

ACADEMIC REGULATIONS, PROGRAMME STRUCTURE AND SYLLABUS

**MASTER OF BUSINESS
ADMINISTRATION**

For

M.B.A TWO YEAR DEGREE PROGRAMME
(Applicable for the batches admitted from 2017-18)



ADITYA ENGINEERING COLLEGE

An Autonomous Institution

Approved by AICTE, Affiliated to JNTUK & Accredited by NBA, NAAC with 'A' Grade

Recognized by UGC under the sections 2(f) and 12(B) of UGC act 1956

Aditya Nagar, ADB Road, SURAMPALEM - 533 437

ABOUT ADITYA ENGINEERING COLLEGE

ADITYA ENGINEERING COLLEGE (AEC) was established in 2001 at Surampalem, Kakinada, Andhra Pradesh in 125 Acres of pollution free and lush green landscaped surroundings by the visionaries of Aditya Academy who are in the glorious service field of education since last 33 years.

AEC believes in the holistic development of society at large and are researching its efforts in multi-disciplinary activities. We shoulder the responsibility of shaping the Intellect, Character and Physique of every student, because we believe that these students would be the architects to develop a humanized and harmonious society, and the nation as a whole.

Our vision is to impart education, in a conducive ambience, as comprehensive as possible, with the support of all the modern technologies and produce graduates and post graduates in engineering with the ability and passion to work wisely, creatively, and effectively for the betterment of our society. It is our endeavor to develop a system of Education which can harness students' capabilities and the muscles of the mind thoroughly trained to enable it to manifest the great feats of intellectualism which it is capable of.

SALIENT FEATURES:

- An Autonomous Institution.
- Accredited by NAAC with “A” Grade in 2015 and NBA in 2008.
- Recognized by UGC under sections 2(f) & 12(B).
- Affiliated to JNTUK, Kakinada.
- Recognized by Scientific and Industrial Research Organizations (SIROs) of Department of Scientific and Industrial Research, Ministry of Science and Technology, Govt. of India.
- Rated as “GOLD” Category institute by AICTE-CII Survey of Industry – Linked Technical Institutes 2016.
- Bagged Grade “A” (top grade) by the Govt. of A.P.
- Dept. of Science and Technology under Technology Development Board has sanctioned Incubation Centre and only one College in the state received this financial Assistance.

- Best Rankings & Ratings given to Aditya by reputed Magazines & journals in their surveys :
 - Grade AAA by careers 360.
 - One of the best 20 Engineering colleges in India by The Sunday Indian.
 - South India IV rank by Digital Mailers.
 - South India VI rank by Silicon India.
 - India 13th Rank out of top 25th Engineering Colleges by 4Ps.
 - Asia's Top 100 colleges by WCRC Leaders.
 - Higher Education Review 35th Rank in India.
 - South India's 68th Rank, India's 99th Rank by The Week magazine.
 - 8th Rank in providing high quality infrastructure out of 10 engineering Colleges in India by The Week magazine and more

- The college has students from 17 states across India & 13 foreign countries.
- 150+ foreign students.
- Honored with Best Placement Award by Chief Minister of Andhra Pradesh.
- Only one college in AP received Best Performance Award from Tech Mahindra for its outstanding achievement in campus placements.
- Remarkable achievement of campus placements in CMM Level 5 Companies
- Students received Gold Medals at University level.
- Offering most job potential engineering courses of Petroleum Engineering, Mining Engineering, and Agricultural Engineering in addition to the regular courses of Mechanical, Civil, and EEE, ECE, CSE and IT at UG, PG and Diploma Levels.
- Skill Development Centre with the collaboration of Govt. of A.P. (APSSDC)
- Siemens Centre of Excellence Campus.
- PMKVY Skill Development Centre Campus.
- South India's first Microsoft Ed-vantage Platinum Campus.
- Campus of Microsoft innovation centre.
- Adobe's Centre of Excellence Campus.
- Campus of CISCO Networking Academy.
- MOU with 4 Foreign Universities.
- MOU with Educational Consultants India Ltd., (EdCil).
- On campus Nationalized Bank with 8 ATMs facility.
- On campus hostels with world class infrastructure facilities & 50+ resident staff.
- Own transportation facility to pickup and drop the students and staff covering all the villages in the District with more than 60 buses.

ACADEMIC REGULATIONS (AR17)

Applicable for the students admitted from the academic year 2017-18 onwards

1. AWARD OF MBA DEGREE

A student will be declared eligible for the award of MBA Degree,

- 1.1 If he pursued a course of study in not less than two and not more than four academic years.
- 1.2 The student shall register for all 90 credits and secure all the 90 credits.

2. DISTRIBUTION AND WEIGHTAGE OF MARKS

- 2.1 The performance of the student in each semester shall be evaluated course - wise, with a maximum of 100 marks for both theory and practical on the basis of Sessional evaluation and End examinations, Project work evaluation for 200 marks on the basis of Sessional evaluation and End examinations and Minor Project for 100 marks of Sessional evaluation.
- 2.2 For the theory courses, the distribution shall be 40 marks for Sessional examinations and 60 marks for End examinations. The Sessional marks shall be made based on the average of the marks secured in two Sessional examinations. The first Sessional examination is conducted for first 2 ½ units and second Sessional examination for remaining 2 ½ units for each course in a semester. The weightage of Sessional marks for 40 consists of Descriptive - 20 and Course seminar – 20. Each Descriptive examination shall be conducted for duration of 120 minutes with 4 questions (no choice), each question is for 5 marks. A student has to give course seminar (10 marks for preparation of report and 10 marks for presentation in the class room) in the respective courses. End examination is conducted for duration of 180 minutes with PART-A 7 questions out of which 4 questions to be answered and PART-B 1 question (case study) which is compulsory. Each question carries 12 marks.
- 2.3 For practical courses, there shall be continuous evaluation during the semester for 40 Sessional marks and 60 End examination marks. The Sessional 40 marks shall be awarded as, day-to-day work-15 marks, Record-10 marks and laboratory Exam -15 marks. The End examination shall be conducted by the concerned teacher and external examiner

appointed by the Principal from a panel of three examiners submitted by HOD.

- 2.4 For Minor Project, there shall be two seminar presentations during II semester for 100 Sessional marks. For each seminar 25 marks shall be awarded and 50 marks shall be awarded for project report. A student has to secure a minimum of 50% of marks to be declared successful. There shall be no End examination for minor project.
- 2.5 For Project evaluation, out of 200 marks, 80 marks shall be for Sessional Evaluation and 120 marks for the End Examination (Viva–Voce). Every student shall be required to submit a thesis or dissertation on a topic approved by the Project Review Committee (PRC).
 1. A PRC shall be constituted with the Head of the Department, supervisor and two other senior faculty members.
 2. A student is permitted to register for the project work after satisfying the attendance requirements of all the courses up to II semester.
 3. A student has to undergo practical training for a period of 5 to 6 weeks in a Corporate Enterprise after the Second Semester / Summer vacations. During training period, the students should work on a specific problem related to the elective subject. At the end of practical training, the student should submit a certificate obtained from the organization. The students has to prepare major project report based on the previous training experience.
 4. The student shall prepare a Major Project Report under the supervision of a guide from the faculty of management. However, the students who prepare Major Project Report in the area of systems can also work under the guidance of Faculty member from Computer Science and Engineering Department.
 5. A student has to submit, in consultation with his project supervisor, the title, objective and plan of action of his project work for approval. The student can initiate the Project work, at the beginning of the III semester by obtaining the approval from the PRC. The project duration is for two semesters.
 6. If a student wishes to change his supervisor or topic of the project, he can do so with the approval of the PRC. However, the PRC shall

examine whether or not the change of topic / supervisor leads to a major change of his initial plans of project proposal. If yes, his date of registration for the project work starts from the date of change of Supervisor or topic as the case may be.

