

PAAVAI ENGINEERING COLLEGE, NAMAKKAL – 637 018(AUTONOMOUS)
MASTER OF BUSINESS ADMINISTRATION
REGULATIONS 2016
CURRICULUM
(CHOICE BASED CREDIT SYSTEM)
SEMESTER I

Course Code	Course Title	L	T	P	C
BA16101	Fundamentals of Management	3	0	0	3
BA16102	Managerial Economics	3	0	0	3
PMA16107	Statistics for Management	3	2	0	4
BA16103	Organizational Behavior	3	0	0	3
BA16104	Business Communication	3	0	0	3
BA16105	Accounting for Managers	3	2	0	4
BA16106	Business Law	3	0	0	3
BA16107	Personal Enrichment – Laboratory	0	0	4	2

SEMESTER II

Course Code	Course Title	L	T	P	C
BA16201	Production and operations Management	3	0	0	3
BA16202	Financial Management	3	0	0	3
BA16203	Marketing Management	4	0	0	4
BA16204	Human Resource Management	3	0	0	3
BA16205	Management Information System	3	0	0	3
PMA16201	Applied Operations Research	3	2	0	4
BA16206	Business Research Methods	3	0	0	3
BA16207	Business Application Software Laboratory	0	0	4	2
BA16208	Personal Effectiveness Laboratory	0	0	4	2

SEMESTER I

BA16101

FUNDAMENTALS OF MANAGEMENT

3 0 0 3

COURSE OBJECTIVES

- To provide an overview in the basic concepts of management and the factors related to it.
- To understand the need for planning and decision making.
- To enrich the students with various organizing techniques.
- To impart knowledge in leadership qualities, motivation and communication process.
- To be familiar with various controlling mechanisms in an organization.

UNIT I MANAGEMENT OVERVIEW

9

Definition, Need, Functions, Levels and challenges. **The Evolution of Management Theory**. Management and society: The External Environment - SWOT, Social responsibility and Ethics – Globalization and Management – Emerging trends in global business - Management Roles - Value Based Management : Creating Shareholder Value, Contemporary Theory.

UNIT II PLANNING AND DECISION MAKING

9

Vision, Mission, Objectives, Nature, Importance, Types and Process-Strategies, Policies, procedures and methods – nature and type of policies – **functional policies, Premising and Forecasting** –Management By Objectives (MBO)- Decision Making - Process.

UNIT III ORGANIZING

9

Organizational Structure: **Departmentation - Span of Management-Power and Distribution of Authority** - Delegation and decentralization - Staffing-Line and Staff relationship – Selection and Recruitment - Direction and Supervision - Committees and Teams – Communication.

UNIT IV DIRECTING

9

Leadership – Theories of Leadership – types of leadership – Motivation – Theories of Motivation - Techniques of Motivation – **Communication – Types - Process – Barriers.**

UNIT V CONTROLLING

9

Controlling in management – control Process - Control **Techniques and Information** Technology - Emerging forms of organization – Innovation Management.

TOTAL: 45 PERIODS

COURSE OUTCOMES

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

- acquire knowledge about the basic concepts of management and its functions.
- exhibit their skill in planning and decision making.
- understand the techniques in organizing.
- develop qualities of a leader and motivational skills.
- exhibit their ability in controlling the activities of an organization.

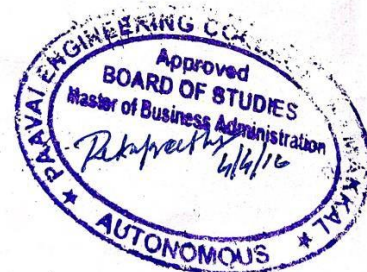
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2. Heinz Weihrich, Mark V. Cannice & Harold Koontz Management: A global and Entrepreneurial Perspective Tata McGraw Hill – 13th Edition, 2010
3. Hellriegel, Jackson & Slocum Management A competency – Based Approach Tomson South – Western – 11th Edition, 2008
4. Peter F Drucker, Managing for Results, Elsevier, Second Reprint 2006.
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Mapping of Course Outcomes with the Programme Outcomes (1/2/3 indicates streangth of correlation) 3-Strong, 2-Medium, 1-Weak														
Cos	Programme Outcomes (Pos)												Programme Specific Outcomes	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	POS 1	POS2
CO1								3					1	
CO2						1		2			1			3
CO3			3					3					1	2
CO4									1				1	
CO5	1			1									1	



COURSE OBJECTIVES

- To learn the basic economic concepts, environment and its implications in business.
- To discuss about the demand and supply and various challenges in managing them.
- To inculcate various techniques in the estimation of production cost.
- To develop the skill of understanding the market structure and determination of commodity price.
- To create an awareness about the national income and inflation.

UNIT I INTRODUCTION**9**

Economic and Managerial Decision making, **Economics of a Business**- A brief review of important economic terms and concepts. The firm and its goals, Economic goal of the firm and optimal decision making, Goals other than profit.

UNIT II SUPPLY AND DEMAND INTRODUCTION**9**

Market demand, market supply, and market equilibrium. **Comparative statics analysis supply**, Demand and price: The managerial challenge, Demand elasticity, the economic concept of elasticity – Types of Elasticity - Demand estimation and forecasting.

