



**REGULATIONS FOR THE TWO-YEAR POST GRADUATE PROGRAMMES UNDER  
CHOICE BASED CREDIT SYSTEM (CBCS)**

These Regulations are common to all the students admitted to the Two-Year Master's Programmes in the Faculties of Arts, Science, Indian Languages, Education, Marine Sciences, and Fine Arts from the academic year 2020-2021 onwards.

**1. Definitions and Nomenclature**

**University** refers to Annamalai University.

**Department** means any of the academic departments and academic centres at the University.

**Discipline** refers to the specialization or branch of knowledge taught and researched in higher education. For example, Botany is a discipline in the Natural Sciences, while Economics is a discipline in Social Sciences.

**Programme** encompasses the combination of courses and/or requirements leading to a Degree. For example, M.A., M.Sc.

**Course** is an individual subject in a programme. Each course may consist of Lectures/Tutorials/Laboratory work/Seminar/Project work/Experiential learning/Report writing/viva-voce etc. Each course has a course title and is identified by a course code.

**Curriculum** encompasses the totality of student experiences that occur during the educational process.

**Syllabus** is an academic document that contains the complete information about an academic programme and defines responsibilities and outcomes. This includes course information, course objectives, policies, evaluation, grading, learning resources and course calendar.

**Academic Year** refers to the annual period of sessions of the University that comprises two consecutive semesters.

**Semester** is a half-year term that lasts for a minimum duration of 90 days. Each academic year is divided into two semesters.

**Choice Based Credit System** A mode of learning in higher education that enables a student to have the freedom to select his/her own choice of elective courses across various disciplines for completing the Degree programme.

**Core Course** is mandatory and an essential requirement to qualify for the Degree.

**Elective Course** is a course that a student can choose from a range of alternatives.

**Value-added Courses** are optional courses that complement the students' knowledge and skills and enhance their employability.

**Credit** refers to the quantum of course work in terms of number of class hours in a semester required for a programme. The credit value reflects the content and duration of a particular course in the curriculum.

**Credit Hour** refers to the number of class hours per week required for a course in a semester. It is used to calculate the credit value of a particular course.

**Programme Outcomes (POs)** are statements that describe crucial and essential knowledge, skills and attitudes that students are expected to achieve and can reliably manifest at the end of a programme.

**Programme Specific Outcomes (PSOs)** are statements that list what the graduate of a specific programme should be able to do at the end of the programme.

**Learning Objectives** also known as **Course Objectives** are statements that define the expected goal of a course in terms of demonstrable skills or knowledge that will be acquired by a student as a result of instruction.

**Course Outcomes (COs)** are statements that describe what students should be able to achieve/demonstrate at the end of a course. They allow follow-up and measurement of Learning Objectives.

**Grade Point Average (GPA)** is the average of the grades acquired in various courses that a student has taken in a semester. The formula for computing GPA is given in section 11.

**Cumulative Grade Point Average (CGPA)** is a measure of overall cumulative performance of a student over all the semesters. The CGPA is the ratio of total credit points secured by a student in various courses in all semesters and the sum of the total credits of all courses in all the semesters.

**Letter Grade** is an index of the performance of a student in a particular course. Grades are denoted by the letters S, A, B, C, D, E, RA, and W.

## **2. Programmes Offered and Eligibility Criteria**

The Department of Business administration offers SEVEN two Year MBA Programmes and the eligibility criteria for each of these programmes are detailed below.

Faculty of Arts		
S.No.	Programme	Eligibility
1.	M.B.A. Business Analytics	The candidate who has undergone 10+2+3/4 pattern of study in any discipline with a minimum of 50% marks in Part- III. Admission is through TANCET.
2.	M.B.A. Dual Specialization	
3.	M.B.A. Financial Management	
4.	M.B.A. Human Resource Management	
5.	M.B.A. Infrastructure Management	
6.	M.B.A. International Business Management	
7.	M.B.A. Marketing Management	

In the case of SC/ST and Differently-abled candidates, a pass is the minimum qualification for all the above Programmes.

## **3. Reservation Policy**

Admission to the various programmes will be strictly based on the reservation policy of the Government of Tamil Nadu.

## **4. Programme Duration**

The Two Year Master's Programmes consist of two academic years.

Each academic year is divided into two semesters, the first being from July to November and the second from December to April.

Each semester will have 90 working days (18 weeks).

## **5. Programme Structure**

The Two Year Master's Programme consists of Core Courses, Elective Courses (Departmental & Interdepartmental), and Project.

### **Core courses**

These are a set of compulsory courses essential for each programme.

The core courses include both Theory (Core Theory) and Practical (Core Practical) courses.

### **Elective courses**

**Departmental Electives (DEs)** are the Electives that students can choose from a range of Electives offered within the Department.

**Interdepartmental Electives (IDEs)** are Electives that students can choose from amongst the courses offered by other departments of the same faculty as well as by the departments of other faculties.

**Students shall take a combination of both DEs and IDEs.**

### **Experiential Learning**

Experiential learning provides opportunities to students to connect principles of the discipline with real-life situations.

In-plant training/field trips/internships/industrial visits (as applicable) fall under this category.

Experiential learning is categorised as Core.

### **Project**

Each student shall undertake a Project in the final semester.

The Head of the Department shall assign a Research Supervisor to the student.

The Research Supervisor shall assign a topic for research and monitor the progress of the student periodically.

Students who wish to undertake project work in recognised institutions/industry shall obtain prior permission from the University. The Research Supervisor will be from the host institute, while the Co-Supervisor shall be a faculty in the parent department.

### **Value added Courses (VACs)**

Students may also opt to take Value added Courses beyond the minimum credits required for award of the Degree. VACs are outside the normal credit paradigm.

These courses impart employable and life skills. VACs are listed in the University website and in the Handbook on Interdepartmental Electives and VACs.

Each VAC carries 2 credits with 30 hours of instruction, of which 60% (18 hours) shall be Theory and 40% (12 hours) Practical.

Classes for a VAC are conducted beyond the regular class hours and preferably in the II and III Semesters.

### **Online Courses**

The Heads of Departments shall facilitate enrolment of students in Massive Open Online Courses (MOOCs) platform such as SWAYAM to provide academic flexibility and enhance the academic career of students.

Students who successfully complete a course in the MOOCs platform shall be exempted from one elective course of the programme.

### **Credit Distribution**

The credit distribution is organised as follows:

	Credits
Core Courses	65-75
Elective Courses	15
Project	6-8
Total (Minimum requirement for award of Degree)	90-95*

*\*Each Department shall fix the minimum required credits for award of the Degree within the prescribed range of 90-95 credits.*

### **Credit Assignment**

Each course is assigned credits and credit hours on the following basis:

1 Credit is defined as -

1 Lecture period of one hour per week over a semester  
1 Tutorial period of one hour per week over a semester

1 Practical/Project period of two or three hours (depending on the discipline) per week over a semester.

### **6. Attendance**

Each faculty handling a course shall be responsible for the maintenance of *Attendance and Assessment Record* for candidates who have registered for the course.

The Record shall contain details of the students' attendance, marks obtained in the Continuous Internal Assessment (CIA) Tests, Assignments and Seminars. In addition the Record shall also contain the organisation of lesson plan of the Course Instructor.

The record shall be submitted to the Head of the Department once a month for monitoring the attendance and syllabus coverage.

At the end of the semester, the record shall be duly signed by the Course Instructor and the Head of the Department and placed in safe custody for any future verification.

The Course Instructor shall intimate to the Head of the Department at least seven calendar days before the last instruction day in the semester about the attendance particulars of all students.

Each student shall have a minimum of 75% attendance in all the courses of the particular semester failing which he or she will not be permitted to write the End-Semester Examination. The student has to redo the semester in the next year.

Relaxation of attendance requirement up to 10% may be granted for valid reasons such as illness, representing the University in extracurricular activities and participation in NCC/NSS/YRC/RRC.

#### **7. Mentor-Mentee System**

To help the students in planning their course of study and for general advice on the academic programme, the Head of the Department will attach certain number of students to a member of the faculty who shall function as a Mentor throughout their period of study.

The Mentors will guide their mentees with the curriculum, monitor their progress, and provide intellectual and emotional support.

The Mentors shall also help their mentees to choose appropriate electives and value-added courses, apply for scholarships, undertake projects, prepare for competitive examinations such as NET/SET, GATE etc., attend campus interviews and participate in extracurricular activities.

#### **8. Examinations**

The examination system of the University is designed to systematically test the student's progress in class, laboratory and field work through Continuous Internal Assessment (CIA) Tests and End-Semester Examination (ESE).

There will be two CIA Tests and one ESE in each semester.

The Question Papers will be framed to test different levels of learning based on Bloom's taxonomy viz. Knowledge, Comprehension, Application, Analysis, Synthesis and Evaluation/Creativity.

### **Continuous Internal Assessment Tests**

The CIA Tests shall be a combination of a variety of tools such as class tests, assignments, seminars, and viva-voce that would be suitable to the course. This requires an element of openness.

The students are to be informed in advance about the assessment procedures.

The pattern of question paper will be decided by the respective faculty.

CIA Test-I will cover the syllabus of the first two Units while CIA Test-II will cover the last three Units.

CIA Tests will be for two to three hours duration depending on the quantum of syllabus.

A student cannot repeat the CIA Test-I and CIA Test-II. However, if for any valid reason, the student is unable to attend the test, the prerogative of arranging a special test lies with the teacher in consultation with the Head of the Department.

### **End Semester Examinations (ESE)**

The ESE for the first/third semester will be conducted in November and for the second/fourth semester in May.

A candidate who does not pass the examination in any course(s) of the first, second and third semesters will be permitted to reappear in such course(s) that will be held in April and November in the subsequent semester/year.

The ESE will be of three hours duration and will cover the entire syllabus of the course.

## **9. Evaluation**

### **Marks Distribution**

Each course, both Theory and Practical as well as Project/Internship/Field work/In-plant training shall be evaluated for a maximum of 100 marks. For the theory courses, CIA Tests will carry 25% and the ESE 75% of the marks.

For the Practical courses, the CIA Tests will constitute 40% and the ESE 60% of the marks.

### **Assessment of CIA Tests**

For the CIA Tests, the assessment will be done by the Course Instructor

For the Theory Courses, the break-up of marks shall be as follows:

	<b>Marks</b>
Test-I & Test-II	15
Seminar	05
Assignment	05
<b>Total</b>	<b>25</b>

For the Practical Courses (wherever applicable), the break-up of marks shall be as follows:

	<b>Marks</b>
Test-I	15
Test-II	15
Viva-voce and Record	10
<b>Total</b>	<b>40</b>

### **Assessment of End-Semester Examinations**

Evaluation for the ESE is done by both External and Internal examiners (Double Evaluation).

In case of a discrepancy of more than 10% between the two examiners in awarding marks, third evaluation will be resorted to.

### **Assessment of Project/Dissertation**

The Project Report/Dissertation shall be submitted as per the guidelines laid down by the University.

The Project Work/Dissertation shall carry a maximum of 100 marks.

CIA for Project will consist of a Review of literature survey, experimentation/field work, attendance etc.

The Project Report evaluation and viva-voce will be conducted by a committee constituted by the Head of the Department.

The Project Evaluation Committee will comprise the Head of the Department, Project Supervisor, and a senior faculty.

The marks shall be distributed as follows:

<b>Continuous Internal Assessment</b>	<b>End Semester Examination (75 Marks)</b>
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<b>(25 Marks)</b>			
<b>Review-I</b>	<b>Review-II</b>	<b>Project / Dissertation Evaluation</b>	<b>Viva-voce</b>
<b>10</b>	<b>15</b>	50	25

### **Assessment of Value-added Courses**

Assessment of VACs shall be internal.

Two CIA Tests shall be conducted during the semester by the Department(s) offering VAC.

A committee consisting of the Head of the Department, faculty handling the course and a senior faculty member shall monitor the evaluation process.

The grades obtained in VACs will not be included for calculating the GPA.

### **Passing Minimum**

A student is declared to have passed in each course if he/she secures not less than 40% marks in the ESE and not less than 50% marks in aggregate taking CIA and ESE marks together.

A candidate who has not secured a minimum of 50% of marks in a course (CIA + ESE) shall reappear for the course in the next semester/year.

### **10. Conferment of the Master's Degree**

A candidate who has secured a minimum of 50% marks in all courses prescribed in the programme and earned the minimum required credits shall be considered to have passed the Master's Programme.

### **11. Marks and Grading**

The performance of students in each course is evaluated in terms Grade Point (GP).

The sum total performance in each semester is rated by Grade Point Average (GPA) while Cumulative Grade Point Average (CGPA) indicates the Average Grade Point obtained for all the courses completed from the first semester to the current semester.

The GPA is calculated by the formula

$$GPA = \frac{\sum_{i=1}^n C_i G_i}{\sum_{i=1}^n C_i}$$

where,  $C_i$  is the Credit earned for the Course  $i$  in any semester;  
 $G_i$  is the Grade Point obtained by the student for the Course  $i$  and  
 $n$  is the number of Courses passed in that semester.

CGPA is the Weighted Average Grade Point of all the Courses passed starting from the first semester to the current semester.

$$CGPA = \frac{\sum_{i=1}^m \sum_{j=1}^{n_i} C_{ij} G_{ij}}{\sum_{i=1}^m \sum_{j=1}^{n_i} C_{ij}}$$

where,  $C_{ij}$  is the Credit earned for the Course  $i$  in any semester;  
 $G_{ij}$  is the Grade Point obtained by the student for the Course  $i$  and  
 $n_i$  is the number of Courses passed in that semester.  
 $m$  is the number of semesters

Evaluation of the performance of the student will be rated as shown in the Table.

Letter Grade	Grade Points	Marks %
S	10	90 and above
A	9	80-89
B	8	70-79
C	7	60-69
D	6	55-59
E	5	50-54
RA	0	Less than 50
W	0	Withdrawn from the examination

**Classification of Results.** The successful candidates are classified as follows:

**For First Class with Distinction:** Candidates who have passed all the courses prescribed in the Programme *in the first attempt* with a CGPA of 8.25 or above within the programme duration. Candidates who have withdrawn from the End Semester Examinations are still eligible for First Class with Distinction (*See Section 12 for details*).

**For First Class:** Candidates who have passed all the courses with a CGPA of 6.5 or above.

**For Second Class:** Candidates who have passed all the courses with a CGPA between 5.0 and less than 6.5.

**Candidates who obtain highest marks in all examinations at the first appearance alone will be considered for University Rank.**

### **Course-Wise Letter Grades**

The percentage of marks obtained by a candidate in a course will be indicated in a letter grade.

A student is considered to have completed a course successfully and earned the credits if he/she secures an overall letter grade other than RA.

A course successfully completed cannot be repeated for the purpose of improving the Grade Point.

A letter grade RA indicates that the candidate shall reappear for that course. The RA Grade once awarded stays in the grade card of the student and is not deleted even when he/she completes the course successfully later. The grade acquired later by the student will be indicated in the grade sheet of the Odd/Even semester in which the candidate has appeared for clearance of the arrears.

If a student secures RA grade in the Project Work/Field Work/Practical Work/Dissertation, he/she shall improve it and resubmit if it involves only rewriting/ incorporating the clarifications suggested by the evaluators or he/she can re-register and carry out the same in the subsequent semesters for evaluation.

### **11.Provision for Withdrawal from the End Semester Examination**

The letter grade W indicates that a candidate has withdrawn from the examination.

A candidate is permitted to withdraw from appearing in the ESE for one course or courses in ANY ONE of the semesters ONLY for exigencies deemed valid by the University authorities.

Permission for withdrawal from the examination shall be granted only once during the entire duration of the programme.

Application for withdrawal shall be considered only if the student has registered for the course(s), and fulfilled the requirements for attendance and CIA tests.

The application for withdrawal shall be made ten days prior to the commencement of the examination and duly approved by the Controller of Examinations. Notwithstanding the mandatory prerequisite of ten days notice, due consideration will be given under extraordinary circumstances.

Withdrawal is not granted for arrear examinations of courses in previous semesters and for the final semester examinations.

Candidates who have been granted permission to withdraw from the examination shall reappear for the course(s) when the course(s) are offered next.

Withdrawal shall not be taken into account as an appearance for the examination when considering the eligibility of the candidate to qualify for First Class with Distinction.

### **12. Academic misconduct**

Any action that results in an unfair academic advantage/interference with the functioning of the academic community constitutes academic misconduct. This includes but is not limited to cheating, plagiarism, altering academic documents, fabrication/falsification of data, submitting the work of another student, interfering with other students' work, removing/defacing library or computer resources, stealing other students' notes/assignments, and electronically interfering with other students'/University's intellectual property. Since many of these acts may be committed unintentionally due to lack of awareness, students shall be sensitised on issues of academic integrity and ethics.

### **13. Transitory Regulations**

Wherever there has been a change of syllabi, examinations based on the existing syllabus will be conducted for two consecutive years after implementation of the new syllabus in order to enable the students to clear the arrears. Beyond that, the students will have to take

up their examinations in equivalent subjects, as per the new syllabus, on the recommendation of the Head of the Department concerned.

*14. Notwithstanding anything contained in the above pages as Rules and Regulations governing the Two Year Master's Programmes at Annamalai University, the Syndicate is vested with the powers to revise them from time to time on the recommendations of the Academic Council.*

**Pattern of question paper for end semester examinations**  
**(Based on Revised Bloom's Taxonomy)**

Year : I

Programme: \_\_\_\_: Two Year PG Programme

Semester: I / II

Course Code:

Course Name:

Time: 3 Hrs

Max.Marks: 100

**Part-A (Level-K1/ Level-K2)      Marks: (10x2=20)**

*(Answer ALL of the questions)*

1. Define.....
2. Multiple Choices      a.      b.      c.      d.
3. Multiple Choices      a.      b.      c.      d.
4. Match the following    i - a   ii- b   iii- c   iv -d   v - .....
5. Match the following    i - a   ii- b   iii- c   iv -d   v - .....
6. Explain.....
7. Select.....
8. Describe.....
9. Classify....
10. Elucidate....

