

HINDUSTHAN COLLEGE OF ENGINEERING AND TECHNOLOGY

(An Autonomous Institution, Affiliated to Anna University, Chennai)

(Accredited by AICTE, New Delhi, Accredited by NAAC with 'A' Grade)

COIMBATORE 641 032

SYLLABUS FOR 2020-2021



DEPARTMENT OF MANAGEMENT SCIENCES

2020 – 2021

SEMESTER I

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA1201	Business Organization and Management	3	0	0	3

Course Objective	1. To make the students familiar with basic forms of an organization.
	2. To make the students familiar with basic concepts of Management.
	3. To enable the students to learn the basic functions of management.
	4. To make students learn the management of organizations.
	5: To make students understand organizational performance and its importance.

Unit	Description	Instructional Hours
I	Business Organization Nature, scope and objectives of Business – Forms of Business Organization – Single person company, Partnership firms, Joint stock Companies and Co-operative Societies – Public Enterprises – Characteristics, Advantages and disadvantages. Sustainability and Corporate Social Responsibility, Peter Drucker and his contributions - Emotions	9
II	Management Purpose and Importance, Managerial functions and principles – Role of Managers, Management as a science or an art - The Evolution of Management thought - Recent trends in Management.	9
III	Planning and Decision Making Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises – Management by Objectives -Decision Making – Types, process, techniques and problems, Emotions	9
IV	Organizing Organizing - Importance, Structure, principles and process-Organization structure – Types - Formal and informal organization-Delegation of Authority- Line and Staff Authority-Decentralization Vs Centralization – Advantages and disadvantages. Departmentation – Importance and types.	9
V	Coordination and Controlling Coordination functions in Organization -Essential characteristics of coordination- group Decision Making. Controlling - System and Process of Controlling- Control techniques- - Information Technology in controlling.	9
Total Instructional Hours		45

Course Outcome	CO1: Understand and apply various forms of an organization
	CO2: Understand the evolution of management functions
	CO3: Understand the appropriate Strategies for an organization and display their managerial skills.
	CO4: Understand and develop an organizational structure for an organization.
	CO5: Understand the organizational performance and its applications

TEXT BOOKS:

T1: Harold Koontz and Heinz Weihrich, Essentials of Management: An International, Innovation, And Leadership Perspective, 10th edition, Tata McGraw-Hill Education, 2015.

T2: Bhushan Y.K., “Business Organization and Management”, Sultan Chand& Sons,20th Edition, 2017.

REFERENCE BOOKS:

R1: Heinz Mark V. Cannice& Koontz, “Management – A Global, Innovative, and Entrepreneurial Perspective”, Tata McGraw Hill, 15th Edition, 2019.

R2: P.C.Tulsian, Vishal Pandey, “Business Organization and Management”, Pearson Publications, 2015.

R3: Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 10th Edition, 2016

Chairman - BOS

Principal / Dean - Academic

Programme	Course Code	Name of the course	L	T	P	C
MBA	20BA1202	Managerial Economics	3	0	0	3

Course Objective	1. To study the fundamental concepts in managerial economics 2. To identify the determinants of demand and supply 3. To make the students to understand the relationship between production and cost concepts 4. To know how prices can be determined in markets from the economic terms 5. To understand the macro economic variables and its real time impact on economy and government policies.				
Unit	Description	Instructional Hours			
I	AN OVERVIEW Meaning, Nature, Scope of Managerial Economics – Micro and Macro economics-Relationship between managerial economics and other disciplines – Roles and Responsibilities of managerial economist - Basic economic tools for Decision Making.	9			
II	DEMAND AND SUPPLY ANALYSIS Demand – Meaning, Determinants - Types of demand –Law of demand-Exceptions-Elasticity of demand – Demand Forecasting - Methods of demand forecasting. Supply - Meaning – Law of Supply-Elasticity of Supply-Determinants.	9			
III	PRODUCTION AND COST ANALYSIS Production functions-Meaning-Types: Law of variable proportions, Isoquant, Law of returns to scale. Analysis of cost – Types – Cost output relationship – Relationship between cost and production function - Economies and Diseconomies of scale-Meaning-Kinds.	9			
IV	MARKET STRUCTURE AND PRICING Market structure – Meaning-Determinants-Different market structure: Perfect and Imperfect Competition: Monopoly, Monopolistic Competition, Oligopoly, and Duopoly. Price determination under various market structures - Characteristics. Pricing-Methods. Advanced pricing-Auctions-Game theory and Asymmetric Information.	9			
V	INDIAN ECONOMY AND POLICY Business cycles: Phase, causes and effects – Inflation and deflation: Types, Causes and effects – Monetary and Fiscal Policies –National Income – Growth and economic reforms: Poverty and Inequality- Economic reforms towards more liberalization-Agriculture, Industry and Services-Government reforms and the emerging energy-economy-environment regulatory framework.	9			
Total Instructional Hours		45			

Course Outcome	CO1. Understand the key managerial economic concepts in business.
	CO2. Remember and understand the vagaries of changes in the determinants of demand and supply
	CO3. Understand and apply the production and cost concepts in business
	CO4. Understand the market environment and prices through real time market visit
	CO5. Understand the macroeconomic elements and its impact on the economy

TEXT BOOKS:

T1 - R.L.Varshney&K.L.Maheshwari, Managerial Economics, Sulthan Chand and Sons, 19th Revised and Enlarged Edition, Jan 2018

T2 – Yogesh Maheswari, Managerial Economics, PHI Learning, 3rd Edition, 2012.

REFERENCE BOOKS:

R1 – Paul A Samuelson, William D.Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th Edition, Tata McGraw Hill, New Delhi, 2011.

