



NPR

COLLEGE OF ENGINEERING & TECHNOLOGY (AUTONOMOUS)

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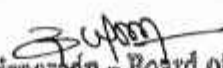
MASTER OF BUSINESS ADMINISTRATION

REGULATION - 2023

CHOICE BASED CREDIT SYSTEM (CBCS)

CURRICULUM AND SYLLABUS




Chairperson - Board of Studies,
Department of Management Studies



Dr. R. MARUTHU KANNAN, MB., Ph.D.,

Principal

**NPR College of Engineering and Technology
Natham, Dindigul (Dt-624 401)**

**MASTER OF BUSINESS ADMINISTRATION
SEMESTER I**

23MB101 - MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOR							
Program Name	PG - MBA	SEM	Category	L	T	P	C
Perquisites	NIL	I	PCC	3	0	0	3

Course Objectives

1	To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.
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Preamble:

This course aims at enabling the students to understand the broader spectrum of Organizational process and management. This course helps the students to identify the primary and ancillary functions of management. The students can also identify the ways to manage external environmental challenges.

Unit - I	NATURE AND THEORIES OF MANAGEMENT	7 Hours
Evolution of management Thought - Classical, Behavioral and Management Science Approaches Management - meaning, levels, management as an art or science, Managerial functions and Roles, Evolution of Management Theory - Classical era- Contribution of F.W.Taylor, Henri Fayol, Modern era - system & contingency approach Managerial Skills.		
Unit - II	PLANNING AND ORGANISING	7 Hours
Planning - Steps in Planning Process - Scope and Limitations - Forecasting and types of Planning - Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Decision Making - Types, Techniques and Processes. Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralization - Interdepartmental Coordination - Formal and Informal Organisation. Control: meaning, function, Process and types of Control.		
Unit - III	INDIVIDUAL BEHAVIOUR	7 Hours
Meaning of Organizational behavior, contributing disciplines, importance of organizational behavior, Perception and Learning - Personality and Individual Differences - Motivation theories and Job Performance - Values, Attitudes and Beliefs - Communication Types-Process - Barriers - Making Communication Effective.		
Unit - IV	GROUP BEHAVIOUR	12 Hours
Groups and Teams: Definition, Difference between groups and teams, Stages of Group Development, Group Cohesiveness, Types of teams, Group Dynamics- Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture, Conflict: concept, sources, Types, Stages of conflict, Management of conflict Organisational Change and Development..		
Unit - V	EMERGING ASPECTS OF ORGANIZATIONAL BEHAVIOUR	12 Hours
Comparative Management Styles and approaches - Japanese Management Practices Organizational Creativity and Innovation - Organizational behavior across cultures - Conditions affecting cross cultural organizational operations, Managing International Workforce, Productivity and cultural contingencies, Cross cultural communication, Management of Diversity.		
TOTAL: 45 PERIODS		



Text Books:	<ol style="list-style-type: none"> 1. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 10th edition, 2016. 2. Samuel C. Certo and S.Trevis Certo, Modern Management: Concepts and Skills, Pearson education, 15th edition, 2018.
Reference Books:	<ol style="list-style-type: none"> 1. Harold Koontz and Heinz Weihrich, Essentials of Management: An International, Innovation, And Leadership Perspective, 10th edition, Tata McGraw-Hill Education, 2015. 2. Charles W.L Hill and Steven L McShane, „Principles of Management, McGraw Hill Education, Special Indian Edition, 2017. 3. Fred Luthans, Organisational Behavior, McGraw Hill, 12th Edition, 2013.
MOOC / Web Platforms:	<ol style="list-style-type: none"> 1. https://www.toolshero.com/management/14-principles-of-management/ 2. https://open.umn.edu/opentextbooks/textbooks/693 3. https://open.umn.edu/opentextbooks/textbooks/34 4. https://blog.hubspot.com/marketing/management-principles

Course Outcome

On completion of the course, the students will be able to		Bloom's Level Mapped
CO1	The student will be able to UNDERSTAND and various management concepts and skills required in the business world.	Understanding (K2)
CO2	The student will be able to EXPLAIN how In-depth knowledge of various functions of management in a real time management context.	Remembering (K1)
CO3	The student will be able to UNDERSTAND complexities associated with management of individual behavior in the organizations.	Applying (K3)
CO4	The student will be able to ANALYZE the skillset to have manage group behaviour in Organizations.	Analyzing (K4)
CO5	The student will be able to IDENTIFY Insights about the current trends in managing organizational behaviour.	Remembering (K1)

Mapping Table Mapping of COs with POs and PSOs

COs/POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3
CO-1	3			2	3				
CO-2	3	2		2		2		2	3
CO-3		3		2					
CO-4			3	2	3		2		2
CO-5			3	2		2			