**Part-B (Level-K3/ Level-K4)Marks: (8x5=40)**

*(Answer any EIGHT of the questions)*

11. Prepare.....
12. Solve.....
13. Apply.....
14. Show.....
15. Categorize...
16. Analyze...
17. Distinguish....
18. Infer....
19. Compare....
20. Compute

**Part-C (Level-K5)Marks: (3x10=30)**

*(Answer any THREE of the questions)*

21. Discuss...
22. Summarize....
23. Evaluate.....
24. Disprove....

**Part-D (Level-K6)\*Marks: (1x10=10)**

*(Answer any ONE of the questions)*

25. Design....
  26. Develop...
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Year : II

Programme: \_\_\_\_: Two Year PG Programme Semester: III / IV  
Course Code: Course Name:  
Time: 3 Hrs Max.Marks:100

**Part-A (Level-K1/ Level-K2)Marks: (10x2=20)**  
*(Answer ALL of the questions)*

1. Define.....
2. Multiple Choices a. b. c. d.
3. Multiple Choices a. b. c. d.
4. Match the following i - a ii- b iii- c iv -d v - .....
5. Match the following i - a ii- b iii- c iv -d v - .....
6. Explain.....
7. Select.....
8. Describe.....
9. Classify....
10. Elucidate....

**Part-B (Level-K3/ Level-K4)Marks: (6x5=30)**  
*(Answer any SIX of the questions)*

11. Apply.....
12. Show.....
13. Prepare
14. Make use of....
15. Categorize...
16. Analyze...
17. Distinguish....
18. Simplify.....

**Part-C (Level-K5)Marks: (3x10=30)**  
*(Answer any THREE of the questions)*

19. Discuss...
20. Recommend with
21. Evaluate.....
22. Justify....
23. Optimize...

**Part-D (Level-K6)\*Marks: (2x10=20)**  
*(Answer any TWO of the questions)*

24. Design....  
OR
25. Formulate ...
26. Case Study (Compulsory) ...

M.B.A (TWO YEAR) PROGRAMME							
[End Semester Examinations]							
Bloom's Taxonomy - Questions Conforming to Levels K1 to K6							
I Year (Two year PG)				II Year (Two Year PG)			
Level	Part	Questions & Marks	Total Marks	Level	Part	Questions & Marks	Total Marks
K1	A	5 x 2	10	K1	A	5 x 2	10
K2		5 x 2	10	K2		5 x 2	10
K3	B	4 x 5	20	K3	B	2 x 5	10
K4		4 x 5	20	K4		4 x 5	20
K5	C	3 x 10	30	K5	C	3 x 10	30
K6	D	1 x 10	10	K6	D	2 x 10	20
			100				100

### ASSESSMENT PATTERN

#### Continuous Internal Evaluation (25 Marks)

Bloom's Category Marks (out of 25)	Test	Assignment	Seminar	Non CIA		
				Activities	Industrial Visit	Quiz
Knowledge	√					√
Comprehension	√	√	√		√	√
Apply		√	√	√		
Analyze	√					√
Evaluate	√					
Create	√		√	√		

#### End Semester Examination (75 Marks)

Bloom's Category Marks	Test (75 Marks)
Knowledge	
Comprehension	
Application	
Analysis	
Synthesis	
Evaluation	
Creation	



**ANNAMALAI UNIVERSITY**

**Department of Business Administration**

**M.B.A. (Human Resource Management) (Two Year Programme)**

**Programme Code: ABUS24 Programme Structure**

**(For students admitted from the academic year 2020-2021)**

Course Code	Course Title	Hours per week			C	Marks		
		L	T	P		CIA	ESE	Total
20MBAC101	Core 1: Management Process	3		-	3	25	75	100
20MBAC102	Core 2: Managerial Economics	3		-	3	25	75	100
20MBAC103	Core 3: Organizational Behaviour	3		-	3	25	75	100
20MBAC104	Core 4: Accounting for Managers	3		-	3	25	75	100
20MBAC105	Core 5: Computer Applications in Management	3		-	3	25	75	100
20MBAC106	Core 6: Project Entrepreneurship and Small Business Management	3		-	3	25	75	100
20MBAC107	Core 7: Research Methodology	3		-	3	25	75	100
20MBAV108	Viva-voce (Industrial Visits and Courses)	-	2	-	2	25	75	100
Choice	<b>Elective 1: Interdepartmental Elective</b>	3			3	25	75	100
	<b>Total</b>				<b>26</b>			
20MBAC201	Core 8: Financial Management	4		-	4	25	75	100
20MBAC202	Core 9: Marketing Management	4		-	4	25	75	100
20MBAC203	Core 10: Human Resource Management	4		-	4	25	75	100
20MBAC204	Core 11: Production and Materials Management	4		-	4	25	75	100
20MBAC205	Core 12: Decision Support System and Management Information System	4		-	4	25	75	100
20MBAC206	Core 13: Practical I (Statistical package on Business Decision)	-		4	2	40	60	100
20MBAV207	Field visit and Viva-voce (Exposure to Small and Medium Enterprises)	-	2	-	2	25	75	100
Choice	<b>Elective 1: Departmental Elective</b>	3		-	3	25	75	100
Choice	<b>Elective 2: Departmental Elective</b>	3		-	3	25	75	100
Choice	<b>Elective 2: Interdepartmental Elective</b>	3		-	3	25	75	100
	<b>Total</b>				<b>33</b>			

	Value Added Course (VAC)	Carries Additional Credits						
20MBAC301	Core 14: Operations Research	4		-	4	25	75	100
20MBAC302	Core 15: Introduction to Business Analytics	4		-	4	25	75	100
20MBAC303	Core 16: Business Legislations	4		-	4	25	75	100
20MBAC304	Core 17: International Business and Export Management	4		-	4	25	75	100
20SOSC305	Core 18: Soft Skills for Managers	4		-	4	25	75	100
20MBAD306	Internship Project and Viva- voce	-	3	-	3	25	75	100
Choice	Elective 3: Departmental Elective	3		-	3	25	75	100
Choice	Elective 4: Departmental Elective	3		-	3	25	75	100
Choice	Elective 3: Interdepartmental Elective	3			3	25	75	100
	<b>Total</b>				<b>32</b>			
	Value Added Course (VAC)	Carries Additional Credits						
20MBAC401	Core 20: Retailing and Rural Marketing	4		-	4	25	75	100
20MBAC402	Core 20: Business Policy and Strategic Management	4		-	4	25	75	100
20MBAC403	Core 21: Logistics and Supply Chain Management	4		-	4	25	75	100
20MBAC404	Core 22: Indian Ethos and Values	4		-	4	25	75	100
20MBAC405	Core 23: Practical II (Behavioural Science and Communication Lab)	-		4	2	40	60	100
20MBAV406	Viva-voce (Industrial Visits and Courses)	-	2	-	2	25	75	100
Choice	Elective 5: Departmental Elective	3		-	3	25	75	100
Choice	Elective 6: Departmental Elective	3		-	3	25	75	100
Choice	Elective 4: Interdepartmental Elective	3		-	3	25	75	100
20PSCI400	Constitution of India*	3			(3)			
	<b>Total</b>				<b>29</b>			
	<b>Total credit</b>				<b>120</b>			

\* Non Credit Compulsory Course

L- Lectures; P- Practical; C- Credits; CIA- Continuous Internal Assessment; ESE- End-Semester Examination

Note:

1. Students shall take both Departmental Electives (DEs) and Interdepartmental Electives (IDEs) from a range of choices available.
2. Students may opt for any Value-added Courses listed in the University website.

### DEPARTMENTAL ELECTIVES (DE)

Semester	Course Code	Course Title	Hours per week		C	Marks		
			L	P		CIA	ESE	Total
II	20MHRE220	Industrial Relations and Labour Welfare Management	3	0	3	25	75	100
	20MHRE221	Management of Training and Development	3	0	3	25	75	100
	20MHRE222	Strategic HRM	3	0	3	25	75	100
III	20MHRE330	Legal Framework Governing Human Relations	3	0	3	25	75	100
	20MHRE331	Compensation Management	3	0	3	25	75	100
	20MHRE332	Knowledge and Talent Management	3	0	3	25	75	100
IV	20MHRE440	Organizational Change and Development	3	0	3	25	75	100
	20MHRE441	Performance Management	3	0	3	25	75	100
	20MHRE442	HR Analytics	3	0	3	25	75	100

### PROGRAMME OUTCOMES

- PO1: Critical thinking
- PO2: Cultivating Cognitive skills required in the job market
- PO3: Effective Communication
- PO4: Familiarity with ICT to thrive in the information age
- PO5: Cultivating aptitude for research
- PO6: Respect for alternate view-points including those conflicting with one's own perspectives
- PO7: Ability to work individually and as members in a team
- PO8: Upholding ethical standards
- PO9: Acting local while thinking global
- PO10: Commitment to gender equality
- PO11: Commitment to Sustainable development
- PO12: Lifelong learning

## **PROGRAMME SPECIFIC OUTCOMES**

- PSO1: Acquire basic knowledge of management, its functions, disciplines and its relevance and importance for a successful infrastructure development.
- PSO2: Acquire in depth knowledge of specific courses in the Infrastructure Management, including present global perspective with an ability to evaluate, analyse, discriminate and blend existing, indigenous and new knowledge and integrate the same.
- PSO3: Analyse and synthesize problems related to infrastructure management by applying critical thinking in a practical and policy context.
- PSO4: Evaluate a wide range of potential solutions and to arrive at practical solutions feasibly considering public health and safety, cultural, societal and environmental factors in the core areas.
- PSO5: Obtaining information relevant to problems through literature surveys and experiments and applying of research methodology, techniques and tools design analyse and interpret data to view things in broader perspective and contribute individually and group to the technological knowledge and scientific development of infrastructure.
- PSO6: Understanding group dynamics, recognise opportunities and contribute positively in scientific research with rational analysis in order to achieve common goals and further the learning of themselves as well as others towards infrastructure management.
- PSO7: Develop strategies and procedures for successful implementation of infrastructure projects designed and developed for well-being of the society.

20MBAC101	Core - 1	L	T	P	C
Semester I	Management Process	3	-	-	3

### Learning Objectives:

To enable the student to understand

**L01:** To impart knowledge in general management practice in an organization

**L02:** To provide managerial skills to students to manage an organization

**L03:** To impart knowledge in management activities like planning, organizing, staffing, directing, motivating and controlling.

**L04:** To provide the general outline about the need for controlling in an organization

**L05:** To impart knowledge on the need for communication and different types of communication

### Course Outcomes:

At the end of the course, the student will be able to

**C01:** Impart knowledge in general management practice like planning, organizing, staffing, directing, motivating and controlling in an organization.

**C02:** Understand the need for team work, to work effectively in a team and to act as a global leader.

**C03:** Improve the Cognitive skills related to Indian and global Organisation structure and to understand the different levels of management in an organisation.

**C04:** Understand the need for quality policy and controlling techniques to be practiced in an organization.

**C05:** Improve and develop the communication skills and the need for ethical business practice.

**C06:** Develop conflict management plan and to solve the problems in an organization.

### Unit-I: Introduction

Evolution of Management thought, Managerial process, Functions, Skills and Roles in an Organization – Decision making and Problem solving. Understanding and managing group processes – Group decision making.

## **Unit-II: Planning**

Distinction between operational and strategic planning – Types of plans – Grouping of various types of plans – Steps in planning – Importance of policies – Types of policies – Principles of policy making – Policy formulation and Administration – Basic area of policymaking.

## **Unit-III: Organising**

Authority Relationships – Line authority – Staff authority – Line organization – Pure line and Departmental line organization – Staff relationships – Line and Staff organization – Functional organization – Committee organization – Definition of Authority – Components of authority – Rational authority – Traditional authority – Charismatic authority – Limits of authority – Delegation of authority – Process of delegation – Principles of Delegation – Centralization and Decentralization.

## **Unit-IV: Staffing and Directing**

Staffing Function – Nature and Purpose of staffing – Importance of staffing – Components of Staffing – Selection and Training – The Direction Function – Leadership – Co-ordination – Need for co-ordination – Types of Co-ordination – Pooled, Sequential, Reciprocal and Interdependence – Principles of Co-ordination – Approaches achieving effective Co-ordination – Problems of Co-ordination.

## **Unit-V: Supervising Control and MBO**

Supervision Function – Position of a supervisor – Qualities of a good supervisor – Role of a Supervisor – Key Man – Man in the middle – Middle marginal man – Human relations specialist – Essential requirements of effective supervision – Rensis Likert studies of supervision – Effectiveness – Concept of control – Importance of control – Span of control – An Integrated Control System – Management By Objective – Hierarchy of Objective – Qualitative and Quantitative Objective – Process of MBO – Management by Exception.

**Current Stream of Thoughts:** The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

### Text Books

1. Ramasamy.T. (2004). *Principles of Management*. Mumbai: Himalaya publishing House.
2. Gupta, C.B. (2011). *Management Theory and practice*. New Delhi: Sultan Chand & sons.

### Supplementary Readings

1. Stoner, J. (2003). *Management* (6th Ed.). New Delhi: Prentice hall of India.
2. Heinz Weihrich, Mark V. Cannice and Harold Koontz. (2008). *Management* (12th Ed.). New Delhi: Tata McGraw Hill.
3. Bhushan, Y.K. (2013). *Fundamentals of Business organization and Management*. New Delhi: Sultan Chand & sons.
4. Samuel C. Certo and S. Trevis Certo. (2008). *Modern Management*. New Delhi: PHI learning.

### Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01	3														2				
C02									3										
C03		3																	
C04															2				
C05			2																3
C06						3													

20MBAC102	Core - 2	L	T	P	C
Semester I	Managerial Economics	3	-	-	3

### Learning Objectives:

To enable the student to understand

**L01:** To understand and learn the economic theories and concepts to be adapted in business development.

**L02:** To impart knowledge in analytical skills enabling the students to face the challenges arising in business organisation.

**L03:** To provide and help the students a vast knowledge on managerial economics to become business entrepreneurs.

**L04:** To provide the concepts of cost analysis and pricing decision in economic aspects

**L05:** To impart knowledge in profit analysis towards business operation

### Course Outcomes:

At the end of the course, the student will be able to

**C01:** Understand the role of Economic theory and concepts in Management Decision

**C02:** Analyse the situations challenging the management environment in an

**C03:** Knowing the cost theories will be able to be effective manager in cost reduction.

**C04:** Handle the Micro and Macro Environment.

**C05:** Manage any situation arising in Business environment.

### Unit-I: Basic Concepts

Nature and Scope of Managerial Economics – Economic theory and Managerial Economics – Demand Analysis and Forecasting – Demand determinants – Demand Distinctions – Demand Forecasting – Capital budgeting.

## **Unit-II: Cost Analysis**

Cost concepts and classifications – Cost output relationship in the long run and short run – Economies (Internal and External) and Diseconomies of scale – Cost control and Cost reduction – Production function – Isoquants, Isocost curves and Least cost combination.

## **Unit-III: Pricing Decisions**

Pure competition – Perfect competition – Policies and Practices – Pricing and output decisions under imperfect competition – Pricing Policies – Price discrimination – Methods of Pricing – Monopolistic Competition – Oligopoly.

## **Unit-IV: Profit Analysis**

Profit theories – profit policy – Profit budget – Break even analysis – Break even chart – Theory of profit maximization.

## **Unit-V: Macro Economics and Business Decision**

Business Cycle and Business Policies – Current Industrial Policy and Monetary Policy and Fiscal Policy – National Income and Methods of its Estimation - Large Scale Industries and Small Scale Enterprises – Financial Institutions – Inflation: Nature and Causes – Meaning: Effects and cost – Inflation: Anticipated and Unanticipated – Inflation: Measures to control inflation.

**Current Stream of Thoughts:** The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

## **Text Books**

1. Varshney and Maheswari (2009), *Managerial Economics*, Sultan Chand, New Delhi.
2. Ahuja, H.L.(2007), *Managerial Economics*, S. Chand & Company Ltd., New Delhi.

## **Supplementary Readings**

1. Mark Hirschey, Eric Bentzen(2016) – *Managerial Economics* – Cengage Learning.
2. Luke M.Froeb , Brian T.McCann, Michael R. Ward, Shor (2015) – *Managerial Economics: A Problem solving Approach* – Cengage Learning.
3. Joel Dean (2012), *Managerial Economics*, PHI Learning Private Ltd., New Delhi.
4. Moti Paul S. Gupta (2013), *Managerial Economics*, Tata McGraw Hill Pub., New Delhi.
5. Mithani, D.M.(2014), *Managerial Economics*, Himalaya Publishing House, New Delhi.

### Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)							
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	
C01													3							
C02		3														2				
C03																				
C04																	2			
C05			3																	
C06											3									1

20MBAC103	Core - 3	L	T	P	C
Semester I	Organizational Behaviour	3	-	-	3

### Learning Objectives:

To enable the student to understand

**L01:** To learn and understand organizational behaviour concepts and models, moving from individual behaviour to group behaviour

**L02:** To explain the concepts of organizational behaviour and develop effective Human Relations Policies for effective performance.

**L03:** To provide the concepts of attitude, motivation and job satisfaction and related theories.

**L04:** To impart knowledge on the personality & personality attributes of employees in an organisation

**L05:** To provide the concepts of leadership conflict organizational change.

### Course Outcomes:

At the end of the course, the student will be able to

**CO1:** Understand individual behavior in organizations, including diversity, attitudes.

**CO2:** Study job satisfaction, emotions, moods, personality, values, perception, decision making, and motivational theories.

**CO3:** Recognize group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.

**CO4:** Unleash the organizational system, including organizational structures, culture, human resource and change.

**CO5:** Analyze the Leadership characteristics, organizational conflicts

**CO6:** Know the importance of organizational change.

### Unit-I: Organizational Behaviour: An Overview

Historical Development, Behavioural sciences and Organizational behaviour organizational behaviour (OB) in global context, Managing worker diversity-Developing Assertive Behaviour Skills-Emerging Business Realities.

## **Unit- II: Learning-Attitudes-Values and –Job Satisfaction**

Learning: Definition and Importance, Theories of learning, Principles of learning, Shaping as managerial tool, Applications in organizations. Attitudes, Values and Job Satisfaction: Sources and types of attitudes, Attitude formation and change, Cognitive Dissonance Theory. Values: meaning, importance, source and types, and applications in organizations. Effects of employee attitude, Job related attitudes.