R2 – G Geetika, Piyali Ghosh, Purba Roy Choudhury, Managerial Economics, 3rd Edition, Tata McGraw Hill, New Delhi, Oct 2017.

R3 - P.L.Mehta, Managerial Economics Analysis, Problems and Cases, 20th Edition, Sulthan Chand and Sons, New Delhi, Jan 2016.

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA1203	Accounting for Managers	3	0	1	4

Course Objective	1: To Enables the students to understand the basic accounting concepts and preparation of financial statement
	2: To Enables the students to understand the various techniques in financial statement analysis
	3: To Enable the students to understand the analysis of fund flow and cash flow and the application of cost accounting technique to ascertain the cost of products and services
	4: To Enables students to understand the application of marginal costing techniques in business
	5: To Expose the students to understand the preparation and presentation of budgets in the modern business world

Unit	Description	Instructional Hours
I	INTRODUCTION TO ACCOUNTING Financial Accounting- Accounting Concepts and conventions -Double entry principles of book keeping. Journal entry- Ledger- Trial Balance. Preparation of Final Accounts- Application of Excel and Tally package in preparation of Accounting statements	10
II	FINANCIAL ANALYSIS Financial Reporting Practices-Analysis of financial statements - Techniques of Financial analysis- Comparative statement- Common size statement- Trend analysis -Ratio Analysis - Application of Excel package in Financial analysis.	9
III	COST AND MANAGEMENT ACCOUNTING Management Accounting- -Fund flow analysis-Cash flow analysis- Cost Accounting-Functional classification of cost - Preparation of Cost Sheet - Application of Excel package in preparation of cost sheet.	10
IV	MARGINAL COSTING Marginal costing- Marginal cost Equation-Contribution-Break Even Analysis - Applications of marginal costing - Application of Excel package in preparation of marginal costing.	9
V	BUDGETARY CONTROL Meaning of Budget and budgetary control – objectives - Cash budget-flexible budget and other budgets.-Application of Excel package in preparation of Budgets	7
Total Instructional Hours		45

Note: 80% of the questions shall be problems. 20% of the questions shall be theory based.

Course Outcome	CO1: Students will apply the basic accounting concepts and preparation of financial statements
	CO2: Students will remember the various techniques in financial statement analysis
	CO3: Students will remember the analysis of fund flow and cash flow and cost accounting technique in business
	CO4: Students will apply the application of marginal costing techniques in business decisions
	CO5: Students will understand the preparation and presentation of budgets in the modern business world

TEXT BOOKS:

T1- Maheswari S.N, Maheswari Sharad K.Maheshwari, “A Text book of Accounting for Management”, Vikas Publishing house (P) Ltd.,4rd Edition,2018

REFERENCE BOOKS:

- R1- Narayanaswamy R, “Financial Accounting: A Managerial Perspective”, PHI, 6th Edition 2017
 R2 -Gupta R. L &Radhaswamy M, “Advanced Accountancy”, Sultan & Chand Publications, 13th Edition 2018
 R3- M.N. Arora, Accounting for Management, Himalaya Publishing House, New Delhi, 3rd edition, 2019.
 R4 - Madegowda J, “Accounting for Manager”, Himalaya Publishing House, 2017.
 R5. -Reddy T.S, Hari Y,Prasad Reddy, Financial and Management Accounting, Margam Publications 4thEdition 2018

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA1204	Quantitative Methods for Management	3	1	0	4

Course Objective	1. To interpret measures of central tendency, dispersion, and association. 2. Construct a well defined knowledge of Random variables and distributions. 3. To Know the mathematical support in real life problems and develop probabilistic models which can be used in several areas of science and engineering 4. To understand the procedure for testing the hypothesis 5. To Manipulate different kinds of problems occurring in engineering and technology by applying the design of experiments	
Unit	Description	Instructional Hours
I	PROBABILITY & STATISTICS Introduction to probability – Descriptive statistic - Measures of central tendency - mean – median –mode, Measures of dispersion - range – quartile deviation – standard deviation – coefficient of variation- Data Visualisation.	9
II	RANDOM VARIABLE & DISTRIBUTIONS Definition- Discrete and continuous random variables, Discrete Distributions - Binomial, Poisson - Continuous Distributions - Normal distributions.	9
III	CORRELATION & REGRESSION Concepts of correlation – Types of correlation (Grouped data)- Karl Pearson’s coefficient of correlation – Simple Linear Regression – Multiple Regression.	9
IV	TESTING OF HYPOTHESIS Sampling Distributions – Confidence Interval – Hypothesis testing - Tests based on t (single mean and difference of means), F distribution - for testing difference of variances, Chi-square goodness of fit, The Comparison of two samples - Mann Whitney U-Test, Kruskal-Wallis Test.	9
V	ANALYSIS OF VARIANCE One way and Two-way classifications - Completely randomized design – Randomized block design – Latin square design	9
Total Instructional Hours		45

Note: Theory 20 Marks and Problems 80 Marks

Course Outcome	CO1: To Facilitate objective solutions in business decision making under subjective conditions. CO2: To Understand the concept of Random variables distribution functions. CO3: Understand the concept of Correlation and Regression. CO4: To Acquire skills in analyzing statistical methods. CO5: To Understand a clear perception of the statistical ideas and demonstrate the applications of these techniques to problems drawn from industry, management and other engineering fields.
----------------	--

TEXT BOOKS:

T1 - Richard Levin and David Rubin, Statistics for management – Prentice Hall of India, 2017
 T2- Veerarajan, T., Probability, Statistics and Random Processes, Tata McGraw-Hill, 2nd Edition, New Delhi, April 19, 2017.

