, Coordination and Team work.
- To study and understand management concepts and styles in Global context.
- To develop understanding about emerging concepts in management thought and philosophy.

**COURSE OUTCOMES:**

CO – 1: Determine the fundamentals of management concepts and evaluate the role and skills of a manager

CO – 2: Critically apprise the management thought from the inceptions of scientific management to management science theory and its effect on future managers.

CO – 3: Assess the importance of planning and its implementation in the organization.

CO – 4: Demonstrate about the process and techniques of control.

CO – 5: Elaborate on various types of decision and apprise the problem in decision making

**UNIT I Introduction****12**

Management – Concept – Nature – Management as a Science, an Art and Profession – Process – Levels of management – Contribution of Management Thinkers: Taylor, Fayol, Elton Mayo

**Unit II Functions of Management****12**

**Functions of Management:** Planning – Concept, Nature, Importance, Steps, Limitations, Management by objectives , Management by Exception.

**UNIT III Organizing****12**

**Organizing** - Concept, Nature, Importance, Principles, **Centralization, Decentralization** - Organization Structures- Line and Staff Authority, Functional, Product, Matrix, Geographical Customer, **New Forms of Organization** – Virtual, Organizations as Networks - Types of Network Organizations/Clusters - Self- Organizing Systems. Organizational Designs for Change and Innovation - Designing Principles for New Forms of Organizations

**UNIT IV Staffing****12**

**Staffing** - Concept, Nature, Importance, Steps, Concept of knowledge worker. Directing – Concept, Nature, Importance. **Controlling** - Concept, Nature, Importance, Process of controlling, Control Techniques.

**UNIT V Decision Making****12**

**Decision making:** Concept, Nature, Importance, and Process - Types of decisions, Problems in decision making - **Modern view of conflict, Conflict Process** - Strategies for resolving destructive conflict - Stress management - employee welfare - energy management and energy audit.

**Total 60 hrs****TEXT BOOKS:**

1. L.M .Prasad, Principles of Management, Sultan Chand, 2014.
2. Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective, 9th edition, Tata McGraw-Hill Education, 2012.
3. Charles W.L Hill and Steven L McShane, ‘Principles of Management, McGraw Hill Education, Special Indian Edition, 2007.

**REFERENCE BOOKS:**

1. Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- A competencybased approach, Thompson South Western, 11th edition, 2008.
2. Heinz Weihrich, Mark V Cannice and Harold Koontz, Management- A global Entrepreneurial perspective, Tata McGraw Hill, 12th edition, 2008.
3. Stephen P. Robbins, David A.De Cenzo and Mary Coulter, Fundamentals of



**COURSE OBJECTIVE: ( Employability)**

- To know the students know about the different **financial accounting concepts** and help them to analyze the financial statements of the business.
- To understand the basic **accounts for management**.

**Course Outcomes:**

CO – 1: Distinguish between **accounting, accountancy and book keeping**

CO – 2: Illustrate journal entry through **double entry system of book keeping**.

CO – 3: Distinguish between **journal and ledger** and state the utility and format of ledger.

CO – 4: State the steps in **location and rectification of errors**.

CO – 5: Calculate depreciation through **SLM and Declining method**.

**UNIT I Introduction to Accounting**

**12**

Introduction to **Accounting - Need and Importance** – Book-keeping – Accounting Accountancy, Accounting and Book-keeping – Users of accounting information – Branches of accounting advantages & disadvantages – Basic accounting terms – Accounting concepts & conventions

**UNIT II Double Entry System**

**12**

**Double Entry System of Book-Keeping** - Double entry system – Account – Golden rules of accounting- Journal Source documents – Accounting equation – Rules for debiting - and crediting – Books of original entry – Journal – Illustrations.

**UNIT III Ledger**

**12**

**Ledger** - Meaning – Utility – Format – Posting – Balancing an account – Distinction between **journal and ledger**- Advantages and disadvantages of journal & Ledger

**UNIT IV Subsidiary Books****12**

**Subsidiary Books** - Cash Book - Features – Advantages – Kinds of cash books – Trial Balance - Definition – Objectives – Advantages – Methods – Format and Sums – Errors in accounting – Steps to locate the errors – Suspense account – Rectification of errors – Bank reconciliation theory

**UNIT V Depreciation Accounting****12**

**Depreciation Accounting**-Straight Line Method-Declining Method-Final Accounts Parts of Final Accounts – Trading account – **Profit and loss account**— **Balance sheet** – Preparation of Final Accounts with Sums

**TOTAL - 60 Hours****TEXT BOOKS:**

1. M.Y.Khan & P.K.Jain, Management Accounting, Tata McGraw Hill, 5th edition, 2009.
2. R.Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, NewDelhi, 4th edition, 2011.

**REFERENCE BOOKS:**

1. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, TataMcGraw Hill Publishers, 15th edition, 2011.
2. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 16th edition, 2013.
3. Stice & Stice, Financial Accounting Reporting and Analysis, Cengage Learning, 11th edition 2010.
4. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning, 2008.

**COURSE OBJECTIVE ( Employability)**

- To enable students to have an understanding of the various issues/components of the Indian economy so that they are able to comprehend and critically appraise current Indian economics problems.

**COURSE OUTCOMES:**

CO – 1: Describe the managerial and economic responsibility for the overall organization.

CO – 2: Discuss regarding the appropriate business decisions under uncertain business environment.

CO – 3: Categorize the products having future demand.

CO – 4: Calculate cost budget feasible taking the cost and cost functions.

CO – 5: Explain investment decision and choose the best alternatives.

**UNIT I Introduction to Managerial Economics 12**

Concepts and Techniques: Introduction to Managerial Economics – Incremental principle – equi marginal principle – some decision rules – The risk and uncertainty theory  
Demand Decisions – Demand analysis

**UNIT II Elasticity of Demand 12**

Elasticity of demand – demand overcasting – types & methods of demand forecasting – trend projection method – least square method of demand forecasting limitations & uses.

**UNIT III Production Function 12**

Input-Output Decisions - Production function – Cost and managerial decision making – Cobb-Douglas production functions – Law of variable proportion – short run cost output – long run cost output – economies and dimensions of scale of production.

**UNIT IV Market Environment 12**

**Price-Output Decisions** - Market Environment of Price Output Decisions by the Firm and the Industry – Pricing under perfect competition – digopoly pricing strategies and tactics – pricing – pricing in life-cycle of a product – capital budgeting – investment decisions – pay back period method – NPV method – internal rate of return method.

**UNIT V Theory of Firm**

**12**

**The Firm in Theory and Practice** - Economic Theory of the Firm – The Behavioral Theory of the Firm - **Managerial Theories of the Firm** – Profit concepts & analysis – Decision Making process in Managerial Economics.

**Total - 60 Hours**

**TEXT BOOKS:**

1. Paul A. Samuelson and William D. Nordhaus, Economics, 19th edition, Tata McGraw Hill, 2006.
2. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2007.

**REFERENCE BOOKS:**

1. N. Gregory Mankiw, Principles of Economics, 6th edition, Thomson learning, New Delhi, 2011.
2. Richard Lipsey and Alee Charystal, Economics, 12th edition, Oxford University Press, New Delhi, 2011.
3. Karl E. Case and Ray C. fair, Principles of Economics, Pearson Education Asia, New Delhi, 10th edition, 2011.

**COURSE OBJECTIVE: (Employability)**

- To identify the sources of law and describe their effects.
- To describe the court system and court procedure.
- To describe the nature and classes of contracts.
- To identify the elements needed to create a contract.
- To read, interpret contracts, and cases.
- To identify personal property and bailment.

**COURSE OUTCOMES:**

CO – 1: Draft a simple employment contract.

CO – 2: Comprehend agency act and basic elements of agency contract.

CO – 3: Differentiate sale and agreement to sell in terms of conditions and warranties

CO – 4: Acquainted with the legal aspects of how to deal with information technology.

CO – 5: Conversant with the various laws of consumer protection.

**UNIT I Introduction to Contract****12**

Law of contract; meaning and essentials of a valid contract; offer an acceptance; capacity to contract; consent and free consent; consideration; void agreements ; quasi contract; different mode of discharge of contract; remedies for breach of contract.