7. A student shall submit his status report at least with 4 reviews conducted by the PRC.
 8. The Sessional Evaluation shall be on the basis of reviews and on the progress of the work evaluated by PRC.
 9. Three copies of the Project Thesis certified by the supervisor shall be submitted to the College after getting plagiarism check.
 10. The external examiner shall be appointed by the Principal from the panel of three examiners, who are eminent in that particular field given by the Head of the Department. The project thesis is sent to the same examiner for the adjudication.
 11. If the report of the examiner is favourable, Viva-Voce examination shall be conducted by PRC and the examiner who adjudicated the Thesis.
 - (a) Student has to secure 40% of marks in the Viva-Voce examination and a minimum aggregate of 50% of total marks in Viva-Voce examination and Sessional evaluation taken together.
 - (b) If the report of the Viva-Voce is fail, the student shall retake the Viva-Voce examination only after three months. If he fails to get a satisfactory report at the second Viva-Voce examination, the student has to re-register for the project and complete the project within the stipulated time after taking the approval from the Principal.
 12. If the report of the examiner is unfavorable, the student shall revise and resubmit the Thesis, in the time frame as decided by the PRC. If the report of the examiner is unfavorable again, the thesis shall be summarily rejected. The student has to re-register for the project and complete the project within the stipulated time after taking the approval from the Principal.
- 2.6 A student shall be deemed to have secured the minimum academic requirement in a course, if he secures a minimum of 40% of marks in the

End Examination and a minimum aggregate of 50% of the total marks in the End Examination and Sessional examinations taken together.

3. RE-REGISTRATION FOR IMPROVEMENT OF SESSIONAL MARKS:

Following are the conditions to avail the benefit of improvement of Sessional marks.

- 3.1 A Student shall be given one chance to re-register for each course provided the Sessional marks secured by a student are less than 50% and has failed in the End examination.
- 3.2 In such a case, the student can re-register for the course(s) and the attendance shall be calculated separately.
- 3.3 If the student gets required minimum attendance then he shall be eligible for writing the End examination in that course(s).
- 3.4 In case that student secures less than the required attendance in any re-registered course(s), he shall not be permitted to write the End examination in the course. He shall again re-register the course when next offered.
- 3.5 In the event of the student taking re-registration, his Sessional marks and End examination marks obtained in the previous attempt stand cancelled in that course(s).
- 3.6 For re-registration, the student has to get approval from the Principal and has to pay the requisite fee which is of one third of the semester tuition fee before the start of the semester in which re-registration is required.
- 3.7 At a given time a student is permitted to re – register for maximum of two courses in addition to the regular semester.

4. ATTENDANCE

- 4.1 A student shall be eligible to write End examinations if he acquires a minimum of 75% of attendance in aggregate of all the courses.
- 4.2 Condonation of shortage of attendance in aggregate up to 10% (65% and above and below 75%) on a medical grounds in a semester may be granted by the College Academic Committee and a student can be condoned for a maximum of three times only.
- 4.3 Shortage of Attendance below 65% in aggregate shall not be condoned.
- 4.4 Students, whose shortage of attendance is not condoned in any semester,

are not eligible to write their End examination of that semester.

- 4.5 A fee of 500/- shall be payable towards condonation of shortage of attendance.
- 4.6 A student shall not be promoted to the next semester unless he satisfies the attendance requirement of the present semester, as applicable. They may seek readmission into that semester when next offered.
- 4.7 If any student fulfills the attendance requirement in the present semester, he shall not be eligible for readmission into the same semester.

5. AWARD OF DEGREE AND CLASS

After a student has satisfied the requirements prescribed for the completion of the program and is eligible for the award of MBA degree, he shall be placed in one of the following four classes:

Class Awarded	CGPA to be secured	From the CGPA Secured from 80 Credits
First Class with Distinction	≥ 7.75 (with no course failures)	
First Class	≥ 6.75 with course failures	
Second Class	≥ 5.75 to < 6.75	

5.1 Cumulative Grade Point Average (CGPA)

The following procedure is to be adopted to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):

Range of Marks (%)	Letter Grade	Level	Grade Point
≥ 90	O	Outstanding	10
≥ 80 to < 90	A+	Excellent	9
≥ 70 to < 80	A	Very Good	8
≥ 60 to < 70	B+	Good	7
≥ 50 to < 60	B	Fair	6
< 50	F	Fail	0
		Absent	0

1. Computation of SGPA

The **SGPA** is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a

student and the sum of the number of credits of all the courses undergone by a student, i.e.

$$SGPA(S_i) = \frac{\sum(C_i \cdot G_i)}{\sum(C_i)}$$

Where C_i is the number of credits of the i^{th} course and G_i is the grade point scored by the student in the i^{th} course.

2. Computation of CGPA

(i) The **CGPA** is also calculated in the same manner taking into account all the courses undergone by a student over all the semester of a programme, i.e.

$$CGPA = \frac{\sum(C_i \cdot S_i)}{\sum(C_i)}$$

Where S_i is the SGPA of the i^{th} semester and C_i is the total number of credits in that semester.

(ii) The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

(iii) Equivalent Percentage = $(CGPA - 0.75) \times 10$

6. MINIMUM INSTRUCTION DAYS

The minimum instruction days for each semester shall be 90 working days.

7. WITHHOLDING OF RESULTS

If the student not paid any dues to the college or involved in indiscipline activities, his result will be withheld.

8. TRANSITORY REGULATIONS

8.1 Discontinued or detained students are eligible for readmission as and when next offered.

8.2 The readmitted students will be governed by the regulations under which the student has been admitted.

9. GENERAL

9.1 Wherever the words “he”, “him”, “his”, occur in the regulations, they include “she”, “her”, “hers”.

9.2 The academic regulation should be read as a whole for the purpose of any interpretation.

9.3 In the case of any doubt or ambiguity in the interpretation of the above

rules, the decision of the Academic council is final.

- 9.4 The college may change or amend the academic regulations or syllabi at any time and the changes or amendments made shall be applicable to all the students with effect from the dates notified by the college.

MALPRACTICES RULES
Disciplinary Action for /Improper Conduct in Examinations

The Chief controller of examinations shall refer the cases of malpractices in Sessional and End Examination to an Enquiry Committee constituted by him / her. The Committee will submit a report on the malpractice allegedly committed by the student to the Chief Controller of Examinations. The Chief Controller of Examinations along with the members of the Committee is authorized to impose a suitable punishment, if the student is found guilty as per the following guidelines.

	Nature of Malpractices / Improper conduct	Punishment
	If the candidate	
1(a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the course of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the course of the examination)	Expulsion from the examination hall and cancellation of the performance in that course only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the examination hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that course only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the course of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the courses of that Semester.
3	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining

		examinations of the courses of that Semester
4	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that Semester. The candidate is also debarred for two consecutive semesters from class work and all End examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5	Leaves the exam hall taking away answer script or intentionally tears the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that Semester. The candidate is also debarred for two consecutive semesters from class work and all End examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
6	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that Semester. The candidate is also debarred and forfeits seat.
7	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate, who has been impersonated, shall be cancelled in all the courses of the examination (including practical and project work) already appeared and shall not be allowed to appear for examinations of the remaining courses of that

		semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the impostor is an outsider, he will be handed over to the police and a case is registered against him.
8	Refuses to obey the orders of the Chief controller of examinations / Observer / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in-charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction or property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that course and all other courses the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the courses of that semester. The candidates are also debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.
9	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that semester/year. The candidate is also debarred and forfeits the seat.






10	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that course.
11	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that course and all other courses the candidate has appeared including practical examinations and project work of that End examination.
12	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the Chief controller of examinations for further action to award suitable punishment.	

Ragging

Prohibition of ragging in educational institutions Act 26 of 1997

Salient Features

- ⇒ Ragging within or outside any educational institution is prohibited.
- ⇒ Ragging means doing an act which causes or is likely to cause Insult or Annoyance of Fear or Apprehension or Threat or Intimidation or outrage of modesty or Injury to a student

	Imprisonment Upto		Fine Upto
Teasing, Embarrassing and Humiliation	 6 Months	+	Rs. 1,000/-
Assaulting or Using Criminal force or Criminal intimidation	 1 Year	+	Rs. 2,000/-
Wrongfully restraining or confining or causing hurt	 2 Years	+	Rs. 5,000/-
Causing grievous hurt, kidnapping or Abducts or rape or committing unnatural offence	 5 Years	+	Rs. 10,000/-
Causing death or abetting suicide	 10 Years	+	Rs. 50,000/-

In Case of Emergency CALL TOLL FREE NO. : 1800 - 425 - 1288

LET US MAKE ADITYA A RAGGING FREE CAMPUS

Ragging

**ABSOLUTELY
NO TO RAGGING**

1. Ragging is prohibited as per Act 26 of A.P. Legislative Assembly, 1997.
2. Ragging entails heavy fines and/or imprisonment.
3. Ragging invokes suspension and dismissal from the College.
4. Outsiders are prohibited from entering the College and Hostel without permission.
5. Girl students must be in their hostel rooms by 7.00 p.m.
6. All the students must carry their Identity Cards and show them when demanded
7. The Principal and the Wardens may visit the Hostels and inspect the rooms any time.