REFERENCE BOOKS:

R1 - Anderson, Sweeny and Williams, Statistics for Business and Economics, Thomson Learning, 2013.
 R2 - Dr.K.Subramani and Dr.A.Santha, Statistics for Management, SciTech Publications (India) Pvt Ltd, 2nd Edition, 2010.
 R3 -Gupta S C and Kapoor V.K, Fundamentals of Mathematical Statistics, Sultan Chand & Sons, 2016.

Chairman - BOS

Principal / Dean - Academic

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA1205	Organizational Behavior	3	0	0	3

Course Objective	1: To enable the students to learn the basic elements of organizational behaviour and individual differences
	2: To understand the components of individual behaviour and its influence on organization.
	3: To understand the group level behaviour and its impact on managerial performance
	4: To impart the knowledge on various leadership style and influence of power on individuals and group
	5: To understand the organizational dynamics and stress management

Unit	Description	Instructional Hours
I	Introduction: Nature and scope – linkages with other disciplines - Approach to Organizational behavior - models of organizational behavior, Hawthorne Experiment.	9
II	Foundation of individual Behaviour: Personality-Meaning, formation, determinants, traits of personality, theories, personality attributes influencing OB. Attitude: - Formation, components of attitudes, relation between attitude and behaviour. Perception: -Process of perception, factors influencing perception. Learning: - Meaning, principles, theories and its implication.	9
III	Group Behaviour: Definition, types, formation of groups, dynamics, team building, effective teams. Conflict: Meaning, nature, types, process of conflict, conflict resolution. Behavioural Aspects of Negotiations	9
IV	Motivation and leadership: Motivation-importance, process, Motivational Theories. Concept of leadership, styles, Theories, Contemporary Approach of leadership, Transformational leadership. Power and politics - Basis of power, effectiveness of power tactics.	9
V	Organizational Dynamics: Types, creating and sustaining culture, managing cultural diversity. Organizational Development: Goals, process, planned change, resistance to change – Nature of OD, importance, Stress – Work Stressors –Management of stress – Basic concepts in International OB.	9
Total Instructional Hours		45

Course Outcome	CO1. Understand the components of the behaviour within organization
	CO2. Understand the impact of individual behaviour on organization's performance
	CO3. Understand the impact of individual behaviour on organization's performance
	CO4. Apply leadership style based on situation and influences employee towards common goals and objectives
	CO5. Understand the knowledge on various organization's aspects towards managing work and life.

TEXT BOOKS:

T1. Stephen P Robbins, Timothy A, Niharika Vohra "Organizational Behaviour", Prentice Hall of India, 18th Edition, 2018
T2..L. M. Prasad, Organizational Behaviour, Sultan Chand & Sons 5Th edition, Reprint 2019.

REFERENCE BOOKS:

R1: Aswathappa. K, "Organizational Behavior", Himalaya Publishing Hous, 12th Revised edition, 2016
R2: Fred Luthans, "Organizational Behaviour", McGraw Hill Book Co., 12th edition, 2013.
R3: Stephen P. Robbins and Timothy A. Judge, Essentials of Organizational Behavior | Fourteenth Edition | By Pearson Paperback – 31 January 2019

Chairman - BOS

Principal / Dean - Academic

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA1206	Legal Aspects of Business	3	0	0	3

Course Objective	1: To make students understand the basics of Indian business law and Indian Contract Act
	2: To enable students to identify and understand the common forms of companies and Company Act 2013
	3: To enable students gain insights into sale of goods act and legal aspects relating to business
	4: To make students understand the fundamentals of Goods and Services tax
	5: To enable students gain insights into the role of consumer rights and IPR in business

Unit	Description	Instructional Hours
I	Foundation of Business Law – Indian Contract Act 1872 Business Law: Meaning and Sources of Business Law in India. Contract: Meaning, Essential elements of valid contract, types of contract, performance of contract, discharge of contract, Breach of contract and its remedies, quasi contracts, Indemnity and Guarantee, Bailment & Pledge, Laws of Agency.	9
II	Company Act 2013 Company: Characteristics and kinds of companies, Formation and Incorporation of a company, Memorandum and articles of association, Prospectus, Duties, Power and liabilities of directors. Winding up of companies. Compliance Management	9
III	Sale of Goods Act 1930 & Legal aspects relating to Business Essential elements of contract of sale – Sale and Agreement to Sell - Conditions and Warranties – Transfer of Property - Performance of Sales contract. Law relating to Partnership – Alternate Dispute Resolution. Insolvency and Bankruptcy Code, 2016 – An overview.	9
IV	Goods and Services Tax GST: GST Council, Levy and collection of SGST, CGST & IGST, Basic concept of time and value of supply, Input tax credit, Computation of GST Liability, Registration, Tax Invoice, Credit & Debit Notes, Electronic Way bill, Returns, Payment of taxes including Reverse Charge.	9
V	Consumer Protection Act 2019 and IPR Consumer protection Act 2019: Rights of consumers, Consumer Disputes Redressal Commission. Introduction of Intellectual Property Rights, Law relating to Copy rights, Trademarks, Geographical Indications and Patent.	9
Total Instructional Hours		45

Course Outcome	CO1: Remember the basics of Indian business law and Indian Contract Act
	CO2: Remember the common forms of companies and Company Act 2013
	CO3: Understand sale of goods act and legal aspects relating to business
	CO4: Understand and Apply the fundamentals of Goods and Services tax
	CO5: Remember the role of consumer rights and IPR in business

TEXT BOOKS:

T1 :P. K. Goel, Business Law for Managers, Biztantatara Publishers, India, 2014.