**UNIT II Contract of the Guarantee****12**

Purpose and meaning of the contract of the guarantee; kinds of guarantees; rights and obligations of creditors; rights, liabilities and discharge of surety; contract of indemnity; Definition of bailment and its kinds; duties and rights of a bailer and a bailee; rights and duties of a pledger and pledge.

**UNIT III Contract of Agency****12**

Contract of agency; definition of agent and agency; creation of agency; duties and rights of agent and principal; principal duties towards agents and third parties; termination of agency; power of attorney. Law of sale of goods-definition and essential of a contract of sale, conditions and warranties, passing of property in goods; performance of contract; right of unpaid seller; remedies for breach of contract.

**UNIT IV Negotiable Instrument****12**

**Negotiable Instrument Act**- Meaning and essential elements of a negotiable instruments; types of negotiable instrument; holder and holder in due course; negotiation of negotiable instruments' dishonour of negotiable instruments.

**UNIT V Information Technology****12**

**Meaning and scope of information technology act**; digital signature; electronic governance; regulation of certifying authority; digital signature certificates; duties of subscribers; penalties adjudication and offences.

**Total - 60 Hours****TEXT BOOKS:**

1. N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India, 2008.
2. P. K. Goel, Business Law for Managers, Bizentra Publishers, India, 2008.

**REFERENCE BOOKS:**

1. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, 11th Edition, 2010.
2. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
3. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2007.

**COURSE OBJECTIVE: (Employability)**

- The aim of this course is to enable a student to have knowledge about application of probability theory and sampling in different areas of commerce, time series analysis and application of multiple correlation and regression analysis.
- To apply the concepts in the area of management

**COURSE OUTCOMES:**

CO – 1: Explain basic statistical concepts such as measures of central tendency.

CO – 2: Select and use correct statistical method for given data analysis requirement.

CO – 3: State and differentiate between dependent variable and independent variable.

CO – 4: Explain the probability theory and its practical implications.

CO – 5: Explain scope, methods, and uses of statistics.

**UNIT I Introduction to Statistics****12**

Introduction to Statistics – Importance, Functions and Limitations

**UNIT II Collection of Data****12**

Collection of Data, Framing Questionnaire, Editing the Data, Classification of Data, Presentation of Data – Diagrams & Graphs, Tabulation of Data

**UNIT III Measures****12**

Measures of Central Tendency – Mean Median & Mode, Measure of Dispersion – Mean Deviation & Standard Deviation

**UNIT IV Correlation****12**

Correlation – Karl Pearsons and Spearmans Rank, Regression (X on Y & Y on X)  
.Skewness and Kurtosis

**UNIT V Probability Theory****12**

Probability Theory – Definition, Properties and Problems (Coin, Die, Ball and Card)

**TOTAL –60 Hours**

**TEXT BOOKS:**

1. Levin R.I. and Rubin D.S., “Statistics for management”, 7th edition, Prentice Hall of India Pvt. Ltd., New Delhi, 2001.
2. Aczel A.D. and Sounderpandian J., “Complete Business Statistics”, 5th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2009.
3. Anderson D.R., Sweeney D.J. and Williams T.A., “Statistics for business and economics”, 8<sup>th</sup> edition, Thomson (South – Western) Asia Pte. Ltd., Singapore, 2010.

**REFERENCE BOOKS:**

1. Levine D.M., Krehbiel T.C. and Berenson M.L., “Business Statistics: A First Course”, Pearson Education Asia, 2nd edition, New Delhi, 5th Edition, 2009.
2. Hooda R.P., “Statistics for Business and Economics”, 2nd edition, Macmillan India Ltd., 2010.
3. Morse L.B., “Statistics for Business and Economics”, HarperCollins college Publishers, New York, 1994.



**COURSE OBJECTIVE: ( Employability)**

- Understand the fundamentals, scope and importance of communication in business.
- Develop individual reading and listening skills
- Develop an ability to communicate correctly and effectively on matters having relevance to day-today business operations.
- Transform their communication abilities by honing their oral, written, and non verbal communication skills.
- Develop effective public relations, write resumes, reports and face interviews.
- Understand the case method of learning.

**COURSE OUTCOMES:**

CO – 1: Identify the barriers of communication.

CO – 2: Apply the concept of formal and informal communication.

CO – 3: Analyse the effectiveness of paralanguage and non-verbal communication.

CO –4: Display appropriate body language , presentation skills, writing, speaking and listening skills

CO – 5: Explain the role of technology in communication.

**UNIT I Introduction to Communication****12**

**Communication** – Meaning, Significance & Process - Information Flow: Direction of Communication – Media and types of Communication, Communication Barriers

**UNIT II Non Verbal Communication****12**

**Non Verbal Communication** – Kinesics, Paralanguage, Proxemics, Haptics

**UNIT III Presentation skills****12**

**Presentation skills – Oral and Aural Communication**, Telephone Conversation, Listening, ways for Improving Listening Skills

**UNIT IV Role of Technology in communication****12**

**Role of Technology in communication** – Various communication Devices – Telephone – Mobiles – Video Conferencing – Intercom – Fax – email - websites

**UNIT V Practicals****12**

UNIT I : Fish bowl, just a minute and dumb charade games

UNIT II: Audio files and listening to audio cassettes

UNIT III : Video files and watching clipping and analyzing communication boosters

UNIT IV : Case Studies , record book.

UNIT V: Student presentation individually and in groups.

**Total – 60 Hours**

**TEXT BOOKS:**

1. Lesikar, Raymond V., John D Pettit, and Mary E Flatly Lesikar's, Basic Business Communication, Tata McGraw-Hill, 11th edition, New Delhi, 2007.
2. Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product. Pearson Education, New Delhi, 8th Edition, 2013.

**REFERENCE BOOKS:**

1. McGrath, E. H., S. J, Basic Managerial Skills for All, Prentice-Hall of India, New Delhi, 8th ed.2011.
2. Raman, Meenakhshi, and Prakash Singh, Business Communication. O U P, New Delhi, 2<sup>nd</sup> Edition, 2012.
3. Stuart Bonne E., Marilyn S Sarow and Laurence Stuart, Integrated Business Communication in a Global Market Place.3rd ed. John Wiley India, New Delhi, 2007.
4. Guffey, Mary Ellen., Business Communication: Process and Product, Thomson and South-western, 7th edition, 2010.

**COURSE OBJECTIVE: (Employability)**

- To understand that economics is about the allocation of scarce resources, that scarcity forces
- Choice, tradeoffs exist and that every choice has an opportunity cost. Demonstrate these concepts using a production possibility frontier diagram.
- To understand how comparative advantage provides the basis for gains through trade.
- To List the determinants of the demand and supply for a good in a competitive market and explain how that demand and supply together determine equilibrium price.
- To understand the role of prices in allocating scarce resources in market economies and explain the consequences of price controls.

**COURSE OUTCOMES:**

CO – 1: Demonstrate an understanding of cardinal and ordinal approaches of theory of consumer behavior environment.

CO – 2: Capable to take appropriate business decisions under uncertain business environment.

CO – 3: Predict the future demand for the product by applying statistical method of projection.

CO – 4: Demonstrate a basic understanding of market structure

CO – 5: Describe market structure and Various theories of Economics

**UNIT I Micro Economics****12**

Micro Economics-Theory of consumer behaviour-Cardinal and Ordinal approaches-Revealed preference. Hypothesis-Hick's Revision of Demand Theory-Modern Utility, Analysis of Choice involving risks and uncertainties.

**UNIT II Demand analysis****12**

Demand analysis – Meaning of demand – law of Demand – Types of Demand – Determinants of Demand – Demand Forecasting –Elasticity of Demand. Supply Curve

**UNIT III Production function****12**

**Production function**-Linear, Homogeneous, **Cobb-Douglas** and C.E.S. Production functions-Short Run and Long Run cost curves Derivation of cost functions from productions functions-Least cost combination of factor inputs.

**UNIT IV Market structure****12**

Market structure-Perfect competition-**Monopoly and price Discrimination- Monopolistic competition**-Oligopoly and models of Oligopoly.

**UNIT V Factor Prices and factor market****12**

Factor Prices and factor market-**Pricing of factors of production**-Theories of Rent-Wages- Interest-Profits. Pricing, **Different types of Pricing**.

**TOTAL - 60 Hours****TEXT BOOKS:**

1. Sen, A. (2010): Micro Economics: Theory and Applications, Oxford University Press, New Delhi.
2. C. Snyder and W. Nicholson, Fundamentals of Microeconomics, Cengage Learning (India), 2010.