## **Unit-III: Personality & Personality Attributes -Perception -Creativity**

Personality: Foundations of individual behaviour, Personality, Meaning and Importance, Development of personality, Determinants of personality, Theories of personality, Relevance of personality to managers. Perception: Nature, Importance and Definition of Perception, Factors involved in perception, The Perceptual Process, Perceptual Selectivity and Organization, Applications in Organizations.-Creativity-process and Blocks.

## **Unit-IV: Motivation-Culture-Group Dynamics**

Motivation: Theories of motivation, Motivation applied in organizations, Principles, applications - dimensions & Types of culture, Creating, Sustaining & Transmitting culture, Keeping cultures alive & How employees learn culture-Emotions & Emotional Intelligence- Handling Fear, Anger and Depression- Group Processes & Teams in Organizations -nature of groups, Stages of group development, Meaning of teams, Types of teams, characteristics of teams, Team development, Team decision making Interpersonal Communications- Increasing Personal and Interpersonal effectiveness through understanding and practicing, Transactional Analysis and Johari Window Model.

## **Unit-V: Leadership-Conflict-Organizational Change**

Leadership- Characteristics of Leading, Importance of Leading, Functions of Leading Power & Politics at work -nature & bases of power, power relationships, organizational politics, outcomes of power- Conflict, Negotiations sources of conflict, Resolution techniques, and stimulation techniques. Stress: Meaning, factors responsible for stress, coping strategies & Stress Management-types of change, managing organizational change, resistance to change, overcoming resistance to change. Meaning & values of organizational development, Organizational development approaches and techniques.

**Current Stream of Thoughts:** The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

**Text Books**

1. Stephen P Robbins; Tim Judge, (2019). *Organizational behaviour, Organization and Administration*. Pearson 18th edition, New York, NY.
2. Robbins P. Stephen, Timothy, A. Judge and Neharika Vohra (2017). *Organizational Behavior*, Pearson Education, New Delhi

**Supplementary Reading**

1. Davis, Keith. (2018). *Human Behaviour at work*. New Delhi: Tata McGraw Hill.
2. McShane, Steven Lattimore. & Von Glinow, Mary Ann Young. (2015). *Organizational behavior: emerging knowledge, global reality*. New York: McGraw Hill Education.
3. Luthans, F. (2013). *Organisational Behaviour* (12<sup>th</sup> Ed.). New Delhi: McGraw Hill Education.
4. Greenberg, J. (2011). *Behaviour in Organization* (10<sup>th</sup> Ed.). New Delhi: PHI Learning.
5. Pareek, U. (2011), *Understanding Organisational Behaviour* (3<sup>rd</sup> Ed.). Oxford Higher Education.

**Outcome Mapping**

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01	3													3					
C02		3						3							2				
C03								3								3			
C04																	3		
C05								3										2	
C06								1											

20MBAC104	Core - 4	L	T	P	C
Semester I	Accounting for Managers	3	-	-	3

### Learning Objectives:

To enable the student to understand

**L01:** To acquaint the students with the various concepts, techniques of accounts methods

**L02:** To analyse the process of accounting data analysis and interpretation.

**L03:** To help the student take decision making in the areas of management accounting.

**L04:** To impart knowledge on the financial statement analysis, ratio analysis, fund and cash flow analysis

**L05:** To provide the managerial concepts of standard costing and variance analysis

### Course Outcomes:

At the end of the course, the student will be able to

**C01:** Understand and get knowledge on accounting format with effectively and professionally.

**C02:** Acquire the knowledge and skills that related to financial and nonfinancial information to formulate business.

**C03:** Develop the global business, how to management accounting helps for decision making.

**C04:** work individual as well as team member in financial aspects of business.

**C05:** Analyse and Implementation their responsibility and ethical financial information.

**C06:** Provide sustainable development of business using tools and technique in accounting.

### **Unit-I: Introduction to Management Accounting and Financial Accounting**

Introduction – Principles – Concept – Accounting conventions – Management accounting – Its origin – Role – Function – Growth – Cost accounting – Financial accounting – Difference between various accounting – Financial Accounting – Journal – Ledger – Trail Balance – Trading – Profit and Loss account – Balance sheet. (Final Accounting Problems with adjustments). Accounting Standards (INDAS) – Generally Accepted Accounting Principles (GAAP).

### **Unit-II: Financial Statement Analysis, Ratio Analysis, Fund and Cash Flow Analysis**

Analysis and interpretation of financial statements – Analysis of Comparative Balance sheet – Common size statement (simple problems) – Ratio Analysis – Nature – Classification – Limitations – Interpretations of Ratios – Funds flow analysis – Concept – Merits and Demerits – Cash flow analysis – Concept – Merits and Demerits (simple problems).

### **Unit-III: Methods and Techniques of Cost Accounting**

Concept of cost – Elements of cost – Cost Accounting – Objectives – Cost Sheet (Problems) – Classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing.

### **Unit-IV: Marginal Costing, Budget and Budgetary Control**

Marginal Costing – Concept – Advantages and Disadvantages – Break even analysis – Cost volume profit analysis – Budget and Budgetary control – Objectives – Type of budgets – Preparation of Sales, Cash, flexible and master budgets (simple problems).

### **Unit-V: Standard Costing and Variance Analysis**

Standard Costing – Advantages of Standard Costing – Limitation of Standard Costing – Determination of Standard Costs – Revision of Standards – Standard Cost Card Variance Analysis Material Cost Variances – Sales Variances – Labour Variances (Simple Problems in Variances).

**Current Stream of Thoughts :** The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

### Text books

1. Gunasekaran, E. (2012). *Accounting for Management*, Lakshmi Publication, Chennai.
2. Khan. M.Y. & P.K. Jain.(2017). *Management Accounting*, Tata McGraw Hill Pub.,

### Supplementary Readings

1. Maheswari, S.N. (2013). *Cost and Management Accounting*. New Delhi: Sultan Chand & Sons.
2. Pandikumar, M.P. (2010). *Management Accounting*. New Delhi: Excel Books.
3. Narayanasamy, R. (2017). *Financial Accounting - A Managerial Perspective* (6<sup>th</sup> Ed.). PHI Learning Private Limited.
4. Gupta, R.L. & Radhaswamy, M. (2017). *Advanced Accountancy*, Vol I, Sulthan Chand & Sons, New Delhi.
5. Jain, S.P. & Narang, K.L. (2018). *Advanced Accounts*, Ludiana: Kalyani Publishers.

### Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01															3				
C02	2																	3	
C03																2			
C04							3												
C05								2											
C06											3								

20MBAC105	Core -5	L	T	P	C
Semester I	Computer Applications in Management	3	-	-	3

### Learning Objectives:

To enable the student to understand

**L01:** To explain the fundamentals of computers, hardware, software and its evolution.

**L02:** To provide indepth knowledge on software development process and its related functionalities.

**L03:** To enable data processing concepts and its applications.

**L04:** To impart knowledge on networking, its types and topologies.

**L05:** To introduce the strategic implementation of IT and its applications in organisations

### Course Outcomes:

At the end of the course, the student will be able to

**CO1:** Understand the evolution and recent developments in hardware, software, management functions related packages and other accessories.

**CO2:** Recognise, understand and involve in development of programs, system software and applications for various functions of business.

**CO3:** Organize and work with files, folders and data storage for various functions in modern business

**CO4:** Get familiar with working in MS office and its application for various functions in modern business.

**CO5:** Gain familiarity with the concepts and terminology used in the network development Implement and maintain the operations of networking in information system of various functions for strategic advantage.

### **Unit-I: Computer Fundamentals**

Organization of computers – Generations of computers – Types of computers – Input /Output devices – Storage devices – Software: Systems software, Application software – Overview of Linux, Unix, Windows, Freewares– Programming Languages/ Assembly Languages – Compiler – Interpreter.

### **Unit-II: Software Development applications**

Software Development Process: File Design & Report Design – Data File Types/ Organization; Master, Transaction File. Application and uses of MSOffice: Word, Power Point, Excel, Access.

### **Unit-III: Data Processing Concepts**

Basics of Data Processing – Modes of Data Processing – Data Hierarchy – Data Processing Systems – Management of Data Processing System in Business Organization – Application portfolio Development – Program Development Cycle – FlowChart.

### **Unit-IV: Computer Networks**

DATA Communications: Networking Concepts, Classification – LAN, MAN, WAN – Wireless LAN – Internet, Intranet, Extranet – Virtual Private Networks (VPN) – PeertoPeer, Client Server – Networking topologies – Virus – Meaning – Types – Antivirus – Benefits – Detection and Elimination.

### **Unit-V: Implementing and Managing IT**

IT strategic Alignment – Competitive Forces Model – Value Chain Model – Strategic Resources and Capabilities – IT Planning – Managing IS Department – Evaluating IT Investment: Benefits, Costs and Issues – IT Economics Strategies – Managerial Issues. An Integrated Stepped Approach – Consulting Process – Proposal Development – Contract – Execution –Implementation – Planning – Closing and Collecting.

**Current Stream of Thoughts:** The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

### Text Books

1. Alexis Leon & Mathews Leon (2014), *Fundamentals of Information Technology*, New Delhi: Vikas Publishing.
2. Alexis Leon and Mathews Leon (2013), *Introduction to Computers*, Vikas Publishing, New Delhi.

### Supplementary Readings

1. Peter Norton (2015). *Introduction to Computer* (7<sup>th</sup> Ed.). New Delhi: Tata McGraw Hill.
2. Rajaram, V. (2013). *Introduction to Information Technology*. New Delhi: Prentice Hall India, 2013.
3. Mohan Kumar, K. & Rajkumar, S. (2009). *Computer Applications in Business*. New Delhi: Tata McGraw Hill.
4. Ritendra Goel and Kakkar, D.N. (2013). *Computer Applications in Management*, New Delhi: New Age Publishing.
5. Sanjiva Shankar Dubey, V. (2012). *Management and IT Consultancy*, New Delhi: McGraw Hill.

### Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01				3						3			3						
C02		3		3	3							3	3			3			3
C03			3	3					3		2	3			3		3		
C04				3									3		3				2
C05				2	3		3							2					
C06	3			2		3		3			2	3		2		2	3	3	2

20MBAC106	Core - 6	L	T	P	C
Semester I	Project, Entrepreneurship and Small Business Management	3	-	-	3

### Learning Objectives:

To enable the student to understand

**L01:** Make understand the frame work for of project and stages involved in it

**L02:** Explain the process of developing the project and roles and responsibilities of personnel involved in it.

**L03:** Create awareness of the project feasibility and finance involved in it.

**L04:** Create awareness of SMME and its role in economy and its developments.

**L05:** Evaluating the project and to prepare a ground where the students build the necessary competencies and to motivate for a career in Entrepreneurship.

### Course Outcomes:

At the end of the course, the student will be able to

**C01:** Understand and get skill on Project management tools and Information system used in a project.

**C02:** Impart knowledge on infrastructure project and project identification methods that are practiced in Indian and Global scenario.

**C03:** Improve cognitive skills on project delays and to resolve conflict in a project.

**C04:** Understand the role of entrepreneur and ethical practice in Indian and global scenario.

**C05:** Develop the leadership skills, communication skills and the ability to work with a project team.

**C06:** Impart knowledge on Training institute and financial institution that assist the small scale industry in the sustainable development.

### Unit-I: Project Planning

Definition of project – Classifications of projects – Importance – Scope – Project Identification – Idea generation and Screening – Project selection and Planning – Project Formulation – Project life cycle – Project Organisation – Roles and Responsibilities of project manager – Managing project team.

## **Unit-II: Project Feasibility and Project Finance and Evaluation**

Pre-feasibility study – Market and Demand analysis – Feasibility Study: Technical – Commercial – Environmental – Socio economic – Managerial and Financial analysis – Detailed Project Report – Resource Survey – Selection of plant location – Project contracts – Insurance for projects – Project Implementation. Estimating project time and cost – Cost of capital – Source of finance – Cost control – Project Scheduling and Monitoring – Project Information System and Documents – Project Report – Social Cost Benefit Analysis – Project Evaluation and Performance Review Techniques.

## **Unit-III: Introduction to Entrepreneur**

Definition – Concept – Classification and types of entrepreneurs – Entrepreneurial Traits – Need and Important – Roles and Responsibilities of Entrepreneurs in Indian business context – Entrepreneurial Motivation – Entrepreneurial Development Programme: Role and objectives of the programme–Contents–InstitutionsaidingEntrepreneurs–CentralandStatelevelInstitutions.

## **Unit-IV: Entrepreneurship Environment and Challenges**

Entrepreneurship environment: Social – Cultural – Political – Natural – Geographic – Technological – Economic Environment and its impact on Entrepreneurship – Factors affecting entrepreneurial growth – Globalization and its challenges – Steps to face global challenges – Strategies for the development of women entrepreneurs.

## **Unit-V: Small Business Management**

Small Enterprises – Definition – Classification – Characteristics – Ownership Structures – Steps involved in setting up a small business – Identifying and selecting a good Business opportunity – Market potential analysis – Marketing methods: Pricing and Distribution methods. Sickness in small Business: Concept – Magnitude – Causes and Consequences – Corrective Measures – Government Policy on Small Scale Enterprises – Growth Strategies in small industry: Expansion – Diversification–Joint Venture–Merger and Sub Contracting.

**Current Stream of Thoughts:** The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

### Text books

1. Chandra, P., & Chandra, P. (2014). *Projects: Planning, analysis, selection, financing, implementation, and review*. New Delhi: Tata McGraw Hill Education.
2. Khanka, S. S. (2012). *Entrepreneurial development: For B Com, M Com and MBA students of all Indian universities*. New Delhi: S Chand..

### Supplementary Readings

1. Clifford F. Gray and Erik W.Larson (2007), *Project management*, Tata McGraw hill, New Delhi.
2. Nagarajan, K. (2007). *Elements of Project Management*, New Delhi: New Age International (P) Ltd.
3. Hisrich, R. D., Peters, M. P., Shepherd, D. A. & Sinha, S. (2020). *Entrepreneurship* (11<sup>th</sup> Ed.). New Delhi: Tata McGraw hill.
4. Vasant Desai (2008), *Dynamics of Entrepreneurial Development and Management*, Himalayas publishing house, New Delhi.

### Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)							
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	
C01		3														3				
C02									3						3					
C03		3																		
C04				2					3											
C05				3										2						
C06												3								

20MBAC107	Core - 7	L	T	P	C
Semester I	Research Methodology	3	-	-	3

### Learning Objectives:

To enable the student to understand

**L01:** To equip the students with the basic understanding of the research methodology

**L02:** To provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

**L03:** To impart knowledge in data collection and research tools to efficiently complete their business research.

**L04:** To provide the statistical concepts of primary and secondary data and its collection methods

**L05:** To make understand the method of preparing statistical reports in business organization

### Course Outcomes:

At the end of the course, the student will be able to

**C01:** Display competencies and knowledge on the key knowledge area of research and its methodologies.

**C02:** Acquire the skills to explore appropriate research problems and parameters.

**C03:** Evaluate research problems and various research designs,

**C04:** Formulate hypotheses and develop statistical models

**C05:** Acquire the skills to analyse various research problems, interpret the various statistical tests results and generate good research reports.

**C06:** Develop proficiency in using SPSS for Data analysis.

### Unit-I: Introduction to Research and Research Methodology

Research – Meaning – Types – Nature and scope of research – Problem formulation – Statement of research Objective – Value and cost of information – Importance of research in Management – Research process – Research design.

## **Unit-II: Data Collection**

Methods of data collection – Observational and Survey methods – Field work plan – Administration of surveys– Training for field investigators – Sampling methods – Sample size.

## **Unit-III: Research Tools**

Source of Data – Primary – Secondary data – Questionnaire Design; Attitude measurement techniques – Scaling Techniques.

## **Unit-IV: Application of Statistics in Research**

Introduction to Statistics – Estimation of Population parameters – Point of Internal estimates of means and proportions – Correlation – Regression – Hypothesis testing – Chi-square test – T test– F test – Tabulation of data – Analysis of data – Advanced techniques – ANOVA – Discriminate Analysis – Factor analysis – Multidimensional Scaling – Cluster Analysis.

## **Unit-V: Report Preparation**

Research Applications – Types of Report – Report preparations – Format – Languages – Tables – Pictures & Graphs – Bibliography Comments.

**Current Stream of Thoughts:** The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

## **Text Books**

1. Kothari, C. R., & Garg, G. (2019). *Research methodology: Methods and techniques*. New Delhi: New Age International (P) Ltd.
2. Arora, P. N., & Arora, S. (2007). *Statistics for management: [for M.B.A. course, Anna Univ., Chennai & other Indian universities]*. New Delhi: S. Chand.

### Supplementary Readings

1. Cooper, D. R., & Schindler, P. S. (2014). *Business Research Methods* (12<sup>th</sup> Ed.). New Delhi: Tata McGraw Hill.
2. Krisnasamy, O.R. & Ranganathan, M. (2005). *Methodology of Research in Social Science*. Mumbai: Himalaya Publishing House.
3. Panneerselvam, R. (2008). *Research Methodology*. New Delhi: Prentice Hall of India.
4. Saunders, M. N. K., Lewis, P., & Thornhill, A. (2015). *Research methods for business students*. New Delhi: Pearson.
5. Easterby-Smith, M., Thorpe, R., Jackson, P., & Jaspersen, L. J. (2018). *Management & business research* (6<sup>th</sup> Ed.). Sage publishers.

### Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01	3														3				
C02		3												3					
C03																	3		
C04											3							2	
C05																			3
C06								2										3	

<b>20MBAV 108</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Semester II</b>	<b>VIVO-VOCE (Industrial Visits &amp; Courses)</b>		<b>2</b>		<b>2</b>

20MBAC 201	Core - 8	L	T	P	C
Semester II	FINANCIAL MANAGEMENT	4			4

### Learning Objectives:

Enable the students to understand and

**L01:** To educate the concept of finance and its concern with everything that takes place in the conduct of the business.

**L02:** To develop and acquaint the students with the various concepts, techniques, methods of planning and forecasting.