T2: N. D. Kapoor, Elements of Mercantile Law, Sultan Chand and Company, India, 2019.

REFERENCE BOOKS:

R1: Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill, 7th Edition 2018.

R2: Ravinder Kumar, Legal Aspects of Business, New Delhi: Cengage Learning, 4th edition, 2016.

R3: Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 15th edition 2017.

Chairman - BOS

Principal / Dean - Academic

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA1001	Business Application Lab - I	0	0	4	2

Course Objective	1. To provide insights on excel basics and an overview about review menu
	2. To enable students perform referencing and an overview about view menu in MS-Excel
	3. To make students work with ranges and carryout formatting in MS-Excel
	4.To carry out the functions of excel interface components and usage of auto filters
	5. To make students perform and work with advanced filters and create charts

Experiment No	Description of the Experiment	Practical Hours
1	Excel Basics	3
2	Themes & Page setup	3
3	Adding comments, protect sheet & workbook	3
4	Freeze panes	3
5	Split & hide the window	3
6	Cell referencing	3
7	Cell formatting	3
8	Conditional formatting	3
9	Naming ranges	3
10	Excel functions	3
11	Copying data	3
12	Using auto filters	3
13	Using advanced filters	3
14	Working with filtered data	3
15	Charting in excel	3
Total Instructional Hours		45

Course Outcome	CO1: Understand the excel basics and features in review menu
	CO2: Apply referencing and knowledge about view menu
	CO3: Understand and apply working with ranges and carryout formatting
	CO4: Apply MS-Excel functions and auto filters in analyzing data
	CO5: Understand advance filters and create charts

Text Books:

T1 - David M.Levine et al, "Statistics for Managers using MS EXCEL" (6th Edition) Pearson, 2010.

T2-William J.Stevenson, CeyhunOzgur, 'Introduction to Management Science with spreadsheet', Tata McGraw Hill, 2009

Reference Books:

R1-Wayne L.Winston, Microsoft EXCEL 2019: Data Analysis & Business Modeling, 6th Edition, Microsoft Press, 2019.

R2 - David R.Anderson, et al, "An Introduction to Management Sciences: Quantitative approaches to decision making, (13th Edition) South-Western College Publication, 2011.

R3-Hansa Lysander Manohar, "Data Analysis and Business Modeling using Microsoft Excel" PHI, 2017.

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA1002	Managerial Skill Development I	0	0	2	1

Course Objective	1: To enhance the listening and reading skills of students
	2: To enhance the reading skills of students
	3: To enable students to build their confidence in delivering logical messages to their audience
	4: To improve the oral communication skills through group discussion and debate
	5: To improve written communication skills through drafting business messages

Exercise No	Description of the Exercise	Instructional Hours	
	Listening, Reading	15	
1	Listening for specific information		
2	News Reading		
3	Understanding short real-world notices		
	Speaking		
4	Just a Minute Presentation & Extempore		
5	Group Discussion		
6	Debate on current business affairs		
	Writing		
7	Writing letters		
8	Composing and replying to emails		
Total Instructional Hours			15

Course Outcome	CO1: Apply listening skills in real world situations
	CO2: Apply reading skills in real world situations
	CO3: Apply and deliver logical messages to the audience confidently
	CO4: Apply oral communication skills in real world situations
	CO5: Apply written communication skills in drafting business messages

TEXT BOOKS:

T1 :Raymond V. Lesikar and Marie E.Flatley., “Basic Business Communication – Skills for empowering the internet generation”, (10th edition) TATA McGraw- Hill, 2008.

T2: Barun K. Mitra “ Personality Development and Soft Skills”, (2nd edition), Oxford University Press , 2016.

REFERENCE BOOKS:

R1: E.H. Mc Grath, S.J , “Basic Managerial Skills for All”, (9th Edition) Eastern Economy edition, PHI Learning Private Limited, New Delhi, 2011.

R2: Herta A. Murphy , Herbert W. Hildebrandt & Jane P Thomas “ Effective Business Communication” (7th edition), TATA McGraw- Hill, 2009.

R3: Jennifer Grappone, GradivaCousin, “Five Stars: Putting Online Reviews to Work for Your Business”, Sybex Publisher, 2014.

WEBSITE REFERENCE:

W1:<https://www.cambridgeenglish.org/learning-english/activities-for-learners/?time=00-05-mins&rows=12>

Chairman - BOS

Principal / Dean - Academic

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA1701	Social Immersion Project	0	0	2	1

Course Objective	1: To make the students socially aware of NGOs
	2.:To identify the importance of solving societal issues
	3: To be a part in CSR activities
	4: To educate the people in need
	5: To develop students, to be a socially responsible person

Unit	Description	Instructional Hours
I	<p>He/she should undergo a voluntary seven working day program and get certificate and thereby do a presentation and submit a report.</p> <ul style="list-style-type: none"> ➤ Join in a nonprofit organization and engage in their activities ➤ Organize an event to clean the environment ➤ To teach school students in the areas of personality, finance, and career counseling ➤ Organize camps for the betterment of society in association with corporate ➤ Waste management awareness camp in association with Panchayats and corporation ➤ UPI – Unified Payment Interface awareness activities ➤ Any other related events for the betterment of the society 	15
Total Instructional Hours		15

Course Outcome	CO1: Understand the various forms of non-profit organizations
	CO2: Apply the cleanliness habits among individuals
	CO3: Understand and educate the methods of self – handling and career guidance
	CO4: Understand the importance of a better society
	CO5: Apply the innovative techniques in social immersion projects