UNIT III ESTIMATION OF PRODUCTION AND COST**9**

The production function, **A short-run analysis of total, Average and marginal product**, the long run production function, the estimation of production functions, the importance of production function in managerial decision making. Cost – Output functions, Cost in the short run – Cost in the long run, Economies of scale, application of cost analysis

UNIT IV MARKET STRUCTURE AND PRICE DETERMINATION**9**

Perfect competition and monopoly Introduction: Competition and market **types in economic analysis**. Pricing and output decision in monopoly **markets, implications of perfect competition and monopoly for managerial decision making. Price discrimination, Pricing methods in practice, Multi product pricing. Price determination equilibrium** between demand and supply.

UNIT V NATIONAL INCOME AND INFLATION**9**

Concepts of national income - Approaches to measure national income – Inflation concepts – types of inflation – Inflation theories – factors determining inflation – **consequences of inflation** – control of inflation - Role of Monetary Policy – Trade Cycle.

TOTAL: 45 PERIODS**COURSE OUTCOMES**

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

- understand the basic economic concepts, environment and its implications
- acquire knowledge about the challenges in managing demand and supply
- demonstrate their ability in estimating production cost
- analyze the market structure and determine prices accordingly
- exhibit their knowledge about national income and inflation

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1. Atmanand, Managerial Economics, Excel books, 2012.
2. Dr. D. M. Mithani, Managerial Economics Theory and Application, Himalaya Publication, 7/e, 2014.
3. M.L.Jhingan and Stephen, Managerial Economics, Vrinda Publications, 2/e, 2014.
4. Paul.G.Keat, Philip. K. Y.Young, Sreejatha Banerjee, Managerial Economics -Economic Tools for Today's Decision Makers, Pearson Education, 6/e, 2011.
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CO1	2			3				3		3	2		3	
CO2			2	3				3		2				2
CO3	1			3				2		3				2
CO4			1	2				3		2		2		
CO5	1			2						3		3		



COURSE OBJECTIVES

- To introduce the students about the basic statistical variables.
- To impart knowledge regarding sampling techniques.
- To help the students understand the need for hypothesis testing and the various parametric tests involved in it.
- To understand the significance of non-parametric test and its applications.
- To be familiar with the types of correlation and regression analysis.

UNIT I INTRODUCTION TO STATISTICS AND PROBABILITY 15

Statistics – Definition, Types. Types of variables – Organising data - Descriptive Measures. Basic definitions and rules for probability, conditional probability independence of events, Baye's theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.

UNIT II SAMPLING DISTRIBUTION AND ESTIMATION 15

Introduction to sampling distributions, **sampling distribution of mean** and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

UNIT III TESTING OF HYPOTHESIS - PARAMETRIC TESTS 15

Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample **standard deviations. ANOVA** one and two way.

UNIT IV NON-PARAMETRIC TESTS 15

Chi-square test for single sample standard deviation. **Chi-square tests for independence** of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – test for goodness of fit, comparing two populations. Mann – Whitney U test and Kruskal Wallis test. One sample run test, rank correlation.

UNIT V CORRELATION, REGRESSION AND TIME SERIES ANALYSIS 15

Correlation analysis, **estimation of regression line** – Time series analysis: Variations in time series, trend analysis, cyclical variations, seasonal variations and irregular variations, forecasting errors.

TOTAL: 75 PERIODS

COURSE OUTCOMES

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

- acquire knowledge in the basic concepts of statistics
- understand the various techniques in sampling
- develop hypothesis and apply statistical parametric tests
- acquire skills in conducting non-parametric tests
- develop knowledge and skill in correlation and regression analysis

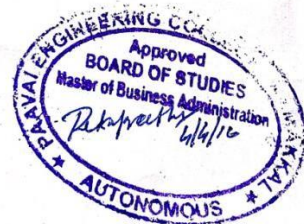
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2. Aczel A.D. and Sounderpandian J., “Complete Business Statistics”, 6th edition, Tata McGraw –Hill Publishing Company Ltd., New Delhi, 2012.
3. Srivatsava TN and Shailaja Rego, “Statistics for Management”, Tata McGraw Hill, 2008.
4. Ken Black, “Applied Business Statistics”, 7th Ed., Wiley India Edition, 2012.
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4. <https://www.youtube.com/watch?v=Y18V2WRzUf4>
5. <https://www.youtube.com/watch?v=aztcS-3MwH0>

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CO1	2		2	2					2		2			
CO2	3	1						3			3			3
CO3	2			1		2		3	2		2		3	
CO4	2			2	1	1		3			3			
CO5	1							3			2			



COURSE OBJECTIVES

- To discuss the need and importance of organizational behaviour and its scope.
- To understand the outcomes of individual behaviour and its impact on work.
- To describe the dynamics in group behaviour and means of developing effective team.
- To know the leadership styles and sources of power.
- To be familiar with factors affecting organizational culture and development.

UNIT I INTRODUCTION TO OB**5**

Definition, need and importance of organizational behavior – Nature and scope – Frame work – Organizational behavior models.

