

FATIMA COLLEGE (AUTONOMOUS)



Re-Accredited with “A++” Grade by NAAC (Cycle - IV)
Mary Land, Madurai- 625 018, Tamil Nadu, India

NAME OF THE DEPARTMENT: MANAGEMENT STUDIES

NAME OF THE PROGRAMME : MBA

PROGRAMME CODE : MBA

ACADEMIC YEAR : 2022-2023

~~minutes of the board of studies~~
MINUTES OF THE BOARD OF STUDIES

Name of the Department : Management Studies (CMA)
To be Implemented from : Academic Year from
2022 - 2023

Venue : MBA Department

Convened On : 22.03.2022 at 11.00am

MEMBERS PRESENT:

1. Dr. Sr. G. Celine Sabaya Mary
Principal
Fatima College
Principal
2. Dr. S. Raju
Director
Department of Management studies
Fatima College
Director
3. Dr. P. Shyamala
Associate Professor, HOD
Department of Management Studies
Fatima College.
Head of the Dept.
4. Dr. J. Vijayadurai
Professor
Department of Management Studies
Madurai Kamaraj University
Madurai - 21
University Nominee

5. Dr. K. Raja @ Panimalai Subject Expert
Associate Professor
Department of Rural Industries &
Management
The Gandhigram Rural Institute
Dindigul.
6. Dr. R. Ganapathi Subject Expert
Associate Professor
School of Management
Directorate of Distance Education
Alagappa University
Karaikudi.
7. Mr. Nagasundar Industrialist
Legal Head
Aparajitha Corporate Services Pvt. Ltd.
Madurai.
8. Mrs. Niveditha Prabakaran Alumna
Administrative Officer
Sri Jayaprabha Jewellers
Madurai.
9. Ms. A. Mable Jasmine Shobha Dean of Academic
Dean of Academic Affairs Affairs

10. Dr. N. Asha

Assistant Professor

Staff members

11. Dr. L. Meena

Assistant Professor

12. Dr. M. Nagavenitha

Assistant Professor

13. Dr. B. Jayanthi

Assistant Professor

14. Dr. R. Suganya

Assistant Professor

AGENDA FOR BOARD OF STUDIES

1. Presentation of the ACTION TAKEN REPORT

2. Updation and addition of Open Educational Resources in the list of references of courses

3. Revision of Syllabus

MINUTES OF THE BOARD OF STUDIES

1. PRESENTATION OF THE ACTION TAKEN REPORT:

ACTION TAKEN REPORT FOR 2021-2022

S.NO.	COMMON SUGGESTIONS OFFERED IN THE PREVIOUS BOARD	ACTION TAKEN FOR THE ACADEMIC YEAR 2020-21
1.	Projects under Self Help Groups (SHGs) can be initiated among the students.	Projects undertaken by II MBA students with Self Help Groups under the subject "Entrepreneurship Development".
2.	Memorandum of Understanding can be proposed with Chamber of Commerce.	In - Process
3.	Entrepreneurship club can be started in the department as a part of Club Activities.	Entrepreneurship Club formed and successfully activities carried out during colloquium hours of I and II years.
4.	Mini Projects focussing on practical aspects for the Elective course - Digital Marketing can be included.	Elective-wise projects were undertaken by students during their Main Project Period.

S.NO.	COMMON SUGGESTIONS OFFERED IN THE PREVIOUS BOARD	ACTION TAKEN FOR THE ACADEMIC YEAR 2020-21
5.	The Concepts - Compensation and Salary Administration can be strengthened in the Human Resource Management Course.	Relevant Concepts were included under Compensation and Salary Administration in the Human Resource Management Course.
6.	Practical training sessions on Employee development Programmes can be included in the Skill based course.	Employee Development Programmes included in the Skill based course.

2. Updation of Open Educational Resources in the list of references of each course.

S.NO.	COURSE CODE	COURSE TITLE	DETAILS OF UPDATION
1.	19MBA102	Management Accounting	http://w1010.valuecreationgroup.com/predictive-accounting-article.html

S.No.	COURSE CODE	COURSE TITLE	DETAILS OF UPDATION
2.	19MBA104	Managerial Economics	https://www.economicsdiscussion.net/elasticity-of-demand/practical-applications-of-price-elasticity-of-demand/3515
3.	19MBA105	Organisational Behaviour	https://www.marketing91.com/organisational-dynamics/
4.	19MBA201	Production & Operations Management	https://www.mergroup.com/types-manufacturing-systems/
5.	19MBA204	Financial Management	http://14.139.206.50:8080/jspui/bitstream/1/4332/1/Strategic%20financial%20management.pdf

3. Revision of Courses

S. No.	COURSE CODE	COURSE TITLE	NO. & TITLE OF UNITS REVISED WITH THE REVISED CONTENT SPECIFIED	% OF REVISION	NEED FOR REVISION	RELEVANCE TO	SCOPE FOR
						L R N G	EMP

OTHER SUGGESTIONS

COMMENDATIONS

1. 19MBA102 - Management Accounting:
Concepts of Predictive Accounting and Behavioural Cost Management were included in Unit-II.

2. 19MBA104 - Managerial Economics:
In Unit-II, Applications of Price Elasticity and Income Elasticity in Business were newly added.

3. 19MBA105 - Organisational Behaviour:
Organisational Dynamics is included in Unit-V.

4. 19MBA201 - Production & Operations Management:
Under types of Production System, Custom Manufacturing system and Flexible Manufacturing system were appended in Unit-I.

1. MBA Curriculum is very comprehensive and updated based on current trends.

2. The Orientation to students on Application of Management concepts is appreciable.

3. Productive Interface between Industry and Institution through Seminars, Guest lectures, and projects is excellent.

5. 19MBA204 - Financial Management:

The concept of Strategic Financial Management, its meaning, Objectives and features were included in Unit - IV

(4) New Courses Introduced: NIL

(5) Introduction of Flexibly skill- Embedded Certificate / Diploma / Advanced Diploma value-Added Course other than the Value-Added Course that is already being offered: NIL

(6) Approval of Ph.D Course work Syllabus: NIL

(7) Rubrics for Internship / Project: NIL

Name of Member Present

Signature

1. Dr. Sr. G. Celine Sahaya Mary

2. Dr. S. Raju

3. Dr. P. Shyamala

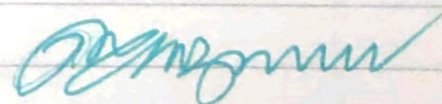
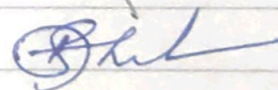
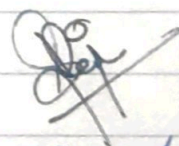
4. Dr. J. Vijayadurai

5. Dr. K. Raja @ Prannalai

6. Dr. R. Ganapathi

7. Ms. Nagasundar

8. Mrs. Niveditha Prabakaran



K. Prannalai 22/3/2022

R. Ganapathi 22/3/22

N. Nagasundar 22/3/22

P. Niveditha 22/3/22

9. Ms. A. Mable Jaemine Shobha

~~f. Mable-Jasmini Shobha~~

10. Dr. N. Asha

N.A.

11. Dr. L. Meena

Meena
22/3/22

12. Dr. M. Nagavenitha

M. naganenitha

13. Dr. B. Jayanthi

B. Jaythi

14. Dr. R. Suganya

R. Suganya

VISION OF THE DEPARTMENT

Empowering Women to become Academic, Corporate, Entrepreneurial and Social Leaders.

MISSION OF THE DEPARTMENT

- ❖ To empower Women with Quality and value based Global Standard Curriculum.
- ❖ To equip the students with immense Knowledge, Professional skills and expertise to bridge the gap between the Academic and Corporate.
- ❖ To inculcate entrepreneurial skills in the minds of the students to become successful Entrepreneurs.
- ❖ To educate the students to be socially responsible future leaders.

PROGRAMME EDUCATIONAL OBJECTIVES (PEO)

A graduate of MBAProgramme after five years will be

PEO 1	Our graduates will be academic, digital and information literates, creative, inquisitive, innovative and committed researchers who would be desirous for the “more” in all aspects
PEO 2	They will be efficient individual and team performers who would deliver excellent professional service exhibiting progress, flexibility, transparency, accountability and in taking up initiatives in their professional work
PEO 3	The graduates will be effective managers of all sorts of real – life and professional circumstances, making ethical decisions, pursuing excellence within the time framework and demonstrating apt leadership skills
PEO 4	They will engage locally and globally evincing social and environmental stewardship demonstrating civic responsibilities and employing right skills at the right moment.

GRADUATE ATTRIBUTES (GA)

Fatima College empowers her women graduates holistically. A Fatimite achieves all-round empowerment by acquiring Social, Professional and Ethical competencies. A graduate would sustain and nurture the following attributes:

I. SOCIAL COMPETENCE	
GA 1	Deep disciplinary expertise with a wide range of academic and digital literacy
GA 2	Hone creativity, passion for innovation and aspire excellence
GA 3	Enthusiasm towards emancipation and empowerment of humanity
GA 4	Potentials of being independent
GA 5	Intellectual competence and inquisitiveness with problem solving abilities befitting the field of research
GA 6	Effectiveness in different forms of communications to be employed in personal and professional environments through varied platforms
GA 7	Communicative competence with civic, professional and cyber dignity and decorum
GA 8	Integrity respecting the diversity and pluralism in societies, cultures and religions
GA 9	All – inclusive skill sets to interpret, analyse and solve social and environmental issues in diverse environments

GA 10	Self awareness that would enable them to recognise their uniqueness through continuous self-assessment in order to face and make changes building on their strengths and improving their weaknesses
GA 11	Finesse to co-operate exhibiting team-spirit while working in groups to achieve goals
GA 12	Dexterity in self-management to control their selves in attaining the kind of life that they dream for
GA 13	Resilience to rise up instantly from their intimidating setbacks
GA 14	Virtuosity to use their personal and intellectual autonomy in being life-long learners
GA 15	Digital learning and research attributes
GA 16	Cyber security competence reflecting compassion, care and concern towards the marginalised
GA 17	Rectitude to use digital technology reflecting civic and social responsibilities in local, national and global scenario
II. PROFESSIONAL COMPETENCE	
GA 18	Optimism, flexibility and diligence that would make them professionally competent
GA 19	Prowess to be successful entrepreneurs and become employees of trans-national societies
GA 20	Excellence in Local and Global Job Markets
GA 21	Effectiveness in Time Management
GA 22	Efficiency in taking up Initiatives
GA 23	Eagerness to deliver excellent service
GA 24	Managerial Skills to Identify, Commend and tap Potentials

III. ETHICAL COMPETENCE

GA 25	Integrity and be disciplined in bringing stability leading a systematic life promoting good human behaviour to build better society
GA 26	Honesty in words and deeds
GA 27	Transparency revealing one's own character as well as self-esteem to lead a genuine and authentic life
GA 28	Social and Environmental Stewardship
GA 29	Readiness to make ethical decisions consistently from the galore of conflicting choices paying heed to their conscience
GA 30	Right life skills at the right moment

PROGRAMME OUTCOMES (PO)

On completion (after two years) of MBA Programme, the students are able to

PO 1	Assess and synchronise the information on business environment and enhance the skills for grabbing the business opportunities
PO 2	Demonstrate the awareness on the current scenario of business and enrich the ability to connect their impacts on Global business trends
PO 3	Develop the creative and innovative techniques in management of Men, Materials, Money and Man power in an organisation along with cross cultural and diversified commonalities
PO 4	Summarize the theories and thoughts of leadership, communication, strategic decision making and motivation

	to make a platform in formulation of crisis management skills
PO 5	Synthesize and articulate the team development and group decision making skills along with employee empowerment through strong industrial relations

PROGRAMME SPECIFIC OUTCOMES (PSO)

On completion (after two years) of MBA Programme, the students are able to

PSO 1	Impart the students with practical knowledge about all the concepts with the objective of developing them as managers of business entities
PSO 2	Assist the students in developing their knowledge to acquire sound decision making skills, leadership traits, crisis management capability and resources utilisation optimality
PSO 3	Provide a strong foundation for analytical thinking and application of technologies in business and in its various functional areas
PSO 4	Appraise the skills of the students through internship programmes, projects and in-plant training to develop their professionalism in their career
PSO 5	Sketch out the students with expectancy in foundation courses and functional courses in their first year and with areas of specialisation by streamlining their interest towards various aspects of business in the second year

FATIMA COLLEGE (AUTONOMOUS), MADURAI-18**DEPARTMENT OF MBA***For those who joined in June 2019 onwards***MAJOR CORE – 115 CREDITS****PROGRAMME CODE: MBA**

COURSE CODE	COURSE TITLE	HRS / WK	CREDIT	CIA Mks	EXE Mks	TOT. MKs
SEMESTER – I						
19MBA101	Management Principles and Practice	4	4	50	50	100
19MBA102	Management Accounting	4	4	50	50	100
19MBA103	Digital Management	4	4	50	50	100
19MBA104	Managerial Economics	4	4	50	50	100
19MBA105	Organizational Behaviour	4	4	50	50	100
19MBA106	Quantitative Techniques	4	4	50	50	100
19MBA107	Executive Communication	2	2	25	25	50
19MBA108	Comprehensive Viva	-	1	-	50	50
Total		26	27	700		

COURSE CODE	COURSE TITLE	HRS / WK	CREDIT	CIA Mks	EXE Mks	TOT. MKs
SEMESTER – II						
19MBA201	Production & Operations Management	4	4	50	50	100
19MBA202	Human Resource Management	4	4	50	50	100
19MBA203	Marketing Management	4	4	50	50	100
19MBA204	Financial Management	4	4	50	50	100
19MBA205	Management Information System	4	4	50	50	100
19MBA206	Business Research	4	4	50	50	100
19MBA207	Managerial Skills	2	2	25	25	50
19MBA208	Comprehensive Viva		1	-	50	50
Total		26	27	700		