In Case of Emergency CALL TOLL FREE NO. : 1800 - 425 - 1288

LET US MAKE ADITYA A RAGGING FREE CAMPUS

VISION & MISSION OF THE COLLEGE

VISION

To induce higher planes of learning by imparting technical education with International standards, Applied research, Creative ability and Value based instruction to emerge as a premier institute.

MISSION

Achieving academic excellence by providing globally acceptable technical education by forecasting technology through

- Innovative research & development
- Industry institute interaction
- Empowered manpower

VISION & MISSION OF THE DEPARTMENT

VISION

To become a centre of excellence in management education

MISSION

- M1: By Providing quality education through innovative and latest pedagogical tools in management education.
- M2: By promoting research and innovative solutions to various management problems and serve the needs of industry and society.
- M3: By collaborating with industries for effective teaching-learning process and to develop ethical future leaders capable of managing change and transformation in a globally competitive environment and to advance the theory and practice of management.

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)**Graduates of the Program will**

PEO 1	Have successful careers and will adapt to leadership roles along diverse career paths with encouragement to professional ethics.
PEO 2	Adapt to a rapidly changing environment
PEO 3	Design, build, and test professional knowledge acquired and develop an ability to work in teams with effective communication, critical thinking and problem solving skills.

PROGRAM OUTCOMES (POs)**After successful completion of the program, the graduates will be able to**

PO 1	Apply knowledge of different management faculties practically.
PO 2	Design solutions for Complex managerial problems in business Management.
PO 3	Identify, formulate, research literature, and analyze complex managerial problems in different Industries.
PO 4	Analyze a problem, identify, formulate and use the appropriate managerial skills for obtaining its solution.
PO 5	Apply, recognize and address ethical issues and values and use them in organizational settings and to work effectively in teams.
PO 6	Use research-based knowledge and research methods including design of experiments, analysis and interpretation of data, and synthesis of the information to provide valid conclusions for various ethical, legal, financial, marketing, sales, logistical security problems in organizational settings.
PO 7	Demonstrate effective communication, both in writing and speaking.
PO 8	Demonstrate knowledge of contemporary issues and ethical management.
PO 9	Integrate knowledge and demonstrate ability to perform as a management professional, and be prepared for continued learning throughout their career. Recognition of the need for, and an ability to engage in continuing professional development and life-long learning.
PO 10	Demonstrate knowledge and understanding of principles of different management faculties and apply them to one's own work and work in teams in multi cultural and dynamic environment.
PO 11	Observe and critically examine and adapt conceptual business foundations to solve practical decision-making problems, both individually and as part of teams using techniques such as case analysis, projects and assignments.

PROGRAM SPECIFIC OUTCOMES

After successful completion of the program, the graduates will be able to

PSO 1	Observe and critically examine conceptual business foundations to solve practical decision-making problems in all functional areas of management using techniques such as case analysis, projects and assignments.
PSO 2	Choose different kinds of research methods including design of experiments, analysis and interpretation of data, using application software to provide valid conclusions for various managerial problems.
PSO 3	Use information and knowledge effectively for scanning and organizing data, synthesizing and analyzing in order to extract meaning from information, and to share knowledge.

Mission of the department – PEOs mapping

PEOs Statements	M1	M2	M3
PEO 1: Have successful careers and will adapt to leadership roles along diverse career paths with adherence to professional ethics.	3	3	3
PEO 2: Adapt to a rapidly changing environment.	3	2	3
PEO 3: Design, build, and test professional knowledge acquired and develop an ability to work in teams with effective communication, critical thinking and problem solving skills.	3	3	3

PROGRAMME STRUCTURE

I SEMESTER

Course Code	Name of the Course	Lecture (L)	Tutorial (T)	Practice (P)	Credits (C)
174MB1T01	Principles of Management	3	1	---	3
174MB1T02	Managerial Economics	3	1	---	3
174MB1T03	Accounting for Managers	3	1	---	3
174MB1T04	Managerial Communication & Soft Skills	3	1	---	3
174MB1T05	Business Environment	3	1	---	3
174MB1T06	Quantitative Analysis for Business Decisions	3	1	---	3
174MB1L01	IT - LAB	---	---	3	3
TOTAL		18	6	3	21

II SEMESTER

Course Code	Name of the Course	Lecture (L)	Tutorial (T)	Practice (P)	Credits (C)
174MB2T07	Financial Management	3	1	---	3
174MB2T08	Human Resource Management	3	1	---	3
174MB2T09	Marketing Management	3	1	---	3
174MB2T10	Production & Operations Management	3	1	---	3
174MB2T11	Business Research Methods	3	1	---	3
174MB2T12	Organizational Behavior	3	1	---	3
174MB2P01	Minor Project	---	---	---	4
TOTAL		18	6	0	22

III SEMESTER

Course Code	Name of the Course	Lecture (L)	Tutorial (T)	Practice (P)	Credits (C)
174MB3T13	Strategic Management	3	1	---	3
174MB3T14	Legal Aspects of Business	3	1	---	3
174MB3T15	Business Ethics & Corporate Governance	3	1	---	3
---	Elective - I	3	1	---	3
---	Elective - II	3	1	---	3
---	Elective - III	3	1	---	3
---	Elective – IV	3	1	---	3
TOTAL		21	7	0	21

IV SEMESTER

Course Code	Name of the Course	Lecture (L)	Tutorial (T)	Practice (P)	Credits (C)
174MB4T16	Logistic & Supply Chain Management	3	1	---	3
174MB4T17	Entrepreneurship Development	3	1	---	3
---	Elective – V	3	1	---	3
---	Elective - VI	3	1	---	3
---	Elective - VII	3	1	---	3
---	Elective - VIII	3	1	---	3
174MB4P02	Major Project	---	---	---	8
TOTAL		18	6	0	26

Note: The Student has to choose the Electives from the four Specializations available (HR, Finance, Marketing, Systems)

Elective	HR	FINANCE	MARKETING	SYSTEMS
Elective – I:	Leadership Management (174HR3E01)	Security Analysis & Portfolio Management (174FI3E01)	Consumer Behavior (174MA3E01)	E – Business (174SY3E01)
Elective – II	Compensation & Reward Management (174HR3E02)	Banking & Insurance Management (174FI3E02)	Retail Management (174MA3E02)	Relational Database Management Systems (174SY3E02)
Elective – III	Performance Management (174HR3E03)	Advance Management Accounting (174FI3E03)	Customer Relationship Management (174MA3E03)	Web Designing (174SY3E03)
Elective – IV	Strategic Human Resource Management (174HR3E04)	Strategic Financial Management (174FI3E04)	Strategic Marketing Management (174MA3E04)	System Analysis & Design (174SY3E04)
Elective – V	Organizational Development & Change Management (174HR4E01)	Financial Markets & Services (174FI4E01)	Services Marketing (174MA4E01)	Business Intelligence (174SY4E01)
Elective – VI	Global Human Resource Management (174HR4E02)	Global Financial Management (174FI4E02)	Promotional Distribution Management (174MA4E02)	Enterprise Resource Planning (174SY4E02)
Elective – VII	Labor Welfare & Legislation (174HR4E03)	Risk Management (174FI4E03)	Global Marketing Management (174MA4E03)	Cyber Laws & Security (174SY4E03)
Elective – VIII	Management of Industrial Relations (174HR4E04)	Tax Management (174FI4E04)	Supply Chain Management (174MA4E04)	Information Systems Audit (174SY4E04)