UNIT II INDIVIDUAL BEHAVIOUR**12**

Personality – types – Factors influencing personality – Theories – Learning – Factors - The learning process – Learning theories – Organizational behavior modification. Misbehaviour – Types – Management Intervention. Emotions - Emotional Labour – Emotional Intelligence – Theories. Attitudes – Characteristics – Components – Changing Attitude – Measurement- Values. Perceptions – Factors influencing perception – Interpersonal perception. Motivation – Types – Theories – Effects on work behavior.

UNIT III GROUP BEHAVIOUR**10**

Group Formation –Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Developing Effective Team - Interpersonal relations – Communication – Improving verbal and non verbal communication.

UNIT IV LEADERSHIP AND POWER**8**

Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Finding and creating effective leaders – Sources of power – Power canter – Power and Politics.

UNIT V ORGANISATION CULTURE, CHANGE, CLIMATE & DEVELOPMENT**10**

Organizational culture – Multi cultural organization and climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – Measurements – Influence on behavior. Organizational change – Resistance to change – Managing change – Promoting creativity in an organization – Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life. Organizational development – Characteristics – objectives –. Organizational effectiveness.

TOTAL: 45 PERIODS**COURSE OUTCOMES**

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

- understand the basics of organizational behaviour
- understand the outcomes of individual behaviour and its reflection in workplace
- acquire knowledge in group behaviour
- reflect leadership styles in different situations
- understand organization culture and factors affecting change and development

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1. Schermerhorn, hunt and Osborn, Organisational Behaviour, John Wiley, 9th Edition, 2012
2. Udai Pareek, Understanding Organisational Behaviour 3rd Edition, Oxford Higher Education, 2012
3. Mc Shane & Von Glinov, Organisational Behaviour, 7th Edition, Tata Mc Graw Hill, 2014
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CO1	3		3	2					3		1			
CO2	2		3				1	2				2		
CO3			2		3				2					
CO4	2		2		1	2	1	2						3
CO5	2			3	3			3					3	



COURSE OBJECTIVES

- To improve the conceptual understanding of written, oral and symbolic communication.
- To understand the significance of non-verbal communication.
- To provide an overview about the various methods of oral communication.
- To impart knowledge and skill in business correspondence.
- To expose the students to different forms of business proposals and reports.

UNIT I COMMUNICATION IN BUSINESS**9**

Systems approach- forms - functions and principles of communication - management and communication- communication patterns - barriers to communication - interpersonal perception – SWOT analysis -Johari Window - Transactional Analysis.

UNIT II NON-VERBAL AND INTERCULTURAL COMMUNICATION**9**

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

UNIT III ORAL COMMUNICATION**9**

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

UNIT IV BUSINESS CORRESPONDENCE**9**

Business letter - principles of business writing- memos -e-mails – agendas - minutes- sales letter- enquiries- orders- letters of complaint- claims and adjustments- notice and tenders- circulars- letters of application and résumé - Modern means of Communication – Social Media.

UNIT V BUSINESS PROPOSALS AND REPORTS**9**

Project proposals- characteristics and structure- Project reports – types- characteristics,-structure-Appraisal reports – performance appraisal, product appraisal- Process and mechanics of report writing- visual aids- abstract - executive summary- recommendation writing- definition of terms.

TOTAL: 45 PERIODS**COURSE OUTCOMES**

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

- acquire knowledge about various forms of communication
- communicate messages effectively through non-verbal communication
- inculcate knowledge on different methods of oral communication
- exhibit their talent in business correspondence
- understand the various forms of business proposals and reports

REFERENCES

1. McGrath, E. H., S.J, Basic Managerial Skills for All, 8th ed. Prentice-Hall of India, New Delhi, 2008.
2. Raman, Meenakhshi, and Prakash Singh, Business Communication. O U P, New Delhi, 2008.
3. Stuart Bonne E., Marilyn S Sarow and Laurence Stuart, Integrated Business Communication in a Global Market Place. 3rd ed. John Wiley India, New Delhi, 2007.
4. Guffey, Mary Ellen., Business Communication: Process and Product. 3rd ed. Thomson and South- western, 2004.

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CO2	3	1						3			3			3
CO3	2			1		2		3	2		2		3	
CO4	2			2	1	1		3			3			
CO5	1							3			2			



COURSE OBJECTIVES

- To introduce the students to the basics of accounting principles.
- To develop the skills for preparation, analysis and interpretation of financial statements.
- To provide an overview regarding maintenance of company accounts.
- To understand the concepts of cost accounting and different methods involved in it.
- To describe the various aspects of marginal costing and its applications.

UNIT I FINANCIAL ACCOUNTING 15

Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventions and Concepts-Balance sheet and related concepts- Profit and Loss account and related concepts - Introduction to inflation accounting- Introduction to human resources accounting – **Bank Reconciliation Statement**

UNIT II ANALYSIS OF FINANCIAL STATEMENTS 15

Analysis of financial statements – Financial ratio analysis, cash flow (as per Accounting Standard) and funds flow statement analysis.