Chairman - BOS

Principal / Dean - Academic

SEMESTER II

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA2201	Operations Management	3	0	0	3

Course Objective	<ol style="list-style-type: none"> 1. To study the concept and challenges of operations management 2. To make the students to understand the techniques of demand forecasting 3. To learn about the various types of product design and process design 4. To identify the various methods of material management 5. To expose the students, know about models of facility location and project scheduling techniques.
------------------	--

Unit	Description	Instructional Hours
I	INTRODUCTION TO OPERATIONS MANAGEMENT Meaning-Importance-Historical development of OM. Transformation Processes-Difference between products and services. System perspective- Functions-Challenges and recent trends. Operations strategy-Elements. Supply chain management-Objectives-Functions-Process view of supply chain- Lean vs Agile supply chains. Quality Management and Sustainable operations management. 5S.	9
II	DEMAND FORECASTING Need- Types- Factors- Overview of Qualitative and Quantitative methods. Capacity Planning- Objectives-Levels-Process-Classification. Overview of Material Requirement Planning (MRP) - Manufacturing Resource planning (MRP II) and ERP.	9
III	PRODUCT DESIGN Characteristics –Factors-Approaches-Legal, Ethical and Environmental issues in product design. Product development- Stages. Process selection-Process-Product and process life cycle matrix. Process design- Factors-Types- Interrelationship of product and process design. Work study- Objectives, Procedures. Method study- Steps-Techniques. Motion study principles. Work measurement-Benefits, Techniques.	9
IV	MATERIALS MANAGEMENT Objectives- Functions. Material Planning, Budgeting and Control. Purchasing- Objectives, Functions, Purchasing Policies. Vendor rating and Value Analysis. Stores management- Nature, Layout, Classification and Coding. Inventory- Classification-Inventory control- Need- Objectives- Techniques. Overview of JIT.	9
V	FACILITY LOCATION Location Theories - Steps in location selection-Factors-Location Models. Facility Layout- Principles- Types-Planning tools and Techniques. Project Management process– Scheduling Techniques-PERT-CPM. Sequencing Techniques -Flow shop scheduling - Johnson’s Algorithm- Shop floor control-Gantt charts.	9
Total Instructional Hours		45

Note: Theory 80 Marks and Problems 20 Marks

Course Outcome	CO1: Understand the concept and challenges of operations management CO2: Understand and apply the techniques of demand forecasting. CO3: Understand the various types of product design and process design CO4: Understand the methods of material management CO5: Understand the facility location models and project scheduling techniques.
----------------	---

TEXT BOOKS:

T1- Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2015.

T2 - Pannerselvam R, Production and Operations Management, Prentice Hall India, Third Edition, 2012.

REFERENCE BOOKS:

R1 - Kanishka Bedi, Production and Operations Management, Oxford University Press, Third Edition, 2016.

R2 - Mahadevan B, Operations Management Theory and practice, Pearson Education, Third edition 2015.

R3 - S.A.Chunawalla , D.R.Patel, Production and Operations Management, Himalaya Publishing House, Ninth Edition, 2017.

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA2202	Financial Management	3	0	1	4

Course Objective	1: To comprehend to students the role of financial management and time value of money in business
	2: To enable students to understand capital budgeting techniques and its applications
	3: To give insights to students about the analysis of cost of capital and leverages
	4: To make students understand decision of capital structure and distribution of dividend
	5: To provide knowledge to students on working capital management and finance.

Unit	Description	Instructional Hours
I	Introduction to Financial Management Financial Management - Scope, Objectives and functions of Financial Management. Concept of Time value of money - Need, Compounding and discounting techniques in computation of time value of money (Single Cash flow, Annuity, Annuity due, Perpetuity, Uneven cash flow and Multi-Period Compounding). Valuation of Bonds and shares. Application in Ms Excel.	9
II	Investment Decisions Nature and features of Capital Budgeting decisions - Types of investment decisions. Capital budgeting evaluation Techniques - Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index. Application in Ms- Excel.	9
III	Cost of Capital Cost of Capital - meaning and importance. Computation of cost of capital: Debt- Preference capital –Equity Capital - Retained earnings, Weighted average cost of capital, EBIT - EPS Analysis. Leverage: Financial Leverage, Operating Leverage and Combined Leverage. Degree of Operating & Financial leverage. Application in Ms Excel.	9
IV	Financing and Dividend Decision Capital Structure Theory: Net Income Approach-Net Operating Income Approach- MM Approach and Traditional Approach. Dividend Policy: Objectives - Types of Dividend Policy - Relevance & Irrelevance theories - Walter's Model, Gordon's model and MM model. – Factors determining dividend policy.	9
V	Working Capital Management Working Capital Management: Concepts, Determinants, issues and estimation of working capital. Cash Management - Receivables Management - Inventory Management. Working capital finance: Commercial paper, Trade credit, Bank finance - Automation and Technology	9
Total Instructional Hours		45

Course Outcome	CO1: Remember the role of financial management and time value of money in business
	CO2: Understand capital budgeting techniques and its applications
	CO3: Remember the analysis of cost of capital and leverages
	CO4: Understand and Apply decision of capital structure and distribution of dividend
	CO5: Understand the working capital management and finance

TEXT BOOKS:

T1: I M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2015

T2: M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 8th edition, 2018.

REFERENCE BOOKS:

R1: Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2017.

R2: P.V.Kulkarni and B.G.Satyaprasad, Himalaya Publishing House, Delhi, 2015.

R3: James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 13th Edition, 2014.