COURSE CODE	COURSE TITLE	HRS / WK	CREDIT	CIA Mks	ESE Mks	TOT. MKs
SEMESTER – III						
19MBA301	Strategic Management	4	4	50	50	100
19MBA302	Entrepreneurship	4	4	50	50	100
Electives (any Three of the following functional area courses) 3*5 =15						
Marketing Area:						
19MBA303A	Marketing Research	5	5	50	50	100
19MBA303B	Advertising Management	5	5	50	50	100
19MBA303C	Sales and Distribution Management	5	5	50	50	100
19MBA303D	Customer Relationship Management	5	5	50	50	100
19MBA303E	Brand Management	5	5	50	50	100
19MBA303F	Digital Marketing	5	5	50	50	100
System Area:						
19MBA304A	E-Commerce	5	5	50	50	100
19MBA304B	Introduction to GUI & Visual Basic	5	5	50	50	100
19MBA304C	Enterprise Resource Planning	5	5	50	50	100
19MBA304D	Knowledge Management	5	5	50	50	100
Finance Area:						
19MBA305A	Project Financing	5	5	50	50	100
19MBA305B	Strategic Financial Management	5	5	50	50	100
19MBA305C	Fundamentals of	5	5	50	50	100

COURSE CODE	COURSE TITLE	HRS / WK	CREDIT	CIA Mks	ESE Mks	TOT. MKs
	Insurance Management					
19MBA305D	Banking and Financial Institutions	5	5	50	50	100
19MBA305E	Derivatives & Markets	5	5	50	50	100
HR Area:						
19MBA306A	Total Quality in Human Resource	5	5	50	50	100
19MBA306B	Advanced Industrial Relations	5	5	50	50	100
19MBA306C	Training & Development	5	5	50	50	100
19MBA306D	Labour Legislation	5	5	50	50	100
19MBA306E	Strategic Human Resource Management	5	5	50	50	100
19MBA306F	Career Management	5	5	50	50	100
Production and Operations Area:						
19MBA307A	Total Quality Management	5	5	50	50	100
19MBA307B	Materials Management	5	5	50	50	100
19MBA307C	Advanced Manufacturing System	5	5	50	50	100
Hospital Management:						
19MBA308A	Hospital Administration	5	5	50	50	100
19MBA308B	Health Insurance	5	5	50	50	100
19MBA308C	Hospital Accounting and Finance	5	5	50	50	100
International Business Management:						
19MBA309A	International Financial Management	5	5	50	50	100

COURSE CODE	COURSE TITLE	HRS / WK	CREDIT	CIA Mks	ESE Mks	TOT. MKs
19MBA309B	Logistics and Supply Chain Management	5	5	50	50	100
19MBA309C	Import Procedures and Documentation	5	5	50	50	100
19MBA310	Live Project	3	4	50	50	100
19MBA311	Business Ethics	2	2	25	25	50
19MBA312	Summer Training / Project	-	4	50	50	100
19MBA313	Comprehensive Viva	-	1	-	50	50
Total		28	34	800		

SEMESTER – IV						
19MBA401	International Business Management	4	4	50	50	100
Electives (any Two of the following functional area courses) 2*5 =10						
Marketing Area:						
19MBA402A	Rural Marketing	5	5	50	50	100
19MBA402B	Services Marketing	5	5	50	50	100
19MBA402C	Consumer Behaviour	5	5	50	50	100
19MBA402D	Retail Management	5	5	50	50	100
System Area:						
19MBA403A	Relational Database Management System & Oracle	5	5	50	50	100
19MBA403B	Internet & Java Programming	5	5	50	50	100
19MBA403C	Computer Networks	5	5	50	50	100
Finance Area:						
19MBA404A	Security Analysis and Portfolio Management	5	5	50	50	100
19MBA404B	Management of Financial Services	5	5	50	50	100
19MBA404C	Mergers & Acquisitions	5	5	50	50	100
HR Area:						
19MBA405A	Industrial Psychology & Counselling	5	5	50	50	100
19MBA405B	Human Resource Accounting and Audit	5	5	50	50	100
19MBA405C	Management Consultancy	5	5	50	50	100

19MBA405D	Disaster Management	5	5	50	50	100
19MBA405E	Human Resource Information System	5	5	50	50	100
Production and Operations Area:						
19MBA406A	Value Engineering & Waste Control	5	5	50	50	100
19MBA406B	Production Planning & Control	5	5	50	50	100
19MBA406C	Project Management	5	5	50	50	100
Hospital Management:						
19MBA407A	Hospital Services Management	5	5	50	50	100
19MBA407B	Quality Management in Hospital	5	5	50	50	100
19MBA407C	Marketing of Hospital Services	5	5	50	50	100
International Business Management:						
19MBA408A	International Marketing	5	5	50	50	100
19MBA408B	Export Finance & Documentation	5	5	50	50	100
19MBA408C	International Human Resource Management	5	5	50	50	100
19MBA409	Dissertation	5	5	50	50	100
19MBA410	Managerial Environment	2	2	25	25	50
19MBA411	Project Report & Viva Voce	-	5	100	100	200
19MBA412	Comprehensive Viva	-	1	-	50	50
Total		21	27	700		

S.NO	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
1	21MBAVA01	Interpersonal Skills	Purely Skill – Embedded Certificate Course	2	1
2	21MBA1ID	Career Management	Interdisciplinary	5	5
3	21MBA2ID	Human Resource Information System	Interdisciplinary	5	5

- **Summer Internship:**

- Duration-1 month (2nd Week of May to 2nd week of June-before college reopens)

- **Project:**

- Off class
- Evaluation components-Report writing + Viva Voce (Internal marks-100) + External marks 100

I MBA
SEMESTER –I
OLD SYLLABUS

OLD

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA102	Management Accounting	Major Core	4	4

COURSE DESCRIPTION

Students in this course will develop the essential ability of all managers to use complex accounting information as a platform for decision making. Students will build a certain sophisticated level of understanding of the language of accounting and its concepts.

COURSE OBJECTIVES

The purpose of this course is to provide knowledge of financial, cost and management accounting to enable the students to understand the financial statement and reports

UNITS

UNIT I: INTRODUCTION

[12 HRS]

Meaning and definitions Management Accounting-Functions and Qualities of a Management Accountant- Financial Statements : Financial accounting Principles – Concepts and Conventions – Accounts classifications – Preparation of Journal Entry, Ledger and Trial Balance — Preparation of Trading and Profit & Loss Account, Balance Sheet, Depreciation:Definition of Depreciation –Characteristics of Depreciation-Causes of Depreciation - Methods of depreciation-Calculation of Straight Line and Written Down Value methods of Depreciation

UNIT II: FUNDAMENTAL OF COST ACCOUNTING**[12 HRS]**

Introduction to Cost Accounting – Basic cost concepts – Elements of cost – Classification of costs – Methods and Techniques of Costing Cost volume profit Analysis: Profit/Volume ratio – Break-Even Analysis - Graphic method of BEA - Margin of Safety

UNIT III: MARGINAL COSTING**[12 HRS]**

Marginal costing – Assumptions- Managerial Applications of Marginal Costing as follows: Make/Buy/Subcontract, Sell/process further, Adding/Dropping of product, product lines, Closing Down of divisions and choosing product mix, Determination of economic price of raw materials, Capital investment decisions.

UNIT IV: RATIO ANALYSIS:**[12 HRS]**

Meaning and Concept of Ratio Analysis - Significance of Ratio Analysis - Classification of Ratios: Liquidity, Leverage, Turnover and Profitability ratios – application of Ratio analysis in business – preparation of balance sheet from Ratios.

UNIT V: BUDGETARY CONTROL**[12 HRS]**

Budgeting – a systematic approach to Profit Planning - Meaning and Objectives of Budgetary Control – Requisites for a successful Budgetary Control System - Essentials of Budgetary Control – Determination of Key factor – Budgeting vs. forecasting – Classification of Budgets – Preparation of Various Budgets – Cash budget, flexible budget, sales budget, production budget and master budget. Zero-Base budgeting

SELF STUDY:

Basic cost concepts, Zero-Base budgeting

TEXT BOOK:

1. Gupta, Shashi.K, Sharma R.K, Financial Management – Theory And Practice, New Delhi, Kalyani Publishers, 2010.

REFERENCE BOOKS:

1. Maheswari, S N., Financial Accounting for Managers., New Delhi: Vikas Publishing House Pvt Ltd, 1998.
2. Maheswari, S N., Principles of Management Accounting., New Delhi: Sultan Chand & Sons, 2001.
3. Colin Drury., Management and Cost Accounting. - 6th ed., Australia: Thomson, 2004.
4. Anthony, Robert, N. and James S Reece, Accounting Principles., Delhi: All Indian Traveller Book, 2004.
5. Reddy, T S. and Hari Prasad Reddy.Y, Financial and Management Accounting, Chennai: Margham Publications, 2001.
6. Nigam, B M Lall. And Sharma, G L, Theory and Techniques of Cost Accounting. --6th ed., Bombay: Himalaya Publishing House, 2000.
7. Jain, S. P. and Narang.K.L., Cost Accounting., Ludhiana: Kalyani Publishers, 2002.,
8. Khan M, Y. and Jain P.K., Management Accounting --4th ed., New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2007.
9. Maheswari, S N., Principles of Cost Accounting., New Delhi: Sultan Chand & Sons, 2003.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://www.freebookcentre.net/business-books-download/Management-Accounting.html>
2. https://www.icsi.edu/media/webmodules/publications/FULL_BOOK_PP-CMA-2017-JULY_4.pdf
3. https://www.researchgate.net/publication/344155211_Introduction_to_Management_Accounting

COURSE CONTENTS & LECTURE SCHEDULE:

Module No.	Topic	No. of Lectures	Teaching Pedagogy	Teaching Aids
UNIT -1 INTRODUCTION				
1.1	Meaning and definitions Management Accounting- Functions and Qualities of a Management Accountant	3	Chalk & Talk	Black Board
1.2	Financial accounting Principles – Concepts and Conventions , Accounts classifications	3	Chalk & Talk	LCD
1.3	Preparation of Journal Entry, Ledger and Trial Balance	3	Lecture	PPT & White board
1.4	Preparation of Trading and Profit & Loss Account, Balance Sheet	3	Lecture	Smart Board
1.5	Definition of Depreciation – Characteristics of Depreciation- Causes of Depreciation	2	Discussio n	Google classroom
1.6	Methods of depreciation- Calculation of Straight Line and Written Down Value methods of Depreciation	2	Discussio n	Black Board
UNIT -2 FUNDAMENTAL OF COST ACCOUNTING				
2.1	Introduction to Cost Accounting	2	Lecture	Green Board Charts
2.2	Basic cost concepts	2	Chalk & Talk	Green Board

2.3	Elements of cost	3	Flipped Learning	Online/ E-Content/ Text Books /Materials / Field Visit/
2.4	Classification of costs – Methods and Techniques of Costing	2	Chalk & Talk	LCD
2.5	Cost volume profit Analysis: Profit/Volume ratio	3	PPT	LCD
2.6	Break-Even Analysis - Graphic method of BEA - Margin of Safety	3	Discussion	Black Board
UNIT -3 MARGINAL COSTING				
3.1	Marginal costing – Assumptions- Managerial Applications of Marginal Costing	1	Discussion	Google classroom
3.2	Make/Buy/Subcontract, Sell/process further, Adding/Dropping of product	3	Chalk & Talk	Black Board
3.3	Product lines, Closing Down of divisions and choosing product mix	2	Chalk & Talk	LCD
3.4	Determination of economic price of raw materials, Capital investment decisions.	3	Lecture	Smart Board
UNIT -4 INTEGRATION				
4.1	Meaning and Concept of Ratio Analysis - Significance of Ratio Analysis	3	Chalk & Talk	LCD
4.2	Classification of Ratios: Liquidity, Leverage, Turnover and Profitability ratios	3	PPT	LCD
4.3	Application of Ratio analysis in	1	Flipped	Online/ E-

	business		Learning	Content/ Text Books /Materials
4.4	Preparation of balance sheet from Ratios.	2	Chalk & Talk	Black Board
UNIT -5 BUDGETARY CONTROL				
5.1	Budgeting – a systematic approach to Profit Planning	2	Chalk & Talk	Black Board
5.2	Meaning and Objectives of Budgetary Control – Requisites for a successful Budgetary Control System	2	PPT	LCD
5.3	Essentials of Budgetary Control – Determination of Key factor	2	Chalk & Talk	Black Board
5.4	Budgeting vs. forecasting – Classification of Budgets	2	PPT	LCD
5.5	Preparation of Various Budgets – Cash budget, flexible budget, sales budget, production budget and master budget. Zero-Base budgeting.	2	Discussion	Google classroom

COURSE CONTENTS & LECTURE SCHEDULE:

Levels	C1	C2	C3	C4	Total Scholastic Marks	Non Scholastic Marks C5	CIA Total	% of Assessment
	10 Mks	15 Mks	5+5=10 Mks.	10 Mks	45 Mks.	5 Mks.	50 Mks.	
K1	-	-	-	-	-		-	-
K2	-	5	5	2.5	12.5		12.5	25%
K3	5	-	-	5	10		10	20%
K4	5	5	-	2.5	12.5		12.5	25%
K5	-	5	5	-	10		10	20%
Non Scholastic	-	-	-	-	-	5	5	10 %
Total	10	15	10	10	45	5	50	100 %

CIA	
Scholastic	45
Non Scholastic	5
	50

✓ **All the course outcomes are to be assessed in the various CIA components.**

✓ **The levels of CIA Assessment based on Revised Bloom's Taxonomy for MBA are :**

K2-Understand, K3-Apply, K4-Analyse, K5-Evaluate

EVALUATION PATTERN

SCHOLASTIC				NON - SCHOLASTIC	MARKS		
C1	C2	C3	C4	C5	CIA	ESE	Total
10	15	10	10	5	50	50	100

• CIA Components

		Nos		
C1	- Test (CIA 1)	2*	-	10 Mks
C2	- Test (CIA 2)	1	-	15 Mks
C3	- Assignment/Open Book Test	2	-	10 Mks
C4	- Seminar	1	-	10 Mks
C5	- Attendance	1	-	5 Mks

****The Average of two will be taken into account***

COURSE OUTCOMES

On the successful completion of the course, students will be able to:

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the overview of management accounting and understand the different types of depreciation.	K2	PSO1
CO 2	Demonstrate the elements of cost and compute break-even print.	K2, K3	PSO2

CO 3	Analyse the managerial application of marginal costing.	K2, K4	PSO3
CO 4	Discuss the significance of ration analysis and compute difference type's ratio.	K2, K3, K4	PSO4
CO 5	Assess the requisites for a successful budgetary control system and compute different types of budget.	K2, K5	PSO5

Mapping of COs with PSOs

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	2	2	2
CO2	2	3	2	2	2
CO3	2	2	3	2	2
CO4	2	2	2	3	2
CO5	2	2	2	2	3

Mapping of COs with POs

CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	3	3	2	2	3
CO2	2	3	2	2	2
CO3	3	2	3	3	2
CO4	2	3	2	3	3
CO5	2	2	3	2	3

Note: ♦ Strongly Correlated – 3

♦ Moderately Correlated – 2

♦ Weakly Correlated – 1

NEW

5%

**I MBA
SEMESTER –I
BOS REVISED SYLLABUS 2022**

PROGRAMME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA102	Management Accounting	Major Core	4	4

COURSE DESCRIPTION

Students in this course will develop the essential ability of all managers to use complex accounting information as a platform for decision making. Students will build a certain sophisticated level of understanding of the language of accounting and its concepts.