UNIT III COMPANY ACCOUNTS 15

Meaning of Company -Maintenance of Books of Account-Statutory Books- Profit or Loss Prior to incorporation- Final Accounts of Company- Alteration of share capital- Preferential allotment, Employees stock option- Buyback of securities.

UNIT IV COST ACCOUNTING 15

Cost Accounts - Classification of manufacturing costs - **Accounting for manufacturing costs.** Cost Accounting Systems: Job order costing - Process costing- Activity Based Costing- Costing and the value chain- Target costing- Budgetary Control & Variance Analysis - Standard cost system.

UNIT V MARGINAL COSTING 15

Concept of Marginal Costing , Characteristics of Marginal Costing , **Difference between Absorption Costing** and Marginal Costing , **Marginal Cost**, Contribution , Cost Volume Profit (CVP) Analysis, Break Even Chart , Break Even Point, Profit Volume ratio, Target profit , Margin of Safety , Application of Marginal cost , Limitations of Marginal cost.

TOTAL: 75 PERIODS

COURSE OUTCOMES

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

- acquire knowledge about the fundamentals of accounting principles
- prepare, analyse and interpret basic financial statements
- exhibit their ability to maintain company accounts
- analyse different methods of cost accounting
- understand the concept of marginal costing and its significance

REFERENCES

1. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 13th edition, Tata McGraw Hill Publishers, 2011.
2. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2010.
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CO1	1				2				2		3			
CO2	3	1						3			3			3
CO3	2			1	2			3	2		3		3	
CO4	2				2	1		3	3		3			
CO5	1						1	3			2	2		



COURSE OBJECTIVES

- To provide basic understanding of law of contract and different types of contract in business.
- To discuss about the regulations in sales of goods act and negotiable instrument act.
- To understand the provisions in Indian partnership act.
- To impart the basic provisions in Indian companies act.
- To know about the salient features of consumer protection act, right to information act and cyber law.

UNIT I LAW OF CONTRACT**9**

Law of contract - Indian Contract Act 1872 - essentials of a valid contract - offer, acceptance, competence, consent, consideration, performance of Contract -breach of contract and remedies - quasi contract.

UNIT II SALES OF GOODS ACT 1930 AND NEGOTIABLE INSTRUMENT ACT**9**

Introduction, Definitions, Formalities of the contract of sale - Conditions and Warranties - Transfer of property as between the seller and the buyer - Rights of an unpaid seller.

Negotiable Instrument Act - Types and characteristics of negotiable instruments-Promissory notes, bills of exchange, cheques - parties - holder and holder in due course - negotiation - crossing, endorsement, dishonor and discharge-banker and customer.

UNIT III INDIAN PARTNERSHIP ACT**9**

Indian Partnership Act 1932 – definition – formation – registration - partnership deed - minor in partnership - rights, duties and liabilities of partners - dissolution.

UNIT IV INDIAN COMPANIES ACT**9**

Indian Companies Act 1956 - Nature and types of companies - incorporation, commencement of business- documents associated with formation - issue and allotment of shares -dematerialization of shares - transfer and transmission of shares - management and directors - meetings and resolutions - postal ballot - buyback of shares - prevention of oppression of mismanagement - merger and acquisitions.

UNIT V CONSUMER PROTECTION ACT, RIGHT TO INFORMATION ACT & CYBER LAW**9**

Consumer Protection Act 1986 - Meaning of consumer- rights of consumer - complaints- grounds, time-unfair and restrictive trade practices - consumer grievance redressal machinery, district, state, and national level, jurisdiction. Right to Information Act 2005 - salient features – information – request – fee – response social issues. Introduction to IT laws & Cyber Crimes – Internet, Hacking, Cracking, Viruses, Virus Attacks, Pornography, Software Piracy, Intellectual property, Legal System of Information Technology.

TOTAL: 45 PERIODS**COURSE OUTCOMES**

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

- acquire knowledge in law of contract and the various types of contract
- understand the regulations in sales of goods act & negotiable instrument act
- recognize the features of Indian partnership act

- acquire knowledge regarding Indian companies act
- understand the regulations in consumer protection act, right to information act and cyber law

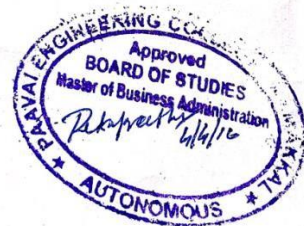
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CO2	2							2	1		2			2
CO3	2	1			2	2		3	1		2		3	
CO4	2				2	3			1	3				
CO5	3	2			2		1			2	2			



COURSE OBJECTIVE

- To foster an all round development of students by focusing on soft skills, emotional intelligence, telecommunication and presentation skills.

CONTENT OF COURSES

1. LSRW- Concept
2. Goal Setting
3. Body Language
4. Public Speaking
5. Business Etiquettes
6. Team Building
7. Decision Making Skills
8. Emotional Intelligence
9. Art of Tele Communication
10. Presentation Skill

TOTAL: 60 PERIODS**COURSE OUTCOME**

At the end of this course, the students will be able to exhibit their talent in soft skills, emotional intelligence, and telecommunication and presentation skills.