**REFERENCE BOOKS:**

1. B. Douglas Bernheim and Michael D. Whinston, Microeconomics, Tata McGraw-Hill (India), 2009.
2. Hal R. Varian, Intermediate Microeconomics, a Modern Approach, W.W. Norton and Company/Affiliated East-West Press (India), 8th edition, 2010. The workbook by Varian and Bergstrom may be used for problems.
3. Varian, Hal (1996): Intermediate Microeconomics, W.W. Norton and Company, New York.
4. Hirschleifer J and A. Glazer (1997): Price Theory and Applications, Prentice Hall of India, New Delhi.
5. Stigler, G (1996): Theory of Price, Prentice Hall of India, New Delhi.
6. Misra S.K. and V.K. Puri (2001): Advanced Microeconomic Theory, Himalaya

Publishing House, New Delhi.

7. Kreps, David, M (1990): A Course in Microeconomic Theory, Princeton University Press.

**COURSE OBJECTIVE: ( Employability)**

- To understand and learn the effective interpersonal, team building and leadership skills.
- To familiarized to adjust better in organizational settings (by developing an understanding of how and why others behave in a particular manner).
- To improve the organizational performance through the effective management of human resources.

**COURSE OUTCOMES:**

CO – 1: Apply management concept in practice.

CO – 2: Apply motivational theories to resolve problems related to organizational performance

CO – 3: Analyze the effectiveness of communication systems in a pluralistic, multicultural workforce.

CO – 4: Comprehend the organization function, and manage the behavior and interactions in the workplace.

CO – 5: State organizational factors affecting teams and culture in which the group function

**UNIT I Introduction to Organizational Behavior 12**

Concept of Management , Applying Management theory in practice, Evolution of management thought, Management process and Functions – Managerial Roles – OB Model – Contributing disciplines of OB – MBO – MBWA

**UNIT II Individual Processes in Organizations 12**

Foundations for Individual Behaviour – Learning -Attitudes and Job satisfaction – Personality and values – Perception -Motivation and Organizational performance - Early and contemporary theories of motivation.

**UNIT III Interpersonal processes in Organizations 12**

Communication in Organization -Communication Process -Methods – Barriers - Grapevine. Group Dynamics: Typology of Groups -Conflicts in groups - Leadership

Models and Concepts – leadership theories – Decision making and negotiation - Power and Politics.

**UNITIV Organisational Processes and Characteristics 12**

**Dimensions of Organization structure** – Authority, Responsibility, and Accountability – Delegation – Centralization, Decentralization, Recentralization – Line and Staff Relationship.

**UNIT V Organizational Development 12**

Resistance to Change - **Organizational Change** -Organizational development – Stress management – Business ethics and corporate social Responsibility.

**TOTAL: 60 Hours**

**TEXT BOOKS:**

1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, 15th edition, 2012.
2. Fred Luthans, Organisational Behavior, McGraw Hill, 12th Edition, 2005.

**REFERENCE BOOKS:**

1. Schermerhorn, Hunt and Osborn, Organisational behavior, John Wiley, 12th Edition, 2011.
2. Udai Pareek, Understanding Organisational Behaviour, 2nd Edition, Oxford Higher Education,2008.
3. Mc Shane & Von Glinov, Organisational Behaviour, 6th Edition, Tata Mc Graw Hill, 2012.
4. Hellrigal, Slocum and Woodman, Organisational Behavior, Cengage Learning, 2010.
5. Ivancevich, Konopaske & Maheson, Oranisational Behaviour & Management, 14th edition, Tata McGraw Hill, 2011.

**COURSE OBJECTIVE: ( Employability)**

- To familiarize the students with financial statements and principles underlying them and to develop their skills in reading Annual Reports.
- To acquaint them in brief with accounting mechanics, process and system, but emphasis is laid on sound concepts and their managerial implications.
- To lay a foundation for developing their skills in interpreting financial statements.

**COURSE OUTCOMES:**

CO – 1: Analyze and interpret the financial statements.

CO – 2: Evaluate the financial performance using ratio analysis.

CO – 3: Analyze and prepare a fund flow statement.

CO – 4: Analyze and prepare a cash flow statement.

CO – 5: Categorize and analyze different capital budgeting techniques.

**UNIT I Introduction-to-management-Accounting****12**

Introduction to management Accounting – Difference between financial accounting, management accounting and cost accounting – Financial Statements: Analysis and interpretation – Techniques of Financial Analysis – Comparative, common size and Trend analysis – Limitations of Financial Analysis.

**UNIT II Ratio Analysis****12**

Ratio Analysis: Meaning – Classification – Profitability Ratios – coverage Ratios – Turnover ratios – Financial Ratios-Advantages – Limitations.

**UNIT III Fund Flow Analysis-and-cash flow Analysis****12**

Fund Flow Analysis: Meaning – uses – Preparation of Fund Flow Statement

Cash Flow Analysis: Meaning – uses – Preparation of Cash Flow Statement

Difference between Fund Flow Analysis and cash flow Analysis



**UNIT IV Capital-Budgeting****12**

**Capital Budgeting:** Meaning – Different Methods- pay back, NPV, IRR, profitability Index, ARR – Capital Rationing.

**UNIT V Budgetary-Control****12**

Budgetary Control: Meaning – **Budgetary Control as a management Tool** – Limitations – Different Types of Budgeting.

**CASE STUDY**

1. Fund Flow Statement
2. Ratio Analysis
3. Financial Statement Analysis.

**TOTAL: 60 Hours****TEXT BOOKS:**

1. M.Y.Khan & P.K.Jain, Management Accounting, Tata McGraw Hill, 2011.
2. R.Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, New Delhi, 2011.

**REFERENCE BOOKS:**

1. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 15th edition, Tata McGraw Hill Publishers, 2010.

**COURSE OBJECTIVE: (Employability)**

- Understand the business and related factors; and business's dependency on the interactions with different environmental variables.
- Develop analytical skills and widen the understanding of macro environmental issues by applying the knowledge of macroeconomic policies and their impact on business organization and strategy.
- Understand the Political, Economic, Legal, Technological, Social and International environment with focus on their impact on business.
- Familiarize with the business environment prevailing in India and in the world understand its implications to business.

**COURSE OUTCOMES:**

- CO – 1: Analyze the environment of business.
- CO – 2: Examine the cultural environment associated with business
- CO – 3: Elaborate the economic environment and its impact on business
- CO – 4: Critically analyse the government regulations related to business
- CO – 5: Calculate the GDP and per capita income and its effect upon business.

**UNIT I Concept of Business Environment****12**

The concept of Business Environment - Its nature and significance - Brief overview of political - Cultural - Legal - Economic and social environments and their impact on business and strategic decisions.

**UNIT II Political Environment****12**

Political Environment - Government and Business relationship in India - Provisions of Indian constitution pertaining to business

**UNIT III Social Environment****12**

Social Environment - Cultural heritage - Social attitudes - impact of foreign culture - castes and communities - Joint family systems - Linguistic and Religious groups - Types of Social Organization

**UNIT IV Economic Environment****12**

Economic Environment - **Economic Systems and their impact of Business** - Macro Economic Parameters like GDP - Growth Rate - Population - Urbanization - Fiscal deficit - Plan investment - Per capita Income and their impact on business decisions

**UNIT V Financial Environment****12**

**Financial Environment** - Financial System –Financial institutions - Commercial banks - RBI – IDBI-NBFC. **Fiscal and monetary policy.**

**TOTAL - 60 Hours****TEXT BOOKS:**

1. Misra, S.K. and Puri, V.K.: Indian Economy, Himalaya Publishing House, New Delhi.
2. Francis Cherunilam: Business Environment, Himalaya Publishing House, New Delhi.
3. Morrison J, The International Business Environment, Palgrave

**REFERENCE BOOKS:**

1. Rudder Dutt and Sundharam, K.P.M.: Indian Economy, S. Chand & Company Limited, New Delhi.
2. Misra, S.K. and Puri, V.K.: Economic Environment of Business, Himalaya Publishing House, New Delhi.
3. Keith-Davis & William Frederick: Business and Society, McGraw- Hill, Tokyo.