Mapping: 1-Low, 2-Medium, 3-High

Page



Chairperson - Board of Studies,
Department of Management Studies

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Teaching Pedagogies

Chalk & Talk	Power Point	Demo Model	Case Study Video	Google Class room	Flipped Class rooms	Activity based	Tutorial	Project/ Problem based	Assignment/ Group Discussion
✓	✓	-	✓	-	✓	✓	✓	-	✓

Course Assessment - (Internal & End Sem.) with Bloom's Level:

Test / Bloom's Category*	No. of Units.	Total Marks	Remembering (BL1) %	Understanding (BL2) %	Applying (BL3) %	Analyzing (BL4) %	Evaluating (BL5) %	Creating (BL6) %	Total %	Question Paper Index
CIA-1	1.5	50	30	35	35	-	-	-	100%	3.2
CIA-2	1.5	50	17	17	33	33	-	-	100%	3.4
CIA-3	2	50	25	25	30	20	-	-	100%	3.5
End Sem.	5	100	25	25	30	20	-	-	100%	3.5

Note: $\pm 3\%$ may be varied (CIA 1 & 2 – 50 marks, Model exam & ETE - 100 marks)

Course Assessment Methods:

DIRECT	INDIRECT
i) Theory <ul style="list-style-type: none"> Continuous Internal Assessment - I, II, III Assignment / Case Study / Panel Discussion / Role Play / Budget Analysis / Market Research / Project Report / Students Seminar / Presentation or Viva / Financial Statement Analysis / Brainstorming ii) End Semester Examination (Theory)	Course-end survey



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23MB102 - MANAGERIAL ECONOMICS							
Program Name	PG - MBA	SEM	Category	L	T	P	C
Perquisites	NIL	I	PCC	3	0	0	3

Course Objectives

1	To provide a foundation with the concepts and tools of economic analysis as relevant for managerial decision making and to provide an understanding of the aggregate economic system within which a firm Operates.
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Preamble:

This course offers the fundamentals of the economic principles, which helps to make decision on allocation of resources based on the economic scenario. This course helps to bring conceptual knowledge on demand, supply, profit maximisation, production, cost, and market structures for managerial decisions.

Unit - I	GENERAL FOUNDATIONS OF MANAGERIAL ECONOMICS	9 Hours
Managerial economics - Meaning, Nature, Scope - Fundamental concepts of managerial economics - Micro and macro environments - Relevance of Microeconomics- Application of economic theories and basic techniques of managerial decision-making - Structure and Sectors of Indian economy- Nature of firm - Forms of Organisation		
Unit - II	CONSUMER AND PRODUCER BEHAVIOUR	9 Hours
Market - Demand and Supply - Determinants - Market equilibrium - elasticity of demand and supply - consumer behaviour - consumer equilibrium - Approaches to consumer behaviour - Production - Short-run and long-run Production Function - Returns to scale - economies Vs diseconomies of scale - Analysis of cost - Short-run and long-run cost function - Relation between Production and cost function.		
Unit - III	PRODUCTION AND COST ANALYSIS	9 Hours
Production function - Laws of production - Economies and diseconomies of scale - laws of returns - Break - Even Analysis - uses - Various concepts of costs - Cost output relationship - Application of marginal costing in business decisions - Cost control and cost reduction		
Unit - IV	PRICING CONCEPTS	9 Hours
Price - Meaning - Determination - Price determination under different market structures - Perfect competition - Monopoly- Monopolistic competition - Oligopoly - Pricing policies - Practices - Price cartels - Price leadership - Profit concepts & analysis		
Unit - V	NATIONAL INCOME ANALYSIS	9 Hours
National Income Concepts - Determination - Accounting - Macro-Economic Problems - Unemployment - Inflation - Stagflation - Business Cycle - Factors influencing International Trade - Balance of Payments - Instruments of Macroeconomic Policy - Fiscal policy - Monetary policy - Exchange rate policy - International trade policy - Prices and income policy - Employment policy - Globalisation and emerging India - Global recession and Indian Economy		
TOTAL: 45 PERIODS		



Text Books:	1. Yogesh, Maheswari, Management Economics, PHI learning, New Delhi, 2012. 2. D.M. Mithanil, Money and Banking – International Trade and Public Finance, Himalaya Publishing House, Mumbai, 1992.
Reference Books:	1. Uma Kapila, Indian Economy since Independence, Academic Foundation, Gaziabad, 2011. 2. Peterson, Craig H., Lewis, Chris and Sudhir Jain, Managerial Economics, Pearson Education, 2006. 3. Mark Hirshey, Economics for Managers, 2007, Thomson Learning.
MOOC / Web Platforms:	1. https://www.iedunote.com/organizational-behavior 2. https://www.london.edu/faculty-and-research/organisational-behaviour 3. https://2012books.lardbucket.org/pdfs/an-introduction-to-organizational-behavior-v1.1.pdf