PRINCIPLES OF MANAGEMENT

I Semester	L	T	P	C
Course Code: 174MB1T01	3	1	0	3

Course Objectives:

- COB 1: To familiarize students with the basic concepts, principles and definitions of management.
- COB 2: To facilitate students in understanding specific theories related to perception, motivation, leadership, job design, and organizational change.
- COB 3: To help the student in understanding the contemporary issues in management.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Interpret basic concepts and theories of management.
- CO 2: Outline plans and different organization structures.
- CO 3: Classify different leadership styles in cross cultural environment.
- CO 4: Develop rationale decision making and Problem solving abilities.
- CO 5: Cite contemporary issues and approaches to management.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K3)	3	-	-	-	-	-	-	-	-	3	3
CO2 (K4)	3	-	-	-	-	-	-	-	-	3	3
CO3 (K2)	2	-	-	-	-	-	-	-	-	3	2
CO4 (K3)	3	-	-	-	-	-	-	-	-	3	3
CO5 (K2)	2	-	-	-	-	-	-	-	-	3	2

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K1)	1	-	-
CO2 (K2)	2	-	-
CO3 (K2)	2	-	-
CO4 (K3)	3	-	-
CO5 (K3)	3	-	-

UNIT - I:

Introduction of Management: Management: Definition – Importance – Managerial Roles – Functions of management – Classical theory – Scientific management – Administrative theory – Behavioral Theory – Management science – Integrative perspective – System theory – Socio – technical theory – Contingency theory – Comparing theories

UNIT - II:

Planning and Organizing: Nature and Definition of Planning – Principles of Planning – Objectives of planning – Planning process – Types of plans – Benefits and pitfalls of planning.

Principles of organizing – Organization levels – Organizational designs and structure – Line and staff organizations – Approaches – Delegation of authority – Factors affecting delegation of authority – Span of management – Centralization and decentralization of Authority.

UNIT - III:

Directing and controlling: Definition of Co-ordination – Significance and principles of Co-ordination – Leadership behavior and styles – Leadership in cross cultural environment.

Nature and importance of controlling – Controlling process – Requirements of effective control – Establishing controlling system – Controlling techniques.

UNIT - IV:

Decision making: Meaning of decision – types of decisions – Rationale decision making process – Models of decision making – Problem solving and decision making – increasing participation in decision making – Vroom's Participative decision making model – challenges and problems in decision making

UNIT - V:

Contemporary issues in Management: MBO - Management By Walking Around – Out of the Box Thinking – Balanced Score Card – Time Management – BPOs – Stress Management causes and remedies – JIT – TQM – Six Sigma – CMM levels

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Kumar ,Rao, Chhalill: Introduction to Management Science . Cengage Publications, New Delhi
2. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
3. Harold Koontz, Heinz Wehrich, A.R.Aryasri, Principles of Management, TMH, 2010.
4. V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2012.
5. K.Anbuvelan, Principles of Management, University Science Press, 2013.
6. Neeta Baporikar, Case Method – Cases in Management, Himalaya Publishing House (HPH) 2009.
7. Deepak Kumar Bhattacharyya, Principles of Management-text and cases, Pearson, 2012.

MANAGERIAL ECONOMICS

I Semester	L	T	P	C
Course Code: 174MB1T02	3	1	0	3

Course Objectives:

- COB 1: To make students aware of the various economic issues that they are expected to face as managers at the corporate level.
- COB 2: To equip with the tools and techniques of economic analysis for improving decision-making skills.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Describe basic concepts in managerial economics.
- CO 2: Generalise economic aspects of demand, pricing, and production.
- CO 3: Relate cost factor in different business activities.
- CO 4: Cite different market structures and their impact on business activities.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K2)	2	-	-	-	-	2	-	-	-	3	2
CO2 (K2)	2	-	-	-	-	2	-	-	-	3	2
CO3 (K2)	2	-	-	-	-	2	-	-	-	3	2
CO4 (K2)	2	-	-	-	-	2	-	-	-	3	2

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K1)	1	-	-
CO2 (K2)	2	-	-
CO3 (K2)	2	-	-
CO4 (K3)	3	-	-

UNIT - I:

Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas in Economics, The role of managerial economist. Concept of opportunity cost, Incremental concept, time Perfective, Discounting Principle , Risk & uncertainty.

UNIT - II:

Demand Analysis : Elasticity of demand, types and significance of Elasticity of Demand - Measurement of price Elasticity of Demand – Need for Demand forecasting, forecasting techniques, law of Supply, Elasticity of Supply.

UNIT - III:

Supply and Production Analysis: Production function, Marginal Rate of Technical Substitution, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Laws of returns.

UNIT – IV:

Cost theory and estimation: Cost concepts, determinants of cost, cost – output relationship in the short run and long run – Modern development in cost theory – Saucer shaped short – run Average cost curves
– Average total cost curve – Cost - Volume – Profit analysis

UNIT - V:

Market Structure and Pricing practices: Features and Types of different Markets – Price- Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both in the long run and short run. Pricing methods in practice – Bain’s limit pricing theory - Managerial Theories of a firm – Marris& Williams Models.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Paul, Koushil: “**Managerial Economics**”, Cengage Learning, New Delhi,
2. Siddiqui S A, Siddiqui A S: “**Managerial Economics**”, and Financial Analysis”, New Age International Publishers, New Delhi, 2008.
3. Vanita Agarwal: “**Managerial Economics**”, Pearson, New Delhi, 2013.
4. Dominick Salvatore: “**Managerial Economics**”, Oxford University Press, New Delhi, 2010.
5. D.L. Ahuja: “**Managerial Economics**”, S. Chand & Company Ltd, New Delhi-55.
6. O’Sullivan, Sheffrin, Perez “Micro Economics: Principles, Applications and Tools”, Pearson Education.
7. Mithani D M: “**Managerial Economics**”, Himalaya Publishing House, Mumbai, 2008.
8. Atmanand: “**Managerial Economics**”, Excel Publications. New Delhi, 2012.
9. Varshney, R.L and Maheswari, K L: “**Managerial Economics**”, Sultan Chand and Sons, New Delhi, 2002.
8. Narayanan Nadar E, Vijayan S: “**Managerial Economics**”, PHI Private Limited, New Delhi, 2009.

ACCOUNTING FOR MANAGERS

I Semester	L	T	P	C
Course Code: 174MB1T03	3	1	0	3

Course Objectives:

- COB 1: To acquaint students with concepts ,principles and postulates of accounting and utilization of financial and accounting information for planning and decision making
- COB 2: To familiarize the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements.
- COB 3: To familiarize them with tools and techniques which help in management planning and control systems.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Prepare independently different accounting statements.
- CO 2: Prepare and analyze financial statement and reports independently.
- CO 3: Analyze cost accounting concepts.
- CO 4: Interpret Cost behavior and Decision making methods.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K3)	-	2	-	1	-	3	-	-	-	3	-
CO2 (K3)	-	2	-	1	-	3	-	-	-	3	-
CO3 (K4)	-	3	-	2	-	3	-	-	-	3	-
CO4 (K3)	-	2	-	1	-	3	-	-	-	3	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K3)	3	-	-
CO2 (K3)	3	-	-
CO3 (K4)	2	-	-
CO4 (K3)	3	-	-

UNIT - I:

Accounting process : Definition of accounting - Accounting Concepts and conventions
 - Accounting Cycle - Classification of accounts - Accounting equations – Static and dynamic nature of accounting - Users of accounting information - Books of original entry, ledger - Preparation of Trial balance.

UNIT - II:

Final Accounts: Preparation and Presentation of income statement - Balance Sheet with Adjustments- Accounting standards - Preparation and Presentation of Company Final Accounts – Limitations of Financial Statements.

UNIT - III:

Financial Analysis: The scope and purpose of financial analysis - financial statement analysis - Ratioanalysis – liquidity, activity, structural, coverage and profitability ratios - Funds flow analysis - concepts of funds; ascertaining funds from operations ; Sources of funds - Uses of funds - Preparation and analysis of funds flow statement and cash flow statement.