**L03:** To Explain various sources of finance, dividend policy and capital structure.

**L04:** To impart knowledge on the working capital management

**L05:** To provide the financial concepts of capital structure and capital budgeting.

### Course Outcomes:

At the end of the course, the student will be able to practice and to

**C01:** Analyze the functions of finance manager who entails planning, organizing, controlling, monitoring and evaluating the financial resources of an organization to achieve its overall objectives.

**C02:** Describe the characteristics of various sources of long term financing.

**C03:** Analyze the key issues related to working capital policy and various facets of inventory management

**C04:** Discuss the techniques of Capital budgeting and explore certain advanced issues in capital budgeting.

**C05:** Expound various views on relationship between capital structure and cost of capital.

### Unit-I: Introduction to Financial Management

Finance function: Meaning – Definition – Scope of Finance function – Executive functions and Incidental functions –Goals of Financial Management –Profit maximization and Wealth maximization - Time Value of Money – Future value and Present Value.

### Unit-II: Long Term Financing

Sources of long term financing Nature of long term financing Common stock – Preferred stock – shares – types and benefits – types of preferences shares – bonds, yield to maturity (simple problems) – debentures ploughing profit. Debt financing: Secured and Unsecured debts Under writing of shares –Rights issue: Meaning –Procedure –Pricing –Underwriting of rights – Dilution of market price rights –Market price of shares.

### **Unit-III: Working Capital Management**

Meaning of working capital Net working capital – Financing mix approaches Sources of working capital financing Management of cash and marketable security: Importance of cash and liquidity Cash balance deciding factors Determination of cash cycle –Receivable management Objectives Formulation of Credit and collection policies Inventory management Objectives of Inventory – Determination of optimum level of inventory Types of Inventory.

### **Unit-IV: Capital Structure and Capital Budgeting**

Capital Structure –Theories of Capital Structure – Assumptions Features of an appropriate capital structure Determinants of the capital structure. Capital Budgeting – Methods of ranking Investment proposals – Payback method – Average Rate of Return method – Discounted Cash Flow method – IRR method – NPV method – Excess present value method (simple problems).

### **Unit-V: Cost of Capital and Dividend Policy Decision**

Cost of Capital – Significance –Determining component of Cost of Capital – Weighted Average Cost of Capital (Simple Problems) – Flotation Costs. Dividend policy decision: Dividend and Retained earnings M.M. Model Walters Model Dividend practices Factors affecting dividend policy Dividend payout ratio – Stock dividend and Stock splits Issue of bonus shares and its procedure.

**Current Stream of Thoughts :** The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

### **Text Books**

1. Khan, M.Y. & Jain, P.K (2017). *Financial Management–Text and Problems* (4<sup>th</sup>ed.). New

Delhi: Tata McGraw Hill Publishing Co.,

2. Srivastava, R.M. (2016). *Financial Management*, Mumbai: Himalaya Publication House.

### Supplementary Readings

1. Eugene F. Brigham & Michael C. Ehrhardt (2015). *Financial Management: Theory and Practice*. CengagePublication,
2. James C Van Horne (2015). *Fundamentals of Financial Management* (13<sup>th</sup> Edition). New Delhi: PHI Learning Publisher,
3. Kuchhal, S.C. (2014). *Financial Management*, Allahabad: Chaitanya Publishing House.
4. Pandey, I.M. (2014). *Financial Management* (10<sup>th</sup> Edition), New Delhi: Vikas Publishing House.
5. Prasanna Chandra. (2012). *Financial Management: Theory and Practice*, Tata McGraw Hill.

### Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01	3					2								3					2
C02			3														3		
C03									2					1					
C04			2		3														
C05									3								3		

20MBAC202	Core - 9	L	T	P	C
Semester II	MARKETING MANAGEMENT	4			4

### Learning Objectives:

Enable the students to understand and

**L01:** To familiarize with the various concepts in marketing

**L02:** To assimilate the students about the marketing environment

**L03:** To understand consumer behavior

**L04:** To analyze the factors influencing consumer decision

**L05:** To develop the ability and to design the best marketing strategy

### Course Outcomes:

At the end of the course, the student will be able to practice and to

**C01:** Familiar into marketing concept and environment.

**C02:** Built the Critical approach and analyze the market and segmenting markets.

**C03:** Well communicate the authorities about the buyer's opinion towards promotional as well as marketing mix strategies.

**C04:** Analyze the innovative market information and derive insights.

**C05:** Construct the suitable marketing strategies after evaluating the current trend about new products and copyrights.

### Unit – I: Marketing and its Environment

Definition – Role of marketing – Marketing Concepts and Tasks – Customer Value and Satisfaction – Production concept – Product concept – Selling concept – Marketing concept – Societal marketing, Relationship Marketing concept; Tasks of Marketing; Marketing Environment – Macro and Micro Environment – Environmental Scanning Marketing strategies – Market Leader Strategies – Market follower Strategies – Market Challenger Strategies and Market Niche Strategies

## **Unit-II: Market Analysis and Segmentation**

Market Analysis – Types of Markets – Marketing mix elements – Market Portfolio Planning – Demand forecasting methods – Survey – Buyer’s opinion – Composite Sales force opinion – Experts opinion – Market test method.

Market Segmentation – Bases of Segmenting Consumer Market and Industrial Market – Target Marketing – Product differentiation – Market Positioning Strategy – Marketing Planning and Control.

## **Unit-III: Product and Pricing Strategies**

Product – Classification of consumer goods and Industrial goods – Product lines – Product Life Cycle – New Product Development – Launching New Product – Product Innovation; Brand – Types – Packaging – Labeling – Trade Marks – Copyrights – Patents. Pricing Strategy – Methods of Setting Price – Discounts and Allowance – Priceoff.

## **Unit-IV: Physical Distribution and Promotion**

Marketing Channels – Direct Marketing – Industrial Marketing – Network Marketing – e-marketing – B2B – B2C – Distribution Network – Channel Management – Retailing – Wholesaling – Promotions– Advertising – Public Relations – Publicity – Sales Promotion Methods – Sales force Management – Qualities of Sales Manager – Performance Evaluation of Marketing Programmes; Marketing Research – Process – MIS; Ethics in Marketing – Consumerism – Environmentalism – Global Marketing – Services Marketing – Rural Marketing.

## **Unit-V: Consumer Behaviour and CRM**

Consumer Behaviour – Factors influencing Consumer Behaviour – Demographics – Psychographics – Behavioural – Psychological influence – Purchase decision process – Strategies – Family decision making – Stages in buying process – Dissonance behaviour – Customer Relationship Management.

**Current Stream of Thoughts:** The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

### Text Books

1. Gupta, G.B. & N. Rajan Nair. (2016). *Marketing Management*, New Delhi: Sultan Chand & Sons.
2. Kotler, P. & Keller, K.L. (2016). *Framework for Marketing Management* (6<sup>th</sup> Edition). New Delhi: Pearson Education.

### Supplementary Readings

1. Webb, K. (2011). *Consumer Behaviour* (2<sup>nd</sup> Edition). New Delhi: Tata McGraw Hill.
2. Kotler, P., Keller, K., Koshy, A. and Jha. (2012). *Marketing Management* (14<sup>th</sup> Edition). New Delhi: Pearson Education.
3. Ramasamy Namakumari. (2016) .*Marketing Management: Asian Perspective*, New Delhi: McMillan,
4. Russel S. Winer. (2012). *Marketing Management*, New Delhi :Tata McGraw Hill.
5. Warren J. Keegan, (2014). *Global Marketing Management* (8<sup>th</sup> Edition). New Delhi: Pearson Education.

### Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01				3									3						
C02	3													3					
C03			2												2				3
C04										3						2			
C05								2									3		

20MBAC203	Core - 10	L	T	P	C
Semester II	HUMAN RESOURCE MANAGEMENT	4			4

### Learning Objectives:

After the completion the students will be able

**L01:** To introduce the basic concepts to understand the importance of human resource Management

**L02:** To provide understanding of the various functions of human resource management

**L03:** To Acquaint the application of management functions and principles towards acquisition, development, retention and compensation of employees.

**L04:** To provide the concepts of job analysis and job design

**L05:** To impart knowledge on the promotion, job evaluation and compensation issues.

### Course Outcomes:

At the end of the course, the student will be able to practice and

**CO1:** Apply and contribute to the development, implementation and evaluation of Planning of Human Resources, Recruitment, Selection, and Retention.

**CO2:** Create the design and evaluation of Training and Development Programmes.

**CO3:** Develop and Facilitate Performance management and Compensation management by upholding ethical standards for sustainable development.

**CO4:** Critically evaluate and communicate Health, Welfare and safety aspects of employees and organization.

**CO5:** Appreciate Human Resource aspects of an organization for better decision making.

### Unit-I: Introduction

Human Resource Management – Importance – Challenges – Line and Staff aspect – HR management activities – Role of Personnel manager – Images and qualities of HR manager – Integration of employee/management interests – Environment of Human resource Management – External Forces, Internal Forces – HR Metrics.

## **Unit-II: Job Analysis, Job Design and Human Resource Planning**

Job Analysis – Content, Steps in job analysis, methods of collecting job data, potential problems with job analysis – Factors affecting job design – Job Design Approaches – Job specification – Human resource planning – Importance – Future Personnel needs, creating talented Personnel, foundations for personnel functions – Factors affecting HRP – HR supply / demand forecast – Recruitment – Factors affecting recruitment – Recruitment policy – Internal / External sources of recruitment – Methods of recruitment – Selection procedure – Orientation Program – Recruitment Metrics.

## **Unit-III: Training and Performance Appraisal**

Distinction between training, development and education – Inputs in T&D – Skills, Development, Ethics, Attitudinal Changes, Decision making Skills – Gaps in training – Principles of Learning – Learning Curve – Training process – Training techniques/methods – Evaluation of on the job and off the job training methods – Management Development – Training and Development Metrics – Factors of Appraisal – Traditional methods – Modern methods – MBO process – Appraisal techniques failure–Ethics of appraisal–HRIS–HR Scorecard–Career planning and development - Succession planning – Organizational components and organizational career opportunities.

## **Unit-IV: Promotion, Job Evaluation and Compensation**

Promotion – Promotion policy – Types of Promotion – Seniority – Merit – Ability – Transfers – Reasons, Principles and types – Separation – Lay off – Resignation – Dismissal – Retrenchment Voluntary retirement scheme – Retention Metrics, Retention Determinants, Attrition – Job evaluation - Procedure, Advantages & Limitations – Job evaluation methods – Components of Remuneration – Wages and salary, incentives, fringe benefits – Factors affecting employee remuneration – Minimum wage, fair wage and living wage – Executive remuneration.

## Unit-V: Quality of work life and Participative Management

Scope and ways of Participation – Staff council, Joint council, Collective bargaining, Job enlargement/enrichment, Suggestion schemes and Quality circle – Total quality management – Structure of Participative management – Nature and benefits of participation – Managing diversity – Gender equality in employment – Quality of work life – Role of supervisor in QWL – Safety – Types of accidents – Safety programs – Work place health issues – Work place violence – Outsourcing HR activities – Productivity & Performance Metrics

**Current Stream of Thoughts:** The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

### Text Books

1. Aswathappa, K. (2017). *Human Resource Management: Text & Cases*. McGraw Hill Education.
2. Durai. (2016). *Human Resource Management*. (2<sup>nd</sup> Edition). Pearson Education India.

### Supplementary Readings

1. Dessler Gary, (2017). *Fundamentals of Human Resource Management*. Pearson Education.
2. SubbaRao, P. (2013). *Essentials of HRM and Industrial Relation*. (5<sup>th</sup> Edition). Himalaya Publishing House.
3. Biswajeet Pattanayak. (2018). *Human Resource Management* PHI Learning.

### Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01	2															2		3	2
C02		3									3		3						
C03								3			2					2			3
C04	2		2																
C05	3							1			3						2		

20MBAC204	Core - 11	L	T	P	C
Semester II	PRODUCTION AND MATERIALS MANAGEMENT	4			4

### Learning Objectives:

Enable the students to understand and

**L01:** To acquire a working understanding of production function in the context of business enterprises and the various ergonomics considerations in designing the production system of an organisation.

**L02:** To analyze the factors influencing plant location and principles of plant out existing in the industry.

**L03:** To help the students to understand about production, planning and control and the role of Gantt charts in production scheduling.

**L04:** To explain the essentials of materials management and the role of inventory system in running a business and to develop skills in solving production related problems.

**L05:** To impart knowledge on the materials management information system

### Course Outcomes:

At the end of the course, the student will be able to practice and to

**C01:** Demonstrate the core features of production function at the operational and strategic levels, its correlation with employees, process, productivity, quality and information technology besides its contribution to the competitiveness of firms.

**C02:** Appraise the production functions and their interaction with other business functions such as finance, marketing, human resource, supply chain and innovation

**C03:** Evaluate the factors that may influence the location of a plant in national and foreign along with the ability to identify operational methodologies to assess and improve the organizational overall performance.

**C04:** Assess the principles underlying on Production Planning and Control and pertain various qualitative techniques of maintenance function for an extensive sustainability and development of the organizations.

**C05:** Apply materials forecasting and planning techniques to carry out the work independently or team and develop basic materials requirement schedules in order to take aggregate decisions.

### **Unit-I: Production Function**

Introduction – Production functions – Design of production system – Types of production – Types of process – Productivity – Ergonomics. Plant Location – Factors influencing plant location – Multi Plant location – Foreign Location – Relocation – Plant location trends.

### **Unit-II: Plant Layout and Maintenance**

Plant Layout – Types of layouts – Process layout – Product layout – Layout of service facilities – Office layout – Use of service facilities – Use of drawings, templates and models in layout physical facilities. Maintenance – Objective of maintenance – Elements of maintenance – Types of maintenance – Breakdown time – Distribution time – Preventive maintenance Vs Breakdown maintenance – Optimum crew size – Maintenance records.

### **Unit-III: Production Planning and Control**

Production Planning and Control – Routing – scheduling – Dispatching – Expediting – GANTT charts – Work study and Motion study and Method study analysis – Use of Computers in PPC – Design and Implementation of PPC System.

### **Unit-IV: Materials Management and Materials Management Information System**

Materials Management – Objective of Materials management – Materials forecasting and planning – Inventory control – Fixed order size, P&Q Inventory System – Deterministic probabilistic models, Static inventory models – Spare parts management – Materials requirement planning – Aggregate inventory management – Implementation aspects of inventory systems – Materials accounting and budgeting evaluation of materials management performance. Information systems and computers in materials management.

### **Unit-V: Store and Purchase Function**

Standardization, simplification, codification, stores layout, storage systems and equipment, stores preservation, stores procedures and Automation of warehouses – Materials handling equipments– Stores Account – Price – Cost analysis and Negotiation forward buying – Speculation and Commodity markets – Capital equipment buying, imports and customs – Clearance – Purchasing research. Purchasing function – Purchasing policies and procedures, legal aspects of purchasing, tax considerations in purchasing, selections and sources of supply and make or buy decisions–Vendor evaluation and rating–vendor development.

**Current Stream of Thoughts:** The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

**Text Books**

1. Sarangi S.K. (2011). *Production Management and Materials Management: Text & Cases*. New Delhi: Asian Books Private Limited Publication,
2. Gopalakrishnan Sundaresan. (2003). *Materials Management*. New Delhi: PHI Learning.

**Supplementary Readings**

1. Tony Arnold J. R., Stephen N. Chapman, & Lloyd M. Clive. (2008). *Introduction to Materials Management. (6<sup>th</sup> edition)*, Pearson Prentice Hall.
2. Dutta, A.K. (2000). *Integrated Materials Management*. New Delhi: PHI Learning.
3. Nair,N.K. (2005). *Purchasing and Materials Management*. New Delhi: Vikas Publishing House.
4. Paneer Selvam, R. (2010). *Production and Operations Management*. New Delhi: PHI Learning.
5. Shridhara Bhat, K. (2009). *Production and Materials Management*. Mumbai: Himalaya Publishing House.

**Outcome Mapping**

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)							
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	
C01						3													3	
C02			2											3						
C03									3						3					
C04	3																2			
C05							3					1			2					3

20MBAC205	Core - 12	L	T	P	C
Semester II	DECISION SUPPORT SYSTEM AND MANAGEMENT INFORMATION SYSTEM	4			4

### Learning Objectives:

After the completion of the course the students will able

**L01:** To provide a real world understanding of information systems and Decision Support System application in business.

**L02:** To impart a firm foundation and background needed in the field of information systems.

**L03:** To explain the Information System technologies currently available in business world.

**L04:** To provide the right balance of conceptual background, technical information and real world applications.

**L05:** To introduce the infrastructure required and security issues for the effective use of information System.

### Course Outcomes:

At the end of the course, the student will be able to practice

**C01:** Categorize the components of information systems and differentiate how they interact among them.

**C02:** Understand MIS and DSS within a context of an integrated collection of subsystems within an organisation.

**C03:** Classify the conceptual foundations, structure and technology of information systems.

**C04:** Formulate and develop an information based DSS and MIS, supporting improved decision making and problem solving by improved individual insight.

**C05:** Determine and develop MIS and DSS in support of management, users and functional areas for the organisation

### **Unit-I: Basic MIS and DSS concepts**

Management Information System: Definition; Concept; Frame Work. Elements of MIS: MIS Structure; Functional Components; Information Component; Human Component; System Component. Decision Support Systems: Definition; Types of problems structured semi structured and unstructured problems; Sub Systems of DSS: Dialogue Management; Model Management and Data Management Subsystems.

### **Unit-II: Design and development of MIS and DSS**

Designing Information System: System Development Life cycle (SDLC) approach: Requirement Analysis; Information gathering; Design and developing the IS; Implementation of IS in organizational settings. Rapid application Development: Application Systems; ERP applications. DSS development process DSS evolution GDSS application and design. Mathematical models in DSS.

### **Unit-III: Infrastructure for MIS and DSS**

Hardware requirement for MIS and DSS: Communication Processors and Channels; Network Infrastructure for MIS and DSS Different types of Computer networks 4GL Technologies Expert Systems: Artificial Intelligence; GIS applications in Business Cloud Computing.

### **Unit-IV: MIS in Functional Components and System Security**

Information systems applications on Functional domains of Business: Marketing Information system, HR Information System, Financial Information System, Accounting Information System, Production Information System Information System applications in retailing, Information System applications in Supply Chain Management. Document Management Systems: Record Keeping systems Information system Security and Control – Different layers of protection for IS application Privacy and freedom of information system end users Information privacy norms Fairuse doctrine.