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA2203	Marketing Management	3	0	0	3

Course Objective	1: To know marketing from environment and product orientation
	2: To understand the fundamentals of marketing function
	3: To learn the skills required for marketing function
	4: To know the buying behavior of consumers
	5: To understand marketing research process and recent trends

Unit	Description	Instructional Hours
I	Introduction Marketing – Definition – importance – scope – core concepts. Analyzing Marketing Environment and Competition. Marketing mix – product and service, Product classification. New product development and Product extension strategies. Product life cycle - strategies.	9
II	Marketing Mix Decisions Market segmentation – meaning – bases. Targeting – strategies. Positioning for Competitive Advantage - Branding. Advertising – decisions. Pricing – objectives – methods – types - strategies.	9
III	Channel Management and Sales Sales promotions- significance- decisions. Personal selling-principles-theories-skills. Sales force management – recruiting – selection – motivating- evaluation. Channel management – decisions – systems – integration – conflict – cooperation – competition. Building and measuring customer satisfaction.	9
IV	Buyer Behavior Industrial and consumer buyer behavior – decision making process – differences – influence. Customer relationship management – process –strategies. Service marketing – characteristics – classifications. Cause related marketing.	9
V	Marketing Research and Strategy Research process in marketing. Retail management, Rural marketing-importance-facts-myths. Green marketing. Online marketing trends - Digital Marketing - Automation and Technology	9
Total Instructional Hours		45

Course Outcome	CO1: Understand and apply product-oriented knowledge in business or professional environment
	CO2: Understand and apply marketing mix decisions
	CO3: Remember and understand selling skills and try to experiment it.
	CO4: Remember and understand consumer buying behavior.
	CO5: Understand and apply the knowledge in writing reports on topics of marketing concepts.

TEXT BOOKS:

T1: Philip T. Kotler and Kevin Lane Keller, Marketing Management, Prentice Hall India, 15th Edition, 2017

T2: Rajan Saxena, Marketing Management, Tata McGraw Hill Education Pvt Ltd, 2009.

REFERENCE BOOKS:

R1: Philip Kotler, Marketing 4.0: Moving from Traditional to Digital, 1 John Wiley & Sons, April 2017

R2: Paul Baines, Chris Fill and Kelly Oage, Marketing, Oxford University Press, 5th Edition, 2019.

R3: Gupta Prachi, Aggarwal Ashita, et al, Marketing Management : Indian Cases, 1/e Pearson 31 July 2017

Chairman - BOS

Principal / Dean - Academic

Programme	Course Code	Name of the course	L	T	P	C
MBA	20BA2204	Human Resource Management	3	0	0	3

Course Objective	<p>1.To learn the perspectives of Human Resources in the industries</p> <p>2. To identify the process of recruitment and selection in the industries</p> <p>3.To provide knowledge about training and development needs</p> <p>4. To know about the modern compensation plans at workplace</p> <p>5. To enable the students know about the tools used in performance appraisal</p>
------------------	--

Unit	Description	Instructional hours
I	HUMAN RESOURCE MANAGEMENT PERSPECTIVES Human Resource Management-Meaning-Nature-Objectives-Functions-Evolution of Human Resource Management- The Importance of Human Factor- Challenges – Inclusive Growth and Affirmative Action-Role Of Human Resource Manager- Human Resource Policies-HRIS-Computer Applications in HRM -Human Resource Accounting and Auditing	9
II	HUMAN RESOURCE PLANNING AND RECRUITMENT Human Resource Planning –Job analysis -Job Design- Recruitment- Selection-Tests-Interview –Induction –Socialization-Importance, Sources, Methods and Process.	9
III	TRAINING AND EXECUTIVE DEVELOPMENT Types of Training Methods-Purpose-Benefits-Resistance. Training Need Analysis-Levels-Methods-Process-Executive Development Programmes -Objectives-Characteristics-Process-Common Practices-Benefits- Capacity Building-Self Development –Stages-Models-Knowledge Management-Applications.	9
IV	SUSTAINING EMPLOYEE INTEREST Compensation Plan: Wages – Incentives - Fringe benefits – ESOP – Reward - Job Evaluation-Motivation-Application of theories of motivation-Career Planning and Development-Development of mentor–Protégé relationships-Human Resource Development-Need-Principles.	9
V	PERFORMANCE APPRAISAL AND CONTROL Performance Appraisal-Process-Methods-Limitations-Ethics-Potential Appraisal-Importance-Techniques. Employee Promotion, Demotion, Transfer, Separation and Outplacement–Implication of Job Change. Control Process- Importance –Methods- Requirement of Effective Control Systems-Grievances – Causes – Implications –Grievance Redressal Methods and Steps. Fundamentals of IR-Fundamentals of Labour Law- Factories act.	9
Total Instructional Hours		45

Course Outcome	<p>CO1: Understand the role of human resources and interpreting the HR Policies towards the industries</p> <p>CO2: Understand the skills needed for the recruitment and selection process towards the industries</p> <p>CO3: Understand the modern needs of training and development</p> <p>CO4: Understand the compensation plans at workplace</p> <p>CO5: Understand the designing tools for performance appraisal</p>
----------------	--

TEXT BOOKS:

T1: Gary Dessler, Biju Varkkey-Human resource management, Pearson Education limited, 15th Edition, 2017

T2: Aswathappa-Human resource management Text and Cases ,Mc Graw Hill Education, New Delhi, 8th Edition, 2017

REFERENCE BOOKS:

R1: H. John Bernardin, Human resource management: An Experiential Approach, Tata McGraw Hill, 6th Edition 2013.

R2: Wayne F Cascio, Managing Human Resources, McGraw Hill, 11th Edition, 2019.

R3: Memoria C.B,Gankar.S.V,- “Personnel Management & Industrial Relations”, Himalaya Publishing House, Mumbai, 2011.