REFERENCES

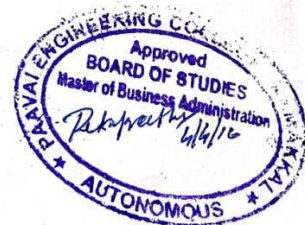
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CO1	2			3				3		3	2		3	



SEMESTER II

BA16201

PRODUCTION AND OPERATIONS MANAGEMENT

3 0 0 3

COURSE OBJECTIVES

- To impart knowledge about production and operations management (POM) in the context of changing business environment.
- To identify and trace the recent developments in the POM.
- To experience various techniques adopted at different levels of production management of an organization.
- To inculcate knowledge in production, planning and scheduling.
- To learn the concept of material management and inventory control technique.

UNIT I INTRODUCTION

9

Introduction to Production and Operations Management – History and Evolution of POM – OM today – Production/Operations as a System – **Decisions in POM** – Strategic, Operating and Control Decisions – Scope of POM - Recent Trends in Production and Operations Management. Role of Operations in Strategic Management Production and Operations Strategy. Demand Forecasting for Production – Need, Types, Objectives and Steps Overview of Qualitative and Quantitative methods

UNIT II PRODUCT DESIGN AND DEVELOPMENT

9

Product Design and Development – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process Planning - Selection, Strategy, Major Decisions. **Capacity Planning** – Factors considered – Types – Capacity requirement Planning
Facility/Plant Location Decision – Factors considered – Techniques for Selection of Location.

UNIT III PLANT LAYOUT AND PROJECT MANAGEMENT

9

Facility/Plant Layout – Factors considered – Types – Techniques for Selection. Project Management – PERT and CPM.

UNIT IV AGGREGATE PLANNING / PRODUCTION PLANNING

9

Aggregate Planning – Approaches, Types of Plans, Strategies, relationship to Master Production schedule. Overview of MRP, MRP II and ERP. Production Planning and Control – **Scheduling – Assignment** – Johnson's Rule – Gantt Chart.

UNIT V MATERIALS MANAGEMENT & WORK STUDY

9

Materials Management – Objectives, Planning, Budgeting and Control. Purchasing – Objectives, Functions, Policies, Vendor rating and Value Analysis. Stores Management – Nature, Layout, Classification and Coding. Inventory Management – Objectives, Costs and Control techniques – EOQ Models. **Work Study – Objectives** – Types. Method Study and Motion Study. Work Measurement and Productivity.

TOTAL: 45 PERIODS

COURSE OUTCOMES

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

- demonstrate and appreciate the role and importance of the production function in organizations

- demonstrate the effects of the evolution of production management in global business
- recognize and apply the analytical techniques in production management
- understand the planning and scheduling the production function
- apply the inventory control technique in production management

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1. Norman Gaither and Gregory Frazier, “Operations Management”, Cengage Learning – 9th Edition, 2013
2. Buffa and Rakesh, “Modern Production and Operation Management”, John Wiley & Sons – 8th Edition 2010
3. Aswathappa K and Shridhara Bhat K, “Production and Operations Management Himalaya Publishing House, New Delhi– 2nd Edition, 2011
4. Lee J. Krajewski and Larry P. Rotzman, “Operations Management – Strategy and Analysis” Person Education, New Delhi 9th Edition, 2011
5. Roberta S Russel and Bernard W Taylor, “Operations Management- Creating Value along the Supplychain, Wiley- 8th Edition, 2014

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Mapping of Course Outcomes with the Programme Outcomes (1/2/3 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak														
Cos	Programme Outcomes (Pos)												Programme Specific Outcomes	
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CO1	1					2	2							
CO2	2				2			2	3		3			
CO3	1				1		2	2			1		2	
CO4	3				2			2			2			3
CO5	2				2						3			



COURSE OBJECTIVES

- To make students understand the financial system in India.
- To impart knowledge in investment decision.
- To apprise the students about the various sources of funds and leverage.
- To expose the students to working capital and dividend decisions.
- To inculcate knowledge in Indian stock market.

UNIT I INTRODUCTION TO FINANCIAL MANAGEMENT**9**

Objectives of financial management, risk return trade off, emerging role of financial manager in India, Indian Financial System: Financial market, Capital Market, Money Market, Forex Market, Time value of money – Techniques – Valuation of bonds and shares, Risk Return concepts.

UNIT II CAPITAL BUDGETING & COST OF CAPITAL**9**

Importance, Project classification, Investment Criteria - discounting and non-discounting criteria, estimation of cash flows – elements, basic principles and cash flow estimation for new and replacement projects. Capital budgeting techniques. Concept of cost of capital- Determining **Component Cost of Capital** - Specific Cost of Capital -Overall cost of capital,

UNIT III LEVERAGE, CAPITAL STRUCTURE AND DIVIDEND POLICY**9**

Financial and Operating leverages- Indifference point Meaning, difference between capital structure and financial structure, - EBIT – EPS Analysis, ROI – ROE Analysis, leverages. Dimensions of dividend policy, legal procedural aspects, Bonus shares and stock splits, share buy backs. **Dividend models** – Traditional and MM models, Capital Structure Theories – NI, NOI and MM Approach.