## Unit-V: IT infrastructure Management

Organising MIS function in the enterprise- structure of MIS team in the organization, Different strategies of IT infrastructure management; Inhouse development of MIS Outsourcing MIS function; Hardware and Software updating Endser training and development End user training need identification.

**Current Stream of Thoughts:** The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

### Text Books

1. Goyal, D.P. (2014). *Management Information Systems: Managerial Perspectives*. (4<sup>th</sup> edition). New Delhi: Vikas Publishing House.
2. Janakiraman & Sarukeshi. (2011). *Decision Support Systems*. (12<sup>th</sup>Edition). (New Delhi): PHI Learning Pvt. Ltd.

### Supplementary Readings

1. Ken J. Sousa & Effy Oz. (2014). *Management Information Systems*. New Delhi: Cengage Learning India Pvt. Ltd.
2. Efrem G. Mallach. (2011). *Decision Support Systems and Data Warehouse Systems* (10<sup>th</sup>Edition). New Delhi: Tata McGraw Hill.
3. Kennet C. Laudon & Jane P.Laudon. (2011). *Management Information Systems Managing Digital Firms* (12<sup>th</sup> Edition). New Delhi: Prentice Hall of India.,
4. Rajesh Ray. (2011). *Enterprise Resource Planning Text & Cases*. New Delhi: Sultan Chand & Sons.
5. Vicki L. Sauter. (2011). *Decision Support Systems for Business Intelligence*. (2<sup>nd</sup> Edition). Wiley.

### Outcome Mapping

Course	Programme Objectives (PO)									Programme Specific Objectives (PSO)									
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01		3					2						3						
C02				3		2								2		3			
C03		3							2				3						
C04	3				2							2							2
C05			3				2							3				2	

20MBAC206	Core - 13	L	T	P	C
Semester II	LAB FOR STATISTICAL PACKAGES ON BUSINESS DECISION			4	2

### Learning Objectives:

After the completion of the course the students will able

**L01:** To introduce statistical software program used for data management and data analysis and learn how to perform basic statistical analyses.

**L02:** To provide data transferable skills to students so that they can summarize and interpret the research findings.

**L03:** To utilize strong analytical skills and apply tools required for professional practices.

**L04:** To use current techniques, skills and tools necessary for comparisons and correlations.

**L05:** To provide the concepts of hypothesis testing and probability values.

### Course Outcomes:

At the end of the course, the student will be able to practice

**C01:** Understand the role that statistical data analysis plays in managerial decision making process.

**C02:** Improved statistical thinking abilities, involving the identification and exploitation of variation in decision making and problemsolving.

**C03:** Critically evaluate reports presenting statistical data and translate and communicate the results of statistical analyses to organizational managers.

**C04:** Expertise in recording, presenting, recitation and making inferences from quantitative data.

**C05:** Develop capabilities as a manager to “think statistically” using data and to substantiate the business intuitions.

### **Unit-I: Introduction – Basic Research Process**

Research methods – Data – Evaluation of measuring Instrument – Scale of measurement – Types of Questions – Sampling methods–Reliability and validity of Questionnaire–Filed Procedures.

### **Unit-II: Data Editor**

Processing of Data – Coding – Variables and variables labels – Rules in Creating Variables Name – Variable Format – Value Labels – Recode Command – Missing Data – Creating and Editing a Data File.

### **Unit-III: Hypothesis Testing and Probability Values**

Approaches to analyzes – Types of Analysis – Hypothesis Formulation – Hypothesis Testing – Checking of Data – Purification – Modification – Dependent and Independent Variable.

### **Unit-IV: Simple Tabulation and Cross Tabulation**

Simple Tabulation – Frequencies – Percentage – Charts – Simple Tabulation for ranking type questions – Cross Tabulation – Calculating percentage in a cross tabulation – Cross tabulation of more than two variables – chisquare test for cross tabulation – Measures of the strength of association between variables.

### **Unit-V: ANOVA and Design of Experiments**

Application – Methods – Variables – Completely randomized design in oneway ANOVA – Factorial Design with two or more factors – Pair wise test – Independent t test – Correlation – Regression – Interpretation of Result.

**Current Stream of Thoughts:** The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

### **Text Books**

1. George, D. & Mallery, P. (2016). *IBM SPSS Statistics 23 Step by Step: A Simple Guide and Reference*, New York: Routledge.
2. Alan C. Elliott & Wayne A. Woodward. (2015). *IBM SPSS by Example A Practical Guide to Statistical Data Analysis*. ( 2<sup>nd</sup> edition). Sage Publications.

### Supplementary Readings

1. Finch, H., French, B. & Immekus, J.C. (2016). *Applied Psychometrics using SPSS and AMOS*. Information Age Publishing.
2. Kalyanaraman, K., Ramanathan, H.N. & Harikumar, P.N. (2016). *Statistical Methods for Research A Step by Step Approach Using IBM SPS*. New Delhi: Atlantic Publishers.
3. Lawrence S. Meyers., Glenn C. Gamstand & Guarino, A.J. (2015). *Performing Data Analysis using IBM SPSS*. New Jersey: John Wiley & Sons.
4. Asthana & BrajBhushan. (2017). *Statistics for Social Sciences (With SPSS Applications)*. PHI Learning.

### Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)							
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	
C01	3					2										3				
C02			3																	
C03										2						1				
C04			2		3															
C05		3								3					2					

20MBAV207		L	T	P	C
Semester II	<b>FIELD VISIT AND VIVA VOCE (EXPOSURE TO SMALL AND MEDIUM ENTERPRISES)</b>		2		2

### **Course Objective**

Students should undergo a 40 hours of observational study to learn from small and medium units and establishments. They should get versatile exposure in all specialization areas of the business. They can make use of second semester evening hours and weekends to undergo the study. They are expected to submit an observational report of their study for evaluation.

MBA SME project evaluation will be done for 100 marks which includes Dissertation (75 marks) and Viva voce examination (25 marks) and the minimum requirement for passing the project is 50 marks. A periodical review will be carried out to assess the originality of the project.

### **Guidelines**

- The duration of the study is 40hours.
- The students have to select a small/ medium/tiny enterprise of their own in and around Chidambaram.
- Students have to visit the enterprise and collect management related data during the evening hours or on leave days to complete the project.
- Allfunctionalareasofthebusinesshavetobestudiedandthesamehavetobereported.
- Students have to submit the report about the firm they are involved in.
- Students should get the attendance from the firm and attach the same in the report.
- Students are allotted a guide in the department.
- Frequent discussions have to be made with the guide for the completion of the project.

20MBAC301	Core - 14	L	T	P	C
Semester III	OPERATIONS RESEARCH	4			4

### Learning Objectives

The Objective of this course is

- L01:** To provide an in–depth understanding of the concept of Operations Research
- L02:** To enable the course participants to understand the various techniques of Operations Research
- L03:** To provide an indepth understanding of the Operations Research role in managerial Decision making.
- L04:** To impart knowledge on the inventory models
- L05:** To understand the concepts of game theory.

### Course Outcomes

Upon completion of the course, the student will

- C01:** Critically think about the priorities that are involved in the daily activities of a project.
- C02:** Cultivate and Enhance the knowledge about Build the best fit route of transportation for carrying schedule of activities.
- C03:** Have the ability to work and graphically locate the optimum peak point in completing the project.
- C04:** Understand the application of Queuing Theory
- C05:** Analyze and apply the research techniques in quantitative and qualitative aspects
- C06:** Develop competencies in Maximize the productivity with help of least cost techniques

### Unit-I: Introduction

Evolution of Operations Research – Models – Formulation of Models – Using models for problem solving – Techniques of Operations Research – Limitations of Operations Research.

## **Unit-II: Linear Programming**

Requirements of L.P. Applications – Graphical methods and Simplex method of solving optimization problems – Duality – Technical issues in Simplex method.

Special Purpose Algorithms

Transportation model – Balanced and Unbalanced problems – North–West Corner rule – Least Cost Method – Vogels Approximation method – MODI method – Assignment model – Hungarian model – Travelling Salesman Problem.

## **Unit-III: Inventory Models**

Inventory costs – Cost of average inventory – Optimum Number of orders per year – Optimum days supply per order – Optimum rupee value per order – Assumptions – Applications of EOQ in Production process – Reorder point – Lead Time – Safety Stock.

Waiting Line Models – Definitions of waiting lines – Single channel Queue models (Poisson Distributed arrivals and Exponentially Distributed Service Time) – Multiple channel Queue models (Poisson Distributed Arrivals and exponentially distributed Service Times) – Simulation of Queuing System.

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

Two person Zero sum Games – Pure Strategy – Mixed Strategy – Dominance – Mix N Games – Graphical solution. Network Models - PERT – CPM – PERT cost – Resource allocation – Float and slack – Other network models.

## **Unit-V: Replacement Models**

Capital equipment replacement – Replacement of terms that fail completely – Individual Vs Group replacement. Sequencing Problems with ‘n’ jobs and 2 machines problems with ‘n’ jobs and 3 machines.

**Current Stream of Thoughts:** The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

## **Text Books**

1. Yadav, S. R. , & Malik, A.K. (2014). *Operations Research. New Delhi: Oxford University Press*
2. Srinivasan, G. (2017). *Operations Research: Principles And Applications, Delhi: PHI.*

### Supplementary Readings

1. Kapoor, V.K. (2011). *Operations Research*. New Delhi: Sultan Chand & Sons.
2. Panneerselvam R. (2003). *Operations Research*. New Delhi: Prentice Hall of India.
3. Richard I. Levin and Charles A. Krikpatrick. (1998). *Quantitative Approaches to Management* (6<sup>th</sup> Ed.). Tokyo: McGraw Hill Kogakuha Ltd.
4. Sharma, J. K. (2001). *Operation Research: Theory & Application*. New Delhi: Macmillan India Ltd.
5. Taha, Hamdy A. (2017). *Operations Research – An Introduction*. United Kingdom: Pearson.

### Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01	3																2		
C02					2								2						
C03							2											3	
C04														3					
C05																3			
C06								1											3

20MBAC302	Core - 15	L	T	P	C
Semester III	INTRODUCTION TO BUSINESS ANALYTICS	4			4

### Learning Objectives

The Objective of this course is to

**L01:** to study core statistical techniques; data retrieval, analysis and mining;

**L02:** to decide on decision modeling to effectively persuade in the project-oriented world of data-driven decisions.

**L03:** To understand the purpose of using business analysis tools within an organization, dataset for making a business decisions and R studio for data analysis.

**L04:** To provide the concepts of time series and forecasting.

**L05:** To impart knowledge on the data analysis using R.

### Course Outcome

Upon completion of this course, the student will be able to

**CO1:** Display competencies and knowledge in key marketing management problems and apply analytical knowledge in big data

**CO2:** Develop own professional development in marketing management and its models of the field of business analytics.

**CO3:** Able to cultivating cognitive skills on the applications of business analytics to sales, new product development and advertising.

**CO4:** Commitment to sustainable development of data visualization and time series analysis in solving marketing issues.

**CO5:** Provide leadership in application of using R statistics for solving marketing issues within and between disciplines

**CO6:** Cultivating cognitive skills acquired on forecasting methods to support the marketing functions.

### Unit-I: Introduction to Business Analytics and Big Data

Business Analytics – Definition - Need – Scope - A categorization of Analytical Methods – Analytics in action – Big data – Business analytics in practice – types of data – modifying data in excel – creating Distributions from data– measures of location

## **Unit-II: Application of Business Analytics**

Machine Learning - Introduction and Concepts - Differentiating algorithmic and model based frameworks, Decision analytics. Descriptive analytics - Predictive analytics - Prescriptive analytics.

## **Unit-III: Decision support and Data Visualisation**

DSS- Executive and enterprise support- Automated decision support - Web analytics- Data mining - Applied artificial intelligence - Visual analysis: Data concepts – Data Dashboards - Data exploration & visualization - Scorecards

## **Unit-IV: Time Series and Forecasting**

Time series pattern – forecasting accuracy – moving averages and exponential smoothing - using regression analysis for forecasting – determining the best forecasting model to use - building good spreadsheet model – What-If analysis – some useful excel functions for modeling – auditing spreadsheet model – a simple maximization problem.

## **Unit-V: Data Analysis using R**

R Studio: Introduction – R data types and objects, reading and writing data - Data structures in R - R programming fundamentals - Advantages and disadvantages of using R.

**Current Stream of Thoughts:** The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

### **Text Books**

1. Jeffery D.Camm, James J. Cochran, Michael J. Fry, Jeffrey W. Ohlmann, David R. Anderson. (2015). *Essentials of Business Analytic*. Cengage Learning.
2. Sandhya Kuruganti & Hindol Basu. (2015). *Business Analytics: Applications to Consumer Marketing*, New Delhi: McGraw Hill Education (India) Private Limited.

### **Supplementary Readings**

1. Bernard Marr. (2015). *Big Data: Using Smart Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance*, New Delhi: Wiley.
2. Majid Nabavi, David L. Olson. (2018). *Introduction to Business Analytics*, New York: Business Expert Press.

### Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)							
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	
C01	3												3							
C02														3						
C03		3													3					
C04											2					2				
C05																	3			
C06		2																		1

20MBAC303	Core - 16	L	T	P	C
Semester III	BUSINESS LEGISLATIONS	4			4

### Learning objectives

The Objectives of this course are

**L01:** To assist the students in understanding basic laws affecting operations of a business enterprise.

**L02:** To help the students in understanding of the free enterprise system and the legal safeguards of the same.

**L03:** To develop in the student acceptable attitudes and viewpoints with respect to business ethics and social responsibility.

**L04:** To provide the concepts of sales and insurance laws.

**L05:** To impart knowledge on the corporate secretarial practices.

### Course Outcomes

Upon completion of this course the students will be able to

**C01:** Expertise with the business laws and company laws.

**C02:** Appreciate and analyse the scope of these laws so that they are able to operate their businesses within their legal confines.

**C03:** Develop students thinking in a logical way, so that even a student with no legal background is able to understand it.

**C04:** Create the students' analytical thinking and logical reasoning as a technique for decision- making on the basis of business legislations.

**C05:** Understand the applicability of rules as per today's scenario.

**C06:** Communicate effectively using standard business and legal terminology.

### Unit-I: Contract

Law – Definition – Sources – A brief Study on the Indian Contract Act, 1872: Essentials of a Valid Contract, Void Agreements – Performance of Contracts, Breach of Contracts and its Remedies – Discharge – Quasi- Contracts.

## **Unit-II: Special Contract**

Law of Agency, Agent and Principal, Creation of agency, Classification, Relation of Principal at agent, Termination of agency – Bailment – Classification – Duties and Rights of Bailor and Bailee, Law relating to lien – Finder of Goods – Termination of Bailment – Pledge: Rights and Duties of Pawnor and Pawnee – Pledge by non-owner – Contract of Indemnity and Guarantee.

## **Unit-III: Sales and Insurance Laws**

The Sale of Goods Act, 1930: Formation of a Contract – Rights of an Unpaid Seller – Condition and Warranties, performance, Sale by Auction – Law of Insurance – Life, Fire, Marine and miscellaneous.

## **Unit-IV: Negotiable Instruments, Partnership and Other Laws**

The Negotiable Instruments Act, 1881, Nature and Types. Negotiation and Assignment – Holder in due course – Dishonour and Discharge of a Negotiable Instrument - Partnership Act. 1932 –The Limited Liability Partnership Act, 2008 - Law of Arbitration – Consumer Protection Act and Cyber Laws.

## **Unit-V: Corporate Secretarial Practices**

The Indian Company Law – Nature, Kinds, Incorporation of company, One Person Company – The Companies Act, 2013 - Memorandum of Association, Articles of Association, Prospectus, Share capital, Debentures and Charges, Management and Administration – Meetings and Proceedings, Accounts and Auditors, Prevention of Oppression and Mismanagement - Revival and Rehabilitation of Sick Companies - Winding up – Law relating to corporate governance.

**Current Stream of Thoughts:** The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

### **Text Books**

1. Gogna P. P. S. (2010). *Business and Industrial Laws*. New Delhi: S. Chand.
2. Saravanavel, P. & S. Sumathi. (2012). *Legal aspects of Business*. Mumbai: Himalaya Publishing House.

### Supplementary Reading

1. Kuchhal, M. C. & Vivek Kuchhal (2013). *Mercantile Law*. New Delhi: Vikas Publishing House.
2. Pandit and Pandit (2010). *Business Law*, Mumbai: Himalaya Publishing House
3. French, Ben (2018). *Business Law in Practice (1<sup>st</sup> Ed.)*. Sydney: Thomson Reuters (Professional) Australia, Limited.

### Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)							
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	
C01													2							
C02														1						
C03	3																		1	
C04						1									1					
C05																2				
C06			3																	3

20MBAC304	Core - 17	L	T	P	C
Semester III	INTERNATIONAL BUSINESS AND EXPORT MANAGEMENT	4			4

### Learning Objectives

The objectives of this course is

- LO1:** To know the origins and patterns of International Trade and concepts of terms of trade
- LO2:** To understand contemporaneous export procedure, pertinent documents and tariff
- LO3:** To acquaint the aspects of international finance and forex markets.

### Course Outcomes

Upon completion of the course the students will be able to

- CO1:** Get in depth knowledge about export procedure and documents.
- CO2:** Describe the aspects of export marketing and pricing methods.
- CO3:** Know the facet of export & import finance.
- CO4:** Analyze complexities in export pricing.
- CO5:** Compare EXIM financial services that suits business needs.
- CO6:** Evaluate the need for comprehensive and specific export credit insurance policies to the organization

### Unit-I: Theories of International Trade and Nature of International Business and BOT/BOP

International Trade – Theories for basis of international trade (The comparative cost theory, opportunity cost theory, Heckschey ohlin theory) – Concepts of terms of trade – Balance of Payment – Balance of Payment disequilibrium and correction – International Orientation and Environment.