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA2205	Quantitative Techniques	3	1	0	4

Course Objective	<ol style="list-style-type: none"> 1. To Formulate and construct a mathematical model for a linear programming problem in real life situation. 2. To understand the knowledge of Duality and Sensitivity Analysis. 3. To understand the knowledge of transportation and assignment problems. 4. To appropriately formulate Network models & Integer programming for service and manufacturing systems. 5. To Formulate and construct a mathematical model for Game theory and Dynamic Programming.
------------------	---

Unit	Description	Instructional Hours
I	INTRODUCTION TO LINEAR PROGRAMMING (LP) LP-Formulation-Graphical method- Simplex method- Artificial variables – Special cases: Alternative optima, Infeasibility, Unbounded.	9
II	DUALITY & SENSITIVITY ANALYSIS Formulation of Dual problems – Duality Concepts – Dual Simplex Method, Sensitivity Analysis.	9
III	TRANSPORTATION AND ASSIGNMENT MODELS Transportation Problem - Initial solutions using Vogel's Approximation Method- Check for optimality- MODI method- Assignment Problem – Transshipment Problem – Shortest Path Problem.	9
IV	NETWORK & INTEGER PROGRAMMING PROBLEM Maximum Flow Problem, Minimum Spanning Tree – Network Models (PERT&CPM)- Integer Programming – Gomory's Fractional Cut Algorithm – Mixed Integer Programming Problem.	9
V	GAME THEORY & DYNAMIC PROGRAMMING Game theory - Graphical Method, Dominance Property, Dynamic Programming – Algorithm – Solution of LPP by Dynamic Programming.	9
Total Instructional Hours		45

Course Outcome	<p>CO1: To Acquire the basic concepts of LPP for solving mathematical problem will be useful in solving engineering problems.</p> <p>CO2: Be able to apply the simplex algorithm to solve a linear programming problem.</p> <p>CO3: To Apply transportation and assignment models to find optimal solution in warehousing and travelling.</p> <p>CO4: To Acquire the basic concepts of network optimization problems</p> <p>CO5: Develop an understanding and appreciation of game theory and dynamic programming as effective tools in addressing real world problems.</p>
----------------	---

TEXT BOOKS:

T1 - Kalavathy S, Operational Research, fourth edition 2013.

T2 - Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, ninth Edition, 2014.

REFERENCE BOOKS:

R1 - Paneerselvam R, Operations Research, Published by Prentice Hall of India Private Ltd, 2018

R2 - Gupta P.K, Man Mohan, Problem in operations Research (Methods and Solution), Jul 16,2018.

R3 - V.K.Kapoor, - Operation Research Techniquesfor Management, Sultan Chand & Sons, 2014.

Chairman - BOS

Principal / Dean - Academic

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA2206	Business Research Methods	3	0	0	3

Course Objective	1: To expose the students to the principles of scientific methodology in business research
	2: To learn about the various variables in research.
	3: To learn the various measures for measurement and scaling
	4: To develop the analytical skills.
	5: To develop the research report

Unit	Description	Instructional Hours
I	INTRODUCTION TO RESEARCH Introduction to business research- Concepts of tools of business research, objectives- Problem identification and formulation of research – Contribution of research to theory and practices in research – Hypotheses setting and new paradigms in research – Literature review and identifying and accessing sources of information and scholarly literature. Steps in literature development.	9
II	RESEARCH DESIGN AND VARIABLES Research design-concepts and importance in research- Types of research design and types of research- Concept of variables (dependent, independent and extraneous) – Argumentation, Nature and types of quantitative research - Writing up Qualitative research – Experimental Design.	9
III	MEASUREMENT AND SCALING Measurement – validity and reliability of the instrument- Basic scales and different types of attitudinal scales – Data and data collection methods – Construction of questionnaire and its importance – Sampling design and different types of sampling.	9
IV	DATA ANALYSIS AND TOOLS Data entry and screening – Designing and Coding, Developing research proposals – purpose, nature, evaluation, content, format, practical consideration, timeline, budgets, supervision, management and defense of proposals. Descriptive analysis, Influential analysis Univariate and bi-variate analysis (chi-square and correlation) – Multi-variate analysis (discriminant, factor, and Multiple regression) – Parametric test, (t-test, F-test, and z-test) Non-parametric tests (Kruskal wallis test, Mann-Whitney test, Anova) – Application of Excel	9
V	REPORT WRITING Research report writing – Developing Research proposals – purpose, nature evaluation, content, format, practical consideration, timeline, budgets, supervision management, presentation and defense of proposals. Types of research report (Technical and Popular research reports) – Layout of research paper- Subjectivity and Objectivity in research – Academic writing and referencing – Research Ethics.	9
Total Instructional Hours		45

Course Outcome	CO1: Remember the basic method for research.
	CO2: Understand the various tools and types of research
	CO3: Apply and gain knowledge of measurement in research.
	CO4: Understanding the data descriptions and analysis through quantitative and Qualitative ways.
	CO5: Remember the models of presenting the different reports.

TEXT BOOKS:

T1- Donald R. Cooper and Pamela S. Schindler, Business Research methods, 9th Edition, Tata McGraw Hill, 2018.
T2-C.R.Kothari and Gaurav Garg, Business research method, New age Publication, New Delhi, 2019.

REFERENCE BOOKS:

R1- Business Research Methods by Prahlad Mishra, Oxford University Press, January 2015

R2- Business Research Methods (English, Paperback, Zikmund William G.) Cengage Learning, 2016

R3- Uma Sekaran, Research methods for Business, Wiley India, New Delhi, January 2018.