**COURSE OBJECTIVE: (Employability)**

The aim of this course is to enable a student to have knowledge about application of descriptive statistics, sampling techniques, testing of hypothesis, time series analysis, and index numbers in different areas of Management.

**COURSE OUTCOMES:**

CO – 1: Reproduce the knowledge on the statistical concepts.

CO – 2: Identify and apply various hypotheses testing.

CO – 3: Review the need and importance of sampling techniques.

CO - 4: Examine the different methods of time series analysis and Index numbers.

CO – 5: Assess the role of SQC in management.

**UNIT I Introduction 12**

Introduction – Scope and Application. Measures of Central Tendency - Mean, Median, Mode. Measures of Dispersion – Range, Mean Deviation, Quartile deviation and Standard deviation.

Correlation – Karl Pearson’s coefficient and Spearman’s coefficient, scatter diagram.

**UNIT II Sampling Techniques & Hypothesis Testing 12**

Probability sampling- Non probability sampling- Hypothesis Testing –One sample and Two Sample for means of Small Sample(t Test) –F Test for 2 Samples Standard Deviation. Chi-Square test for Association of Attributes. ANOVA (One Way and Two Way).

**UNIT III Time Series Analysis 12**

Components of Time Series- Trend- seasonal variation – cyclical variation- random variation -Measurement of Trends – graphical method – semi average method- moving average method.

**UNIT IV Index Numbers 12**

Definition and applications of index numbers – Types of price index numbers – Laspyre’s, Paasche’s and Fisher’s price index numbers- cost of living index numbers – applications.

**UNIT V Role of Statistics in Quality Management 12**

Statistical quality control- object of SQC- control charts- types of control charts- control charts for variables- construction of mean chart- construction of range chart- advantages and limitations control charts.

**Total :60 Hours**

**TEXT BOOKS:**

- 1.Premraj.H., “Business Statistics”, 1st edition, Margham Publications.,Chennai, 2018.
2. Anderson D.R., Sweeney D.J. and Williams T.A., “Statistics for business and economics”, 8th edition, Thomson (South – Western) Asia Pte. Ltd., Singapore, 2010.
3. Aczel A.D. and Sounderpandian J., “Complete Business Statistics”, 5th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2009.
4. Levin R.I. and Rubin D.S., “Statistics for management”, 7th edition, Prentice Hall of India Pvt.Ltd., New Delhi, 2001.

**REFERENCE BOOKS:**

1. Hooda R.P., “Statistics for Business and Economics”, 2nd edition, Macmillan India Ltd.,2010.
2. Levine D.M., Krehbiel T.C. and Berenson M.L., “Business Statistics: A First Course”, Pearson Education Asia, 2nd edition, New Delhi, 5th Edition, 2009.
3. Morse L.B., “Statistics for Business and Economics”, HarperCollins college Publishers, NewYork, 1994.

**COURSE OBJECTIVE: ( Employability)**

- To develop understanding of **marketing concepts**, philosophies and historical background.
- To develop understanding of **marketing operations and complexities** for students to apply in practical business situations.
- To understand concepts related to **STP, product attributes, and pricing strategies** prevalent in domestic and international scenario.
- To study various **tools and techniques of promoting the products** in ethical manner.
- To understand **emerging concepts of marketing** in the emerging global markets.
- To emphasise **the importance of marketing function** in an organization.
- To understand the core concepts right from deciding the segment till **customer satisfaction**.

**COURSE OUTCOMES:**

CO – 1: Organize the evolution of **marketing philosophies**

CO – 2: Importance of **macro and micro environment** in moulding the company marketing function

CO – 3: Learner will **understand and differentiate the consumer and institutional buying behavior**

CO – 4: Inspect the importance of **integrated marketing communications**.

CO – 5: Infer the importance of **marketing research in decision making**.

**UNIT I Introduction****12**

Understanding the term **Marketing-Importance of Marketing**-Scope of Marketing-Core Concepts-Company Orientation toward market place - Marketing and Customer Value-Marketing Environment-Micro and Macro Environment.

**UNIT II Consumer Markets****12**

**Consumer Markets: Model of Consumer Behavior**, Seven Os Structure, Factors

Affecting Consumer Behavior, Stages in the Adoption Process, Industrial Markets - Characteristics, Industrial Buyer Behavior, Service Marketing-Characteristics-Marketing Strategy.

**UNIT III Market Segmentation 12**

Market Segmentation: Levels and Bases for Segmentation, Segmenting Consumer Markets, Business Markets, Market Targeting -Evaluating Market Segments -Product Positioning, Positioning Strategies.

**UNIT IV Marketing Programme 12**

Marketing Programme: Decisions Involved in Product, Branding, Packaging, Product Line and Product Mix Decisions, New Product Development, Product Life Cycle. Pricing Products, Strategies, Distribution -Channels, Channel Management Decisions, Promotion Mix - Advertising, Sales Promotion, Public Relations, Personal Selling.

**UNIT V Marketing Research 12**

Marketing Research and Control: Marketing Research – Objectives & Scope – Research designs – research procedure – data types & sources, sampling techniques, analysis & reporting. Demand Measurement and Sales Forecasting Methods, Estimating Current and Future Demand. Annual Plan Control, Efficiency Control, Profitability Control and Strategic Control, Marketing Audit, Online Marketing.

**CASE STUDY:**

- Marketing strategy Implementation.
- Market Segmentation / Targeting / Positioning.
- Product Levels, Pricing

**TOTAL - 60 Hours**

**TEXT BOOKS:**

1. Philip Kotler and Kevin Lane, Marketing Management, PHI 13th Edition, 2013
2. Paul Baisen et al, Marketing, Oxford University Press, 13th edition, 2008.

**REFERENCE BOOKS:**

1. Micheal R. Czinkota & Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, 2nd edition, 2001.
2. Duglas, J. Darymple, Marketing Management, John Wiley & Sons, 7th edition, 2008.
3. NAG, Marketing successfully- A Professional Perspective, Macmillan 2008.
4. Boyd Walker, Marketing Management, McGraw Hill, 5th edition, 2006.
5. Dalvymple, Marketing Management, Wiley India Pvt Ltd, 2008.
6. Keith Flether, Marketing Management and Information Technology, Prentice Hall, 1998
7. Ramaswamy V.S. Namakumari S, Marketing Management - The Indian Context, Macmillan India Ltd, 2006

**18CMBF33**

**FINANCIAL MANAGEMENT**

**4004**

**COURSE OBJECTIVE: (Employability)**

- To familiarized with the various sources of finance which a business house can mobilize.
- To Develop the ability to measure the risk and return of the various portfolios.
- To Implement investment decisions, the process and methods of evaluation of various investment proposals.
- To Develop the skills to analyze the impact of various financing alternatives on the wealth maximization/ valuation of the firm.
- To Develop the ability to manage the profit generating (current) assets and strike a balance between liquidity and profitability.

**COURSE OUTCOMES:**

CO – 1: Analyze the finances of individual corporations both in terms of their performance and capital requirements

CO – 2: Evaluate different capital budgeting techniques & its application on investment decisions

CO – 3: Assess the importance of risk within the context of financial decision making

CO – 4: Estimate cost of capital for long term source of finance



CO – 5: Examine different factors influencing the working capital requirement of the firm

**UNIT I Introduction to Financial Management 12**

Introduction to Financial Management -Objectives of financial management - financial decisions – financial planning – objectives and principles of Sound financial planning – long term and short term financial plan – factors affecting financial plan – Sources of finance for companies

**UNIT II Investment Decisions 12**

Investment Decisions – capital budgeting – significance – techniques of evaluation of investment- Payback, Accounting rate of return-Net Present Value- Internal Rate of Return-Profitability Index

**UNIT III Financing Decisions 12**

Financing Decisions – capital structure – factors influencing capital structure –leverage - Financial-Operating - Combined Leverages -Long term sources of finance -Cost of Capital – Meaning and Significance – Components – Cost of Equity, Cost of Debt, Cost of Preferred capital, Cost of retained earnings and weighted average cost of capital

**UNIT IV Dividend decision 12**

Dividend decision – Dividend policy - determinants of dividend policy -Dividend theories – Walter -Gordon and MM theory - forms of dividend – Share split – Buyback of shares.