UNIT IV WORKING CAPITAL MANAGEMENT**9**

Characteristics of current assets, factors influencing working capital requirements – Estimation of working capital, Receivables, Cash management, Inventory Management, Short term finance- level of current assets, current assets financing policy, operating cycle and cash cycle, estimation of working capital requirements, Projected P&L account, Balance sheet Working capital financing – accruals, **trade credit**, working capital advance by commercial banks, public deposits, commercial paper, factoring .

UNIT V STOCK MARKET**9**

Primary and Secondary Market – Assets based Financing- Venture Capital – **Hire Purchase** – Long Term Finance.

TOTAL: 45 PERIODS**COURSE OUTCOMES**

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

- exhibit the conceptual understanding of financial system
- evaluate investment decisions of the firm
- demonstrate the various sources of funds in the market
- implement the working capital management and dividend decision
- know about the transaction in stock market

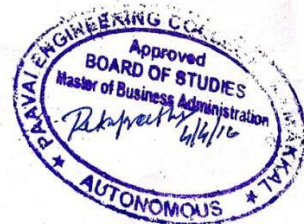
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4. IM Pandey, Financial Management, Vikas Publishing House 11th Edition 2015

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CO2	3				3		2				2	3		
CO3	3				2		3				2	3	3	
CO4	2				3		2		2			3		3
CO5	2						3		3			3		



COURSE OBJECTIVES

- To understand the conceptual foundations of marketing management as a functional area of business.
- To gain knowledge in market segmentation and branding.
- To know the marketing mix strategies.
- To identify the factors influencing buyer behaviour.
- To impart knowledge in online marketing.

UNIT I INTRODUCTION**12**

Marketing – Definitions – Marketing Mix – Conceptual frame work – Selling Vs Marketing – Marketing environment: Internal and External – Techniques for Environmental Scanning –Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System. Marketing in global environment – Prospects and Challenges.

UNIT II SEGMENTATION AND BRANDING**12**

Need for Segmentation – Bases for segmentation – Evaluation and selecting the segment – Target strategies – Positioning. Brand building – Brand valuation – Brand loyalty – Measuring brand loyalty – Brand equity – Industrial – consumer – services marketing strategies – Competitor analysis.

UNIT III ASSEMBLING MARKETING MIX**12**

Product planning and development – Product life cycle – New product Development and Management – Channel Management – Advertising and sales promotions – Pricing Objectives, Policies and methods.

UNIT IV BUYER BEHAVIOR**12**

Understanding industrial and individual buyer behaviour – Influencing factors – Buyer Behavior Models – Tools to study buyer behaviour – Online buyer behaviour – Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection.

UNIT V MARKETING RESEARCH & ONLINE MARKETING**12**

Marketing Information System – Research Process – Concepts and applications: Product – Advertising – Promotion – Consumer Behavior – Retail research –Green Marketing Strategy– Cause related marketing – Ethics in marketing – Online marketing trends and strategies.

TOTAL: 60 PERIODS**COURSE OUTCOMES**

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

- state the role and functions of marketing department
- understand the concept of market segmentation
- use marketing mix concept for decision making
- analyse the individual and industrial buyer behaviour
- apply online marketing strategies

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1. Philip Kotlar & Kevin Lane Keller – Marketing Management PHP 14th Edition – 2012
2. S.H.H. Kazmi, Marketing Management – Tata McGraw Edition, 2007
3. Micheal R Czinkota & Masaaki Kotabe Marketing Management, Vikas Thomas Learning, 2012 11th Edition
4. Duglas.J.Darymple, Marketing Management, John Wiley & Sons, 2008
5. NAG, Marketing Successfully – A Professional Perspective, Macmillan 2008
6. Boyd Walker, Marketing Management, Mc Graw Hill, 2012
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CO2	2				3						2			
CO3	3				3	2	2		3		3			3
CO4	3		2		3						3		3	
CO5	2										1			



COURSE OBJECTIVES

- To understand the basic concepts and functions of human resource management.
- To create an awareness in recruiting and selecting candidates for a job.
- To describe the various methods in training and development.
- To learn the methods of calculating compensation, performance evaluation and career management.
- To understand the challenges faced by international HR managers.

UNIT I INTRODUCTION TO HUMAN RESOURCE MANAGEMENT**8**

Evolution of human resource management – The importance of the human factor – Principles of HRM - Objectives of human resource management – **Inclusive growth and affirmative** action – Quality of a good human resource manager – Human resource policies – Computer applications in human resource management – Human resource accounting and audit. **Institutions of repute which impart HRM education in India.**

UNIT II FINDING AND HIRING THE BEST HUMAN FOR THE JOB**8**

Importance of Human Resource Planning – **Forecasting human resource requirement** – Internal and External sources. Selection process screening – Tests – Validation – Interview - Medical examination – Recruitment introduction – Cost – Benefit analysis of recruitment - Importance – Practices – Socialization benefits.