COURSE OBJECTIVES

The purpose of this course is to provide knowledge of financial, cost and management accounting to enable the students to understand the financial statement and reports

UNITS**UNIT I: INTRODUCTION****[12 HRS]**

Meaning and definitions Management Accounting-Functions and Qualities of a Management Accountant- Financial Statements : Financial accounting Principles – Concepts and Conventions – Accounts classifications – Preparation of Journal Entry, Ledger and Trial Balance — Preparation of Trading and Profit & Loss Account, Balance Sheet, Depreciation:Definition of Depreciation –Characteristics of Depreciation-Causes of Depreciation - Methods of depreciation-Calculation of Straight Line and Written Down Value methods of Depreciation

UNIT II: FUNDAMENTAL OF COST ACCOUNTING**[12 HRS]**

Introduction to Cost Accounting – Basic cost concepts – Elements of cost – Classification of costs – Methods and Techniques of Costing Cost volume profit Analysis: Profit/Volume ratio – Break-Even Analysis - Graphic method of BEA - Margin of Safety - Concepts of Predictive Accounting and Behavioural Cost Management

UNIT III: MARGINAL COSTING**[12 HRS]**

Marginal costing – Assumptions- Managerial Applications of Marginal Costing as follows: Make/Buy/Subcontract, Sell/process further, Adding/Dropping of product, product lines, Closing Down of divisions and choosing product mix, Determination of economic price of raw materials, Capital investment decisions.

UNIT IV: RATIO ANALYSIS:**[12 HRS]**

Meaning and Concept of Ratio Analysis - Significance of Ratio Analysis - Classification of Ratios: Liquidity, Leverage, Turnover and Profitability ratios – application of Ratio analysis in business – preparation of balance sheet from Ratios.

UNIT V: BUDGETARY CONTROL**[12 HRS]**

Budgeting – a systematic approach to Profit Planning - Meaning and Objectives of Budgetary Control – Requisites for a successful Budgetary Control System - Essentials of Budgetary Control – Determination of Key factor – Budgeting vs. forecasting – Classification of Budgets – Preparation of Various Budgets – Cash budget, flexible budget, sales budget, production budget and master budget. Zero-Base budgeting

SELF STUDY:

Basic cost concepts, Zero-Base budgeting

TEXT BOOK:

2. Gupta, Shashi.K, Sharma R.K, Financial Management – Theory And Practice, New Delhi, Kalyani Publishers, 2010.

REFERENCE BOOKS:

10. Maheswari, S N., Financial Accounting for Managers., New Delhi: Vikas Publishing House Pvt Ltd, 1998.
11. Maheswari, S N., Principles of Management Accounting., New Delhi: Sultan Chand & Sons, 2001.
12. Colin Drury., Management and Cost Accounting. - 6th ed., Australia: Thomson, 2004.
13. Anthony, Robert, N. and James S Reece, Accounting Principles., Delhi: All Indian Traveller Book, 2004.
14. Reddy, T S. and Hari Prasad Reddy.Y, Financial and Management Accounting, Chennai: Margham Publications, 2001.
15. Nigam, B M Lall. And Sharma, G L, Theory and Techniques of Cost Accounting. --6th ed., Bombay: Himalaya Publishing House, 2000.
16. Jain, S. P. and Narang.K.L., Cost Accounting., Ludhiana: Kalyani Publishers, 2002.,
17. Khan M, Y. and Jain P.K., Management Accounting --4th ed., New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2007.
18. Maheswari, S N., Principles of Cost Accounting., New Delhi: Sultan Chand & Sons, 2003.

DIGITAL OPEN EDUCATIONAL RESOURCES:

4. <https://www.freebookcentre.net/business-books-download/Management-Accounting.html>
5. https://www.icsi.edu/media/webmodules/publications/FULL_BOOK_PP-CMA-2017-JULY_4.pdf
6. https://www.researchgate.net/publication/344155211_Introduction_to_Management_Accounting
7. http://www.valuecreationgroup.com/predictive_accounting_article.html

8. <https://www.industryweek.com/finance/article/22007251/top-7-trends-in-enterprise-performance-management>

COURSE CONTENTS & LECTURE SCHEDULE:

Module No.	Topic	No. of Lectures	Teaching Pedagogy	Teaching Aids
UNIT -1 INTRODUCTION				
1.1	Meaning and definitions Management Accounting- Functions and Qualities of a Management Accountant	3	Chalk & Talk	Black Board
1.2	Financial accounting Principles – Concepts and Conventions , Accounts classifications	3	Chalk & Talk	LCD
1.3	Preparation of Journal Entry, Ledger and Trial Balance	3	Lecture	PPT & White board
1.4	Preparation of Trading and Profit & Loss Account, Balance Sheet	3	Lecture	Smart Board
1.5	Definition of Depreciation – Characteristics of Depreciation- Causes of Depreciation	2	Discussion	Google classroom
1.6	Methods of depreciation- Calculation of Straight Line and Written Down Value methods of Depreciation	2	Discussion	Black Board
UNIT -2 FUNDAMENTAL OF COST ACCOUNTING				
2.1	Introduction to Cost Accounting	2	Lecture	Green Board Charts

2.2	Basic cost concepts	2	Chalk & Talk	Green Board
2.3	Elements of cost	3	Flipped Learning	Online/ E-Content/ Text Books /Materials / Field Visit/
2.4	Classification of costs – Methods and Techniques of Costing	2	Chalk & Talk	LCD
2.5	Cost volume profit Analysis: Profit/Volume ratio	3	PPT	LCD
2.6	Break-Even Analysis - Graphic method of BEA - Margin of Safety	2	Discussion	Black Board
2.7	Concepts of Predictive Accounting and Behavioural Cost Management	1	Chalk and Talk	Black Board
UNIT -3 MARGINAL COSTING				
3.1	Marginal costing – Assumptions- Managerial Applications of Marginal Costing	1	Discussion	Google classroom
3.2	Make/Buy/Subcontract, Sell/process further, Adding/Dropping of product	3	Chalk & Talk	Black Board
3.3	Product lines, Closing Down of divisions and choosing product mix	2	Chalk & Talk	LCD
3.4	Determination of economic price of raw materials, Capital investment decisions.	3	Lecture	Smart Board
UNIT -4 INTEGRATION				
4.1	Meaning and Concept of Ratio Analysis - Significance of Ratio	3	Chalk &	LCD

	Analysis		Talk	
4.2	Classification of Ratios: Liquidity, Leverage, Turnover and Profitability ratios	3	PPT	LCD
4.3	Application of Ratio analysis in business	1	Flipped Learning	Online/ E-Content/ Text Books /Materials
4.4	Preparation of balance sheet from Ratios.	2	Chalk & Talk	Black Board
UNIT -5 BUDGETARY CONTROL				
5.1	Budgeting – a systematic approach to Profit Planning	2	Chalk & Talk	Black Board
5.2	Meaning and Objectives of Budgetary Control – Requisites for a successful Budgetary Control System	2	PPT	LCD
5.3	Essentials of Budgetary Control – Determination of Key factor	2	Chalk & Talk	Black Board
5.4	Budgeting vs. forecasting – Classification of Budgets	2	PPT	LCD
5.5	Preparation of Various Budgets – Cash budget, flexible budget, sales budget, production budget and master budget. Zero-Base budgeting.	2	Discussion	Google classroom

COURSE CONTENTS & LECTURE SCHEDULE:

Levels	C1	C2	C3	C4	Total Scholastic Marks	Non Scholastic Marks C5	CIA Total	% of Assessment
	10 Mks	15 Mks	5+5=10 Mks.	10 Mks	45 Mks.	5 Mks.	50 Mks.	

K1	-	-	-	-	-		-	-
K2	-	5	5	2.5	12.5		12.5	25%
K3	5	-	-	5	10		10	20%
K4	5	5	-	2.5	12.5		12.5	25%
K5	-	5	5	-	10		10	20%
Non Scholastic	-	-	-	-	-	5	5	10 %
Total	10	15	10	10	45	5	50	100 %

CIA	
Scholastic	45
Non Scholastic	5
	50

- ✓ **All the course outcomes are to be assessed in the various CIA components.**
- ✓ **The levels of CIA Assessment based on Revised Bloom's Taxonomy for MBA are :**

K2-Understand, K3-Apply, K4-Analyse, K5-Evaluate

EVALUATION PATTERN

SCHOLASTIC				NON - SCHOLASTIC	MARKS		
C1	C2	C3	C4	C5	CIA	ESE	Total

10	15	10	10	5	50	50	100
----	----	----	----	---	----	----	-----

- CIA Components**

		Nos			
C1	- Test (CIA 1)	2*	-	10	Mks
C2	- Test (CIA 2)	1	-	15	Mks
C3	- Assignment/Open Book Test	2	-	10	Mks
C4	- Seminar	1	-	10	Mks
C5	- Attendance	1	-	5	Mks

****The Average of two will be taken into account***

COURSE OUTCOMES

On the successful completion of the course, students will be able to:

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the overview of management accounting and understand the different types of depreciation.	K2	PSO1
CO 2	Demonstrate the elements of cost and compute break-even print.	K2, K3	PSO2
CO 3	Analyse the managerial application of marginal costing.	K2, K4	PSO3

CO 4	Discuss the significance of ration analysis and compute difference type's ratio.	K2, K3, K4	PSO4
CO 5	Assess the requisites for a successful budgetary control system and compute different types of budget.	K2, K5	PSO5

Mapping of COs with PSOs

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	2	2	2
CO2	2	3	2	2	2
CO3	2	2	3	2	2
CO4	2	2	2	3	2
CO5	2	2	2	2	3

Mapping of COs with POs

CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	3	3	2	2	3
CO2	2	3	2	2	2
CO3	3	2	3	3	2
CO4	2	3	2	3	3
CO5	2	2	3	2	3

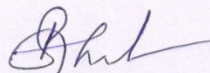
Note: ♦ Strongly Correlated – 3
♦ Weakly Correlated – 1

♦ Moderately Correlated – 2

COURSE DESIGNER:

1. Staff Name: Dr.N.Asha

Forwarded By


(Dr.P.Shyamala)

HOD'S Signature

& Name

I MBA
SEMESTER –I
OLD SYLLABUS

OLD

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDIT S
MBA	19MBA104	Managerial Economics	Major Core	4	4

COURSE DESCRIPTION

This course combines micro and macro economics and its application in businesses. It also exposes students to the fundamental economic concepts. This course also aims at providing an overview of the circular flow of National income and its concepts.

COURSE OBJECTIVES

This Course enables to impart the basic macro and macroeconomic concepts.

UNITS

UNIT I : NATURE AND SCOPE OF MANAGERIAL ECONOMICS [12 HRS]

Nature and scope of Managerial Economics – Relationship with other subjects – Role of Managerial Economist Fundamental Concepts – Incremental concept – Time Perspective – Discounting principle – Opportunity cost – Equi Marginal Principle.

UNIT II : DEMAND ANALYSIS & COST ANALYSIS [12 HRS]

Demand analysis – Meaning- Definition for Demand- Law of Demand– Determinants of Demand– Types of Demand – Elasticity of demand – Price – Income and cross elasticities Demand forecasting Methods of forecasting – Indifference curve analysis. Economies of scale- meaning – Internal Economies & External Economies of Scale

UNIT III: PRICING DECISION**[12 HRS]**

Introduction to Pricing - Pricing Methods - Market structure – Perfect competition – Meaning- Characteristic Feature, Pure Monopoly- Meaning- Characteristic Feature & Monopolistic competition- Meaning- Characteristic Feature

Price determination in perfect competition- Price determination in Monopoly- Price determination in Monopolistic Competition Theories of Profit – Hawley's Risk theory – Knight's Uncertainty bearing theory- Dynamic theory of profit- Schumpeter's Innovation theory – Marginal productivity theory of profit.

UNIT IV: NATIONAL INCOME**[12 HRS]**

Meaning & Definition of National Income, The Circular flow of National Income - Concepts of National Income, Measurement of National Income – Difficulties in the measurement of National Income- Factors determining National Income

UNIT V: MACRO ECONOMIC CONCEPTS**[12 HRS]**

Business Cycle- Characteristics of Business Cycle- Phases of Business Cycle –Inflation & Deflation- Characteristics of Inflation & Deflation- Types of Inflation – Effects of Inflation & Deflation- Anti Inflationary Measures.

SELF STUDY

Opportunity cost, Difficulties in the measurement of National Income- Factors determining National Income.

TEXT BOOK

Sankaran, S. Managerial Economics. Chennai: Margham Publications, 2008

REFERENCE BOOKS

Varshney, R L. and Maheswari, K L, Managerial Economics. --1st ed. New Delhi: Sultan Chand & Sons, 2006.

Subramanian, M S. Managerial Economics. --5th ed. New Delhi: Galgotia Publications Ltd, 2000.

Dwivedi, DN. Managerial Economics. --5th ed. New Delhi: Vikas Publications House Pvt Ltd, 2000.