UNIT - IV:

Cost accounting concepts: Methods of Costing, Techniques of Costing - Role of Cost accounting -Elements of cost - Financial accounting Vs Management Accounting - Basic Cost concepts - Determination of product cost - Preparation of cost sheet under different cost heads

UNIT - V:

Cost behavior and Decision making: Behavioural classification of costs and methods for calculationof fixed, variable and semi variable costs - CVP analysis and decision making - Break Even analysis-Key factor distribution & analysis - Optimization of Product mix - Make or Buy decisions - Capacity utilization - Plant shutdown or continue decision CVP under conditions of uncertainty - sensitivity analysis.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. VijayaKumar.P, Ravindra P.S., Kiran Kumar V: “**Accounting for Managers**”, Himalaya Publishing House, New Delhi, 2013
2. Shankarnarayana, Ramanath: “**Financial Accounting for Management**”, Cengage Learning, New Delhi.
3. Ramachandran N, RamKumarKakani: **Financial Accounting for Management**”, McGraw Hill – 2013.
4. Maheshwari, Maheashwari and Maheshwari, “**Financial Accounting**”, Vikas publishing House, New Delhi,2013
5. AmberishGupta:”**Financial Accounting for Management**”, Pearson Education, 2012.
6. Dr. JawaharLal: “**Accounting for management**”, Himalaya Publishing house, NewDelhi, 2012.
7. Asish K. Bhattacharyya: “**Essentials of Financial Accounting**”, PHI Learning, New Delhi, 2012.
8. Dr. V.R.Palanivelu: “**Accounting for Management**”. University Science Press, New Delhi, 2009.
9. Ashok Banerjee: “**Financial Accounting**”, a managerial Emphasis, Excel books, New Delhi, 2012.

MANAGERIAL COMMUNICATION & SOFT SKILLS

I Semester	L	T	P	C
Course Code: 174MB1T04	3	1	0	3

Course Objectives:

- COB 1: To develop good oral and written communication skills in students for their future jobs.
- COB 2: To enable effective usage of grammar, sentence structures and parts of speech so as to make them strong in communication.
- COB 3: To develop basic language skills.
- COB 4: To inculcate the correct usage of vocabulary.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Identify the basic concepts and mechanics of Oral and Written Communication.
- CO 2: Identify different types of organizational communication.
- CO 3: Generalize how to Manage Interpersonal Communication.
- CO 4: Develop business writing skills.
- CO 5: Articulate Communication and make presentations independently.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K2)	-	-	-	-	-	-	3	-	3	-	-
CO2 (K2)	-	-	-	-	-	-	3	-	3	-	-
CO3 (K3)	-	-	1	1	-	-	3	-	3	-	-
CO4 (K3)	-	-	1	1	-	-	3	-	3	-	-
CO5 (K3)	-	-	1	1	-	-	3	-	3	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	-	1
CO2 (K2)	2	-	1
CO3 (K3)	3	-	2
CO4 (K3)	3	-	2
CO5 (K3)	3	-	2

UNIT - I:

Role of Communication in Business : Objective of Communication – The Process of Human Communication – Media of Communication - Written Communication - Oral Communication - Visual Communication - Audio Visual Communication – Silence - Developing Listening Skills – Improving Non-verbal communication skills – Cross Cultural Communication – problems and challenges.

UNIT - II:

Managing Organization Communication: Formal and Informal Communication – Intrapersonal Communication – Models for Inter Personal Communication - Exchange Theory.

UNIT - III:

Managing Interpersonal Communication: Inter-Personal communication – Role of Emotion in Inter Personal Communication – Communication Styles – Barriers to Communication – Gateways to Effective Interpersonal Communication.

UNIT - IV:

Business Writing Skills: Significance of Business Correspondence - Essentials of Effective Business Correspondence - Business Letter and Forms - Meeting - Telephone Communication – Use of Technology in Business Communication. Report Writing – Meaning and Significance: Structure of Reports - Negative, Persuasive and Special Reporting: Informal Report – Proposals. Formal Reports.

UNIT - V:

Presentation skills : Techniques of Presentation – Types of Presentation – Video Conferencing and formats – Interview – formal and informal – Interview techniques – Communication etiquettes.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. MallikaNawal: “Business Communication”, Cengage Learning, New Delhi, 2012.
2. Kuberudu B and Srinivasa Krishna K: “*Business Communication and Soft Skills*”, Excel Books, 2008.
3. Meenakshi Rama: “*Business Communication*”, Oxford University Press, New Delhi
4. C.S.G. Krishnamacharyulu and Dr. LalithaRamakrishnan, Business Communication, Himalaya Publishing House, Mumbai
5. Paul Turner: “*Organisational Communication*”, JAICO Publishing House, New Delhi.
6. SathyaSwaroopDebasish, Bhagaban Das” “*Business Communication*”, PHI Private Limited, New Delhi, 2009.

7. R.K.Madhukar: “**Business Communication**”, Vikas Publishing House, New Delhi, 2012.
8. Kelly M Quintanilla, Shawn T.Wahl:“**Business and Professional Communication**”, SAGE, New Delhi, 2012.
9. Sangita Mehta, NeetyKaushish: “**Business Communication**”, University Science Press, New Delhi, 2010.
10. Anjali Ghanekar: “**Business Communication Skills**”, Everest Publishing House, New Delhi, 202011

BUSINESS ENVIRONMENT

I Semester	L	T	P	C
Course Code: 174MB1T05	3	1	0	3

Course Objectives:

- COB 1: To give orientation about Business Environment, Business functioning in Internal and External Environment.
- COB 2: To introduce the student to Economics and structures.
- COB 3: To give an overview on Indian Business Environment.
- COB 4: To familiarize the participants with various aspects of economic, social, political and cultural environment of India.
- COB 5: To inculcate an understanding of the environmental factors influencing Indian business organizations.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Demonstrate understanding about variables in Business Environment
- CO 2: Generalize Indian Economy and its importance in Business Management.
- CO 3: Identify sources of government revenue and expenditure.
- CO 4: Demonstrate Knowledge on Indian Business regulatory Environment.
- CO 5: Interpret Indian trade policy.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K3)	-	2	-	-	-	3	-	-	-	-	-
CO2 (K2)	-	1	-	-	-	2	-	-	-	-	-
CO3 (K2)	-	1	-	-	-	2	-	-	-	-	-
CO4 (K2)	-	1	-	-	-	2	-	-	-	-	-
CO5 (K3)	-	2	-	-	-	3	-	-	-	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K3)	-	-	2
CO2 (K2)	-	-	1
CO3 (K2)	-	-	1
CO4 (K2)	-	-	1
CO5 (K3)	-	-	2

UNIT - I:

Business Environment: Importance at national and international level – problems and challenges– factors both internal and external influencing business environment. Industrial policies since independence and their significance – regulatory and promotional framework - Five-year plans and their importance.

UNIT - II:

Structure of Indian economy: Nature and significance – Economic systems – structure of Indian industry – Economic reforms in various sectors – nature – challenges – social justice – Disinvestment mechanism – problems and procedures – Sickness in Indian industry, competition Act 2002.

UNIT - III:

Fiscal Policy: Nature and significance – public revenues – expenditure- debt, development activities allocation of funds – Critical analysis of the recent fiscal policy of Government of India - Balance of Payments - Nature – Structure – major components – Causes for disequilibrium in Balance of Payments – Correction measures.

UNIT - IV:

India's Trade Policy: Nature – Magnitude and direction of Indian international trade – problems –bilateral and multilateral trade agreements. International business environment: Nature – significance– challenges and mechanisms. WTO: Agreements in the Uruguay round including TRIPS, TRIMS and GATS – disputes settlement mechanism – dumping and antidumping measures.

UNIT - V:

Legal Frame: Special features of the SICA (special provisions) 1985, BIFR, Consumer protection act 1986, Environmental laws (pertaining to the control and prevention of Air and Water pollution) and the Essential Commodities Act 1955.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. ShaikhSaleem: “**Business Environment**”, Pearsons, New Delhi,
2. VeenaKeshavPailwar: “**Economic Environment of Business**”, PHI Learning, New Delhi, 2012
3. Rosy Joshi, SangamKapoor: “**Business Environment**”, Kalyani Publishers, New Delhi, 2011.
4. Aswathappa K: “**Essentials of Business Environment**”, Himalaya Publishing House, New Delhi, 2011.
5. Vivek Mittal: “**Business Environment Text and Cases**”, Excel Books New Delhi, 2011.