## **Unit-II: Export Procedure and Export Documents and Tariff**

Offer and receipt of confirmed orders – production clearance of the products – Excise duty rebate – shipment – Negotiation of documents – Export incentives – Bill of Lading, commercial invoice – Certificate of Origin and other export documents – Trade barrier – Tariffs – Classification, impacts – Non tariff barriers – Quantitative restrictions – Tariffs Vs Quota.

## **Unit-III: International Finance and Foreign Exchange Market**

Foreign exchange market – functions – methods of effecting international payments – Swap and forward exchange – Determination of Exchange rate – Exchange Control – Methods, Objectives – Exchange rate classifications – Foreign Direct Investment and Foreign Institutional Investments – Euro Dollar and Euro Currency – WTO.

## **Unit-IV: Export Marketing and Pricing**

Export marketing, Export pricing, costing and packaging factors influencing pricing – Structure of export price – Quotation – Export Contract – F.O.R – F.A.S. – F.O.B. – C&F – CIF – INCO Terms – FRANCO – Pricing Strategies – Impact of incentives on pricing – Labelling, packaging and marking of export consignments.

## **Unit-V: Export and Import Finance**

Export Finance – Payment by documentary credit – Letter of Credit – Parties, types – Advance payment – Cash against documents – Documents on Acceptance – Consignment basis – Pre-shipment Credit and Post shipment Credit – Scrutiny of Export Import Documents - Discrepancies in export documents - Need for export credit insurance – comprehensive and specific policies – Export credit and guarantee corporation – Risks covered and not covered – Import Finance – Export and Import License – Types.

**Current Stream of Thoughts:** The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

### Text Books

1. Francis Cherunilam (2010), *International Trade and Export Management*. Mumbai: Himalaya publishing house.
2. Gargi Sanati (2019). *Financing International Trade – Banking Theories and Applications*. New Delhi: Sage Publications India Pvt. Ltd.

### Supplementary Readings

1. Mishra P. Y. (2017). *Principles of International Marketing*. Solapur: Laxmi Book Publications
2. Richard Willsher (2016). *Export Finance- Risks, Structures and Documentation*. New Delhi: Macmillan press Ltd.
3. Chase C. Rhee (2018). *Principles of International Trade*. IN: Author House.
4. Ajay Pathak (2016). *Export Import Management*. Bilaspur: Educreation publishing.
5. Gerald S. Albaum & Edwin Duerr (2011). *International marketing and export management*. New Delhi: Prentice Hall.

### Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01		3																3	
C02								3						1					
C03																3			
C04	2												3						
C05															2				
C06																			1

20SOSC305	Core - 18	L	T	P	C
Semester III	SOFT SKILLS FOR MANAGERS	4			4

### Learning Objectives

The objective of the course is

**L01:** To introduce the basic concepts and to explain the importance of Soft Skills.

**L02:** To provide understanding of the various Soft Skills.

**L03:** To acquaint various soft skills that would assist students in their career and personal lives.

### Course Outcomes

Upon completion of the course students will be able to

**C01:** Develop effective communication in oral and written forms.

**C02:** Improve their cognitive skills by enhancing learning skills, presentation skills with ICT, problem solving and decision making skills.

**C03:** Critically think and evaluate their own self better and build ethical qualities for personal and professional success

**C04:** Manage emotions and stress and build team skills for sustainable development in global business environment.

**C05:** Analyse conflicts and maintain better interpersonal relationships.

**C06:** Develop and incorporate time management and resource management skills to achieve one's own goals.

### Unit-I: Soft Skill and Personality Development

Soft skills – Meaning and Importance, Self concept - Self awareness, Self development, Know Thyself Power of positive attitude – Etiquette and Manners

Listening – Types of Listening – Effective Listening – Barriers to Listening – Assertive communication

## **Unit-II: Communication Skills**

Oral communication – Forms – Types of speeches - Public Speaking -- Presentation – Elements of effective presentation – Use of visual aids in presentation Written communication – Strategies of writing – Business letters – form, structure & formats – Types of business letters – Memos – Agenda & Minutes - Non-verbal communication – Body language – Proxemics

## **Unit-III: Interpersonal Skills**

Interpersonal skills – Relationship development and maintenance – Transactional Analysis Conflict resolution skills – levels of conflict – handling conflict - Persuasion – Empathy – Managing emotions – Negotiation – types, stages & skills – Counselling skills

## **Unit-IV: Employability Skills**

Goal setting – Career planning – Corporate skills – Group discussion – Interview skills – Types of Interview - Interview body language - E-mail writing – Job application – cover letter - Resume preparation

## **Unit-V: Work Skills**

Decision making skills – Problem solving – Emotional Intelligence – Team building skills – team spirit – Time management – Stress management – resolving techniques. \

**Current Stream of Thoughts:** The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

## **Text Books**

1. Alex. K. (2014). *Soft Skills – Know Yourself and Know the World*. New Delhi: S Chand & Company Pvt Ltd.
2. Gopaldaswamy Ramesh & Mahadvan Ramesh (2013), *The Ace of Soft Skills: Attitude, Communication and Etiquette for Success*, New Delhi: Pearson Education.

### Supplementary Readings

1. Barun Mitra (2016). *Personality Development and Soft Skills*. New delhi: Oxford University Press.
2. Prashant A. Dhanwalkar (Manusmare), S. R. Sharma, & Gunjan Sharma (2015). *Soft Skills Development*. Nagpur: Sai Jyoti Publication.
3. Gajendra Singh Chauhan, & Sangeeta Sharma (2015). *Soft Skills – An Integrated Approach to Maximise Personality*, New Delhi: Wiley.

### Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01																	1		
C02			3	3			3						2	3					
C03								3											
C04											2					1			
C05						2										1			
C06											2	3				2			

20MBAD306		L	T	P	C
Semester III	INTERNSHIP AND VIVA VOCE		3		3

### **Project Training**

Summer project is an on-the-job training that inculcates practical knowledge and improves performance by giving an insight into business realities. As a part of the curriculum, the project is intended to input practical and conceptual knowledge to the students which is to be carried out for 45 days during May-June.

A committee is constituted for the overall Co-ordination of the students. The students undertake projects in various organizations all over the country. Faculty members also render their help in finding project placements. Students will be allotted faculty guides and they are advised to undertake projects based on their individual area of specialization. The topics are selected by consulting with their project guides and company guides.

MBA project End Semester evaluation will be done for 75 marks which includes Dissertation (50 marks) and Viva voce (25 marks) and the minimum requirement for passing the project is 38 marks. The internal assessment evaluation carries 25 marks that constitute two reviews (I review-10 marks and II review-15 marks) and the minimum requirement for passing the internal evaluation is 12 marks. Overall the minimum passing requirement for the project is 50 marks.

A Project Evaluation Committee will be formed comprising the Head of the Department, Project Supervisor, and a senior faculty.

### **Project Related Activities**

- Project discussions for students with their guides have to be made once in a week.
- Students can make use of the computer lab facilities for execution of their project work and for preparation of their report.
- Frequent workshops and review meetings will be conducted with trainers and experts of various disciplines.

- A formal interim – project presentation will be held before their juniors. This presentation acts as a good ground of experience on the part of the presenters while a good beginning of insight for the juniors.
- A mock viva-voce will be held before appearing for their main project viva-voce examination to gain an experience.
- Best Project Contest will be conducted every year to provide a platform to exhibit the skills they have acquired during the summer project training.
- Students are encouraged to participate in the National Level Project contest held at various institutions.
- Students are also encouraged to work towards publishing a paper along with the help of their faculty guide to add a real value to their project work.

20MBAC401	Core - 19	L	T	P	C
Semester IV	RETAILING AND RURAL MARKETING	4			4

### Learning Objectives:

To enable the student

**L01:** To focus on the understanding of Retail management

**L02:** To understand the development of organized retail in India

**L03:** To explain the importance of rural market both as end market and procurement source.

### Course Outcomes:

At the end of the course, the student will be able to

**C01:** Understand the principles and functions of Retailing in India.

**C02:** Understand the importance of Retail site locations

**C03:** Familiar with the HRM functions in retailing.

**C04:** Enable to understand the duties and responsibilities of store manager.

**C05:** Develop and evaluate the Rural Marketing.

**C06:** To know the growth of growth of rural marketing in India

### Unit-I: Retailing – Introduction and Strategy

Introduction to Retailing – Meaning and Definition – Retailing Characteristics – Functions – Principles – Retailing in India – Organized – Unorganized – Retailing Formats – General Merchandise Retailers – Food Retailers – Non Store Retailers Retail Strategy – Meaning – Target Market and Retail Format – Building a sustainable competitive advantage – Growth Strategies – The strategic retail planning process.

### Unit-II: Retail site Location

Importance of Location – Target Market and Store Location – Site Characteristics – Site Location and Analysis – Trading area Analysis – Density of Target Market – Environmental Issues.

### **Unit-III: Human Resource Management**

Objectives of HRM in Retailing – Human Resource Functions in Retailing – Retail Organization Design – Motivating Retail Employees – Building Employee Commitment – Issue in Retail Human Resource Management.

### **Unit-IV: Merchandize Management**

Presenting the merchandize – Merchandize Amendment Planning – Store display and ambience – Retail Signage – Types and characteristics – Components of retail store operations – Duties and responsibilities of store manager.

### **Unit-V: Rural Market**

Evaluation of Rural Marketing – Nature and Characteristics of Rural Market – Needs and wants of rural customers – Rural market and product life cycle – Rural Marketing of FMCG in India – Commodity Marketing – Life Stock Products.

**Current Stream of Thoughts:** The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

### **Text Books**

1. James R. Ogden, Denise Togden (2009). *International Retail Management*. New Delhi: Biztantra.
2. Patrick M. Dunne and Robert F. Lusch. (2008). *Retail Management*. New Delhi: Cengage learning.

### **Supplementary Reading**

1. Levy, M., Weitz, B. A. & Pandit, A. (2008). *Retailing Management (6<sup>th</sup> Ed.)*. New Delhi: Tata McGraw Hill.
2. Barry Berman and Joel R. Evans. (2008). *Retail Management: A Strategic Approach (10<sup>th</sup> Ed.)*. New Delhi: PHI learning.
3. Balram Dogra & Karminder Ghuman. (2008). *Rural Marketing - Concept and Practices*. New Delhi: Tata McGraw Hill. .
4. Arif Sheikh and Kaneez Fatima. (2008). *Retail Management*. Mumbai: Himalaya Publishing House.
5. Pradhan, S. (2007). *Retailing management: Text and cases*. New Delhi: Tata McGraw-Hill.

## Outcome Mapping

Course	Programme Outcomes (PO)												Programme Specific Outcomes (PSO)							
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	
C01	3			2		3			3	3					2	3		3		
C02		3	2		3		3	2		3				2	3		3			
C03	3		3	2		2		3	2					3		2	2	2		
C04	2	2			2		3		3						3		3			
C05	3		2			3				2				3		2		3		
C06																				

20MBAC 402	Core - 20	L	T	P	C
Semester IV	BUSINESS POLICY AND STRATEGIC MANAGEMENT	4			4

### Learning Objectives:

To enable the student

**L01:** To focus on the understanding of Retail management,

**L02:** To understand the development of organized retail in India

**L03:** To explain the importance of rural market both as end market and procurement source.

### Course Outcomes:

At the end of the course, the student will be able to

**C01:** Understand and get knowledge on managerial functions such as the internal and external environment of the organization.

**C02:** Improve the cognitive skills that related to Mission, Vision, Goals, Objectives, Policies and Strategies of any organisation.

**C03:** Analyse and Implement their responsibility to the society and business organisation.

**C04:** Evaluate and develop strategic management tools and recommend strategic responses to business problems.

**C05:** Develop strategic management plan for sustainable development of the organization

**C06:** Understand the social responsibilities, ethical and social considerations of business organisation.

### Unit-I: Basic concepts of Business Policy

Business Policy: Meaning and definition – Importance – Scope – Need Essentials of An Effective Business Policy, Types and Classification of Policies – Organizational Direction: Vision – Mission – Objectives – Goals of business, Business Planning: Process – Benefits – Limitation.

## **Unit-II: Business Analysis**

Business Portfolio Analysis: BCG matrix – GE matrix, Industry Analysis: Michael Porter's Five force model – Strategic Competitive Advantage Analysis – Values Chain in Analysis – 7' Frame work – SWOT analysis.

## **Unit-III: Basic concept of strategy**

Evolution of Strategy – Strategic Management – Benefits – Strategy Vs Policy – Strategy Formulation – Strategic Planning – Strategic Management Process – Strategic Decision Making – Strategic Risks – Corporate Level Generic Strategies – Strategy Implementation: Functional Issues, Challenges of Strategy Implementation – Strategic Evaluation and Control Process – Monitoring Performance and Evaluating Deviations

## **Unit-IV: Business Development Strategies**

Corporate Governance – Business Growth Strategies: Intensive – Integrative – Diversification Strategies, Functional Strategies: Marketing Strategies – Production Strategies – HR Strategies – Financial Strategies – Product Strategies, Business Process Reengineering.

## **Unit-V: Business Vs Social**

Corporate Social Responsibility – Social Audit: Benefits – Procedures, Ethical and Social Considerations in Strategy Development – Business Organization in Society – Social issues in Business Strategic Management in NonProfit Organization.

## **Text Books**

1. Subba Rao, P. (2014). *Business Policy and Strategic Management*. Himalaya Publishing House.
2. Cherunilam F. (2015). *Business Policy and Strategic Management*. Himalaya Publishing House.

## **Supplementary Readings**

1. Kazmi Azhar. (2015). *Strategic Management*. McGraw Hill Education.
2. Vijay Pithadia. (2016). *Strategic Management and Business Policy*. BIZTANTRA. Dreamtech Press.
3. Elisha Stephens & Brice Martin. (2018). *Business Policy and Strategic Management*. EdTech Press.

## Outcome Mapping

Course	Programme Outcomes (PO)												Programme Specific Outcomes (PSO)						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01															3				
C02		3												3					
C03																	2		
C04	2										3							3	
C05																			3
C06								2										3	

20MBAC 403	Core - 21	L	T	P	C
Semester IV	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	4			4

### Learning Objectives:

To enable the student

**L01:** To explain the supply chain decisions and supply chain drivers

**L02:** To understand the factors of distribution, designing network and their tradeoffs

**L03:** To provide the role of information technology in supply chain

### Course Outcomes:

At the end of the course, the student will be able to

**CO1:** Evaluate complex qualitative and quantitative data to support strategic and operational decisions of supply chain.

**CO2:** Develop comprehensive strategic and tactical plans for supply chain management.

**CO3:** Use creative, critical and reflective thinking to address organizational opportunities and challenges.

**CO4:** Integrate appropriate technologies in developing solutions to business opportunities and challenges.

**CO5:** Analyze the effect of demand uncertainty managing inventory in the supply chain

**CO6:** Understand the importance of Enterprise Resource Planning (ERP).

### Unit-I: Logistics Design

Logistics Management – Overview Definition – Types – Components functions – Integrated logistics System – Network Design – Information – Transportation – Inventory – Warehousing – Material Handling and Packaging – Organizational Structures – Role of Government – Logistics in India.

## **Unit-II: Logistics Network**

Logistics Resources – Principles of Logistics Information – Logistics Information System Flow – Application of Information Technologies – Emerging Technologies Electronic Data Inter change – Barcode – Scanning.

## **Unit-III: Logistics Demand**

Forecasting – Nature and Components – Forecast Components – Forecast Technique – Forecast Error – Transportation Infrastructure – Principle – Transportation Decision – Model Characteristics – Transportation Network – Multimodal transport Logistics Location Structure.

## **Unit-IV: Supply Chain Management**

Supply chain Management – Nature – Concept Definition – Objectives – Applications – Types – Conceptual Models – Mathematical Models – Simulation Models – Formal Models – Implicit Business Models – Key issues in supply chain management – Supply Chain Relationship – Supply Chain Strategy Value Chains Inventory – Concept – Types – Functions – Elements of Inventory Cost Inventory Management The effect of demand uncertainty managing inventory in the supply chain – Push and Pull systems – MRP DRP – JIT Dell's supply chain strategy – Demand and cash flow in supply chain management

## **Unit-V: Supply Chain Management Design**

Channel design Supply Chain Vulnerability, Risk, Robustness, Resilience – The impact of internet on supply chain – E Business – Integrated supply chain management (SCM) – Enterprise Resource Planning (ERP) – Supply chain management matrix – Modules of an ERP system – ERP support to SCM.

### **Text Books**

1. David Simchi-Levi, Philip Kaminsky and Edith Simchi-levi. (2006). *Designing and Managing the Supply Chain Concepts, Strategies and Case* (2nd Ed.). New Delhi: Tata McGraw Hill.
2. Donald J. Bolversox and Davis J. Closs. (2006). *Logistics Management: The Integrated Supply Chain Process*. New Delhi: Tata McGraw Hill.

### Supplementary Reading

1. Rahul V. Altekar. (2006). *Supply Chain Management: Concepts & Cases*. New Delhi: PHI Learning.
2. Sunil Chopra, Peter Meindl and Dharamrirkalra. (2013). *Supply Chain Management*, New Delhi: Pearson.
3. Martin Christopher. (2016). *Logistics & Supply Chain Management*. (5th Ed.) New Delhi: Pearson Education.
4. F. Robert Jacobs, Ravi sankar and Richard Chase. (2017). *Operations and Supply Chain Management*. (14<sup>th</sup> Ed.) New Delhi: McGraw hill.
5. Paul A. Myerson. (2015). *Supply Chain and Logistics Management Made Easy: Methods and Applications for Planning, Operations, Integration, Control and Improvement, and Network Design*. New Delhi: Pearson Education.
6. Ronald Ballou and Sameer K Srivastava. (2014). *Business Logistics/Supply Chain Management*. New Delhi: Pearson education.