Gupta, G S. Managerial Economics. New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2006.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. http://www.opentextbooks.org.hk/system/files/export/15/15497/pdf/Principles_of_Manual_Economics_15497.pdf
2. https://www.tutorialspoint.com/managerial_economics/managerial_economics_tutorial.pdf
3. https://www.sxccal.edu/wp-content/uploads/2020/01/MBA-Manual_Economics-1stYear.pdf

COURSE CONTENTS & LECTURE SCHEDULE:

Module No.	Topic	No. of Lectures	Teaching Pedagogy	Teaching Aids
UNIT -1 NATURE AND SCOPE OF MANAGERIAL ECONOMICS				
1.1	Nature and scope of Managerial Economics	1	Chalk & Talk	Black Board
1.2	Relationship with other subjects	1	Chalk & Talk	LCD
1.3	Role of Managerial Economist	2	Lecture	PPT & White board
1.4	Fundamental Concepts – Incremental concept	1	Lecture	Smart Board
1.5	Time Perspective and Discounting principle	4	Lecture	Black Board
1.6	Equi Marginal Principle.	3	Lecture	Black Board
1.7	Opportunity cost	-	Flipped Learning	Online/ E-Content/ Text Books /Materials/
UNIT -2 DEMAND ANALYSIS & COST ANALYSIS				

2.1	Demand analysis & Law of Demand	1	Lecture	Green Board Charts
2.2	Determinants of Demand & Types of Demand	2	Chalk & Talk	Green Board
2.3	Elasticity of demand & its types like Price , Income and cross elasticities.	2	Flipped Learning	E- Content
2.4	Demand forecasting Methods of forecasting	2	Blended Learning	Online/ Field visit
2.5	Indifference curve analysis.	2	Lecture	PPT & White board
2.6	Economies of scale- meaning – Internal Economies & External Economies of Scale.	1	Lecture	Smart Board
UNIT -3PRICING DECISION				
3.1	Introduction to Pricing - Pricing Methods	1	Lecture	Green Board Charts
3.2	Market structure & its types	1	Chalk & Talk	Green Board
3.3	Perfect competition – Meaning, Characteristic Feature & Price determination	2	Flipped Learning	E- Content
3.4	Pure Monopoly- – Meaning, Characteristic Feature & Price determination	1	Blended Learning	Online/ Field visit
3.5	Monopolistic competition- – Meaning, Characteristic Feature & Price determination	2	Lecture	PPT & White board

3.6	Theories of Profit- Hawley's Risk theory , Knight's Uncertainty bearing theory ,Dynamic theory of profit	2	Lecture	Black board Board
3.7	Schumpeter's Innovation theory & Marginal productivity theory of profit.	3	Lecture	Black Board
UNIT -4NATIONAL INCOME				
4.1	National Income- Introduction	3	Blended Learning	Online/ Field visit
4.2	The Circular flow of National Income	3	Lecture	PPT & White board
4.3	Concepts of National Income	3	Lecture	Smart Board
4.4	Measurement of National Income	3	Lecture	Black Board
4.5	Difficulties in the measurement of National Income	2	Chalk & Talk	Black Board
4.6	Factors determining National Income.	2	Discussion	Black Board
UNIT -5 MACRO ECONOMIC CONCEPTS				
5.1	Business Cycle- Characteristics of Business Cycle	2	Lecture	Green Board Charts
5.2	Phases of Business Cycle	3	Chalk & Talk	Green Board
5.3	Inflation & Deflation- features & Types	2	Flipped Learning	E- Content
5.4	Effects of Inflation & Deflation	3	Blended Learning	Online/ Field visit

5.5	Anti Inflationary Measures	2	Lecture	PPT & White board
-----	----------------------------	---	---------	-------------------------

COURSE CONTENTS & LECTURE SCHEDULE:

Levels	C1	C2	C3	C4	Total Scholastic Marks	Non Scholastic Marks C5	CIA Total	% of Assessment
	10 Mks	15 Mks	5+5=10 Mks.	10 Mks	45 Mks.	5 Mks.	50 Mks.	
K1	-	-	-	-	-		-	-
K2	-	5	5	2.5	12.5		12.5	25%
K3	5	-	-	5	10		10	20%
K4	5	5	-	2.5	12.5		12.5	25%
K5	-	5	5	-	10		10	20%
Non Scholastic	-	-	-	-	-	5	5	10 %
Total	10	15	10	10	45	5	50	100 %

CIA	
Scholastic	45
Non Scholastic	5
	50

- ✓ **All the course outcomes are to be assessed in the various CIA components.**
- ✓ **The levels of CIA Assessment based on Revised Bloom's Taxonomy for MBA are :**

K2-Understand, K3-Apply, K4-Analyse, K5-Evaluate

EVALUATION PATTERN

SCHOLASTIC				NON - SCHOLASTIC	MARKS		
C1	C2	C3	C4	C5	CIA	ESE	Total
10	15	10	10	5	50	50	100

• CIA Components

		Nos		
C1	- Test (CIA 1)	2*	-	10 Mks
C2	- Test (CIA 2)	1	-	15 Mks
C3	- Assignment/Open Book Test	2	-	10 Mks
C4	- Seminar	1	-	10 Mks
C5	- Attendance	1	-	5 Mks

****The Average of two will be taken into account***

COURSE OUTCOMES

On the successful completion of the course, students will be able to:

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
-----	-----------------	--	----------------

CO 1	Sketch the fundamental economic concepts.	K2	PSO1
CO 2	Analyse demand and its determinants and to know the economics of scale.	K2, K3	PSO2
CO 3	Assess the pricing methods in various Market structure and to get an idea over the theories of profits.	K2, K4	PSO3
CO 4	Demonstrate the circular flow of National Income and its concept.	K2, K3, K4	PSO4
CO 5	Discuss the phase of Business cycle and analyse the effects of inflation and deflation	K2, K5	PSO5

Mapping of COs with PSOs

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	2	2	2
CO2	2	3	2	2	2
CO3	2	2	3	2	2
CO4	2	2	2	3	2
CO5	2	2	2	2	3

Mapping of COs with POs

CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	3	3	2	2	3
CO2	2	3	2	2	2
CO3	3	2	3	3	2
CO4	2	3	2	3	3
CO5	2	2	3	2	3

Note: ♦ Strongly Correlated – 3

♦ Moderately Correlated – 2

♦ Weakly Correlated – 1

I MBA **NEW**
SEMESTER –I

5%

BOS REVISED SYLLABUS 2022

PROGRAMME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA104	Managerial Economics	Major Core	4	4

COURSE DESCRIPTION

This course combines micro and macro economics and its application in businesses. It also exposes students to the fundamental economic concepts. This course also aims at providing an overview of the circular flow of National income and its concepts.

COURSE OBJECTIVES

This Course enables to impart the basic macro and macroeconomic concepts.

UNITS

UNIT I : NATURE AND SCOPE OF MANAGERIAL ECONOMICS [12 HRS]

Nature and scope of Managerial Economics – Relationship with other subjects – Role of Managerial Economist Fundamental Concepts – Incremental concept – Time Perspective – Discounting principle – Opportunity cost – Equi Marginal Principle.

UNIT II : DEMAND ANALYSIS & COST ANALYSIS [12 HRS]

Demand analysis – Meaning- Definition for Demand- Law of Demand– Determinants of Demand– Types of Demand – Elasticity of demand – Price – Income and cross elasticity's. **Applications of Price Elasticity and Income Elasticity in Business.** Demand forecasting Methods of forecasting – Indifference curve analysis. Economies of scale- meaning – Internal Economies & External Economies of Scale

5%

UNIT III: PRICING DECISION**[12 HRS]**

Introduction to Pricing - Pricing Methods - Market structure – Perfect competition – Meaning- Characteristic Feature, Pure Monopoly- Meaning- Characteristic Feature & Monopolistic competition- Meaning- Characteristic Feature Price determination in perfect competition- Price determination in Monopoly- Price determination in Monopolistic Competition Theories of Profit – Hawley's Risk theory – Knight's Uncertainty bearing theory- Dynamic theory of profit- Schumpeter's Innovation theory – Marginal productivity theory of profit.

UNIT IV: NATIONAL INCOME**[12 HRS]**

Meaning & Definition of National Income, The Circular flow of National Income - Concepts of National Income, Measurement of National Income – Difficulties in the measurement of National Income- Factors determining National Income

UNIT V: MACRO ECONOMIC CONCEPTS**[12 HRS]**

Business Cycle- Characteristics of Business Cycle- Phases of Business Cycle –Inflation & Deflation- Characteristics of Inflation & Deflation- Types of Inflation – Effects of Inflation & Deflation- Anti Inflationary Measures.

SELF STUDY

Opportunity cost, Difficulties in the measurement of National Income- Factors determining National Income.

TEXT BOOK

Sankaran, S. Managerial Economics. Chennai: Margham Publications, 2008

REFERENCE BOOKS

1. Varshney, R L. and Maheswari, K L, Managerial Economics. --1st ed. New Delhi: Sultan Chand & Sons, 2006.
2. Subramanian, M S. Managerial Economics. --5th ed. New Delhi: Galgotia Publications Ltd, 2000.
3. Dwivedi, DN. Managerial Economics. --5th ed. New Delhi: Vikas Publications House Pvt Ltd, 2000.
4. Gupta, G S. Managerial Economics. New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2006.

DIGITAL OPEN EDUCATIONAL RESOURCES:

4. http://www.opentextbooks.org.hk/system/files/export/15/15497/pdf/Principles_of_Manual_Economics_15497.pdf
5. https://www.tutorialspoint.com/managerial_economics/managerial_economics_tutorial.pdf
6. https://www.sxccal.edu/wp-content/uploads/2020/01/MBA-Manual_Economics-1stYear.pdf
7. <https://www.economicsdiscussion.net/elasticity-of-demand/practical-applications-of-price-elasticity-of-demand/3515>

COURSE CONTENTS & LECTURE SCHEDULE:

Module No.	Topic	No. of Lectures	Teaching Pedagogy	Teaching Aids
UNIT -1 NATURE AND SCOPE OF MANAGERIAL ECONOMICS				
1.1	Nature and scope of Managerial Economics	1	Chalk & Talk	Black Board
1.2	Relationship with other subjects	1	Chalk & Talk	LCD
1.3	Role of Managerial Economist	2	Lecture	PPT & White board
1.4	Fundamental Concepts – Incremental concept	1	Lecture	Smart Board
1.5	Time Perspective and Discounting principle	4	Lecture	Black Board
1.6	Equi Marginal Principle.	3	Lecture	Black Board
1.7	Opportunity cost	-	Flipped Learning	Online/ E-Content/ Text Books /Materials/
UNIT -2 DEMAND ANALYSIS & COST ANALYSIS				
2.1	Demand analysis & Law of Demand	2	Lecture	Green Board

				Charts
2.2	Determinants of Demand & Types of Demand	2	Chalk & Talk	Green Board
2.3	Elasticity of demand & its types like Price , Income and cross elasticities.	2	Flipped Learning	E- Content
2.4	Applications of Price Elasticity and Income Elasticity in Business	1	Lecture	PPT & White board
2.6	Demand forecasting Methods of forecasting	2	Blended Learning	Online/ Field visit
2.7	Indifference curve analysis.	1	Lecture	PPT & White board
2.8	Economies of scale- meaning – Internal Economies & External Economies of Scale.	2	Lecture	Smart Board
UNIT -3 PRICING DECISION				
3.1	Introduction to Pricing - Pricing Methods	1	Lecture	Green Board Charts
3.2	Market structure & its types	1	Chalk & Talk	Green Board
3.3	Perfect competition – Meaning, Characteristic Feature & Price determination	2	Flipped Learning	E- Content
3.4	Pure Monopoly- – Meaning, Characteristic Feature & Price determination	1	Blended Learning	Online/ Field visit
3.5	Monopolistic competition- – Meaning, Characteristic Feature & Price determination	2	Lecture	PPT & White board
3.6	Theories of Profit- Hawley's Risk theory , Knight's Uncertainty bearing theory ,	2	Lecture	Black board Board

	Dynamic theory of profit			
3.7	Schumpeter's Innovation theory & Marginal productivity theory of profit.	3	Lecture	Black Board
UNIT -4 NATIONAL INCOME				
4.1	National Income-Introduction	3	Blended Learning	Online/ Field visit
4.2	The Circular flow of National Income	3	Lecture	PPT & White board
4.3	Concepts of National Income	3	Lecture	Smart Board
4.4	Measurement of National Income	3	Lecture	Black Board
4.5	Difficulties in the measurement of National Income	2	Chalk & Talk	Black Board
4.6	Factors determining National Income.	2	Discussion	Black Board
UNIT -5 MACRO ECONOMIC CONCEPTS				
5.1	Business Cycle-Characteristics of Business Cycle	2	Lecture	Green Board Charts
5.2	Phases of Business Cycle	3	Chalk & Talk	Green Board
5.3	Inflation & Deflation-features & Types	2	Flipped Learning	E- Content
5.4	Effects of Inflation & Deflation	3	Blended Learning	Online/ Field visit
5.5	Anti Inflationary Measures	2	Lecture	PPT & White board

COURSE CONTENTS & LECTURE SCHEDULE:

Levels	C1	C2	C3	C4	Total Scholastic Marks	Non Scholastic Marks C5	CIA Total	% of Assessment
	10 Mks	15 Mks	5+5=10 Mks.	10 Mks	45 Mks.	5 Mks.	50 Mks.	
K1	-	-	-	-	-		-	-
K2	-	5	5	2.5	12.5		12.5	25%
K3	5	-	-	5	10		10	20%
K4	5	5	-	2.5	12.5		12.5	25%
K5	-	5	5	-	10		10	20%
Non Scholastic	-	-	-	-	-	5	5	10 %
Total	10	15	10	10	45	5	50	100 %

CIA	
Scholastic	45
Non Scholastic	5
	50

- ✓ **All the course outcomes are to be assessed in the various CIA components.**
- ✓ **The levels of CIA Assessment based on Revised Bloom's Taxonomy for MBA are :**
 - K2-Understand, K3-Apply, K4-Analyse, K5-Evaluate**

EVALUATION PATTERN

SCHOLASTIC				NON - SCHOLASTIC	MARKS		
C1	C2	C3	C4	C5	CIA	ESE	Total
10	15	10	10	5	50	50	100

• CIA Components

				Nos			
C1	-	Test (CIA 1)		2*	-	10 Mks	
C2	-	Test (CIA 2)		1	-	15 Mks	
C3	-	Assignment/Open Book Test		2	-	10 Mks	
C4	-	Seminar		1	-	10 Mks	
C5	-	Attendance		1	-	5 Mks	

****The Average of two will be taken into account***

COURSE OUTCOMES

On the successful completion of the course, students will be able to:

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Sketch the fundamental economic concepts.	K2	PSO1
CO 2	Analyse demand and its determinants and to know the economics of scale.	K2, K3	PSO2
CO 3	Assess the pricing methods in various Market structure and to get	K2, K4	PSO3

	an idea over the theories of profits.		
CO 4	Demonstrate the circular flow of National Income and its concept.	K2, K3, K4	PSO4
CO 5	Discuss the phase of Business cycle and analyse the effects of inflation and deflation	K2, K5	PSO5

Mapping of COs with PSOs

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	2	2	2
CO2	2	3	2	2	2
CO3	2	2	3	2	2
CO4	2	2	2	3	2
CO5	2	2	2	2	3

Mapping of COs with POs

CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	3	3	2	2	3
CO2	2	3	2	2	2
CO3	3	2	3	3	2
CO4	2	3	2	3	3
CO5	2	2	3	2	3

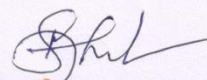
Note: ♦ Strongly Correlated – 3
♦ Weakly Correlated – 1

♦ Moderately Correlated – 2

COURSE DESIGNER:

1. Staff Name: Dr. B.Jayanthi

Forwarded By


(Dr.P.Shyamala)
HOD'S Signature
& Name

OLD

**I MBA
SEMESTER –I
OLD SYLLABUS**

PROGRA MME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDIT S
MBA	19MBA105	Organizational Behaviour	Major Core	4	4

COURSE DESCRIPTION

This course is designed to provide students with fundamental understanding of the history and development of organisational behaviour, theories and concepts.