**UNIT V Working Capital Management 12**

Working Capital Management – meaning – importance of adequate working capital-excess or inadequate working capital – determinants of working capital requirement – sources of working capital finance

**Total- 60 Hours**

**TEXT BOOKS:**

1. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata

McGraw Hill,5th edition, 2008.

2. I. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10th edition, 2007.

**REFERENCE BOOKS:**

1. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 3rd edition,2013.
2. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 12th Edition,2008.
3. Brigham, Ehrhardt, Financial Management Theory and Practice, 13th edition, Cengage Learning2010.
4. Prasanna Chandra, Financial Management, 8th edition, Tata McGraw Hill, 2011.
5. Srivatsava, Mishra, Financial Management, Oxford University Press,2nd edition, 2008

**COURSE OBJECTIVE: (Employability)**

- To develop the employment relations and knowledge to resolve the issues.
- To Designing the appreciate role of HR specialist for implementing HRM policies.
- To Managing the manpower to motivate and attract them to retain in the organization.
- To develop the responsibility of employer and legal system to manage the employment relations.

**COURSE OUTCOMES:**

CO – 1: Discuss the history and evolution of HRM.

CO – 2: Explain the importance of HRM in the organization through their roles responsibilities, challenges etc.

CO – 3: Explain how training helps to improve the employee performance.

CO – 4: Compare and contrast between coaching and Mentoring

CO – 5: Apply the Concept of job application and how it is practically applied in the organisation.

**UNIT I Human Resource Management****12**

Meaning, Scope & Objectives of HRM, Evolution of HRM, Difference between PM & HRM, HRM function's, HR as a Strategic Business Partner, HR Policy & procedures. Competitive challenges influencing HRM Qualities & qualification of HR Manager, Roles and Responsibilities of HR Manager/Departments,

**UNIT II HumanResource Process****12**

Human Resource Planning – Job Analysis and Design -Recruitment - Selection and placement process – Types of interviews, Placement, Orientation & Induction, Determining training needs, Training Approaches. Separation process & Exit interview.

**UNIT III Managing Careers****12**

**Career Development vs Employee development**, Career stages – Career Choices and Preferences, Mentoring and Coaching, Time Management.

**UNIT IV Performance Management** **12**

**Purposes of Performance Management**, Performance Appraisal Methods, Punishment and Promotion, Job evaluation. Wage & Salary administration – Concepts, Pay structure, Incentives, Bonus, Insurance.

**UNIT V Contemporary Issues in HRM** **12**

**Talent Management, Competency Mapping**, Industrial Relations – Health & Safety issues, grievance handling, Work Life Balance, Quality of Work Life, HRD in India, International HRM.

**TOTAL :60 Hours**

**TEXT BOOKS:**

1. Decenzo and Robbins, Human Resource Management, Wiley, 11th Edition, 2013.
2. Dessler, Human Resource Management, Pearson Education Limited, 13th edition, 2007

**REFERENCE BOOKS:**

1. Mamoria C.B. and Mamoria S. Personnel Management, Himalaya Publishing Company, 5th edition, 2011
2. Bernadin, Human Resource Management, Tata McGraw Hill, 6th edition 2012.
3. Eugene Mckenna and Nic Beach, Human Resource Management, Pearson Education Limited, 2nd edition, 2008.
4. Wayne Cascio, Managing Human Resource, McGraw Hill, 8th edition, 2009.
5. Ivancevich, Human Resource Management, McGraw Hill, 7th edition, 2010.

**COURSE OBJECTIVE: (Employability)**

- Critical Thinking: demonstrate critical thinking skills in relation to environmental affairs
- Communication: demonstrate knowledge and application of communication skills and the ability to write effectively in a variety of contexts.
- Interdisciplinary Synthesis: demonstrate an ability to integrate the many disciplines and fields that intersect with environmental concerns.
- Ecological Literacy: demonstrate an awareness, knowledge, and appreciation of the intrinsic values of ecological processes and communities.

**COURSE OUTCOMES: (Employability)**

CO – 1: To understand the nature and facts about environment.

CO – 2: To find and implement scientific, technological, economic solutions to environmental problems.

CO – 3: Examine the interrelationship between living organisms and environment.

CO – 4: To understand the integrated themes and biodiversity, natural resources, pollution control and waste management.

CO – 5: To appreciate the importance of environment by assessing its impact on the human world.

**UNIT I Multidisciplinary nature of environmental studies 12**  
Definition, scope and importance

**UNIT II Natural Resources 12**  
**Renewable and non-renewable resources** : Natural resources and associated problems. a) **Forest resources** : Use and over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forest and tribal people. b) **Water resources** : Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems. c) **Mineral resources** : Use and exploitation, environmental effects of extracting and using mineral resources, case studies. d) Food

resources : **World food problems**, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies. e) **Energy resources** : Growing energy needs, renewable and non renewable energy sources, use of alternate energy sources. Case studies. f) **Land resources** : Land as a resource, land degradation, man induced landslides, soil erosion and desertification. • Role of an individual in **conservation of natural resources**.

• Equitable use of resources for sustainable lifestyles.

### **UNIT III Ecosystems**

**12**

- **Concept of an ecosystem**. • Structure and function of an ecosystem.
- Producers, consumers and decomposers. • Energy flow in the ecosystem.
- Ecological succession. • Food chains, food webs and ecological pyramids.
- Introduction, types, characteristic features, structure and function of the following ecosystem :-

a. **Forest ecosystem**

b. **Grassland ecosystem**

c. **Desert ecosystem**

d. **Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)**

### **UNIT IV Biodiversity and its conservation**

**12**

- Introduction – Definition : genetic, species and ecosystem diversity.
- **Biogeographical classification of India**
- **Value of biodiversity** : consumptive use, productive use, social, ethical, aesthetic and option values
- Biodiversity at global, National and local levels.
- India as a mega-diversity nation
- Hot-spots of biodiversity.
- Threats to biodiversity : habitat loss, poaching of wildlife, man-wildlife conflicts.
- Endangered and endemic species of India
- Conservation of biodiversity : In-situ and Ex-situ conservation of biodiversity.

### **UNIT V Environmental Pollution**

**12**

Definition • Cause, effects and control measures of :-

a. **Air pollution**

b. Water pollution

c. Soil pollution

d. Marine pollution

e. Noise pollution

f. Thermal pollution

g. Nuclear hazards

- **Solid waste Management** : Causes, effects and control measures of urban and industrial wastes.
- Role of an individual in prevention of pollution.
- Pollution case studies.
- Disaster management : floods, earthquake, cyclone and landslides.

## **UNIT VI Social Issues and the Environment**

**12**

- From Unsustainable to Sustainable development
- Urban problems related to energy
- Water conservation, rain water harvesting, watershed management
- Resettlement and rehabilitation of people; its problems and concerns. Case Studies
- Environmental ethics : Issues and possible solutions.
- Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust. Case Studies.
- Wasteland reclamation.
- Consumerism and waste products.
- **Environment Protection Act.**
- **Air (Prevention and Control of Pollution) Act.**
- **Water (Prevention and control of Pollution) Act**
- **Wildlife Protection Act**
- **Forest Conservation Act**
- Issues involved in enforcement of environmental legislation.

## **Unit VII Human Population and the Environment**

**12**

- **Population growth, variation among nations.**
- **Population explosion** – Family Welfare Programme.

## VII

- Environment and human health.
- Human Rights.
- Value Education.
- HIV/AIDS.
- Women and Child Welfare.
- Role of Information Technology in Environment and human health.
- Case Studies.

## UNIT VIII Field work

- Visit to a local area to document environmental on river/forest/grassland/hill/mountain
- Visit to a local polluted site-Urban/Rural/Industrial/Agricultural
- Study of common plants, insects, birds.
- Study of simple ecosystems-pond, river, hill slopes, etc.

**TOTAL – 60 Hours**

### TEXT BOOKS:

1. Agarwal, K.C. 2001 Environmental Biology, Nidi Publ. Ltd. Bikaner.
2. Bharucha Erach, The Biodiversity of India, Mapin Publishing Pvt. Ltd., Ahmedabad - 380013, India, Email: mapin@icenet. net (R).
3. Brunner R.C., 1989, Hazardous Waste Incineration, McGraw Hill Inc. 480p.
4. Clerk B.S., Marine Pollution, Clarendon Press Oxford (TB).
5. Heywood, V.H & Waston, R.T. 1995. Global Biodiversity Assessment. Cambridge Univ. Press 1140p.
6. Jadhav, H & Bhosale, V.M. 1995. Environmental Protection and Laws. Himalaya Pub. House, Delhi 284 p.
7. Mckinney, M.L. & School, R.M. 1996. Environmental Science Systems & Solutions, Web enhanced edition. 639p.