6. Sundaram and Black: “*International Business Environment Text and Cases*”, PHI Private Limited, New Delhi.
7. Avid W Conklin: “*Cases in Environment of Business*”, Sage Publication India Private Ltd, New Delhi.
8. Raj Kumar: “**International Business Environment**”, Excel Publication, New Delhi, 2012.
9. Palle Krishna Rao: “*WTO-Text and Cases*”, Excel Publication, New Delhi.
10. Government of India, *Latest Economic Survey Report*.

QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

I Semester	L	T	P	C
Course Code: 174MB1T06	3	1	0	3

Course Objectives:

- COB 1: To develop a deeper understanding of the quantitative techniques, this could be successfully used for improving the quality of managerial decisions.
- COB 2: To teach the practical application of Mathematical models.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Classify basic concepts and mechanics of quantitative Techniques.
- CO 2: Transfer organizational problems into Research models for seeking optimal solutions to business problems.
- CO 3: Use and understand different mathematical models.
- CO 4: Use different transportation models and knows how to assign task.
- CO 5: Develop network diagrams and determine optimal duration required to complete projects.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K4)	3	3	-	2	-	3	-	-	3	-	-
CO2 (K3)	3	2	-	1	-	3	-	-	3	-	-
CO3 (K3)	3	2	-	1	-	3	-	-	3	-	-
CO4 (K3)	3	2	-	1	-	3	-	-	3	-	-
CO5 (K3)	3	2	-	1	-	3	-	-	3	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K4)	3	3	-
CO2 (K3)	3	2	-
CO3 (K3)	3	2	-
CO4 (K3)	3	2	-
CO5 (K3)	3	2	-

UNIT - I:

Basic Mathematical & Statistical Techniques: Linear, Quadratic, Logarithmic and Exponential Functions- Permutations and Combinations – Matrices - Elementary operations of matrices. Measures of Central Tendency – Measures of Dispersion – Simple Correlation and Regression Analysis Concept of Probability- Probability

Rules – Joint and Marginal Probability – Baye’s Theorem- Probability Distributions- Binomial, Poisson, Normal and Exponential Probability Distributions.

UNIT - II:

Introduction to Decision Theory: Steps involved in Decision Making, different environments in which decisions are made, Criteria for Decision Making, Decision making under uncertainty, Decision making under conditions of Risk-Utility as a decision criterion, Decision trees, Graphic displays of the decision making process, Decision making with an active opponent.

UNIT - III:

Linear Programming: Formation of mathematical modeling, Graphical method, the Simplex Method; Justification, interpretation of Significance of All Elements In the Simplex Tableau, Artificial variable techniques: Big M method, Two phase method.

UNIT - IV:

Transportation, Assignment Models & Game theory: Definition and application of the transportation model, solution of the transportation problem, the Assignment Model, Traveling Salesman Problem. Game Theory: Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods.

UNIT - V:

P.E.R.T. & C.P.M. and Replacement Model: Drawing networks – identifying critical path – probability of completing the project within given time- project crashing – optimum cost and optimum duration. Replacement models comprising single replacement and group replacement

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. N.D.Vohra: “*Quantitative Techniques in Management*”, Tata-McGraw Hill Private Limited, New Delhi, 2011.
2. J. K. Sharma, “*Operations Research: Theory and Applications*”, Macmillan Gupta S.P: “*Statistical Methods*”, S. Chand and Sons, New Delhi,
2. Anand Sharma: “*Quantitative Techniques for Business decision Making*”, Himalaya Publishers, New Delhi,2012;
3. D P Apte: “*Operation Research and Quantitative Techniques*”, Excel Publication, New Delhi, 2013
4. Hamdy, A.Taha: “*Operations Research: An Introduction*”, Prentice-Hall of India, New Delhi 2003.
5. Anderson: “*Quantitative Methods for Business*”, Cengage Learning, New Delhi 2013
6. Sancheti, Dc & VK Kapoor, “*Business Mathematics*”, S Chand and Sons, New Delhi.

INFORMATION TECHNOLOGY –LAB

I Semester	L	T	P	C
Course Code: 174MB1L01	0	0	3	3

Course Objectives:

- COB 1: To acquaint students with the application of computers in understanding latest trends in information technology.
- COB 2: To provide an orientation about the increasing role of management information system in managerial decision making with the help of computers.
- COB 3: To make students understand how information is processed, stored and utilized.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Cite various software's used for business.
- CO 2: Develop different financial models by using software.
- CO 3: Use different data presentation techniques.
- CO 4: Sketch Charts, Flow diagrams TQM methodologies.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K2)	2	-	-	-	-	-	3	-	3	-	2
CO2 (K3)	3	-	1	1	-	-	3	-	3	-	3
CO3 (K3)	3	-	1	1	-	-	3	-	3	-	3
CO4 (K3)	3	-	1	1	-	-	3	-	3	-	3

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	-	1	-
CO2 (K3)	-	2	-
CO3 (K3)	-	2	-
CO4 (K3)	-	2	-

UNIT - I:

Introduction of various software used for business: Significance in the current business environments - Introduction of software MS Office, SQL.

UNIT - II:

Financial modeling: Present value of cash flows, Valuations, Financial ratio analysis, Forecasting, Trend analysis of data, Random input generations.

UNIT - III:

Statistics for Management : correlation and regression analysis data presentation techniques. Spreadsheet showing the monthly payments with changing interest rate over a period of loan. (Using excel).

UNIT - IV:

Data Collection and analyzing techniques: Chats, Flow diagrams TQM methodologies

UNIT - V:

Preparation and presentations of Mini projects assigned for course work of first semester.

Reference Books:

Shelly, Cashman: "Microsoft copies 2007", Cengage Learning, New Delhi. 2012

FINANCIAL MANAGEMENT

II Semester	L	T	P	C
Course Code: 174MB2T07	3	1	0	3

Course Objectives:

- COB 1: To acquaint students with concepts, principles and postulates of accounting and utilization of financial and accounting information for planning and decision making.
- COB 2: To familiarize the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements.
- COB 3: To familiarize with basic principles, tools and techniques of financial management.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Illustrate concepts of financial management.
- CO 2: Interpret financial and Investment decisions in organizations.
- CO 3: Cite different dividend policies in Indian corporate sector.
- CO 4: Choose the appropriate techniques in inventory management.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K2)	2	-	-	-	-	2	-	-	-	3	-
CO2 (K3)	3	-	-	1	-	3	-	-	-	3	-
CO3 (K2)	2	-	-	-	-	2	-	-	-	3	-
CO4 (K3)	3	-	-	1	-	3	-	-	-	3	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	-	-
CO2 (K3)	3	-	-
CO3 (K2)	2	-	-
CO4 (K3)	3	-	-

UNIT- I:

Financial Management: Concept - Nature and Scope - Evolution of financial Management - The new role in the contemporary scenario – Goals and objectives of financial Management - Firm’s mission and objectives - Profit maximization Vs. Wealth maximization – Maximization Vs Satisfying - Major decisions of financial manager.

UNIT- II:

Financing Decision : Sources of finance - Concept and financial effects of leverage – EBIT – EPS analysis. Cost of Capital: Weighted Average Cost of Capital– Theories of Capital Structure..

UNIT- III:

Investment Decision: Concept of Time Value of money – Techniques of Time Value of Money– Nature and Significance of Investment Decision – Estimation of Cash flows – Capital Budgeting Process – Techniques of Investment Appraisal – Pay back period, Accounting Rate of Return, Time Value of Money – DCF Techniques- Net Present Value, Profitability Index and Internal Rate of Return.

UNIT- IV:

Dividend Decision: Meaning and Significance – Major forms of dividends – Theories of Dividends – Determinants of Dividend – Dividends Policy and Dividend valuation – Bonus Shares –Stock Splits – Dividend policies of Indian Corporate.