COURSE OBJECTIVES

This course is to provide an understanding about individual and group behavioural process in the organisational context and apply such knowledge in dealing with issues of individual interpersonal or group behaviour in organisation

UNITS**UNIT I : INTRODUCTION TO ORGANIZATIONAL BEHAVIOR [12 HRS]**

OB Definition and meaning – fundamental concepts – scope – contributing disciplines –various approaches to organizational behavior - Perception – Perceptual process – Factors influencing perception - perceptual errors- Selective perception, Halo effect, Contrast effect – Projection – Stereotyping – Grouping – Figure and ground – attribution errors, closure, proximity.

UNIT II : PERSONALITY [12 HRS]

Personality determinants – Heredity, Environment, situation – Psychoanalytic Theory – Type theories- Trait theory., Major personality

attributes that influences Organizational Behaviour – Locus of control, Achievement orientation – Authoritarianism – Machiavellianism – self esteem – self – monitoring – Risk taking - Different psychological types – Introvert - extrovert.

UNIT III: LEARNING & ATTITUDE

[12 HRS]

Concept – Meaning – Classical conditioning – Operant conditioning – Learning theories - Social learning theories – Reinforcement., ATTITUDE – functions of attitude – barriers to change in attitude – cognitive dissonance – Attitudinal change.

UNIT IV : GROUP DYNAMICS

[12 HRS]

Nature of groups- types – theories of group formation- reasons for formation of groups -group cohesiveness – factors influencing group cohesiveness– Motivation –theories - Hierarchy of needs theory – ERG theory- McClelland's theory- Two factor theory – equity theory –Vroom's valence expectancy- Porter and Lawler theory-theory X and Y.

UNIT V: CONFLICT MANAGEMENT

[12 HRS]

Conflicts – functional – dysfunctional – Stages of conflicts – Intra individual conflict, Inter personal or Inter individual conflict – Inter group conflicts – Resolving conflicts – Stress – Causes – coping strategies for stress- yoga, meditation, physical exercises and relaxation techniques.

SELF STUDY:

Factors influencing perception, Coping strategies for stress- yoga, meditation, physical exercises and relaxation techniques.

TEXT BOOK:

1. Organizational Behavior -Fred Luthans, Tata Mc-Graw Hill Education Pvt Ltd., New Delhi, 9th edition.

REFERENCE BOOKS:

1. Organizational Behavior. Stephen Robbins, Prentice Hall of India Pvt Ltd, New Delhi, 1st edition.

2. Organisational Behaviour: Text and Cases, Uma Sekaran, Tata McGraw Hill Education Pvt Ltd., New Delhi.
3. Organisational Behaviour, L .M Prasad, Sultan Chand & Sons, New Delhi.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. https://www.tutorialspoint.com/organizational_behavior/organizational_behavior_tutorial.pdf
2. http://www.tmv.edu.in/pdf/Distance_education/BCA%20Books/BCA%20VI%20SEM/BCA-629%20OB.pdf
3. <https://www.geektonight.com/organisational-behaviour-notes-pdf/>

COURSE CONTENTS & LECTURE SCHEDULE:

Module No.	Topic	No. of Lectures	Teaching Pedagogy	Teaching Aids
UNIT –I INTRODUCTION TO ORGANIZATIONAL BEHAVIOR				
1.1	OB Definition and meaning – fundamental concepts	1	Chalk & Talk	Black Board
1.2	Scope – contributing disciplines –various approaches to organizational behaviour	1	Chalk & Talk	LCD
1.3	Perception –Perceptual process	2	Lecture	PPT & White board
1.4	Factors influencing perception	1	Lecture	Smart Board
1.5	Perceptual errors, Selective perception, Halo effect, Contrast effect	1	Lecture	Black Board

1.6	Projection – Stereotyping – Grouping – Figure and ground	1	Discussion	Google classroom
1.7	Attribution errors, closure, proximity	2	Lecture	Black Board
UNIT -2 PERSONALITY				
2.1	Personality determinants – Heredity, Environment, situation	1	Lecture	Green Board Charts
2.2	Psychoanalytic Theory	2	Chalk & Talk	Green Board
2.3	Type theories- Trait theory.,	2	Flipped Learning	E-Content
2.4	Major personality attributes that influences Organizational Behaviour – Locus of control, Achievement orientation	2	Blended Learning	Online/ Field visit
2.5	Authoritarianism – Machiavellianism – self esteem – self – monitoring	2	Lecture	PPT & White board
2.6	Risk taking - Different psychological types – Introvert - extrovert.	1	Lecture	Smart Board
UNIT -3 LEARNING & ATTITUDE				
3.1	Concept – Meaning – Classical conditioning – Operant conditioning	3	Lecture	Green Board Charts
3.2	Learning theories - Social learning theories – Reinforcement	3	Chalk & Talk	Green Board
3.3	ATTITUDE – functions of attitude – barriers to change in attitude	3	Lecture	PPT & White board

3.4	Cognitive dissonance – Attitudinal change.	3	Lecture	Smart Board
UNIT -4 GROUP DYNAMICS				
4.1	Nature of groups- types – theories of group formation- reasons for formation of groups	3	Blended Learning	Online/ Field visit
4.2	Group cohesiveness – factors influencing group cohesiveness– Motivation – theories	2	Lecture	PPT & White board
4.3	Hierarchy of needs theory – ERG theory- McClelland's theory- Two factor theory	2	Lecture	Smart Board
4.4	Equity theory –Vroom's valence expectancy-Porter and Lawler theory-theory X and Y.	2	Lecture	Black Board
UNIT -5 CONFLICT MANAGEMENT				
5.1	Conflicts – functional – dysfunctional	2	Lecture	Green Board Charts
5.2	Stages of conflicts – Intra individual conflict, Inter personal or Inter individual conflict	3	Chalk & Talk	Green Board
5.3	Inter group conflicts – Resolving conflicts	2	Flipped Learning	E- Content
5.4	Stress – Causes – coping strategies for stress	3	Blended Learning	Online/ Field visit
5.5	Yoga, meditation, physical exercises and relaxation techniques	2	Lecture	PPT & White board

COURSE CONTENTS & LECTURE SCHEDULE:

Levels	C1	C2	C3	C4	Total Scholastic Marks	Non Scholastic Marks C5	CIA Total	% of Assessment
	10 Mks	15 Mks	5+5=10 Mks.	10 Mks	45 Mks.	5 Mks.	50 Mks.	
K1	-	-	-	-	-		-	-
K2	-	5	5	2.5	12.5		12.5	25%
K3	5	-	-	5	10		10	20%
K4	5	5	-	2.5	12.5		12.5	25%
K5	-	5	5	-	10		10	20%
Non Scholastic	-	-	-	-	-	5	5	10 %
Total	10	15	10	10	45	5	50	100 %

CIA	
Scholastic	45
Non Scholastic	5
	50

- ✓ All the course outcomes are to be assessed in the various CIA components.
- ✓ The levels of CIA Assessment based on Revised Bloom's Taxonomy for MBA are :
K2-Understand, K3-Apply, K4-Analyse, K5-Evaluate

EVALUATION PATTERN

SCHOLASTIC				NON - SCHOLASTIC	MARKS		
C1	C2	C3	C4	C5	CIA	ESE	Total
10	15	10	10	5	50	50	100

• CIA Components

		Nos		
C1	- Test (CIA 1)	2*	-	10 Mks
C2	- Test (CIA 2)	1	-	15 Mks
C3	- Assignment/Open Book Test	2	-	10 Mks
C4	- Seminar	1	-	10 Mks
C5	- Attendance	1	-	5 Mks

**The Average of two will be taken into account*

COURSE OUTCOMES

On the successful completion of the course, students will be able to:

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the overview of organisational behaviour and understand the different types of perception.	K2	PSO1
CO 2	Demonstrate the concept of	K2,K3	PSO2

	personality and discuss the different types leadership theories.		
CO 3	Discuss the different type of assess the functions of attitude.	K2,K4	PSO3
CO 4	Analyze the group dynamics and discuss the different type of motivation theories.	K2,K3	PSO4
CO 5	Assess the different stages of conflicts and stress management mechanism in the organisation.	K2,K5	PSO5

Mapping of COs with PSOs

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	2	2	2
CO2	2	3	2	2	2
CO3	2	2	3	2	2
CO4	2	2	2	3	2
CO5	2	2	2	2	3

Mapping of COs with POs

CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	3	3	2	2	3
CO2	2	3	2	2	2
CO3	3	2	3	3	2
CO4	2	3	2	3	3
CO5	2	2	3	2	3

Note: ♦ Strongly Correlated – 3

♦ Moderately Correlated – 2

♦ Weakly Correlated – 1

**I MBA
SEMESTER –I**

NEW

BOS REVISED SYLLABUS 2022

PROGRAMME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA105	Organizational Behaviour	Major Core	4	4

COURSE DESCRIPTION

This course is designed to provide students with fundamental understanding of the history and development of organisational behaviour, theories and concepts.

COURSE OBJECTIVES

This course is to provide an understanding about individual and group behavioural process in the organisational context and apply such knowledge in dealing with issues of individual interpersonal or group behaviour in organisation

UNITS

UNIT I : INTRODUCTION TO ORGANIZATIONAL BEHAVIOR [12 HRS]

OB Definition and meaning – fundamental concepts – scope – contributing disciplines – various approaches to organizational behavior - Perception – Perceptual process – Factors influencing perception - perceptual errors- Selective perception, Halo effect, Contrast effect – Projection – Stereotyping – Grouping – Figure and ground – attribution errors, closure, proximity.

UNIT II : PERSONALITY [12 HRS]

Personality determinants – Heredity, Environment, situation – Psychoanalytic Theory – Type theories- Trait theory., Major personality attributes that influences Organizational Behaviour – Locus of control,

Achievement orientation – Authoritarianism – Machiavellianism – self esteem – self – monitoring – Risk taking - Different psychological types – Introvert - extrovert.

UNIT III: LEARNING & ATTITUDE

[12 HRS]

Concept – Meaning – Classical conditioning – Operant conditioning – Learning theories - Social learning theories – Reinforcement., ATTITUDE – functions of attitude – barriers to change in attitude – cognitive dissonance – Attitudinal change.

UNIT IV : GROUP DYNAMICS

[12 HRS]

Nature of groups- types – theories of group formation- reasons for formation of groups -group cohesiveness – factors influencing group cohesiveness– Motivation –theories - Hierarchy of needs theory – ERG theory- McClelland's theory- Two factor theory – equity theory –Vroom's valence expectancy- Porter and Lawler theory-theory X and Y.

UNIT V: CONFLICT MANAGEMENT

[12 HRS]

5%

Conflicts – functional – dysfunctional – Stages of conflicts – Intra individual conflict, Inter personal or Inter individual conflict – Inter group conflicts – Resolving conflicts – Stress – Causes – coping strategies for stress- yoga, meditation, physical exercises and relaxation techniques - **Organisational Dynamics**

SELF STUDY:

Factors influencing perception, coping strategies for stress- yoga, meditation, physical exercises and relaxation techniques

TEXT BOOK:

2. Organizational Behavior -Fred Luthans, Tata Mc-Graw Hill Education Pvt Ltd., New Delhi, 9th edition.

REFERENCE BOOKS:

4. Organizational Behavior. Stephen Robbins, Prentice Hall of India Pvt Ltd, New Delhi, 1st edition.

5. Organisational Behaviour: Text and Cases, Uma Sekaran, Tata McGraw Hill Education Pvt Ltd., New Delhi.
6. Organisational Behaviour, L.M Prasad, Chand & Sons, New Delhi.