UNIT III TRAINING AND DEVELOPMENT**10**

Types of training methods purpose benefits resistance Training implementation and evaluation - Executive development programmes – Common practices – **Benefits – Self-development – Knowledge management.**

UNIT IV COMPENSATION & BENEFITS AND PERFORMANCE APPRAISAL**10**

Compensation plan – Reward – Structured pay scales of the government sector and cost to the company approach of the private consultant. Motivation – Theories of motivation – **Career management** – Development of mentor – Protégé relationships. Method of Performance evaluation – Aligning performance outcome to career & succession planning. Promotion, Demotion, Transfer and separation.

UNIT V INTERNATIONAL HRM & EMERGING HORIZONS OF HRM**9**

Concepts of International HRM – challenges of international HR managers. Global HR practices. E-HRM, HRIS (Human Resource Information System). **Measuring intellectual capital:** Impact of HRM practices on organizational performance: contemporary issues in Human Resource Management. Case studies.

TOTAL: 45 PERIODS**COURSE OUTCOMES**

- know the fundamental concepts and functions of human resource management
- acquire knowledge about recruitment and selection
- design training and development programmes
- acquire skills in calculating compensation, performance evaluation and career management
- understand the challenges and emerging trends in global HR practices

REFERENCES

1. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resources, PHI Learning, 2012.
2. Bernadin, Human Resource Management ,Tata Mcgraw Hill ,8th edition 2012.
3. Decenzo and Robbins, Human Resource Management, Wiley 13th Edition, 2016.
4. Wayne Cascio, Managing Human Resource, McGraw Hill, 2013.
5. Ivancevich, Human Resource Management, McGraw Hill 2013.
6. Dessler Human Resource Management, Pearson Education Limited, 2014

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CO3	2		3	2			2		3		2		2	
CO4	3		3		2		3		3		3			3
CO5			3						1		2			



COURSE OBJECTIVES

- To understand the basic concepts in information system.
- To discuss the application of data base management system.
- To describe the various modes of network communication.
- To learn the role of information system in management functions.
- To expose the students to different information system models.

UNIT I INTRODUCTION TO INFORMATION SYSTEM 9

Fundamentals of information systems – **Concept of Information** – Concept of System, Sub-system, system approach – Information system – Tools for information System - Meaning and Definition of MIS - MIS design, Development, Implementation and Maintenance

UNIT II DATA BASE MANAGEMENT SYSTEM 9

Information Technology – Concepts – **Architecture** - Computer Hardware & Trends in computer Hardware & Computer peripherals - Computer software – system software – Application software – Database management – File management – Database models, Database management system – Client server computing.

UNIT III NETWORK COMMUNICATION 9

Role of communication -Trends in communication – **Telecommunications and Networks – communication direction, synchronization, channels and media – Network Technology. – Tele communications Alternatives** – DTP – Image processing – Electronic communication system – electronic meeting system.

UNIT IV INFORMATION SYSTEM APPLICATION 9

Information system for management functions – Information system for Business functions- Accounting, Finance, Manufacturing and Inventory control, **Marketing - Human resource Information System and Geographic information system – Applications of Information Technology in E-Business.**

UNIT V INFROMATION SYSTEM MODELS 9

Strategic and managerial implication of Information system – Managing information system resources – Other information system, Information system models - **TPS – Office automation** – Decision support system – Executive information System – Artificial Information system – Enterprise Resource Planning.

TOTAL: 45 PERIODS

COURSE OUTCOMES

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

- acquire knowledge in the basic concepts in information system
- understand the various application of data base management system
- exhibit their skill in network communication
- apply information system in performing management functions
- familiar with different information system models

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2. L.M.Prasad & Usha Prasad, "Management Information Systems", Sultan Chand & Sons, 2003.
3. A.K.Gupta, "Management Information Systems", S. Chand & Co. Ltd, 2003.
4. Kenneth C. Laudon & Jane P. Laudon, "Management Information Systems", Prentice Hall of India, (P) Ltd, 2008

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CO3	3			2			2		3		2			
CO4	3					3				2	2			
CO5				2			3		3		3			



COURSE OBJECTIVES

- To introduce the fundamentals in linear programming.
- To learn the techniques in linear programming.
- To impart knowledge and skill in game theory.
- To describe the application of inventory models and networking models.
- To discuss about queuing theory and replacement models.

UNIT I INTRODUCTION TO LINEAR PROGRAMMING (LP) 15

Introduction to applications of operations research in functional areas of management. Linear Programming – Formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase).

UNIT II LINEAR PROGRAMMING EXTENSIONS 15

Transportation models – Balanced and unbalanced problems – Initial basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Case of degeneracy - Assignment models –Solution by Hungarian and Branch and Bound algorithms – Travelling salesman problem.

UNIT III GAME THEORY 15

Game theory – Two person zero sum games-Saddle point – Dominance rule – Convex linear combination (Averages) – Methods of matrices – Graphical and LP solutions.

UNIT IV INVENTORY MODELS AND NETWORKING MODELS 15

Inventory Models – EOQ and EBQ Models (With and without shortages) – Quantity Discount Models – Networking Models – PERT & CPM.