### Outcome Mappings

Course	Programme Outcomes (PO)												Programme Specific Outcomes (PSO)						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01	3													2			3		
C02				3													2		
C03											3					3			
C04				2													3		
C05																			
C06				2															3

20MBAC 404	Core - 22	L	T	P	C
Semester IV	INDIAN ETHOS AND VALUES	4			4

### Learning Objectives

To enable the student

**LO1:** To acquaint the students on the applications of Indian Ethos and values; managerial decision making process.

**LO2:** To train students in Yoga practices such as Asnas (yogic exercise), meditation (exercise for mind), Pranayama (exercise for breath),

**LO3:** To Introspect (practices for positive thinking) and to manage stress in their managerial career.

### Course Outcomes

At the end of the course, the student will be able to

**CO1:** Enhancing the understanding of Ethics and Religious Values

**CO2:** Increasing capacities on Indian Ethos for Business Excellence

**CO3:** Managing stress in real world situations

**CO4:** Practicing yoga and meditation for better mental health

**CO5:** Exercising yoga and meditation for better physical health and social skills

**CO6:** Implementing the outcome of Yoga for Managerial Excellence

### Unit-I: Ethics and Religious Values

Value based management – Ethics – Definition – Meaning – Ethical Analysis in decision making – Cultural Values and Indian Management Ethos – Trans-cultural human values – Total quality mind for TQM – Models of values for organizational culture – Values for Indian managers – Guna Theory  
 – Professional Ethics – Business ethics – Values and ethics from religions: Buddhism, Jainism, Sikhism, Judaism, Taoism, Christianity, Islam.

## **Unit-II: Indian Ethos for Business Excellence**

Principles of Indian Ethos – Gita lessons for management – Kautilya's Arthashastra Principles – Karma Yoga – Nishkama karma – Manu Dharma – Management lessons from Thirukkural – Divine managerial qualities.

## **Unit-III: Stress Management**

Stress management – Types of Stress – Mechanism – Organizational Stressors – Various stress management techniques. Vethathiri Maharishi's views on Mind – Mind – Body – Conscious – relationship – Anger Management.

## **Unit-IV: Theories in Yoga**

Mental health – Yoga – meaning – Patanjali yoga sutras – Detailed steps in Yoga and Meditation – Conditional and unconditional types. Different views on Meditation.

## **Unit-V: Yoga for Managerial Excellence**

Emotional Quotient and yoga – Spiritual Quotient and yoga – Concept of self and Yoga – Mahatma Gandhi and Introspection – Thought analysis – Positive thinking – Trust – Holistic Creativity – Visualization techniques.

## **Text Books**

1. Khandelwal, *Indian Ethos and Values for Managers*, Himalaya Publishing House. 2012
2. Chakraborty, *Management Effectiveness and Quality of Work Life Indian Insight*, TMH, 2007.

## **Supplementary Readings**

1. Indian Ethos and Values Essay Example For Students | ArtsColumbia  
<https://artscolumbia.org › Essays>
2. Indian Ethos & Values in Modern Management ;  
<https://himadri.cmsdu.org/documents/indianethos.pdf>
3. Indian Ethos and Management ISIB  
[isib.co.uk/lms/wpcontent/uploads/2015/02/IndianEthosandManagement.pdf](http://isib.co.uk/lms/wpcontent/uploads/2015/02/IndianEthosandManagement.pdf)
4. Indian Ethos And Values In Management R Nandagopal  
[www.bvimsr.com/documents/publication/2012V4N1/15.pdf](http://www.bvimsr.com/documents/publication/2012V4N1/15.pdf)
5. Indian Ethos in Management RCCM Indore  
[www.rccmindore.com/wpcontent/uploads/2015/06/IndianEthosinManagement.p  
df](http://www.rccmindore.com/wpcontent/uploads/2015/06/IndianEthosinManagement.pdf)

## Outcome Mappings

Course	Programme Outcomes (PO)											Programme Specific Outcomes (PSO)							
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01		3			2									3					
C02									2										2
C03				3												3			
C04										2									2
C05						3									3				
C06		3									2								3

20MBAC 405	Core - 23	L	T	P	C
Semester IV	BEHAVIOURAL SCIENCE AND COMMUNICATION LAB			4	2

### Learning Objectives

The students should know

**L01:** To Know the general principles and aim of psychology – to verify certain problems in experimental situations.

**L02:** To explain the methods of giving instruction to the subjects and to conduct the experiments.

**L03:** To collect the data, interpret those using suitable statistical techniques.

### Course Outcomes

Upon completion of the course students will be able to

**C01:** Recognize, describe and implement a variety of research methods and skills common to the behavioral sciences.

**C02:** Articulate the key elements of content within a wide variety of areas in the behavioral sciences.

**C03:** Creatively and effectively apply behavioral science principles, knowledge and skills to promote positive change in one's community.

**C04:** To enhance the student's communication Skills through activities.

**C05:** It helps to understand the dimensions of Emotional intelligence & Ego states

**C06:** It helps to understand the dimensions of Decision making.

### Unit-I: Creativity and Leadership

Creativity – Creative thinking – Divergent thinking – Stages in Creative thinking.

Leadership – Leadership Orientation – Task versus person orientation.

### Unit-II: Decision Making and Assertiveness

Decision Making – Styles – Importance stages in decision making. Assertiveness – Assertiveness in communication – Benefits of assertiveness – Submissive Communication – Assertive Communication – Aggressive Communication.

### **Unit-III: Ego States and Values**

Transaction analysis – Parent ego – Adult ego – Child ego – Characteristics. Values – Value system – Values in different cultures.

### **Unit-IV: Emotional Intelligence and Personality**

Emotional Intelligence – Components of Emotional Intelligence – Influencing Emotions – Handling relationships. Personality – Extraversion – Intraversion.

### **Unit-V: Communication Development Exercise**

Presentation Skill Development Exercise – Role Play – Resume Preparation – Spoken English Skill Development – Listening Skill Development Exercise – Communication Games – Team Building Activities.

### **Tests**

Test will be conducted through practicals on the following aspects:

Emotional Quotient – Telephoning Skills – Creativity – Attitude Achievement – Motivation – Traits Personality – Stress – Money attitude – Tolerance of Change.

20MBAV406		L	T	P	C
Semester IV	Comprehensive Viva-Voce (Industrial Visits and Subjects)		2		2

**ABUS24 – MBA HUMAN RESOURCE MANAGEMENT  
List of Departmental Electives (DE)**

Semester	Course Code	Course Title	Hours per week		C	Marks		
			L	P		CIA	ESE	Total
II	20MHRE220	Industrial Relations and Labour Welfare Management	3	0	3	25	75	100
	20MHRE221	Management of Training and Development	3	0	3	25	75	100
	20MHRE222	Strategic HRM	3	0	3	25	75	100
III	20MHRE330	Legal Framework Governing Human Relations	3	0	3	25	75	100
	20MHRE331	Compensation Management	3	0	3	25	75	100
	20MHRE332	Knowledge and Talent Management	3	0	3	25	75	100
IV	20MHRE440	Organizational Change and Development	3	0	3	25	75	100
	20MHRE441	Performance Management	3	0	3	25	75	100
	20MHRE442	HR Analytics	3	0	3	25	75	100

20MHRE220	Departmental Elective	L	T	P	C
Semester II	INDUSTRIAL RELATIONS AND LABOUR WELFARE MANAGEMENT	3			3

### Learning Objectives:

After the completion of the course the students will able

- L01:** To enable the students to understand the significance and applications of industrial relations and labour welfare management.
- L02:** This course is an attempt to appreciate the conceptual and practical aspects of industrial relations and welfare at the macro and microlevels.
- L03:** To impart knowledge on the trade unions and discipline
- L04:** To provide the concepts of negotiation and collective bargaining
- L05:** To understand the concept of workers participation management

### Course Outcomes:

At the end of the course, the student will be able to practice the

- CO1:** Display competencies and knowledge in industrial relation and labour welfare concepts.
- CO2:** Contribute efficient decision making in solving labour labour union issues, implementation of I.R policies and practices and evaluation of employee-management industrial issues.
- CO3:** Develop and collaborate with experts in the implementation, and evaluation of organizational and health and safety policies and practices
- CO4:** Display the knowledge in development and communication of the organization's total compensation plan and integrate the knowledge in General HRD practice for sustainable development of the organization.
- CO5:** Facilitate and support effective employee and labour relations in both nonunion and union environments.

### **Unit-I: Introduction**

Industrial Relations Perspectives: Approaches – Scope Concept and Significance – IR Systems – Structure of IR dept. – Role of IR Officer – Industrial Relations and the Emerging Socio Economic Scenario – Causes for poor IR.

### **Unit-II: Trade Unions and Discipline**

Role, Types, Origin, Structure, Theory – Future of Trade Unions: Trade Union and the Employee: Trade Union and the Management – Code of Discipline and Code of Conduct – Grievance Management – Misconduct – Discipline Forms of indiscipline – Stages in disciplinary proceedings – Punishments.

### **Unit-III: Negotiation and Collective Bargaining**

Negotiation, Conciliation, Arbitration, Adjudication and Collective Settlements, Coownership: Productive Bargaining and Gain Sharing – Collective bargaining – Objectives – Process – Position in India – Collective Bargaining and Settlements including present status – ILO – Aims and Role in Promoting Industrial Peace.

### **Unit-IV: Labour Welfare**

Meaning and Scope – Theories – Classifications, Concepts and Growth of Labour Welfare in India – Role, Responsibilities and Duties of Welfare Officer – Industrial Hygiene and safety.

### **Unit-V: NCL and Workers Participation Management**

Objective of workers Education – Recommendations of National Commission on Labour – Forms – Levels of Participation – Evolution – Models – Objectives – Joint Management Council – Stages of Participative Management – Evaluation

**Current Stream of Thoughts:** The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

### Text Books

1. Sinha, P.R.N., Sinha Indu Bala & Shekhar Seema Priyadarshini (2017). *Industrial Relations, Trade Unions and Labour Legislation*. Pearson Publishers
2. Sita Ram Singh (2016). *Industrial Relations and Labour Laws*. APH Publishing Corporation.

### Supplementary Reading

1. Manoria, Mamoria & Gankar (2012). *Dynamics of Industrial Relations*, Mumbai: Himalaya Publishing.
2. Punekar, S.D, Deodhar, S.B. & Sarewathi Sankaran, (2012). *Labour Welfare, Trade Unionism and Industrial Relations*. Mumbai: Himalaya Publishing.
3. Tripathi (2009). *Personnel Management & Industrial Relations*, New Delhi: Sultan Chand.
4. Singh, B.D. (2008). *Industrial Relations and Labour Laws*. New Delhi: Excel Books.
5. Venkatapathy, R. (2003). *Labour Welfare & Industrial Relations*. Mumbai: Himalaya Publication.

### Outcome Mapping

Course	Programme Outcome (PO)												Programme Specific Outcome (PSO)						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01	3												3						
C02		3												3					
C03																3			
C04			2					2		3								2	
C05						1													3

20MHRE221	Departmental Elective	L	T	P	C
Semester IV	Management of Training And Development	3			3

### Learning Objectives:

The objectives of this course is

**LO1:** To provide an in-depth understanding of the role of Training in the HRD

**LO2:** To enable the course participants to manage the Training systems and processes.

**LO3:** To provide an in-depth understanding of management Development.

**LO4:** To uphold the ethical issues in training and development programme in India.

### Course Outcomes:

Upon completion of the course, students will be able to

**CO1:** Roles, Responsibilities and Challenges to Training Managers.

**CO2:** Acquiring the skill in 'on-the-job training' and 'off-the-job training'

**CO3:** Develop an understanding in Career planning and Management

**CO4:** Analyse the need for training in India

**CO5:** Develop the competencies in Management development programmes

**CO6:** understand the responsibilities of Executives in an organization

### Unit-I: Introduction

Concepts of Training and Development – Learning principles – Learning curve – Identifying training needs – Structure and functions of training department – Evaluation of Training programme – Roles, Responsibilities and Challenges to Training Managers.

### Unit-II: Training Techniques

Techniques of on-the-job training – Coaching – Apprenticeship – Job rotation – Job instruction Training – Training by supervisors – Techniques of off-the-job training; Lectures, Conferences, Group, discussion – Case studies, Role playing, Programmed instruction, T-Group Training – Simulation, Brain Storming, Audio visual lessons – In basket games, Transcendental meditation and Psychodrama.

### **Unit-III: Career Planning**

Concept of Career – Career Stages – Career planning and Development – Need – Steps in Career planning – Methods of career planning and Development – Career problems and solution – Guidelines for Career Management.

### **Unit-IV: MDP and Training Institutions**

Concept of Management Development – Need and importance of management Development – Management development process – Components of MD programme – Need for Training in India – Government – Policy on Training – Training institutes in India.

### **Unit-V: MDP Institutions**

Management Development Institute: – Management development programmes in public sector and private sector organizations – Productivity councils – Management Associations – Educational Institute – Consultant – Critical appraisal of training and development programme in India.

**Current Stream of Thoughts:** The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

### **Text Books**

1. Noe, R. A. (2020). *Employee training and development*. New Delhi: Tata McGraw-Hill Education.
2. Rishipal, (2013). *Training and Development Methods*. S.Chand Publishing.

### **Supplementary Readings**

1. Janakiraman, B. (2007). *Training and Development - Indian Text Edition*. Dreamtech Press.
2. Lynton, R., & Pareek, U. (1990). *Training for Development (2<sup>nd</sup> Ed.)*. New Delhi: Vistaar Publications.
3. Saks, A. M., & Haccoun, R. R. (2019). *Managing performance through training and development (8<sup>th</sup> Ed.)*. Nelson Education.
4. Deb, T. (2014). *Performance and reward management*. New Delhi, India: Ane Books.
5. Brown, K. (Ed.). (2017). *The Cambridge Handbook of Workplace Training and Employee Development (Cambridge Handbooks in Psychology)*. Cambridge: Cambridge University Press. doi:10.1017/9781316091067

## Outcome Mapping

Course	Programme Outcomes (PO)												Programme Specific Outcomes (PSO)						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01				3									3						
C02										3							2		
C03	2													3					
C04						2										3			
C05																			1
C06								3											1

20MHRE222	Departmental Elective	L	T	P	C
Semester II	Strategic Human Resource Management	3			3

### Learning Objectives:

To enable the student to understand

**L01:** the perspective of strategic human resource management

**L02:** the relationship of HR strategy with overall corporate strategy

**L03:** the strategic role of specific HR systems

**L04:** how the development, implementation and evaluation of change occurs in a dynamic business environment

**L05:** to distinguish the strategic approach to human resources from the traditional functional approach.

### Course Outcomes:

At the end of the course, the student will be able to

**C01:** visualize how organization deals with people

**C02:** gain an insight on the strategic approach towards HRM

**C03:** formulate and implement HR strategies

**C04:** develop and incorporate decisions relating to strategic HRM

**C05:** Critically think to gain competitive advantage through HR

### Unit-I: Introduction

Definition of Strategic HRM – Need and Importance- Views on SHRM- HR strategy and business strategy- Steps in SHRM

### Unit-II: Concept of Strategic HRM

Characteristics of SHRM- Traditional versus Strategic HRM – SHRM framework – Business environment and SHRM

### Unit-III: Strategising HR process

Strategic HR planning and staffing –Strategic Training and development strategies- Strategic compensation - Retention strategies

#### **Unit-IV: HR aspects of Strategy Implementation**

Organizational culture – human side of mergers and acquisitions – Three Stage model of mergers and acquisitions – organizational power and politics

#### **Unit-V: Developing HR as Strategic value addition function**

Gaining competitive Advantage through HR on becoming strategic partner - The VRIO framework – the changing role of HR – Future challenges of HR

**Current Stream of Thoughts :** The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

#### **Text Books**

1. Feza Tabassum Azmi (2019). *Strategic Human Resources Management*. Cambridge University Press.
2. Anuradha Sharma & Aradhana Khandekar (2006). *Strategic Human Resource Management: An Indian Perspective*. New Delhi : Response Books.
3. Rajib Lochan Dhar (2008). *Strategic Human Resource Management*. New Delhi : Excel Books.
4. Belcourt, M. & McBey, K (2006). *Strategic Human Resource Planning*, 2nd Edition, Cengage Learning.

#### **Supplementary Readings**

1. Bailey C, Mankin D, Kelliher C & Garavan T (2012). *Strategic Human Resource Management*. Oxford University Press.
2. Truss, K., Mankin, D. and Kelliher, K (2012). *Strategic Human Resource Management*. Oxford University Press.
3. David A. DeCenzo, Stephen P. Robbins & Susan .L. Verhulst (2012). *Fundamentals of Human Resource Management*.
4. Gary Rees & Paul E.Smith (2017). *Strategic Human Resource Management*. Sage Publications Ltd.,

## Outcome Mapping

	Programme Outcomes												Programme Specific Outcomes							
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	
C01							2					2	3							
C02					3						2			3						3
C03	3												3	3	3			2	3	
C04	2	3	3									2				3	3			
C05	3	2	3						3								3			2

20MHRE330	Departmental Elective	L	T	P	C
Semester III	Legal Framework Governing Human Relations	3			3

### Learning Objectives

The objective of this course is,

**LO1:** To gain understanding and appreciation of the rules set out in labour laws, industrial relation laws, and their administrative regulations.

**LO2:** To provide overview of industrial disputes, its major proceedings, chapters and the workings trade unions, its evolution, growth and the problems associated in it.

**LO3:** To understand the regulations in terms of the formation and development of rules on workmen compensation, wages, bonus and their payments.

**LO4:** To explain the laws relating to social security and working conditions such as, ESI, PF, Gratuity, and Maternity benefits.

### Course Outcomes

Upon completion of this course, the student will have the ability to,

**CO1:** Demonstrate the elements of industrial relations laws and the development of legal analysis and research in order to solve complex labor related problems in the key business functions.

**CO2:** Apply and communicate effectively the various machineries available for the settlement of industrial disputes between employees and employer.

**CO3:** Develop the strategies for critical thinking that may be used to solve legal problems associated in the global business environment.

**CO4:** Formulate the work effectively and professionally by team or individually in any business organisation for the implementation of safety, health and welfare measures.

**CO5:** Apply quantitative and qualitative decisions for framing standing orders and disciplinary proceedings for the misconduct of employees under the industrial employment act.

**C06:** Analyze and apply legal statutes for fixing compensation, bonus and other benefits which is indispensable for the sustainable development of the business and innovative business practices with ethical considerations.

**Unit-I: Introduction to Labour Law**

Scope – Principles, Emergence and Objective of Labour Laws and their Socioeconomic Environment; Industrial Relations Laws – Apprentices Act, Contract Labour Act.

**Unit-II: Trade Union & Disputes**

Industrial Disputes Act – 1947, Trade Union Act – 1926.