### REFERENCE BOOKS:



1. Cunningham, W.P. Cooper, T.H. Gorhani, E & Hepworth, M.T. 2001, Environmental Encyclopedia, Jaico Publ. House, Mumbai, 1196p.
2. Trivedi R.K., Handbook of Environmental Laws, Rules Guidelines, Compliances and Standards, Vol I and II, Enviro Media (R)
3. Trivedi R. K. and P.K. Goel, Introduction to air pollution, Techno-Science Publication (TB)
4. Wanger K.D., 1998 Environmental Management. W.B. Saunders Co. Philadelphia, USA 499p

**18CMBF42**

**COMPUTER APPLICATIONS**

**4 0 0 4**

**COURSE OBJECTIVE: (Employability)**

- This course introduces the essential concepts necessary to make effective use of the computer. Students achieve an understanding of what a computer can do, how it works, and how it can be used to create documents using word processing and spreadsheet applications for personal and business use.

**COURSE OUTCOMES:**

CO-1: Evaluate the fundamentals of internet with regard to its safety.

CO – 2: Understand different components of hardware systems, cables & assemblies.

CO- 3: Create the file management and word processing.

CO-4: Understand the fundamentals of MSEXCEL and manipulate various functions and commands.

CO-5: Create the ease to work with MS Powerpoint to manipulate records, creating records and web designing

**UNIT I Introduction to Basics**

**12**

**Internet Basics**, Internet Safety, Hardware/Software Basics.

**UNIT II Identify Components of a Hardware System**

**12**

Identify Components of a **Hardware System**, Cables and Assembly. Application vs. Operating Software, File Management Word Processing.

### **UNIT III Microsoft Word**

**12**

**Microsoft Word**, Terminology , Word Basics , Editing , Helpful Word ,Features , Formatting Literacy at the keyboard Word Processing – Microsoft Word – Continued, Formatting , Working with Graphics & DTP , Document Commands, Mail Merge , Spreadsheets .

### **UNIT IV Microsoft Excel**

**12**

**Microsoft Excel** , Terminology **Excel Basics** , Formatting Worksheets , **Organizing the Worksheet** ,**Formulas/Functions Spreadsheets** – Microsoft Excel – Continued , Formulas/Functions, Continued , Sorting, Filters, and Templates , Charts , Presentations .

### **UNIT V Microsoft PowerPoint**

**12**

**Microsoft Power Point** , Terminology , Design Guidelines , PowerPoint Basics , Creating & Enhancing Presentations, Design Templates/Fonts, Presentations – Microsoft PowerPoint – Continued ,Group & Individual PowerPoint Projects , Databases – Microsoft Access ,Terminology , Access Basics , Manipulating Records , Creating/Modifying Forms , Finding/Ordering Data (Queries & Filters) , Creating Reports , **Web Design (If Time Permits) Basic HTML ,Web Page Editors.**

**Total - 60 Hours**

#### **TEXT BOOKS:**

- 1.Turban Rainer and Potter – Introduction to Information Technology, John Wiley & Sons, 2005.

#### **REFERENCE BOOKS:**

- 1.Richard D Gitlin, Jeremiah F Hayes, Stephen BWeinstein, Data Communications Principles, Springer, 1992
- 2.William Stallings, Data and Computer Communications, Prentice Hall, 2007
- 3.Behrouz A. Forouzan, DeAnza College, Data Communications and Networking, McGraw-Hills, 2007

4.N.D.Birrell, M.A.Ould, A Practical Handbook for Software Development, Cambridge University Press, 1988

5.Sanjay Saxena: A first course in computers, Vikas Publishing House Pt. Ltd. 2000

## **18CMBF43 PRODUCTION MANAGEMENT**

**4 0 0 4**

### **COURSE OBJECTIVE: ( Employability)**

- To considers the operations from a managerial perspective.
- To consider key performance measures of operations (productivity, quality and response time) as well as important concepts for improving the performance of operations along these dimensions. At the end of the course students will have a fair understanding of the role Production/Operations Management plays in business processes.
- To Emphasis both to familiarization of various production processes and service systems, and to quantitative analysis of problems arising in the management of operations.

### **COURSE OUTCOMES:**

CO – 1: Analyse and appreciate the principles and applications relevant to the planning, design, and operations of manufacturing/service firms.

CO – 2 : Evaluate various factors affecting plant location.

CO – 3 : Critically analyse the factors affecting productivity.

CO – 4 : Evaluate various bio-mechanical factors on production performance.

CO – 5 : Develop basic logistics system.

## **UNIT I Production Management**

**12**

Introduction, evaluation, major long term and short term decisions; objectives, importance and activities; difference between products and services (from POM view point) Meaning and types of Production System; Production to order and production to stock; plant location; factors affecting locations; plant layout; meaning, objectives, characteristics and types; plant layout and materials handling.

**UNIT II Production Planning and Control****12**

Meaning, Objectives, Scope, Importance & Procedure of Production Planning, Routing scheduling **Master Production Schedule**, Production Schedule, Dispatch, Follow up, **Production Control**-Meaning, objectives, Factors affecting Production Control

**UNIT III Productivity & Ergonomics****12**

Meaning, Importance, Measurement, Techniques, **Factors affecting Productivity**, Measures to boost Productivity, Quality Control, **Quality Circles. Ergonomics** Definition, Importance, Work and Rest cycles, Bio – mechanical factors, Effects of factors – light, ventilation, heat, noise on performance.

**UNIT IV Supply-Chain-Management****12**

Meaning and definition- components/participants of SC- **concept of SCM**- Objectives of SCM- SCM process: **Customer relationship management**, customer service management, demand management, customer order fulfillment, manufacturing flow management, Procurement management/supplier relationship management, product development & Commercialization, returns management – Factors driving the evolution of SCM – **objectives of SCM** – supply chain planning.

**UNIT V Logistics Management****12**

Meaning and definition – significant of logistics – business logistics- concepts of logistics management – objectives of logistics management – elements of logistics management – **logistics management v/s supply chain management** – integrated logistics- operating of objectives of integrated logistics:

**TOTAL-60 Hours****TEXT BOOKS:**

1. Aswathappa K and ShridharaBhat K, Production and Operations Management, HimalayaPublishing House, 6th Edition, 2010.
2. Pannerselvam R, Production and Operations Management, Prentice Hall India, 3rd Edition, 2013.
3. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 2006.

## REFERENCE BOOKS:

1. Kanishka Bedi, Production and Operations Management, Oxford University Press, 2007.
2. Russel and Taylor, Operations Management, Wiley, 7th Edition, 2010.
3. Chary S. N, Production and Operations Management, Tata McGraw Hill, 5th Edition, 2008.
4. Chase Jacobs, Aquilano & Agarwal., Operations Management, Tata McGraw Hill, 11th edition, 2006.
5. Mahadevan B, Operations Management Theory and practice, Pearson Education, 2nd edition, 2010.

18CMBF44

RESEARCH METHODOLOGY

4 0 0 4

## COURSE OBJECTIVE (Employability)

- To comprehend the objectives of research and the steps involved in research process.
- To use different data collection methods and sampling design techniques in their own research.
- To analyze the collected and processed data with the help of statistical tools.
- To generalize and interpret the data and prepare a research report.

## COURSE OUTCOMES:

CO – 1: Explain qualitative, quantitative and mixed methods research with ethical and philosophical consideration.

CO – 2: Exhibit good practices in conducting a qualitative interview and observation.

CO – 3: Differentiate between a population and sample and determine the sample size.

CO – 4: Explain various steps involved in coding qualitative data.

CO – 5: Apply various statistical tools to practical problems and use hypothesis testing to draw inferences.

UNIT I Introduction to Research

12

Meaning and definition of **Research**, Objectives, Nature and scope of research, types of research, **Research methods Vs. Research Methodology**.

**UNIT II Concepts of Research**

**12**

**Research Process, Research design**: Phases of research design, **concepts relating to research design, types** - Exploratory, Descriptive, Causal, hypothesis testing .