UNIT V QUEUEING THEORY AND REPLACEMENT MODELS 15

Queuing Theory – Single and multi-channel models – Infinite number of customers and infinite calling source – Replacement models – Individuals replacement models (With and without time value of money) – Group replacement models.

TOTAL: 75 PERIODS

COURSE OUTCOMES

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

- understand the fundamental concepts in linear programming
- apply the techniques in linear programming
- exhibit their skill in applying game theory
- acquire knowledge in application of inventory models and networking models
- familiar with queuing theory and replacement models

REFERENCES

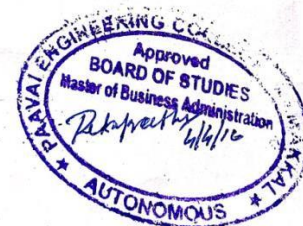
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2. N. D Vohra, Quantitative Techniques in Management, Tata Mcgraw Hill, 2010.
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5. <https://www.youtube.com/watch?v=ofwJvX9j8QM>

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CO2	3					3			2		3			3
CO3	2					3					3		3	
CO4	2		2			2		3			3			
CO5	2		3			3					2	2		



COURSE OBJECTIVES

- To discuss about the basic concepts in research.
- To understand the criteria involved in research design.
- To describe the methods of data collection and sampling techniques.
- To learn the various statistical tools used in analysis and interpretation of data.
- To enable the students to prepare research reports.

UNIT I INTRODUCTION**9**

Research – Definition – Meaning- Objectives – **Motivation in research** – Types of research – Approaches – Significance – Research Methods Vs. Methodology – Criteria of good research – Problems for researcher in India – The research Process – Research hypothesis – Basic concepts – procedures

UNIT II RESEARCH DESIGN AND MEASUREMENT**9**

Research Design – Meaning – nature – features of good design – **Different research design** – Principles of experimental design, Measurement and Scaling - Measurement scales – source of error – techniques of developing sound measurement tools. Scaling: Meaning – important scaling techniques. Validity and reliability.

UNIT III DATA COLLECTION**9**

Types of data – Primary and secondary data – **Methods of primary data collection** – Construction of questionnaire – Validation of questionnaire – sampling plan – sample size – determination of optimal sample size – sampling techniques – Probability and Non-probability sampling methods.

UNIT IV ANALYSIS AND INTERPRETATION**9**

Data Preparation – editing – coding- data entry – validity of data – **Statistical technique – Chi-square test – ANOVA – Bivariate and Multivariate techniques – Multidimensional scaling - Factor analysis – Discriminate analysis – Cluster analysis – Multi regression and correlation.** Interpretation: Meaning of interpretation – techniques – precautions.

UNIT V RESEARCH REPORTS**9**

Meaning of report writing – significance – steps – **layout of research report – types of reports – oral presentation – Mechanics of writing a research reports – precautions of writing research reports.**

TOTAL: 45 PERIODS**COURSE OUTCOMES**

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

- familiar with the basic concepts in research
- formulate research design and device a suitable sampling plan for data collection
- understand the methods of data collection and sampling techniques
- analyse data using appropriate statistical tools
- develop research reports

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1. C.R.Kothari, Research Methodology: Methods and Techniques, New Age International Publishers, 3rd Edition Nov 2014
2. Naresh Malhotra, Marketing Research, Pearson Education/PHP 6th Edition, 2012
3. Wiliam G Zikmund, Business Research Methods, Thomson, 8th Edition, 2010
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CO3	2			3				3	2	2		3		3
CO4			1	3		2		3						3
CO5			1	2										1



COURSE OBJECTIVE

- To impart practical knowledge and skill in applying ms office and statistical software in business.

S.No.	Topic	No. of Hours
1	MS Office <ul style="list-style-type: none">MS WordMS Power PointMS ExcelMS Access	30
2	USING STATISTICAL SOFTWARE PACKAGES <ul style="list-style-type: none">Chi-squareOne way ANOVACorrelationRegression	30

TOTAL: 60 PERIODS**COURSE OUTCOME**

At the end of this course, the students will be able to utilize and apply computer technology and statistical software effectively in making business decisions.

REFERENCES

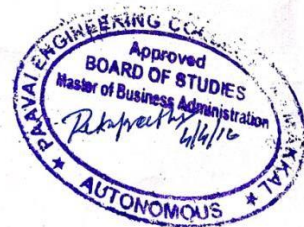
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CO1	2										1			



COURSE OBJECTIVE

- To enable the learners to improve their presentation skills, soft skills and article reviews.

CONTENTS OF THE COURSE

1. Presentations
2. Group Discussions
3. Overcoming fear of facing Interviews
4. Time Management
5. Vocabulary skills for critical corporate communication and to give effective presentations
6. To internal and external customers of an organization.
7. Lateral thinking
8. Stress management
9. Talk Shows
10. Article Reviews
11. Book Reviews

TOTAL: 60 PERIODS**COURSE OUTCOME**

At the end of this course, the students will be able to exhibit their talent in presentation skills, soft skills and article reviews.

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3. Colin Beard, John P.Wilson, Experiential Learning, Kogan Page, 3/e, 2013.
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