**Unit-III: Industrial Employment Act, Wages and Bonus Laws**

Standing Orders; Laws Relating to Discharge – Misconduct – Disciplinary Action - The Law of Minimum Wages – Payment of Wages – Payment of Bonus.

**Unit-IV: Social Security Laws**

Laws Relating to Workmen’s Compensation – Employees State Insurance – Provident Fund – Gratuity – Maternity Relief.

**Unit-V: Laws Relating to Working Conditions**

The Laws Relating to Factories and Establishment – Mines Act – Plantation Act – Interpretations of Labour Laws – Their Working, and Implications for Management – Union – Workmen.

**Current Stream of Thoughts:** The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

### Text Books

1. Rajamohan. A., *Industrial Law*, United Publishers, Mangalore – 575 002, 2011.
2. Dheodar, S.B., Saraswathi, S. and Punekar, S.D. (2011). *Labour Welfare, Trade Unionism and Industrial Relation*. Mumbai: Himalaya Publication.

### Supplementary Readings

1. T.S.Papola, *Labour Regulation in Indian Industry*, Institute for Studies in Industrial Development MK Books ,India 2009
2. Padhi P.K, *Labour and Industrial Laws*, PHI –Leanning pvt.Ltd. 2016
3. Kapoor. N.D., *Elements of Mercantile law*, Sultan Chand, New Delhi, 2009.
4. Mamoria, C.B. & Mamoria, S., *Dynamics of Industrial Relations in India*, Mumbai, Himalaya Publication, 1994.
5. Taxman , *labour laws* , Amazon publishers ,2019

### Outcome Mapping

Course	Programme Outcomes (PO)												Programme Specific Outcomes (PSO)						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01					3								3						
C02														2					
C03	3															2			
C04							2								3				
C05																	2		
C06											3								3

20MHRE331	Departmental Elective	L	T	P	C
Semester III	Compensation Management	3			3

### Learning Objectives:

To enable the student to understand

**L01:** Wage determination at the enterprise level

**L02:** Wage structure in a Company, its administration & control

**L03:** Job evaluation and its implementation

**L04:** Basics of Incentives and incentive plans

**L05:** Managerial remuneration

### Course Outcomes:

At the end of the course, the student will be able to

**C01:** Design wage payment plans at enterprise level.

**C02:** Choose job evaluation programme at company level

**C03:** Prepare payroll

**C04:** Draft individual and group incentive plans

**C05:** Design managerial remuneration

**C06:** Forecast compensation management for the future

### Unit-I: Compensation

Compensation - Definition - Compensation Responsibilities – Compensation System Design Issues– Compensation Philosophies – Compensation Approaches Issues in Wage Determination – Components of Wage Payment – Relevant Legislations Regarding Wages – Wage Determination at the enterprise Level.

### Unit-II: Job Evaluation for Personnel

Choosing a Job Evaluation System – Problems in Implementing Job evaluation Programme at Company Level – Conditions for Successful Implementation of Job Evaluation Programme – Drawing up a Wage Payment Plan for a Proposed Plant.

### **Unit-III: Wages**

Removing Wage Disparities – Reorganising the Wage Structure in a Company – Administration and Control – Preparation of Pay Roll and Wage Calculations – Wage Fixation through Adjudication, Wage Boards and Collective Bargaining – Implementing a Job Evaluation Scheme – Job Evaluation for Plant Personnel – Job evaluation for Engineering – Technical and Professional Personnel – Job Evaluation for Office Personnel – Job evaluation and Pay Plans for Sales Personnel

### **Unit-IV: Incentives**

Fundamentals and Relational for Wage Incentives – Incentive Plans – Individual and Group. Group Incentives: Case Studies: (i) Bank Wiring Observation Room, (ii) British Coal Mine – Productivity Bargaining – Indian Situation. Incentive for Supervisory and Managerial Personnel – Profit Sharing and Stock Ownership – Fringe Benefits.

### **Unit-V: Managerial Remuneration**

Managerial Remuneration: Fundamentals – Managerial Remuneration: Situation in India. Managerial Remuneration: Boothalingam and Sachar Committee – Managerial Remuneration in the Future

**Current Stream of Thoughts :** The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

### **Text Books**

1. Kanchan Bhatia (2016). *Compensation Management*. Himalaya Publishing
2. Khandelwal, S. (2016). *New compensation management in changing environment*. New Delhi: Random Publications

### Supplementary Readings

1. A.M. Sharma, Understanding Wage Compensation system, Himalaya, 2014

### Outcome Mapping

Course	Programme Objectives (PO)										Programme Specific Objectives (PSO)								
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01	3												3						
C02								3						2					
C03		3													3				
C04											1					2			
C05						2											2		
C06			3														2		

20MHRE332	Departmental Elective	L	T	P	C
Semester III	Knowledge and Talent Management	3			3

### Learning Objectives:

To enable the student to understand

- L01:** the concepts of knowledge management
- L02:**the different types and various aspects of knowledge
- L03:**the various kinds of impacts of knowledge management
- L04:**about talent management and competency modelling
- L05:**the contemporary issues in talent management

### Course Outcomes:

At the end of the course, the student will be able to

- C01:** acquire the knowledge management strategies and techniques
- C02:** assess the knowledge management in an organisation
- C03:** develop ability to design a knowledge discovery system
- C04:** learn about different aspects of competency
- C05:** acquaint himself/herself on the best practices of talent management

### Unit-I: Knowledge Management

Concept- Forces Driving Knowledge Management- Knowledge Management Systems- Issues in Knowledge Management-Knowledge Management Strategies- Technologies of Knowledge Management- Factors influencing Knowledge Management.

### Unit-II: Nature of Knowledge

Data- Information- Knowledge- Wisdom- Views of Knowledge -Subjective and Objective- Types of Knowledge – Location of Knowledge – Knowledge in People- Knowledge in Artifacts- Knowledge in Organizational Entities- Knowledge Management Assessment - Types of Assessment- Importance of KM Assessment.

### **Unit-III: Organizational Impacts of Knowledge Management:**

On People- on Processes-on Products and Organizational Performance -Factors Influencing Knowledge Management –Knowledge Discovery Systems-Knowledge Management Solutions- Mechanisms - Knowledge Management Infrastructure.

### **Unit-IV: Talent Management**

Meaning – Importance- Evolution- Talent Management System- Talent Reservoir – Components-Talent Management Grid - Talent Management Assessment Tools- Process of Talent Management- Competency -Core Competency- Competency Assessment- Competency Modeling – Steps in developing a valid competency model- Potential Forecast- Tools for Managing Talent.

### **Unit-V: Role of HR in Talent Management:**

Introduction- Overview of Role of HRM in Talent Management- Role of the HR Manager in Talent Management- Contemporary Talent Management Issues and Challenges- Best Practices in Talent Management: Introduction - Organisational Issues- Talent Management Challenges -Talent Management in India.

**Current Stream of Thoughts :** The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

### **Text Books**

1. Peter Massingham (2019). *Knowledge Management : Theory and Practice*. Sage Publishing.
2. David G. Collings, Kamel Mellahi & Wayne F. Cascio (2017). *Knowledge Management*. Oxford University Press.
3. Lance A Berger & Dorothy R Berger (2018). *The Talent Management Handbook*.(6e) TMH.

### Supplementary Readings

- 1 .Sudhir Warier(2014). *Knowledge Management*. Vikas Publications.
2. Irma Becerra Fernandez, Avelino Gonzalez & Rajiv Sabherwal (2009). *Knowledge Management: Challenges, Solutions, and Technologies*. Pearson Publications.
3. Ravinder Shukla(2009). *Talent Management: Process of Developing and Integrating Skilled Workers*. Global India Publications.
- 4.Gowri Joshi & Veena Vohra (2015). *Talent Management*. Cengage learning.
5. Hasan,M.Singh & A.K. Dhamija S(2019). *Talent Management in India : Challenges and opportunities*. Atlantic Publications.

### Outcome Mapping

	Programme Outcomes												Programme Specific Outcomes						
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01													3		3				2
C02							2		2						2				3
C03												3				2			
C04	3	3										3		3					
C05	3	3										3					3		2

20MHRE440	Departmental Elective	L	T	P	C
Semester IV	Organizational Change and Development	3			3

### Learning Objectives:

To enable the student to understand

**L01:** To recognise key ingredients for successful change

**L02:** To highlight the basic assumptions of organizational development

**L03:** To understand organizational interventions which help to solve problems

**L04:** To Improve and develop consultant-client relationships

**L05:** To understand organizational development in future as well as international settings

### Course Outcomes:

At the end of the course, the student will be able to

**C01:** Describe the steps in the process of managing change

**C02:** Demonstrate the dynamics of resistance to change

**C03:** Secure expertise in organizational development

**C04:** Critically evaluate organizational development interventions.

**C05:** Capacity to gain a better understanding of present day OD.

**C06:** analyse and evaluate the problems in implementing changes

### Unit-I: Introduction

Organizational Change – Evolution, Concept and Importance – Process of Managing Organizational Change – Types of Changes – Individual: behavioural approach, cognitive approach, psychodynamic approach, humanistic psychology Approach, transformative change Model, transformative change model, Team: models of team change, Leadership Issues in Team Change, How individuals affect team dynamics and Organizational Change: steps in organizational change and components of organizational change.

## **Unit-II: Change Methods**

Dynamics of resistance to Change – Implementation of Change, Methods and Techniques of Overcoming Resistance to Change – Problems of Implementing Change – Readiness for change

– Approaches to Planned Change – Phases of Organization Growth.

## **Unit-III: Organisational Development**

Organizational Development – History of organization Development – Values – Assumptions – Beliefs in Organization Development – Theory and management of Organizational Development – Foundations of organizational Development – Managing of Organizational Development Process – Action Research and Organization Development.

## **Unit-IV: Organisational Development Interventions**

Organization Developmental Interventions – Human process interventions, technostructural interventions, human resource management interventions, strategic change interventions, Team Interventions – Inter Group and Third Party Peacemaking Interventions – Comprehensive Interventions.

## **Unit-V: Contemporary Organisational Development**

Key Considerations and Issues – Issues in Consultant – Client Relationships – Role of Human Resource in Organizational Development – System Ramifications – Power, Politics and Organizational Development – Research in Organizational Development – The Future and Organizational Development – Organizational Development in International Settings

**Current Stream of Thoughts :** The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

## **Text Books**

1. Dipak Kumar Bhattacharya (2011). Organizational Change and Development. Oxford University Press
2. Bhatia, S.K. (2007). Management of Change and Organisational Development. Deep and Deep Publications.

### Supplementary Readings

1. Donald L. Anderson (2017). *Organization Development*. SAGE Publications.
2. Mark Hughes (2018). *Managing and leading organizational change*. Routledge.
3. John Hayes (2018). *The theory and practice of change management*, Mac Milan.
4. Robert W. Hoyer (2011). *Organisation Development in the 21<sup>st</sup> century*, iUniverse Inc.
5. Gary Mc Lean (2005). *Organisational development: Principles, Processes, performance*. Berrett- Koehler publications Ltd.

### Outcome Mapping

Course	Programme Objectives (PO)									Programme Specific Objectives (PSO)									
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01														3					3
C02					2								2						
C03	3													3					
C04	3																	1	
C05												3							2
C06																2			

20MHRE441	Departmental Elective	L	T	P	C
Semester III	Performance Management	3			3

### Learning Objectives:

To enable the student to understand

**L01:** To recognise the steps in the process of quality performance management

**L02:** To train in modern management techniques which assist in decision making

**L03:** To acclimatize Indian and western thought in Quality performance management

**L04:** To analyze and compare Indian and Western thought about quality performance Management

**L05:** To understand quality performance and reward management

### Course Outcomes:

At the end of the course, the student will be able to

**CO1:** Acquire knowledge about the organizational dynamics and employee performance

**CO2:** Gain knowledge about various techniques in performance management.

**CO3:** Understand the challenging aspects of motivation and morale

**CO4:** Grasp the basics of Industrial restructuring & reward system.

**CO5:** Apply methods and techniques in quality performance management.

**CO6:** Understand the importance of TQM in organization

### Unit-I: Introduction to Performance management

Performance Management – Concept – Dimensions – Mechanics – Features of Facilitating Organizations for Performance – Organizational Dynamics and Employee Performance – A Multi Dimensional Analysis.

### Unit-II: Performance Management Techniques

Performance management and compensation strategies – Job analysis, Job description, Job Employee benefits required by laws – Discretionary major employee benefits – Employee services, Health care, Long term care-Requirements of an effective benefits programme – Concerns of management – Important issues in Executive compensation – International compensation.

### **Unit-III: Motivation and Performance Appraisal**

Organizational Structure and Employee Motivation and Morale 360-Degree Appraisal: Introduction, the Impact of 360-Degree Feedback on Organizations, Concept of 360-Degree Feedback System, Purpose, Methodology, Ratings, Advantages and Disadvantages of the Method, the Process of 360-Degree Feedback, Operating 360-Degree Appraisal

### **Unit-IV: Issues in Performance Management**

The Potential Problems in Performance Management – Opposition to Evaluation – System Design and Operating Problems – Rater Problems – Eliminating Rater Errors – Avoiding Problems with Employees – Evaluating Techniques Failure – Ethics in Performance Evaluation – Feedback Interviews.

### **Unit-V: Quality Performance and Reward Management**

Quality Performance Management – Indian and Western Thought in an Market era - Integrated Studies Dealing with Methods, Techniques, and Processes. Reward System and Employee Productivity. Reward management and the Management of Change – Strategic Reward Management

**Current Stream of Thoughts:** The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

### **Text Books**

1. Kohli, A.S. & Deb, T. (2008). *Performance management*. Oxford University press
2. Dewakar Goel (2012). *Performance and compensation management: A modern approach*. Prentice hall.

### **Supplementary Readings**

1. Christopher Mills (2017). *Performance Management a practical guide*. Author House.
2. Murphy, K.R., Cleveland, J.N. & Harscom, M.E (2018). *Performance Appraisal and Management*. SAGE Publications.
3. Rao, T.V. (2016). *Performance Management towards organisational excellence*. SAGE Publication
4. John Shield (2007). *Managing employee performance and rewards*. Cambridge University press.
5. Tapomoy Deb, (2009). *Performance appraisal and management*. Excel books.

### Outcome Mapping

Course	Programme Objectives (PO)									Programme Specific Objectives (PSO)									
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
C01							3						2						
C02														2					
C03															2				
C04		3														3			
C05	3																2		
C06			3																

20MHRE442	Department Elective	L	T	P	C
Semester IV	HR ANALYTICS	3			3

### Learning Objectives:

To enable the student to

- L01:** Understand the role and importance of HR metrics and analytics
- L02:** Familiarise the use application of HR analytics and to maximise return on human capital
- L03:** To understand HR reports & to understand the decisions technologies
- L04:** Recognize the fundamental strategic priorities of the business and learn how to provide enhanced decision support leveraging analytics.
- L05:** Develop a structured approach to apply judgment, and generate insight from data for enhanced decision making

### Course Outcomes:

At the end of the course, the student will be able to

- CO1:** Analyse appropriate internal and external human resource metrics benchmarks and indicators.
- CO2:** Operate relational databases and make recommendations regarding the appropriate HRIS to meet organization's human resource needs.
- CO3:** Employ appropriate software to record, maintain, retrieve and analyse human resources information (e.g., staffing, skills, performance ratings and compensation information).
- CO4:** Apply quantitative and qualitative analysis to understand trends and indicators in human resource data; understand and apply various statistical analysis methods
- CO5:** Manage information technology to enhance the efficiency and effectiveness of human resource functions within the organization.

### **Unit-I: Introduction to HR Analytics**

Concept and Evolution of HR Analytics & data sources - HCM: 21Model. Use of workforce analytics to improve decision making. Introduction to HR Metrics and predictive analytics. HR Metrics and HR Analytics. Importance of HR Analytics. Tools and techniques used for HR Analytics. Future of Human Resource Analytics. Intuition versus Analytical thinking.

### **Unit-II: Recruitment and Selection Metrics**

Recruitment Metrics: Recruitment tools and practices, Source of hire, Time to hire, Costs of hiring, Quality of hire, Employee turnover rate. Staffing Analytics: Performance Skill Gap analytics, Attrition rate, Man power planning metrics.

### **Unit-III: Training and Development Metrics**

Percentage of employee trained, Knowledge assessments, Training hours, Cost per employee, Training ROI, Performance measurement, Training and Development analysis.

### **Unit-IV: Employee Engagement and Career Progression**

Employee Engagement Metrics: Talent retention, Retention index, Turnover rate, Internal Promotion rate, Employee Satisfaction Index. Career Progression Metrics: Promotion Index, Rotation index, Career path index, Level wise Succession readiness index.

### **Unit-V: Workforce Diversity and Compensation Metrics**

Workforce Diversity metrics: Employee per manager, Workforce age profiling, Service profiling, Churnover index, Diversity index. Compensation Metrics: Calculating Wage/Salary related measures, Variable pay systems, Calculation of incentives and benefits.

**Current Stream of Thoughts :** The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

### Text Books

1. Fitz-enz, J. (2001). How to Measure Human Resource Management, McGraw-Hill, 3 Edition.
2. Dipak Kumar Bhattacharyya (2017). HR Analytics: Understanding Theories and Applications, Sage Publications India.
3. Fitz-enz J. and Mattox J. (2014). *Predictive Analytics for Human Resources*. John Wiley & Sons.

### Supplementary Readings

1. Fitz-enz J.. (2010). *The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments*. Amacom.
2. Pease G., Byerly B. and Fitz-enz J. (2009). *Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset*. John Wiley & Sons.
3. Tracey Smith. (2013). *HR Analytics: The What, Why and How*, Numerical Insights LLC.
4. Edwards M. R. & Edwards K. (2016). *Predictive HR Analytics: Mastering the HR Metric*. London: Kogan Page.
5. Philips J. & Phillips P.P. (2014). *Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes*. McGraw-Hill.

### Outcome Mapping

Course Outcomes	Programme Outcomes (PO)												Programme Specific Outcomes (PSO)							
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8
CO1					2									2						
CO2															2					
CO3		2																2		
CO4																		2		
CO5								3											3	
CO6													3				2			