UNIT- V:

Liquidity Decision: Meaning - Classification and Significance of Working Capital – Components of Working Capital – Factors determining the Working Capital – Estimating Working Capital requirement – Cash Management Models – Cash Budgeting – Accounts Receivables –Credit Policies – Inventory Management.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. P.Vijaya Kumar, M.Madana Mohan, G. Syamala Rao:“**Financial Management**”, Himalaya Publishing House, New Delhi,2013.
2. Rajiv Srivastava, Anil Misra: “**Financial Management**”, Oxford University Press, New Delhi,2012.
3. Brigham,E.F: “**Financial Management Theory and Practice**”, Cengage Learning, New Delhi, 2013
4. Prasanna Chandra: “**Financial Management Theory and Practice**”, Tata McGrawHill 2011.
5. I.M. Pandey: “**Financial Management**”, Vikas Publishers, New Delhi, 2013.
6. RM Srivastava, Financial Management, Himalaya Publishing house, 4th edition.
7. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi.

HUMAN RESOURCE MANAGEMENT

II Semester	L	T	P	C
Course Code: 174MB2T08	3	1	0	3

Course Objectives:

- COB 1: To acquaint students with a broad perspective on themes and issues of Human Resource Management.
- COB 2: To familiarize the student with relevance and application of HRM practices in the Indian perspective.
- COB 3: To familiarize students and to build up and refine decision making skills.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Cite evolution and emerging trends of HRM.
- CO 2: Critically analyze HRD concepts.
- CO 3: List different appraisal and wage payment systems.
- CO 4: Evaluate incentive payment system and welfare measures given to employees.
- CO 5: Interpret industrial relations in organization.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K2)	2	-	-	-	-	-	-	-	-	3	-
CO2 (K4)	3	-	-	2	-	-	-	-	-	3	-
CO3 (K4)	3	-	-	2	-	-	-	-	-	3	-
CO4 (K4)	3	-	-	2	-	-	-	-	-	3	-
CO5 (K3)	3	-	-	1	-	-	-	-	-	3	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	-	1
CO2 (K4)	3	-	3
CO3 (K4)	3	-	3
CO4 (K4)	3	-	3
CO5 (K3)	3	-	2

UNIT – I:

HRM: Significance - Definition and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- - HR policies, Strategies to increase firm performance - Role and position of HR department –aligning HR strategy with organizational strategy - HRM at global perspective-challenges – cross-cultural problems – emerging trends in HRM.

UNIT – II:

Investment perspectives of HRM: HR Planning – Demand and Supply forecasting - Recruitment and Selection- Sources of recruitment - Tests and Interview Techniques - Training and Development – Methods and techniques – Training evaluation - retention - Job Analysis – job description and specifications - Management development - HRD concepts.

UNIT – III:

Performance Appraisal: Importance – Methods – Traditional and Modern methods – Latest trends in performance appraisal - Career Development and Counseling- Compensation, Concepts and Principles- Influencing Factors- Current Trends in Compensation- Methods of Payments - compensation mechanisms at international level.

UNIT – IV:

Wage and Salary Administration: Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Job design and Evaluation- - Incentive Payment Systems. Welfare management: Nature and concepts – statutory and non-statutory welfare measures – incentive mechanisms

UNIT – V:

Managing Industrial Relations: Trade Unions - Employee Participation Schemes- Collective Bargaining–Grievances and disputes resolution mechanisms – Safety at work – nature and importance – work hazards – safety mechanisms - Managing work place stress.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. K Aswathappa: “*Human Resource and Personnel Management*”, Tata McGraw Hill, New Delhi, 2013
2. N.Sambasiva Rao and Dr. Nirmal Kumar: “*Human Resource Management and Industrial Relations*”, Himalaya Publishing House, Mumbai
3. Mathis, Jackson, Tripathy: “*Human Resource Management: A South-Asian Perspective*”, Cengage Learning, New Delhi, 2013
4. Subba Rao P: “*Personnel and Human Resource Management-Text and Cases*”, Himalaya Publications, Mumbai, 2013.
5. Madhurima Lall, Sakina Qasim Zasidi: “*Human Resource Management*”, Excel Books, New Delhi, 2010.

MARKETING MANAGEMENT

II Semester	L	T	P	C
Course Code: 174MB2T09	3	1	0	3

Course Objectives:

- COB 1: To acquaint students with the concepts of marketing.
- COB 2: To familiarize the student and equip them with the concepts of Planning, designing and implementing marketing strategies to achieve the long-term objectives.
- COB 3: To familiarize them with basic changes in marketing and e-marketing

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Interpret basic concepts of marketing.
- CO 2: Classify markets into segments and known how to target market.
- CO 3: Apply different pricing strategies.
- CO 4: Analyze communication process and control activities in marketing.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K3)	3	-	1	-	-	3	-	-	-	-	-
CO2 (K4)	3	-	2	-	-	3	-	-	-	-	-
CO3 (K3)	3	-	1	-	-	3	-	-	-	-	-
CO4 (K4)	3	-	2	-	-	3	-	-	-	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K3)	3	-	-
CO2 (K4)	3	-	-
CO3 (K3)	3	-	-
CO4 (K4)	3	-	-

UNIT – I:

Introduction to Marketing: Needs - Wants – Demands - Products - Exchange - Transactions - Concept of Market and Marketing and Marketing Mix - Product and Production Concept - Sales and Marketing Concept - Societal Marketing Concept - Indian Marketing Environment.

UNIT – II:

Market Segmentation and Targeting: Identification of Market Segments - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets - Segmentation Basis – Evaluation and Selection of Target Markets – Developing and Communicating a Positioning Strategy.

UNIT – III:

Pricing Strategy: Objectives of Pricing - Methods of Pricing - Selecting the Final price - Adopting price - Initiating the price cuts - Imitating price increases - Responding to Competitor's price changes.

UNIT – IV:

Marketing Communication: Communication Process – Communication Mix - Managing Advertising Sales Promotion - Public relations and Direct Marketing - Sales force - Objectives of Sales force - Structure and Size - Sales force Compensation.

UNIT – V:

Marketing Organization and Control: Evolution of Marketing Department - Organizing the Marketing Department - , Marketing Implementation - Control of Marketing Performance - Annual Plan Control - Profitability Control - Efficiency Control - Strategic Control.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Lamb, Hair, Sharma: “**MKTG**” Cengage Learning , New Delhi, 2013
2. Phillip Kotler: “**Marketing Management** “, Pearson Publishers, New Delhi, 2013.
3. Rajan Sexena: “**Marketing Management**”, Tata McGraw Hill, New Delhi, 2012.
4. R.Srinivasan: “**Case Studies in Marketing**”, PHI Learning, New Delhi, 2012 .
5. Tapan K Pand: “**Marketing Management**”, Excel Books, New Delhi, 2012
6. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: “**Marketing**”, Oxford University Press, Chennai, 2013.

PRODUCTION & OPERATIONS MANAGEMENT

II Semester	L	T	P	C
Course Code: 174MB2T10	3	1	0	3

Course Objectives:

- COB 1: To help student in learning the basic methodology of understanding the needs and techniques of different production terminologies
- COB 2: To familiarize the student with tools and techniques of production management.
- COB 3: To familiarize them with basic changes in production techniques.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Interpret basic concepts of production and operation management.
- CO 2: Outline production planning and control activities in production.
- CO 3: Sketch quality control charts and known how to manage work environment.
- CO 4: Identify different concepts and dimensions of quality.
- CO 5: Classify stock in stores by using different inventory methods.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K3)	-	2	-	-	-	3	-	-	-	-	3
CO2 (K4)	-	3	-	-	-	3	-	-	-	-	3
CO3 (K3)	-	2	-	-	-	3	-	-	-	-	3
CO4 (K2)	-	1	-	-	-	2	-	-	-	-	2
CO5 (K4)	-	3	-	-	-	3	-	-	-	-	3

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K3)	3	2	-
CO2 (K4)	3	3	-
CO3 (K3)	3	2	-
CO4 (K2)	2	1	-
CO5 (K4)	3	3	-

UNIT – I:

Introduction: Overview & Definition of Production and Operations Management- Nature and Scope of Production and Operations Management-Historical Evolution –Role & responsibilities of the production manager - Types of Manufacturing Processes and Product Design.