DIGITAL OPEN EDUCATIONAL RESOURCES:

4. https://www.tutorialspoint.com/organizational_behavior/organizational_behavior_tutorial.pdf
5. http://www.tmv.edu.in/pdf/Distance_education/BCA%20Books/BCA%20VI%20SEM/BCA-629%20OB.pdf
6. <https://www.geektonight.com/organisational-behaviour-notes-pdf/>
7. <https://www.marketing91.com/organizational-dynamics/>

COURSE CONTENTS & LECTURE SCHEDULE:

Module No.	Topic	No. of Lectures	Teaching Pedagogy	Teaching Aids
UNIT –I INTRODUCTION TO ORGANIZATIONAL BEHAVIOR				
1.1	OB Definition and meaning – fundamental concepts	1	Chalk & Talk	Black Board
1.2	Scope – contributing disciplines –various approaches to organizational behaviour	1	Chalk & Talk	LCD
1.3	Perception –Perceptual process	2	Lecture	PPT & White board
1.4	Factors influencing perception	1	Lecture	Smart Board
1.5	Perceptual errors, Selective perception, Halo effect, Contrast effect	1	Lecture	Black Board
1.6	Projection – Stereotyping – Grouping – Figure and ground	1	Discussion	Google classroom

1.7	Attribution errors, closure, proximity	2	Lecture	Black Board
UNIT -2 PERSONALITY				
2.1	Personality determinants – Heredity, Environment, situation	1	Lecture	Green Board Charts
2.2	Psychoanalytic Theory	2	Chalk & Talk	Green Board
2.3	Type theories- Trait theory.,	2	Flipped Learning	E-Content
2.4	Major personality attributes that influences Organizational Behaviour – Locus of control, Achievement orientation	2	Blended Learning	Online/ Field visit
2.5	Authoritarianism – Machiavellianism – self esteem – self – monitoring	2	Lecture	PPT & White board
2.6	Risk taking - Different psychological types – Introvert - extrovert.	1	Lecture	Smart Board
UNIT -3 LEARNING & ATTITUDE				
3.1	Concept – Meaning – Classical conditioning – Operant conditioning	3	Lecture	Green Board Charts
3.2	Learning theories - Social learning theories – Reinforcement	3	Chalk & Talk	Green Board
3.3	ATTITUDE – functions of attitude – barriers to change in attitude	3	Lecture	PPT & White board
3.4	Cognitive dissonance – Attitudinal change.	3	Lecture	Smart Board

UNIT -4 GROUP DYNAMICS				
4.1	Nature of groups- types – theories of group formation- reasons for formation of groups	3	Blended Learning	Online/ Field visit
4.2	Group cohesiveness – factors influencing group cohesiveness- Motivation – theories	2	Lecture	PPT & White board
4.3	Hierarchy of needs theory – ERG theory- McClelland's theory- Two factor theory	2	Lecture	Smart Board
4.4	Equity theory –Vroom's valence expectancy-Porter and Lawler theory-theory X and Y.	2	Lecture	Black Board
UNIT -5 CONFLICT MANAGEMENT				
5.1	Conflicts – functional – dysfunctional	2	Lecture	Green Board Charts
5.2	Stages of conflicts – Intra individual conflict, Inter personal or Inter individual conflict	2	Chalk & Talk	Green Board
5.3	Inter group conflicts – Resolving conflicts	2	Flipped Learning	E-Content
5.4	Stress – Causes – coping strategies for stress	3	Blended Learning	Online/ Field visit
5.5	Yoga, meditation, physical exercises and relaxation techniques	2	Lecture	PPT & White board
5.6	Organisational Dynamics	1	Lecture	PPT

COURSE CONTENTS & LECTURE SCHEDULE:

Levels	C1	C2	C3	C4	Total Scholastic Marks	Non Scholastic Marks C5	CIA Total	% of Assessment
	10 Mks	15 Mks	5+5=10 Mks.	10 Mks	45 Mks.	5 Mks.	50 Mks.	
K1	-	-	-	-	-		-	-
K2	-	5	5	2.5	12.5		12.5	25%
K3	5	-	-	5	10		10	20%
K4	5	5	-	2.5	12.5		12.5	25%
K5	-	5	5	-	10		10	20%
Non Scholastic	-	-	-	-	-	5	5	10 %
Total	10	15	10	10	45	5	50	100 %

CIA	
Scholastic	45
Non Scholastic	5
	50

- ✓ **All the course outcomes are to be assessed in the various CIA components.**
- ✓ **The levels of CIA Assessment based on Revised Bloom's Taxonomy for MBA are :**

K2-Understand, K3-Apply, K4-Analyse, K5-Evaluate

EVALUATION PATTERN

SCHOLASTIC				NON - SCHOLASTIC	MARKS		
C1	C2	C3	C4	C5	CIA	ESE	Total
10	15	10	10	5	50	50	100

• CIA Components

				Nos			
C1	-	Test (CIA 1)		2*	-	10 Mks	
C2	-	Test (CIA 2)		1	-	15 Mks	
C3	-	Assignment/Open Book Test		2	-	10 Mks	
C4	-	Seminar		1	-	10 Mks	
C5	-	Attendance		1	-	5 Mks	

****The Average of two will be taken into account***

COURSE OUTCOMES

On the successful completion of the course, students will be able to:

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the overview of organisational behaviour and understand the different types of perception.	K2	PSO1
CO 2	Demonstrate the concept of personality and discuss the different types leadership theories.	K2,K3	PSO2

CO 3	Discuss the different type of assess the functions of attitude.	K2,K4	PSO3
CO 4	Analyze the group dynamics and discuss the different type of motivation theories.	K2,K3	PSO4
CO 5	Assess the different stages of conflicts and stress management mechanism in the organisation.	K2,K5	PSO5

Mapping of COs with PSOs

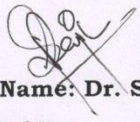
CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	2	2	2
CO2	2	3	2	2	2
CO3	2	2	3	2	2
CO4	2	2	2	3	2
CO5	2	2	2	2	3

Mapping of COs with POs

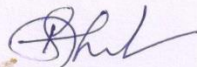
CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	3	3	2	2	3
CO2	2	3	2	2	2
CO3	3	2	3	3	2
CO4	2	3	2	3	3
CO5	2	2	3	2	3

Note: ♦ Strongly Correlated – 3 ♦ Moderately Correlated – 2
 ♦ Weakly Correlated – 1

COURSE DESIGNER:

1. Staff Name:  Dr. S. Raju

Forwarded By


 (Dr.P.Shyamala)
 HOD'S Signature
 & Name

I MBA
SEMESTER –II
OLD SYLLABUS

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA201	Production & Operations Management	Major Core	4	4

COURSE DESCRIPTION

This course examines the functional areas of production and operations management in the manufacturing industry.

COURSE OBJECTIVES

This course is aimed to provide an understanding of operation management concepts and its application in practice

UNITS

UNIT I: INTRODUCTION

[12 HRS]

Meaning and Definition –Functions and Scope of Production Management– Production System - Types of production system, Continuous – characteristics – Advantages and Disadvantages, Intermittent – Characteristics – Advantages and Disadvantages- Location- Meaning , Factors influencing location - Layout –Definition, Types of Layout , Features of Good Layout , Layout techniques - Material handling – Meaning and Types of Equipments.

UNIT II: INVENTORY SCHEDULING & CONTROL

[12 HRS]

Economic order Quantity –Assumptions and Cost associated with EOQ- Inventory classification – ABC Analysis – Salient features – Advantages and disadvantages- VED – FSN – Objectives & Procedure - Just in time – concept , Elements & Implications

UNIT III: PRODUCTION SCHEDULING & CONTROL

[12 HRS]

Routing – Definition , Procedure of Routing - Scheduling – Meaning , Objectives , Types of Schedules , Factors affecting Scheduling- Johnson's Algorithm – Gantt chart –Critical Path method – Program evaluation review technique –Concept – Procedure – Advantages and limitation

UNIT IV: WORK STUDY

[12 HRS]

Meaning and Definition of Work Measurement – Objectives – Applications – Different techniques of Work Measurement – Time study – Meaning , Objectives - Predetermined motion study – Steps, Advantages and limitations - Analytical Estimating – Meaning , Characteristics- Work sampling concept – Procedure and Implication.

UNIT V: QUALITY CONTROL

[12 HRS]

Statistical Quality control – Control charts – Mean – Range – Fraction Defective – Number of Defectives – Concept & Procedure. Emerging Trends in Production Management: TQM – Meaning, Process, Applications, ISO 9000-TPM – Definition, benefits – 5S – Meaning, Advantages - Six sigma – Meaning, Benefits - Failure mode effect analysis – Meaning.

SELF STUDY:

Scope of Production Management, ISO 9000.

TEXT BOOK:

1. Goel, B S., Production and Operations Management: for Management and Engineering Students of Various Universities and Institutes. --1st ed., Meerut: Pragathi Prakashan, 2000.

REFERENCE BOOKS:

1. Chary, SN., Production and Operations Management. --2nd. New Delhi: Galgotia Publications Ltd, 2000.

2. Buffa, Elwood, S., Modern Production/operations Management/Elwood, S Buffa and Rakesh K Sarin.--8th, New York: John Wiley and Sons, 2005.

3. Shridhara Bhat, Total Quality Management: Text and Cases., Bombay: Himalaya Publishing House, 2010.

4. Mohanty, R P., Tqm in the Service Sector / R P Mohanty and R R Lakh, Bombay: Jaico Books, 2002.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. https://www.vssut.ac.in/lecture_notes/lecture1429900757.pdf
2. <https://ddceutkal.ac.in/Syllabus/MBA-BOOK/Production-Operation-Management.pdf>
3. http://www.missouricareereducation.org/doc/entrepreneur/ProdOpMngnt_InstrActivity2_IntroProdMngmnt.pdf

COURSE CONTENTS & LECTURE SCHEDULE:

Module No.	Topic	No. of Lectures	Teaching Pedagogy	Teaching Aids
UNIT -1 PRODUCTION AND OPERATIONS MANAGEMENT				
1.1	Meaning and Definition, Functions of Production Management	1	Lecture	PPT & White board
1.2	Scope of Production Management	1	Flipped Learning	Online/ E-Content/ Text Books
1.3	Production System , Types of production system, Continuous, Characteristics Advantages and Disadvantages	1	Lecture	Smart Board
1.4	Intermittent, Characteristics, Advantages and Disadvantages	3	Chalk & Talk	Black Board
1.5	Location, Meaning , Factors influencing location	2	Chalk & Talk	Black Board

1.6	Layout ,Definition, Types of Layout , Features of Good Layout , Layout techniques	2	Discussion	Google classroom
1.7	Material handling, Meaning and Types of Equipments.	2	Discussion	Black Board
UNIT -2 INVENTORY SCHEDULING & CONTROL				
2.1	Economic order Quantity	1	Lecture	Green Board Charts
2.2	Assumptions and Cost associated with EOQ	1	Blended Learning	Online/ E-Content/ Text Books
2.3	Inventory classification , ABC Analysis , Salient features	1	Discussion	Google classroom
2.4	Advantages and disadvantages, VED	3	Lecture	PPT & White board
2.5	FSN , Objectives & Procedure	3	Lecture	Smart Board
2.6	Just in time , concept , Elements & Implications	3	Discussion	Black Board
UNIT -3 PRODUCTION SCHEDULING & CONTROL				
3.1	Routing , Definition , Procedure of Routing , Scheduling , Meaning and objectives	3	Lecture	Green Board Charts
3.2	Types of Schedules , Factors affecting Scheduling, Johnson's Algorithm	3	Chalk & Talk	Green Board

3.3	Gantt chart ,Critical Path method	3	Lecture	PPT & White board
3.4	Program evaluation review technique ,Concept,Procedure Advantages and limitation	3	Lecture	Smart Board
UNIT -4 WORK STUDY				
4.1	Meaning and Definition of Work Measurement Objectives, Applications	3	Lecture	Green Board Charts
4.2	Different techniques of Work Measurement , Time study , Meaning , Objectives	3	Chalk & Talk	Green Board
4.3	Predetermined motion study, Steps, Advantages and limitations, Analytical Estimating,Meaning, Characteristics	3	Lecture	PPT & White board
4.4	Work sampling concept, Procedure and Implication.	3	Lecture	Smart Board
UNIT -5 QUALITY CONTROL				
5.1	Statistical Quality control, Control charts, Mean, Range Fraction Defective, Number of Defectives ,Concept & Procedure.	2	Lecture	Green Board Charts
5.2	Emerging Trends in Production Management: TQM Meaning, Process,	2	Chalk & Talk	Green Board

	Applications			
5.3	ISO 9000-TPM, Definition, benefits	3	Chalk & Talk	Green Board
5.4	5S, Meaning, Advantages, Six sigma, Meaning, Benefits	2	Lecture	PPT
5.5	Failure mode effect analysis, Meaning.	3	Discussion	Google classroom

COURSE CONTENTS & LECTURE SCHEDULE:

Levels	C1	C2	C3	C4	Total Scholastic Marks	Non Scholastic Marks C5	CIA Total	% of Assessment
	10 Mks	15 Mks	5+5=10 Mks.	10 Mks	45 Mks.	5 Mks.	50 Mks.	
K1	-	-	-	-	-		-	-
K2	-	5	5	2.5	12.5		12.5	25%
K3	5	-	-	5	10		10	20%
K4	5	5	-	2.5	12.5		12.5	25%
K5	-	5	5	-	10		10	20%
Non Scholastic	-	-	-	-	-	5	5	10 %
Total	10	15	10	10	45	5	50	100 %

CIA	
Scholastic	45
Non Scholastic	5
	50

- ✓ All the course outcomes are to be assessed in the various CIA components.
- ✓ The levels of CIA Assessment based on Revised Bloom's Taxonomy for MBA are :

K2-Understand, K3-Apply, K4-Analyse, K5-Evaluate

EVALUATION PATTERN

SCHOLASTIC				NON - SCHOLASTIC	MARKS		
C1	C2	C3	C4	C5	CIA	ESE	Total
10	15	10	10	5	50	50	100

• CIA Components

		Nos		
C1	-	Test (CIA 1)	2*	- 10 Mks
C2	-	Test (CIA 2)	1	- 15 Mks
C3	-	Assignment/Open Book Test	2	- 10 Mks
C4	-	Seminar	1	- 10 Mks
C5	-	Attendance	1	- 5 Mks

****The Average of two will be taken into account***

COURSE OUTCOMES

On the successful completion of the course, students will be able to:

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the concept of production management and discuss the different types of layout techniques.	K2	PSO1
CO 2	Compute EOQ and assess the inventory classification	K2, K3	PSO2
CO 3	Evaluate the production scheduling and control mechanism in the organisation	K2, K4	PSO3
CO 4	Discuss the techniques of work measurements and assess the work sampling procedures.	K2, K3, K4	PSO4
CO 5	Identify the quality control techniques and emerging trends in production management.	K2, K5	PSO5

Mapping of COs with PSOs

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	2	2	2
CO2	2	3	2	2	2
CO3	2	2	3	2	2
CO4	2	2	2	3	2
CO5	2	2	2	2	3

Mapping of COs with POs

CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	3	3	2	2	3
CO2	2	3	2	2	2
CO3	3	2	3	3	2
CO4	2	3	2	3	3
CO5	2	2	3	2	3

Note: ♦ Strongly Correlated – **3**

♦ ModeratelyCorrelated – **2**

♦ WeaklyCorrelated –**1**

**I MBA
SEMESTER –I**

NEW

5%

BOS REVISED SYLLABUS 2022

PROGRAMME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA201	Production & Operations Management	Major Core	4	4

COURSE DESCRIPTION

This course examines the functional areas of production and operations management in the manufacturing industry.