**UNIT III Sources and Collection of Data**

**12**

Sources and collection of data; **Primary and secondary sources**, survey observation, experimentation – **Questionnaire Vs. Schedule**.

**UNIT IV Sampling**

**12**

Sampling: Nature, Simple, **Probability and complex probability; Non-probability samples. Scaling techniques. Testing of hypothesis.**

**UNIT V Report Writing**

**12**

Interpretation and **Report writing**, steps in writing report, Layout of research report, types of reports.

**TOTAL - 60 Hours**

**TEXT BOOKS:**

1. Donald R. Cooper and Pamela S. Schindler, Business Research methods, 12th Edition, Tata Mc Graw Hill, 2010.

**REFERENCE BOOKS:**

1. Alan Bryman and Emma Bell, Business Research methods, Oxford University Press, New Delhi, 3rd edition, 2011.

2. Uma Sekaran, Research methods for Business, Wiley India, New Delhi, 2010.

3. K. N. Krishnaswamy, AppaIyerSivakumar and M. Mathirajan, Management Research Methodology, Pearson Education, New Delhi, 2009.

**Course Objective: (Employability)**

- Understand the role, scope and growing contribution of financial services in the service sector of the economy.
- Comprehend the role of depository system, dematerialization and re-materialization of the securities. Study the role, types of mutual funds and computation of NAV.
- Role of intermediaries and its regulating bodies.
- Know the impact and role of Credit rating in the corporate world.

**Course Outcome:**

At the end of the course the students will be able to:

CO – 1: Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.

CO – 2: Develop insights regarding concept and mechanism of various financial markets and services

CO – 3: Utilize the guidelines provided by various legal and regulatory frameworks to analyze the different financial services.

CO – 4: Develop insights regarding concept and Mechanism of various financial markets and services

CO – 5: Build skills to evaluate an individual's assets, needs and prepare plans for efficient wealth management.

**UNIT I FINANCIAL SERVICES 9**

Concept and meaning. Classification – Traditional and Modern activities; Fund-based and non-fund based activities. Financial Engineering – Need for financial innovation; new financial products and services. Current scenario and challenges to the financial services sector in India.

**UNIT II MERCHANT BANKING 9**

Concept and evolution of merchant banking (MB) in India. SEBI (MB) Regulations, 1992. Functions of MBs – MBs' activities and SEBI

guidelines related to issue management. Recent Developments and Challenges ahead – Institutional Structure – **Functions of Merchant Banking** - Legal and Regulatory Frameworks – SERA- SEBI guidelines- Merchant banking in India – NBFCs Types of activities – Regulation of NBFC in India.

**UNIT III VENTURE CAPITAL 9**

**Venture capital: growth of venture capital in India- financing pattern** – legal aspects and guidelines for venture capital – leasing- types of leases – leasing vs borrowing – credit rating: CRISIL, ICRA & care – factoring, forfeiting- bill discounting – types of factoring arrangements – factoring in Indian context.

**UNIT IV MUTUAL FUND 9**

**Mutual funds: concepts and objectives – functions and portfolio classification-** guidelines for mutual funds – working of public and private mutual funds in India – performance measure of a mutual fund – Regulation – SEBI guidelines for mutual funds.

**UNIT V OTHER FINANCIAL SERVICES 9**

**Factoring and bill discounting concept process and forms.** Functions of a factor. Legal aspects of factoring and bill discounting. Factoring scenario in India. - Credit rating concept and utility. Credit rating agencies in India and their performance. Financial dimensions of crediting rating methodology. Types of ratings and symbols. Consumer Credit – Credit Cards – Real Estate Financing – **Bills Discounting** – Recent Developments in Factoring and Forfeiting. Personal Financial Services: Debit Card - Credit Card - On Line Stock Trading – Housing Loans – Other Personal Loans.

**Total 45 hrs**

**Text Books:**

1. C Rama Gopal, “Management of Financial Services”, Vikas Publishing House, 1<sup>st</sup> Edition, 2014.
2. M.Y.Khan, “Financial Services”, Tata McGraw Hill, 12<sup>th</sup> Edition, 2012.
3. Machiraju, “Indian Financial System”, Vikas Publishing House, 2<sup>nd</sup> Edition, 2010.



**References:**

1. Rajesh Kothari, “Financial Services in India – Concepts and Application”, Sage India. 2010.
2. J.C.Verma, “A Manual of Merchant Banking”, Bharath Publishing House, New Delhi, 2001.
3. B.S Bhatia, G.S.Batra,“Management of Financial Services”,Deep and Deep Publications, 1996.

18EMBF22

**Course Objective: ( Employability)**

- To explain the Quality concept, principles and its various tools.
- To explain the statistical process control for the implementation of quality management.
- To create an awareness about the ISO certification process and its need for the industries.

**Course Outcomes:**

At the end of the course, the students will be able to:

CO – 1: Analyze the implementation of quality management.

CO – 2: Explain the implementation of SPC tools.

CO – 3: Explain the implementation of management tools

CO – 4: Record knowledge on the various techniques of quality management.

CO – 5: Explain the implementation of SPC tools using Six Sigma methodologies

**UNIT I INTRODUCTION**

**9**

Evolution of Quality – Quality Definition and Contributions by Deming, Juran, Crosby, Feiganbaum, Ishikawa and Taguchi – Definition of quality management – Quality management Framework – Barriers or Obstacles for implementation of quality management – Cost of Quality

**UNIT II QUALITY MANAGEMENT SYSTEMS**

**9**

Introduction – Benefits of ISO Registration – ISO 9000 series of Standards – ISO 9001 Requirements – Implementation – Documentation – Writing the Documents – Quality Auditing

**UNIT III STATISTICAL PROCESS CONTROL**

**9**

Introduction – Pareto Analysis – Cause and Effect Diagram – Checklist or Check sheet – Process Flow Chart – Histogram – Scatter Diagram – Statistical Fundamentals such as Mean and Standard deviation – Chance and Assignable Causes – Control Charts for Variables – Process Capability Analysis such as  $C_p$  and  $C_{pk}$  – Control Charts for Attributes.

**UNIT IV TOOLS AND TECHNIQUES**

**9**

Plan-Do-Check-Act (PDCA) Cycle – Quality Circles – Seven Management tools – Benchmarking – Quality Function Deployment (QFD) – Failure Mode and Effect Analysis (FMEA) – Taguchi Method

## **UNIT V SIX SIGMA**

**9**

Evolution – TQM vs. Six Sigma – What is Six Sigma – Six Sigma methodologies Such as DMAIC, DFSS – Six Sigma Belts.

**Total 45 hrs**

### **TEXT BOOKS:**

1. Besterfield, et al., Total Quality Management, Pearson Education Asia, 3rd Edition, 2006.
2. Suganthi, L. and Samuel, A., Total Quality Management, Prentice Hall (India) Pvt. Ltd., 2006.

### **REFERENCE BOOKS:**

1. Evans, J.R. and Lindsay, W. M., The Management and Control of Quality, 6th Edition, South-Western (Thomson Learning), 2005.
2. Oakland, J.S., TQM – Text with Cases, Butterworth – Heinemann Ltd., Oxford, 3rd Edition, 2006.
3. Janakiraman, B. and Gopal, R.K., Total Quality Management – Text and Cases, Prentice Hall (India) Pvt. Ltd., 2006.
4. Pathak ,G., Total Quality Management, Macmillan publishers India Ltd., 2011.

**COURSE OBJECTIVE: (Employability)**

- This course will help the student to get exposure on Employee Relations.
- To understand the relations ship between the employee, employer, union and government.

**COURSE OUTCOMES:**

CO-1: Describe basic knowledge of the Indian Industrial Relations System and its distinctive features in comparison to other countries

CO-2: Demonstrate awareness regarding government machinery to settlements of industrial dispute

CO-3: Identify all the essential factor in the productivity of workers which contribute to industrial progress.

CO-4: Discuss techniques to eliminate or minimize the number of strikes, lockouts and gheraos.

CO-5: Demonstrate understanding on labour problems and remedial measures in the country

**UNIT I EMPLOYEE RELATIONS**

9

Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct

**UNIT II INDUSTRIAL CONFLICTS**

9

Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.

**UNIT III LABOUR WELFARE**

9

Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.

**UNIT IV INDUSTRIAL SAFETY**

9

Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.