Chairman - BOS

Principal / Dean - Academic

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA2001	Business Application Lab - II	0	0	4	2

Course Objective	1. To provide insights on excel basics and an overview about importing data and using hyperlink
	2. To enable students perform data validation and an overview about formula menu
	3. To make students work with consolidating and analyzing the data
	4.To make students understand goal seek, scenario manager, and solver
	5. To enable students work with pivot tables, macros and protecting workbooks.

Experiment No	Description of the Experiment	Practical Hours
1	Embedding and linking objects	3
2	Using hyperlinks	3
3	Importing data	3
4	Getting visual	3
5	Advanced excel formulas	3
6	Using data validation	3
7	Auditing	3
8	Linking & consolidating data	3
9	What-if analysis	3
10	Goal seek	3
11	Scenario manager	3
12	Solver	3
13	Working with pivot tables	3
14	Protection and security	3
15	Macros	3
Total Instructional Hours		45

Course Outcome	CO1: Understand the basics of an excel and an overview about importing data and using hyperlink
	CO2: Apply data validation and an overview about formula menu
	CO3: Understand and apply to work with consolidating and analyzing the data
	CO4: Understand goal seek, scenario manager, and solver
	CO5: Understand to work with pivot tables, macros and protecting workbooks

TEXT BOOKS:

T1 – Jelen Bill “Advance Excel 2016 in depth” BPB Publications,New Delhi, 2016.

T2- Stephen Moffat “Excel 2010 Advanced”, Bookboon Publishers, 2011.

REFERENCE BOOKS:

R1-Wayne L.Winston, Microsoft EXCEL 2019: Data Analysis & Business Modeling, 6th Edition, Microsoft Press, 2019.

R2 – Michael Alexander “ Excel Macros for Dummies, 2nd paperback,2018

R3-Jordan Goldmeier“ Advanced Excel Essentials”Apress publishers, 1st edition 2014.

Chairman - BOS

Principal / Dean - Academic

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA2002	Managerial Skill Development Lab-II	0	0	2	1

Course Objective	1: To improve written communication skills through report writing
	2: To provide an insight to students into basic features of Ms and its Applications in Managerial Decision Making
	3: To provide an insight to students into basic features of G-Suite and its Applications in Managerial Decision Making
	4: To make students communicate effectively in Social media.
	5: To make students handle comments effectively in Social media.

Exercise No	Description of the Exercise	Instructional Hours	
1	Writing: Report Writing		
	Basics of Ms& G-Suite Applications		
2	Ms- Office Word – Creating documents & using references		
3	Ms Power Point & Prezi – Creating presentations		
4	Google Forms, Docs, Sheets, Slides – Basics		
	Social Media Communication		
5	Creation of Social media accounts (Twitter, Facebook, Instagram, LinkedIn, Blogs)		
6	Posting contents in Social media		
7	Handling comments in Social media		
Total Instructional Hours			15

Course Outcome	CO1: Apply written communication skills and prepare business reports
	CO2: Understand basic features of Ms and its Applications in Managerial Decision Making
	CO3: Understand basic features of G-Suite and its Applications in Managerial Decision Making
	CO4: Understand the ways to effectively communicate in social media
	CO5: Understand the ways to effectively handle comments in social media

TEXT BOOKS:

- T1 :Raymond V. Lesikar and Marie E.Flatley., “Basic Business Communication – Skills for empowering the internet generation”, (10th edition) TATA McGraw- Hill, 2008.
T2: Barun K. Mitra “ Personality Development and Soft Skills”, (2nd edition), Oxford University Press , 2016.

REFERENCE BOOKS:

- R1: E.H. Mc Grath, S.J, “Basic Managerial Skills for All”, (9th Edition) Eastern Economy edition, PHI Learning Private Limited, New Delhi, 2011.
R2: Herta A. Murphy, Herbert W. Hildebrandt & Jane P Thomas “ Effective Business Communication” (7th edition), TATA McGraw- Hill, 2009.
R3: Jennifer Grappone, GradivaCousin, “Five Stars: Putting Online Reviews to Work for Your Business”, Sybex Publisher, 2014.

WEBSITE REFERENCE:

- W1:<https://www.cambridgeenglish.org/learning-english/activities-for-learners/?time=00-05-mins&rows=12>

Chairman - BOS

Principal / Dean - Academic

Programme	Course Code	Name of the Course	L	T	P	C
MBA	20BA2701	Rural Innovation Project	0	0	2	1

Course Objective	1: To understand the present trend of Rural market
	2: To understand the problems of Rural market
	3: To create the awareness on the study of rural market
	4: To empower the players in rural market
	5: To provide innovative techniques to strengthen the rural market.

Unit	Description	Instructional Hours
I	<p>This paper enables the students to create innovative techniques to improve the rural market and related issues through filed surveys, Live and Consultancy projects.</p> <ul style="list-style-type: none"> ➤ Present Scenario of Rural Markets ➤ Study the Demographic characteristics of Rural People ➤ Strategies adopted to capture the rural market ➤ Create awareness among the rural people on Digital banking ➤ Create awareness among rural people on accessing micro finance ➤ Create awareness among rural people on the accessing Social Security Benefits ➤ Create awareness among rural people on the accessing government schemes ➤ Any other related rural innovative projects 	
Total Instruction Hours		15

Course Outcome	CO1: Understand the present trend of rural market
	CO2: Understand the problems of rural market
	CO3: Create awareness on the study of rural market
	CO4: Empower the players in rural market
	CO5: Provide innovative techniques to strengthen the rural market

Chairman - BOS

Principal / Dean - Academic