COURSE OBJECTIVES

This course is aimed to provide an understanding of operation management concepts and its application in practice

UNITS

UNIT I: INTRODUCTION

[12 HRS]

5%

Meaning and Definition –Functions and Scope of Production Management– Production System - Types of production system – Continuous Manufacturing system – characteristics – Advantages and Disadvantages, Intermittent Manufacturing system – Characteristics – Advantages and Disadvantages, Custom & Flexible Manufacturing system- Location-Meaning , Factors influencing location - Layout –Definition, Types of Layout , Features of Good Layout , Layout techniques - Material handling – Meaning and Types of Equipments.

UNIT II: INVENTORY SCHEDULING & CONTROL

[12 HRS]

Economic order Quantity –Assumptions and Cost associated with EOQ- Inventory classification – ABC Analysis – Salient features – Advantages and

disadvantages- VED – FSN – Objectives & Procedure - Just in time – concept , Elements & Implications

UNIT III: PRODUCTION SCHEDULING & CONTROL [12 HRS]

Routing – Definition , Procedure of Routing - Scheduling – Meaning , Objectives , Types of Schedules , Factors affecting Scheduling- Johnson's Algorithm – Gantt chart –Critical Path method – Program evaluation review technique –Concept – Procedure – Advantages and limitation

UNIT IV: WORK STUDY [12 HRS]

Meaning and Definition of Work Measurement – Objectives – Applications – Different techniques of Work Measurement – Time study – Meaning , Objectives - Predetermined motion study – Steps, Advantages and limitations - Analytical Estimating – Meaning , Characteristics- Work sampling concept – Procedure and Implication.

UNIT V: QUALITY CONTROL [12 HRS]

Statistical Quality control – Control charts – Mean – Range – Fraction Defective – Number of Defectives – Concept & Procedure. Emerging Trends in Production Management: TQM – Meaning, Process, Applications, ISO 9000-TPM – Definition, benefits – 5S – Meaning, Advantages - Six sigma – Meaning, Benefits - Failure mode effect analysis – Meaning.

SELF STUDY:

Scope of Production Management, ISO 9000.

TEXT BOOK:

1. Goel, B S., Production and Operations Management: for Management and Engineering Students of Various Universities and Institutes. --1st ed., Meerut: Pragathi Prakashan, 2000.

REFERENCE BOOKS:

1. Chary, SN., Production and Operations Management. --2nd. New Delhi: Galgotia Publications Ltd, 2000.

2. Buffa, Elwood, S., Modern Production/operations Management/Elwood, S Buffa and Rakesh K Sarin.--8th, New York: John Wiley and Sons, 2005.

3. Shridhara Bhat, Total Quality Management: Text and Cases., Bombay: Himalaya Publishing House, 2010.

4. Mohanty, R P., Tqm in the Service Sector / R P Mohanty and R R Lakh, Bombay: Jaico Books, 2002.

DIGITAL OPEN EDUCATIONAL RESOURCES:

4. https://www.vssut.ac.in/lecture_notes/lecture1429900757.pdf
5. <https://ddceutkal.ac.in/Syllabus/MBA-BOOK/Production-Operation-Management.pdf>
6. http://www.missouricareereducation.org/doc/entrepreneur/ProdOpMngnt_InstrActivity2_IntroProdMngmnt.pdf
7. <https://www.massgroup.com/types-manufacturing-systems/>

COURSE CONTENTS & LECTURE SCHEDULE:

Module No.	Topic	No. of Lectures	Teaching Pedagogy	Teaching Aids
UNIT -1 PRODUCTION AND OPERATIONS MANAGEMENT				
1.1	Meaning and Definition, Functions of Production Management	1	Lecture	PPT & White board
1.2	Scope of Production Management	1	Flipped Learning	Online/ E-Content/ Text Books
1.3	Production System , Types of production system, Continuous, Characteristics Advantages and Disadvantages	1	Lecture	Smart Board
1.4	Intermittent, Characteristics, Advantages and Disadvantages, Custom & Flexible manufacturing system	3	Chalk & Talk	Black Board

1.5	Location, Meaning , Factors influencing location	2	Chalk & Talk	Black Board
1.6	Layout ,Definition, Types of Layout , Features of Good Layout , Layout techniques	2	Discussion	Google classroom
1.7	Material handling, Meaning and Types of Equipments.	2	Discussion	Black Board
UNIT -2 INVENTORY SCHEDULING & CONTROL				
2.1	Economic order Quantity	1	Lecture	Green Board Charts
2.2	Assumptions and Cost associated with EOQ	1	Blended Learning	Online/ E-Content/ Text Books
2.3	Inventory classification , ABC Analysis , Salient features	1	Discussion	Google classroom
2.4	Advantages and disadvantages, VED	3	Lecture	PPT & White board
2.5	FSN , Objectives & Procedure	3	Lecture	Smart Board
2.6	Just in time , concept , Elements & Implications	3	Discussion	Black Board
UNIT -3 PRODUCTION SCHEDULING & CONTROL				
3.1	Routing , Definition , Procedure of Routing , Scheduling , Meaning and objectives	3	Lecture	Green Board Charts
3.2	Types of Schedules , Factors affecting	3	Chalk & Talk	Green Board

	Scheduling, Johnson's Algorithm			
3.3	Gantt chart ,Critical Path method	3	Lecture	PPT & White board
3.4	Program evaluation review technique ,Concept,Procedure Advantages and limitation	3	Lecture	Smart Board
UNIT -4 WORK STUDY				
4.1	Meaning and Definition of Work Measurement Objectives, Applications	3	Lecture	Green Board Charts
4.2	Different techniques of Work Measurement , Time study , Meaning , Objectives	3	Chalk & Talk	Green Board
4.3	Predetermined motion study, Steps, Advantages and limitations, Analytical Estimating,Meaning, Characteristics	3	Lecture	PPT & White board
4.4	Work sampling concept, Procedure and Implication.	3	Lecture	Smart Board
UNIT -5 QUALITY CONTROL				
5.1	Statistical Quality control, Control charts, Mean, Range Fraction Defective, Number of Defectives ,Concept & Procedure.	2	Lecture	Green Board Charts
5.2	Emerging Trends in	2	Chalk &	Green Board

	Production Management: TQM Meaning, Process, Applications		Talk	
5.3	ISO 9000-TPM, Definition, benefits	3	Chalk & Talk	Green Board
5.4	5S, Meaning, Advantages, Six sigma, Meaning, Benefits	2	Lecture	PPT
5.5	Failure mode effect analysis, Meaning.	3	Discussion	Google classroom

COURSE CONTENTS & LECTURE SCHEDULE:

Levels	C1	C2	C3	C4	Total Scholastic Marks	Non Scholastic Marks C5	CIA Total	% of Assessment
	10 Mks	15 Mks	5+5=10 Mks.	10 Mks	45 Mks.	5 Mks.	50 Mks.	
K1	-	-	-	-	-		-	-
K2	-	5	5	2.5	12.5		12.5	25%
K3	5	-	-	5	10		10	20%
K4	5	5	-	2.5	12.5		12.5	25%
K5	-	5	5	-	10		10	20%
Non Scholastic	-	-	-	-	-	5	5	10 %
Total	10	15	10	10	45	5	50	100 %

CIA	
Scholastic	45
Non Scholastic	5

	50
--	----

- ✓ **All the course outcomes are to be assessed in the various CIA components.**
- ✓ **The levels of CIA Assessment based on Revised Bloom's Taxonomy for MBA are :**

K2-Understand, K3-Apply, K4-Analyse, K5-Evaluate

EVALUATION PATTERN

SCHOLASTIC				NON - SCHOLASTIC	MARKS		
C1	C2	C3	C4	C5	CIA	ESE	Total
10	15	10	10	5	50	50	100

• CIA Components

		Nos		
C1	-	Test (CIA 1)	2*	- 10 Mks
C2	-	Test (CIA 2)	1	- 15 Mks
C3	-	Assignment/Open Book Test	2	- 10 Mks
C4	-	Seminar	1	- 10 Mks
C5	-	Attendance	1	- 5 Mks

****The Average of two will be taken into account***

COURSE OUTCOMES

On the successful completion of the course, students will be able to:

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the concept of production management and discuss the different types of layout techniques.	K2	PSO1
CO 2	Compute EOQ and assess the inventory classification	K2, K3	PSO2
CO 3	Evaluate the production scheduling and control mechanism in the organisation	K2, K4	PSO3
CO 4	Discuss the techniques of work measurements and assess the work sampling procedures.	K2, K3, K4	PSO4
CO 5	Identify the quality control techniques and emerging trends in production management.	K2, K5	PSO5

Mapping of COs with PSOs

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	2	2	2
CO2	2	3	2	2	2
CO3	2	2	3	2	2
CO4	2	2	2	3	2
CO5	2	2	2	2	3

Mapping of COs with POs

CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	3	3	2	2	3
CO2	2	3	2	2	2
CO3	3	2	3	3	2
CO4	2	3	2	3	3
CO5	2	2	3	2	3

Note: ♦ Strongly Correlated – 3
♦ Weakly Correlated – 1

♦ Moderately Correlated – 2

COURSE DESIGNER:

1. Staff Name: Dr. L. Meena

Forwarded By

(Dr. P. Shyamala)

HOD'S Signature

& Name

I MBA
SEMESTER –II
OLD SYLLABUS

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDIT S
MBA	19MBA204	Financial Management	Major Core	4	4

COURSE DESCRIPTION

This course emphasis on the functions of finance, sources of finance and the importance of finance department in an enterprise. This course also illustrates the financial decisions, investment decisions and dividend decisions and their impact in the business environment.

COURSE OBJECTIVES

To enhance the students with management of financial resources in an organisation and to sketch out the various techniques used to analyse financial soundness of the organisation

UNITS

UNIT I:INTRODUCTION

[12 HRS]

Introduction to Financial Management – Meaning – Definition, Objectives & Scope of financial management –Importance – financial decisions – Factors influencing financial decisions –Sources of financing – Short term & Long term. Financial Analysis: Fund flow analysis – Cash flow analysis - Meaning, use and significance of Cash flow and Fund flow statements – Preparation of cash flow and fund flow statements.

UNIT II:SHORT TERM FINANCING DECISION

[12 HRS]

Working Capital Management: Introduction –Classification of working capital – Importance of working capital –Factors requiring consideration

while estimating WC –Working capital cycle - Cash Management techniques
–Dimensions of Receivables management.

UNIT III:LONG TERM FINANCING & INVESTMENTS DECISIONS[12 HRS]

Advertising Media Planning – Concept, Factors determining frequency levels,
Media Selection considerations, Media weight theories, computers & models,
Media selection - Classification – Introduction, Classification of Media.

UNIT IV:DIVIDEND DECISIONS [12 HRS]

Dividend Theories – Theory of irrelevance – Residual approach and
Modigliani & Miller Approach (MM model) Theory of Relevance: Walter's
approach and Gordon's approach. Determinants of dividend decisions –
Types of dividend policy: Regular, Stable and irregular dividend policy

UNIT V:FINANCIAL CONCEPTS – TAXATION [12 HRS]

Taxation – types – direct tax – indirect tax – central excise, customs, GST,
corporate tax, VAT, service tax, income tax, and CGT – meaning and
procedure for calculation – theory only and problems are not included.

SELF STUDY:

Importance of working capital, Factors influencing financial decisions

TEXT BOOK:

1. Gupta, Shashi K., Financial Management: Theory and Practice. --4th ed. Kolkata: Kalyani Publishers, 2000

REFERENCE BOOKS:

1. Pandey, I M., Financial Management. --9th ed. , New Delhi: Vikas Publishing House Pvt Ltd, 1978.
2. Prasanna Chandra, Financial Management: Theory and Practice. --7th ed. New Delhi: Tata Mcgraw Hill Publishing Company, 2008.
3. Khan, M Y, Financial Management. --2nd ed. New Delhi: Tata Mc-Graw Hill Education Pvt. Ltd., 2000.
4. Van Horne, James, C.,Financial Management and Policy. --12th ed. Australia: Pearson Education, 2002.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://icmai.in/upload/Students/Syllabus-2008/StudyMaterialFinal/P-12.pdf>
2. https://gurukpo.com/Content/MBA/Financial_Management.pdf
3. <http://docshare02.docshare.tips/files/13755/137553531.pdf>

COURSE CONTENTS & LECTURE SCHEDULE:

Module No.	Topic	No. of Lectures	Teaching Pedagogy	Teaching Aids
UNIT -1 INTRODUCTION				
1.1	Introduction to Financial Management – Meaning – Definition	1	Chalk & Talk	Black Board
1.2	Objectives & Scope of financial management	1	Chalk & Talk	LCD
1.3	Importance, financial decisions Factors influencing financial decisions	2	Lecture	PPT & White board
1.4	Sources of financing - Short term & Long term. Financial Analysis: Fund flow analysis	1	Lecture	Smart Board
1.5	Cash flow analysis, Meaning, use and significance of Cash flow and Fund flow statements	4	Lecture	Black Board
1.6	Preparation of cash flow and fund flow statements.	3	Lecture	Black Board
UNIT -2 SHORT TERM FINANCING DECISIONS				
2.1	Working Capital Management: Introduction	1	Lecture	Green Board

				Charts
2.2	Classification of working capital	2	Chalk & Talk	Green Board
2.3	Importance of working capital	2	Flipped Learning	E-Content
2.4	Factors requiring consideration while estimating WC	2	Blended Learning	Online/Field visit
2.5	Working capital cycle	2	Lecture	PPT & White board
2.6	Cash Management techniques	1	Lecture	Smart Board
2.7	Dimensions of Receivables management	1	Lecture	Black Board
UNIT -3 LONG TERM FINANCING AND INVESTMENTS DECISIONS				
3.1	Importance and Forms of capital structure	1	Lecture	Green Board
3.2	Theories of capital structure, Net Income approach, Net operating Income approach, the Traditional approach & MM approach	1	Chalk & Talk	Green Board
3.3	Factors determining capital structure. Capital Gearing, Changes in Capitalization, Meaning and Types of Leverages	2	Flipped Learning	E-Content
3.4	Significance of financial & Operating leverage, Principles of capital investment ,Importance of capital budgeting,	1	Blended Learning	Online/Field visit