UNIT – II:

Production Planning and Control: Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing- Aggregate planning and Master Scheduling, MRP, CRP. Maintenance management & Industrial Safety. Plant Location & Layout Planning- Factors influencing location - types of layouts. Capacity Planning – Optimal Production Strategies: Scheduling and Sequencing of Operations. Work Design: Method Study and Work Measurement - Work Sampling.

UNIT – III:

Managing of Work Environment: Automation --Technology Management - Waste Management. Quality Assurance and Quality Circles – Statistical Quality Control –Control Charts for Variables- Average, Range and Control charts for Attributes. Acceptance Sampling Plans. Purchase functions and Procedure - Inventory control – Types of Inventory– Safety stock– Inventory Control Systems –JIT, VMI.

UNIT – IV:

Quality Improvement: Basic concepts of quality, dimensions of quality, Juran’s quality trilogy, Deming’s 14 principles, Quality improvement and cost reduction, ISO 9000-2000 clauses & coverage. Six Sigma, Productivity –factors affecting productivity, measurement & improvements in productivity - new product development and design - stages & techniques. Total Productive Maintenance (TPM).

UNIT – V:

Stores Management: Objectives of Stores Management – Requirements for efficient. Management of Stores – safety stock Inventory Control - Different Systems of Inventory Control, Costs & Types of Inventory. – ABC, VED and FNSD analyses. Value Analysis– importance in cost reduction – concepts and procedures.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Panner Selvem: “**Production and Operation Management**”, Prentice Hall of India, NewDelhi, 2012.
2. K.Aswathappa, K. Shridhara: “**Production & Operation Management**”, Himalaya Publishing House, New Delhi, 2012
3. Ajay K Garg: “**Production and Operation Management**”, TMH, New Delhi,2012
4. Deepak Kumar Battacharya: “**Production & Operation Management**”, University Press, New Delhi, 2012
5. AlanMuhlemann, JohnOakland,jasti Katyayani: “**Production and Operation Management**”, Pearson, New Delhi,2013

BUSINESS RESEARCH METHODS

II Semester	L	T	P	C
Course Code: 174MB2T11	3	1	0	3

Course Objectives:

- COB 1: To acquaint students with concepts and theoretical and practical base for a research project.
- COB 2: To familiarize the student with significant tools and techniques of quantitative techniques, which are useful in the decision making.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Formulate and test hypotheses.
- CO 2: Classify data and use different sampling techniques.
- CO 3: Preparation and Presentation of Research Report.
- CO 4: Chart different quality control limits.
- CO 5: Use multivariate techniques and analyze dependence and independence of samples.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K3)	-	2	1	1	-	-	-	-	-	-	-
CO2 (K4)	-	3	2	2	-	-	-	-	-	-	-
CO3 (K3)	-	2	1	1	-	-	-	-	-	-	-
CO4 (K3)	-	2	1	1	-	-	-	-	-	-	-
CO5 (K3)	-	2	1	1	-	-	-	-	-	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K3)	3	-	2
CO2 (K4)	3	-	3
CO3 (K3)	3	-	2
CO4 (K3)	3	-	2
CO5 (K3)	3	-	2

UNIT – I:

Introduction : Nature and Importance of research, The role of business research, aims of social research, research process, pure research vs. applied research, qualitative research vs quantitative research, exploratory research, descriptive research and experimental research, ethical issues in business research. Research Process – Types of Research –Defining Research Problem – Formulation of Hypothesis – Testing of Hypothesis.

UNIT – II:

Data Base: Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures. Random Vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design. Designing of Questionnaire – Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

UNIT – III:

Survey Research and data analysis: media used to communicate with respondents, personal interviews, telephone interviews, self-administered questionnaires, selection of an appropriate survey research design, the nature of field work, principles of good interviews and field work management. Editing – Coding – Classification of Data – Tables and Graphic Presentation – Preparation and Presentation of Research Report.

UNIT – IV:

Statistical Inference & quality control: Tests of Hypothesis, Introduction to Null hypothesis vs alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, Chi Square test. Statistical Quality Control Upper quality charts p charts LCL UCL, BAR CHARTS. Attribute charts and industrial applications.

UNIT – V:

Multivariate Analysis: Nature of multivariate analysis, classifying multivariate techniques, analysis of dependence, analysis of interdependence. Bivariate analysis-tests of differences-t test for comparing two means and z-test for comparing two proportions and ANOVA for complex experimental designs.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Navdeep and Gupta : “**Statistical Techniques & Research Methodology**”, Kalyani Publishers
2. William G.Zikmund, Adhkari: “**Business Research Methods**”, Cengage Learning, New Delhi, 2013
3. S.Shajahan: “**Research Methods for management**”, JAICO Publishing House, New Delhi, 2009.
4. UWE FLICK: “**Introducing Research Methodology**”, SAGE, New Delhi,2012.
5. Cooper R.Donald and Schindler S. Pamela: “**Business Research Methods**”, 9/e, Tata MCGraw Hill, New Delhi.
6. M.V.Kulkarni: “**Research Methodology**”, Everest Publishing House, New Delhi, 2010.

ORGANIZATIONAL BEHAVIOR

II Semester	L	T	P	C
Course Code: 174MB2T12	3	1	0	3

Course Objectives:

- COB 1: To sensitize the student on the various ethical aspects concerning the functioning of business enterprises.
- COB 2: To familiarize the student and to provide awareness on, how the society and business are interdependent for the survival of both.
- COB 3: To equip students to be honest and be responsible towards society.
- COB 4: To provide knowledge which will improve ethical reasoning by correlating moral concepts to business practices.
- COB 5: To create awareness among students on the importance of Corporate Governance.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Identify the basic concepts of organizational behavior.
- CO 2: Enumerate the importance of leadership, attitude and values in organization.
- CO 3: Develop his personality, decision making abilities and interpersonal communication skills.
- CO 4: Generalize organizational culture and development.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K2)	-	1	-	-	-	-	-	-	-	-	-
CO2 (K1)	-	-	-	-	-	-	-	-	-	-	-
CO3 (K3)	-	2	1	1	-	-	-	-	-	-	-
CO4 (K2)	-	1	-	-	-	-	-	-	-	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	-	-
CO2 (K1)	1	-	-
CO3 (K3)	3	-	-
CO4 (K2)	2	-	-

UNIT – I:

Introduction: Nature and scope – linkages with other social sciences - Individual Roles and Organizational Goals - Perspectives of Human Behavior, Approach to Organizational behavior - models of organizational behavior.

UNIT – II:

Perceptual Management: Nature - Process – selection, organization and interpretation – Influencing factors -Motivation – Concepts - Needs and Motives and theories. Leadership and Motivating people - Leadership Theories. Attitudes and Values: formation - Types – Changes and Behavior Modification Techniques.

UNIT – III:

Personality Development: Nature - Stages, Determinants of Personality, - Johari Window - Transactional Analysis, Learning Processes - Theories, Creativity and Creative - Thinking. Leadership nature and skills. - Decision Making Process: Behavioral Dimensions, Groups and their formation - Group Dynamics, Informal Organizations, Group versus Individual Interaction.

UNIT – IV:

Inter-Personal Communication: Listening, Feedback, Collaborative Processes in Work Groups, Team Building, Team Decision Making, Conflict Resolution in Groups and Problem Solving Techniques.

UNIT – V:

Organizations: Taxonomy, Elements of Structure, Determinants of Structure, Functional Aspects of Structure, Role Impingement, Stress in Organization. Principles and Design of Organizations, Organizational Culture, Power and Authority. . Organizational Development processes, Change – Resistance to Change.- Interventions, OD techniques and applications.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. K.Aswathappa: “**Organizational Behavior-Text, Cases and Games**”, Himalaya Publishing House, New Delhi, 2008,
2. Steven L McShane, Mary Ann Von Glinow, Radha R Sharma: “**Organizational Behavior**”, Tata McGraw Hill Education, New Delhi, 2008.
3. Jerald Greenberg and Robert A Baron: “**Behavior in Organizations**”, PHI Learning Private Limited, New Delhi, 2009.
4. Pareek Udai: “**Understanding Organizational Behavior**”, Oxford University Press, New Delhi, 2007.
5. Jai B.P.Sinha: “**Culture and Organizational Behavior**”, Sage Publication India Private Limited, New Delhi, 2008.