**UNIT V WELFARE OF SPECIAL CATEGORIES OF LABOUR**

9

Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour –BPO & KPO Labour - Social Assistance – Social Security – Implications.

**Total 45 hrs**

**TEXT BOOKS:**

1. Dynamics of Industrial Relations, Mamoria, Mamoria & Gankar (2008), Himalaya Publishing House
2. Industrial Relations in India, Ratan Sen (2010) MacMillan

**REFERENCE BOOKS:**

1. Industrial Relations Emerging Paradigms, B.D.Singh (2010), Excel Books

**COURSE OBJECTIVES: (Employability)**

- To focus on high performance goals in the organization
- To understand the stages of team development & its importance
- To analyze how to manage conflict and teams at work place

**COURSE OUTCOMES**

CO – 1: Identify the drives & situational needs of the team at work

CO – 2: Apply critical thinking skills to evaluate group dynamics and team processes.

CO – 3: Identify, demonstrate, analyze, manage, and evaluate team skills within the context of the class project.

CO – 4: Analyze the skills for understanding group dynamics and working effectively in groups.

CO – 5: Apply the principles of team processes by serving on a class project team.

**UNIT I: INTRODUCTION TO TEAM MANAGEMENT****9**

Understanding teams – define the team success – importance & scope of Team – Team process – Team Organization – Evolution of team in industry –Process of Team work – Team work for individuals at work

**UNIT II: TEAM BUILDING AT WORK****9**

Team Building and Interpersonal Process: Process Consultation - Team building -Team building activities-Making of Effective Team - Types of team building - role in team building- the results of team building- Concept of Group dynamics - Group development Stages.

**UNIT III: MANAGING CONFLICT & DESIGNING EFFECTIVE TEAMS****9**

Team Effectiveness - High performing teams - Team Roles - cross functional and self-directed teams - Teams and Team Building (Interpersonal Effectiveness) Basics of Team and Team Building - Conflict in teams : Conflict Resolution : Negotiation.

**UNIT IV: TEAM COMMUNICATION****9**

Setting up teams–Team communication at work - choosing team leaders Training teams for process improvements -

**UNIT V: GROUP BEHAVIOR AND GROUP DYNAMICS WORK GROUPS****9**

Group Behavior and Group Dynamics Work groups' formal and informal groups and stages of group development- Concepts of Group Dynamics - group conflicts and group

decision making. Team Effectiveness - High performing teams - **Team Roles** - cross functional and self-directed teams

**Total 45 hrs**

**TEXT BOOKS**

- Daniel Levi, Group dynamics for teams, 5<sup>th</sup> Edition, Sage Publication,2019, ISBN-13: 978-1483378343,ISBN-10: 1483378349.
- Leigh Thompson, Making the Team: A Guide for Managers 6th Edition, Kindle Edition,2017, ISBN-13: 978-0134484204 ,ISBN-10: 0134484207

**REFERENCE**

- Bolman, L. G., and Deal, T. E., Reframing Organizations: Artistry, Choice, and Leadership. San Francisco: Jossey-Bass, 2003
- T.A. Harris, I'm O.K. –You're O.K., London, Pan Books Ltd.

**SYLLABUS**  
**SKILL ENHANCEMENT COURSES**  
**18SMBF01                      COMMUNICATION SKILLS      2002**

**COURSE OBJECTIVES: (Skill Development)**

- To understand the fundamental principles of effective business communication;
- To apply the critical and creative thinking abilities necessary for effective communication in today's business world;
- To organize and express ideas in writing and speaking to produce messages suitably tailored for the topic, objective, audience, communication medium and context; and
- To demonstrate clarity, precision, conciseness and coherence in your use of language.

**COURSE OUTCOMES:-**

CO – 1: Discuss the concept of Personal communication.

CO – 2: Demonstrate the social communication skills in tweeting, blogging ,posting comments & cross cultural communication.

CO – 3: Explain on verbal communication skills through facial expression, gestures and body postures.

CO – 4: Analyze the presentation skills by practicing mock interviews and group discussions.

CO – 5: Examine various types of project report and appraisal reports.

**UNIT I PERSONAL COMMUNICATION:**

**6**

Journal writing, mails/emails, SMS, greeting cards, situation based – accepting/declining invitations, congratulating, consoling, conveying information, SWOT Analysis.

**UNIT II SOCIAL COMMUNICATION**

**6**

Blogs, Reviews (films, books), posting comments, tweets, cross-cultural communication, gender sensitivity in communication.

**UNIT III NON-VERBAL AND INTERCULTURAL COMMUNICATION**

**6**



**Importance of non-verbal communication** - personal appearance - facial expressions- movement posture – gestures - eye contact –voice - beliefs and customs- **worldview and attitude.**

#### **UNIT IV ORAL COMMUNICATION**

**6**

**Listening - types and barriers to listening** - speaking - planning and audience awareness - goals - attending and conducting interviews-participating in discussions, debates – and conferences - **presentation skills** -. paralinguistic features -**fluency development strategies**

#### **UNIT V BUSINESS PROPOSALS AND REPORTS**

**6**

**Project proposals**- characteristics and structure- Project reports – types- characteristics,- structure-**Appraisal reports** .

**TOTAL – 30 Hours**

#### **TEXT BOOKS:**

1. Lesikar, Raymond V., John D Pettit, and Mary E FlatlyLesikar’s, Basic Business Communication, Tata McGraw-Hill, 11th edition, New Delhi, 2007.
2. Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product. PearsonEducation, New Delhi, 8th Edition, 2013.
3. Murphy, Herta, Herbert W Hildebrandt, and Jane P Thomas, Effective Business Communication. 7th ed. Tata McGraw-Hill, New Delhi.
4. Bovee, Courtland and John V Thill, Business Communication Today, , Pearson Education, New Delhi, 11th edition, 2012.

#### **REFERENCE BOOKS:**

1. McGrath, E. H., S. J, Basic Managerial Skills for All, Prentice-Hall of India, New Delhi, 8th ed. 2011.
2. Raman, Meenakhshi, and Prakash Singh, Business Communication. O U P, New Delhi, 2<sup>nd</sup>Edition, 2012.
3. Stuart Bonne E., Marilyn S Sarow and Laurence Stuart, Integrated Business Communication in a Global Market Place.3rd ed. John Wiley India, New Delhi, 2007.

**COURSE OBJECTIVE: (Skill Development)**

- understand the fundamental principles of effective business communication;
- apply the critical and creative thinking abilities necessary for effective communication in today's business world;
- organize and express ideas in writing and speaking to produce messages suitably tailored for the topic, objective, audience, communication medium and context; and
- Demonstrate clarity, precision, conciseness and coherence in your use of language.

**COURSE OUTCOMES:**

CO – 1: Create the corporate and academic presentations.

CO – 2: Identify the reading and speaking skills.

CO – 3: Summarize the presentation skills by using audio & video visuals.

CO – 4: Describe about body language, postures and gestures, effective delivering techniques.

CO – 5: Analyze the company reports and give suggestions and conclusions for the problems.

**UNIT I****6**

Presentation skills - definitions, importance and usages of presentation skills , creating presentations skills , creating corporate and academic presentations , personal grooming for presentation skills.

**UNIT II****6**

Listening to speak (any radio programme/lecture), reading to speak, writing to speak, watching to speak, (any interesting programme on TV) Reading aloud any text/speech, lecturing, PowerPoint presentation, impromptu, Interviews of different kinds (one to one, many to one, stress interview, telephonic interview)

**UNIT III****6**

Presentation skills by using visual aids and audio visuals , how to plan a presentations skills , handout , writing skills .

**UNIT IV****6**

**Presentation delivery** – body language , postures and gestures ,effectiveness delivering techniques , summarizing and signalizing the end,.

**UNIT V****6**

**Create presentations elements** – effective presentations of company analysis and reports .

**TOTAL – 30 Hours****TEXT BOOK:**

1. Richard Denny, “Communication to Win; Kogan Page India Pvt. Ltd., New Delhi, 2008.

**REFERENCE BOOKS:**

1. “Value Education”, VISION for Wisdom, Vethathiri Publications, Erode, 2009.
- 2.Ashraf Rizvi , “ Effective technical communication “ , Tata Mc Graw , 2005.
- 3.Gangal JK , “ A practical course in effective English speaking skills “ , PHA Publishing house , 2012.