	Administrative frame work			
3.5	Methods of evaluation, Traditional Methods and Discounted Cash flow Methods, Payback period method, Rate of return method	2	Lecture	PPT & White board
3.6	Net Present Value (NPV), Internal Rate of Return (IRR) & Profitability Index (PI) Method , NPV Vs IRR Meaning and	2	Lecture	Black board Board
3.7	Significance of Cost of Capital, Determination of Cost of Capital, Computation of cost of Capital: Cost of debt, preference capital, equity share capital, retained earnings & weighted Average cost of capital.	3	Lecture	Black Board
UNIT -4 DIVIDEND DECISIONS				
4.1	Dividend Theories , Theory of irrelevance, Residual approach and Modigliani & Miller Approach (MM model)	3	Blended Learning	Online/ Field visit
4.2	Theory of Relevance: Walter's approach and Gordon's approach.	3	Lecture	PPT & White board
4.3	Determinants of dividend decisions	3	Lecture	Smart Board
4.4	Types of dividend policy: Regular, Stable and irregular dividend policy	3	Lecture	Black Board
UNIT -5 FINANCIAL CONCEPTS - TAXATION				

5.1	Taxation , types, meaning and procedure for calculation	2	Lecture	Green Board
5.2	Direct tax	3	Chalk & Talk	Green Board
5.3	Indirect tax	2	Flipped Learning	E-Content
5.4	Central excise, customs corporate tax, VAT, service tax, income tax, and CGT	3	Blended Learning	Online/ Field visit
5.5	GST,theory only and problems are not included.	2	Lecture	PPT & White board

COURSE CONTENTS & LECTURE SCHEDULE:

Levels	C1	C2	C3	C4	Total Scholastic Marks	Non Scholastic Marks C5	CIA Total	% of Assessment
	10 Mks	15 Mks	5+5=10 Mks.	10 Mks	45 Mks.	5 Mks.	50 Mks.	
K1	-	-	-	-	-		-	-
K2	-	5	5	2.5	12.5		12.5	25%
K3	5	-	-	5	10		10	20%
K4	5	5	-	2.5	12.5		12.5	25%
K5	-	5	5	-	10		10	20%
Non Scholastic	-	-	-	-	-	5	5	10 %
Total	10	15	10	10	45	5	50	100 %

CIA	
Scholastic	45
Non Scholastic	5
	50

- ✓ All the course outcomes are to be assessed in the various CIA components.
- ✓ The levels of CIA Assessment based on Revised Bloom's Taxonomy for MBA are :

K2-Understand, **K3**-Apply, **K4**-Analyse, **K5**-Evaluate

EVALUATION PATTERN

SCHOLASTIC				NON - SCHOLASTIC	MARKS		
C1	C2	C3	C4	C5	CIA	ESE	Total
10	15	10	10	5	50	50	100

• CIA Components

Nos			
C1	-	Test (CIA 1)	2* - 10 Mks
C2	-	Test (CIA 2)	1 - 15 Mks
C3	-	Assignment/Open Book Test	2 - 10 Mks

C4	- Seminar	1	- 10 Mks
C5	- Attendance	1	- 5 Mks

****The Average of two will be taken into account***

COURSE OUTCOMES

On the successful completion of the course, students will be able to:

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Introduce financial management and preparation of fund flow and cash flow statements.	K2	PSO1
CO 2	Outline the short term financing decisions in an organisation.	K2, K3	PSO2
CO 3	Emphasize on long term investment and financial decisions in an organisation.	K2, K4	PSO3
CO 4	Enhance the students with determination of dividend decisions and policies in declaration of dividends in an organisation	K2, K3, K4	PSO4
CO 5	Sketch out the concept of taxation and its types.	K2, K5	PSO5

Mapping of COs with PSOs

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	2	2	2

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

Mapping of COs with POs

CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	3	3	2	2	3
CO2	2	3	2	2	2
CO3	3	2	3	3	2
CO4	2	3	2	3	3
CO5	2	2	3	2	3

Note: ♦ Strongly Correlated – **3**

♦ Moderately Correlated – **2**

♦ Weakly Correlated – **1**

**I MBA
SEMESTER –I**

NEW

BOS REVISED SYLLABUS 2022

PROGRAMME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA204	Financial Management	Major Core	4	4

COURSE DESCRIPTION

This course emphasis on the functions of finance, sources of finance and the importance of finance department in an enterprise. This course also illustrates the financial decisions, investment decisions and dividend decisions and their impact in the business environment.

COURSE OBJECTIVES

To enhance the students with management of financial resources in an organisation and to sketch out the various techniques used to analyse financial soundness of the organisation

UNITS

UNIT I: INTRODUCTION

[12 HRS]

Introduction to Financial Management – Meaning – Definition, Objectives & Scope of financial management –Importance – financial decisions – Factors influencing financial decisions –Sources of financing – Short term & Long term. Financial Analysis: Fund flow analysis – Cash flow analysis – Meaning, use and significance of Cash flow and Fund flow statements – Preparation of cash flow and fund flow statements.

UNIT II: SHORT TERM FINANCING DECISION

[12 HRS]

Working Capital Management: Introduction –Classification of working capital – Importance of working capital –Factors requiring consideration

while estimating WC –Working capital cycle - Cash Management techniques
–Dimensions of Receivables management.

UNIT III: LONG TERM FINANCING & INVESTMENTS DECISIONS [12 HRS]

Importance and Forms of capital structure – Theories of capital structure – Net Income approach, Net operating Income approach, the Traditional approach & MM approach – factors determining capital structure. Capital Gearing – Changes in Capitalization – Meaning and Types of Leverages – Significance of financial & Operating leverage Principles of capital investment – Importance of capital budgeting – Administrative frame work – Methods of evaluation – Traditional Methods and Discounted Cash flow Methods – Payback period method, Rate of return method – Net Present Value (NPV), Internal Rate of Return (IRR) & Profitability Index (PI) Method – NPV Vs IRR Meaning and Significance of Cost of Capital – Determination of Cost of Capital – Computation of cost of Capital: Cost of debt, preference capital, equity share capital, retained earnings & weighted Average cost of capital.

UNIT IV:DIVIDEND DECISIONS

[12 HRS]

5%

Dividend Theories – Theory of irrelevance – Residual approach and Modigliani & Miller Approach (MM model) Theory of Relevance: Walter's approach and Gordon's approach. Determinants of dividend decisions – Types of dividend policy: Regular, Stable and irregular dividend policy – The concept of Strategic Financial Management, its meaning, objectives and features.

UNIT V:FINANCIAL CONCEPTS – TAXATION

[12 HRS]

Taxation – types – direct tax – indirect tax – central excise, customs, GST, corporate tax, VAT, service tax, income tax, and CGT – meaning and procedure for calculation – theory only and problems are not included.

SELF STUDY:

Importance of working capital, Factors influencing financial decisions

TEXT BOOK:

2. Gupta, Shashi K., Financial Management: Theory and Practice. -4th ed. Kolkata: Kalyani Publishers, 2000

REFERENCE BOOKS:

5. Pandey, I M., Financial Management. --9th ed. , New Delhi: Vikas Publishing House Pvt Ltd, 1978.
6. Prasanna Chandra, Financial Management: Theory and Practice. --7th ed. New Delhi: Tata Mcgraw Hill Publishing Company, 2008.
7. Khan, M Y, Financial Management. --2nd ed. New Delhi: Tata McGraw Hill Education Pvt. Ltd., 2000.
8. Van Horne, James, C., Financial Management and Policy. --12th ed. Australia: Pearson Education, 2002.

DIGITAL OPEN EDUCATIONAL RESOURCES:

4. <https://icmai.in/upload/Students/Syllabus-2008/StudyMaterialFinal/P-12.pdf>
5. https://gurukpo.com/Content/MBA/Financial_Management.pdf
6. <http://docshare02.docshare.tips/files/13755/137553531.pdf>
7. <http://14.139.206.50:8080/jspui/bitstream/1/4332/1/Strategic%20financial%20management.pdf>

COURSE CONTENTS & LECTURE SCHEDULE:

Module No.	Topic	No. of Lectures	Teaching Pedagogy	Teaching Aids
UNIT -1 INTRODUCTION				
1.1	Introduction to Financial Management – Meaning – Definition	1	Chalk & Talk	Black Board
1.2	Objectives & Scope of financial management	1	Chalk & Talk	LCD
1.3	Importance, financial decisions Factors influencing financial decisions	2	Lecture	PPT & White board

1.4	Sources of financing - Short term & Long term. Financial Analysis: Fund flow analysis	1	Lecture	Smart Board
1.5	Cash flow analysis, Meaning, use and significance of Cash flow and Fund flow statements	4	Lecture	Black Board
1.6	Preparation of cash flow and fund flow statements.	3	Lecture	Black Board
UNIT -2 SHORT TERM FINANCING DECISIONS				
2.1	Working Capital Management: Introduction	1	Lecture	Green Board Charts
2.2	Classification of working capital	2	Chalk & Talk	Green Board
2.3	Importance of working capital	2	Flipped Learning	E-Content
2.4	Factors requiring consideration while estimating WC	2	Blended Learning	Online/ Field visit
2.5	Working capital cycle	2	Lecture	PPT & White board
2.6	Cash Management techniques	1	Lecture	Smart Board
2.7	Dimensions of Receivables management	1	Lecture	Black Board
UNIT -3 LONG TERM FINANCING AND INVESTMENTS DECISIONS				
3.1	Importance and Forms of capital structure	1	Lecture	Green Board
3.2	Theories of capital structure, Net Income approach, Net	1	Chalk & Talk	Green Board

	operating Income approach, the Traditional approach & MM approach			
3.3	Factors determining capital structure. Capital Gearing, Changes in Capitalization, Meaning and Types of Leverages	2	Flipped Learning	E-Content
3.4	Significance of financial & Operating leverage, Principles of capital investment ,Importance of capital budgeting, Administrative frame work	1	Blended Learning	Online/ Field visit
3.5	Methods of evaluation, Traditional Methods and Discounted Cash flow Methods, Payback period method, Rate of return method	2	Lecture	PPT & White board
3.6	Net Present Value (NPV), Internal Rate of Return (IRR) & Profitability Index (PI) Method , NPV Vs IRR Meaning and	2	Lecture	Black board Board
3.7	Significance of Cost of Capital, Determination of Cost of Capital, Computation of cost of Capital: Cost of debt, preference capital, equity share capital, retained earnings & weighted Average cost of capital.	3	Lecture	Black Board
UNIT -4 DIVIDEND DECISIONS				
4.1	Dividend Theories , Theory of irrelevance, Residual approach and Modigliani & Miller	3	Blended Learning	Online/ Field visit

	Approach (MM model)			
4.2	Theory of Relevance: Walter's approach and Gordon's approach.	3	Lecture	PPT & White board
4.3	Determinants of dividend decisions	3	Lecture	Smart Board
4.4	Types of dividend policy: Regular, Stable and irregular dividend policy	2	Lecture	Black Board
4.5	The concept of Strategic Financial Management, its meaning, objectives and features.	1	Lecture	Smart Board
UNIT -5 FINANCIAL CONCEPTS - TAXATION				
5.1	Taxation , types, meaning and procedure for calculation	2	Lecture	Green Board
5.2	Direct tax	3	Chalk & Talk	Green Board
5.3	Indirect tax	2	Flipped Learning	E-Content
5.4	Central excise, customs corporate tax, VAT, service tax, income tax, and CGT	3	Blended Learning	Online/ Field visit
5.5	GST,theory only and problems are not included.	2	Lecture	PPT & White board

COURSE CONTENTS & LECTURE SCHEDULE:

Levels	C1	C2	C3	C4	Total Scholastic Marks	Non Scholastic Marks C5	CIA Total	% of Assessment
	10 Mks	15 Mks	5+5=10 Mks.	10 Mks	45 Mks.	5 Mks.	50 Mks.	
K1	-	-	-	-	-		-	-
K2	-	5	5	2.5	12.5		12.5	25%
K3	5	-	-	5	10		10	20%
K4	5	5	-	2.5	12.5		12.5	25%
K5	-	5	5	-	10		10	20%
Non Scholastic	-	-	-	-	-	5	5	10 %
Total	10	15	10	10	45	5	50	100 %

CIA	
Scholastic	45
Non Scholastic	5
	50

✓ All the course outcomes are to be assessed in the various CIA components.

✓ The levels of CIA Assessment based on Revised Bloom's Taxonomy for MBA are :

K2-Understand, **K3**-Apply, **K4**-Analyse, **K5**-Evaluate

EVALUATION PATTERN

SCHOLASTIC				NON - SCHOLASTIC	MARKS		
C1	C2	C3	C4	C5	CIA	ESE	Total
10	15	10	10	5	50	50	100

• CIA Components

		Nos		
C1	- Test (CIA 1)	2*	-	10 Mks
C2	- Test (CIA 2)	1	-	15 Mks
C3	- Assignment/Open Book Test	2	-	10 Mks
C4	- Seminar	1	-	10 Mks
C5	- Attendance	1	-	5 Mks

****The Average of two will be taken into account***

COURSE OUTCOMES

On the successful completion of the course, students will be able to:

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Introduce financial management and preparation of fund flow and cash flow statements.	K2	PSO1
CO 2	Outline the short term financing decisions in an organisation.	K2, K3	PSO2
CO 3	Emphasize on long term investment and financial decisions in an organisation.	K2, K4	PSO3

CO 4	Enhance the students with determination of dividend decisions and policies in declaration of dividends in an organisation	K2, K3, K4	PSO4
CO 5	Sketch out the concept of taxation and its types.	K2, K5	PSO5

Mapping of COs with PSOs

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	2	2	2
CO2	2	3	2	2	2
CO3	2	2	3	2	2
CO4	2	2	2	3	2
CO5	2	2	2	2	3

Mapping of COs with POs

CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	3	3	2	2	3
CO2	2	3	2	2	2
CO3	3	2	3	3	2
CO4	2	3	2	3	3
CO5	2	2	3	2	3

Note: ♦ Strongly Correlated – 3 ♦ Moderately Correlated – 2
 ♦ Weakly Correlated – 1

COURSE DESIGNER:

R. Suganya
 1. Staff Name: Dr. R.SUGANYA

Forwarded By

(Signature)
 (Dr.P.Shyamala)
 HOD'S Signature
 & Name