Course Outcome

On completion of the course, the students will be able to		Bloom's Level Mapped
CO1	Understand the basic concept with the help of economic principles.	Understanding (K3)
CO2	Appraise the knowledge of demand and supply under different business decisions.	Analyzing (K4)
CO3	Examine the concept of production function and role of technology.	Applying (K3)
CO4	Analyze the importance of matching costs with different time frames.	Analyzing (K4)
CO5	Differentiate the output and price decision of firms under different market structures..	Analyzing (K4)

Mapping Table Mapping of COs with POs and PSOs

COs/POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3
CO-1	3					1	1		
CO-2	2	2						2	
CO-3	2	3							3
CO-4	2	2				1	2		2
CO-5	2	3				1			

Mapping: 1-Low, 2-Medium, 3-High

Teaching Pedagogies

Chalk & Talk	Power Point	Demo Model	Case Study Video	Google Class room	Flipped Class rooms	Activity based	Tutorial	Project/ Problem based	Assignment/ Group Discussion
✓	✓	-	✓	-	✓	✓	✓	✓	✓



Course Assessment - (Internal & End Sem.) with Bloom's Level:

Test / Bloom's Category*	No. of Units.	Total Marks	Remembering (BL1) %	Understanding (BL2) %	Applying (BL3) %	Analyzing (BL4) %	Evaluating (BL5) %	Creating (BL6) %	Total %	Question Paper Index
CIA-1	1.5	50	17	35	32	16	-	-	100%	3.15
CIA-2	1.5	50	18	18	32	32	-	-	100%	3.2
CIA-3	2	50	6	24	40	30	-	-	100%	3.3
End Sem.	5	100	6	24	40	30	-	-	100%	3.3

Note: $\pm 3\%$ may be varied (CIA 1, 2 & 3 – 50 marks & ETE – 100 marks)

Course Assessment Methods:

DIRECT	INDIRECT
i) Theory <ul style="list-style-type: none"> Continuous Internal Assessment - I, II, III Assignment / Case Study / Panel Discussion / Role Play / Budget Analysis / Market Research / Project Report / Students Seminar / Presentation or Viva / Financial Statement Analysis / Brainstorming ii) End Semester Examination (Theory)	Course-end survey




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23MB103 - ACCOUNTING FOR MANAGEMENT							
Program Name	PG - MBA	SEM	Category	L	T	P	C
Perquisites	NIL	I	PCC	3	0	0	3

Course Objectives

1	To understand Accounting tools and techniques.
2	To analyze and interpret financial statements.
3	To recognize the roles of budgets variance as tools of planning and control.

Preamble:

The purpose of the financial accounting component of the course is to provide an understanding of how to communicate the results of these business transactions in the form of financial statements.

The objectives of financial analysis are to provide an introduction to interpreting the accounting information for planning, control and decision making.

Unit - I	INTRODUCTION	9 Hours
Financial, Cost and Management Accounting - Generally accepted accounting principles, Conventions and Concepts - Final Accounts - Preparation of profit and loss account and Balance sheet		
Unit - II	ANALYSIS OF FINANCIAL STATEMENTS	9 Hours
Financial ratio analysis, Interpretation of ratio for financial decisions- Dupont Ratios – Comparative statements - common size statements. Cash flow and Funds flow statement analysis.		
Unit - III	COST ACCOUNTING	9 Hours
Cost Accounts - Classification of costs - Job cost sheet - Job order costing - Process costing - (excluding Interdepartmental Transfers and equivalent production) - Joint and By Product Costing - Activity Based Costing, Target Costing.		
Unit - IV	BUDGETING AND VARIANCE ANALYSIS	9 Hours
Budgetary Control - Sales, Production, Cash flow, fixed and flexible budget - Standard costing and Variance Analysis - (excluding overhead costing) - Accounting standards and accounting disclosure practices in India.		
Unit - V	ACCOUNTING IN COMPUTERISED ENVIRONMENT	9 Hours
Significance of Computerized Accounting System- Codification and Grouping of Accounts-Maintaining the hierarchy of ledgers- Prepackaged Accounting software.		
TOTAL: 45 PERIODS		



Text Books:	<ol style="list-style-type: none"> 1. S N Maheshwari, Suneel Maheshwari & Sharad K Maheshwari Accounting for Management, Vikas, 4th Edition, 2018 2. R. Narayanaswamy, Financial Accounting : A Managerial Perspective, PHI Learning, New Delhi, 6th Edition 2017.
Reference Books:	<ol style="list-style-type: none"> 1. Uma Kapila, Indian Economy since Independence, Academic Foundation, Gaziabadh, 2011. 2. C.T. Horngren, Gary L. Sundem, Jeff O. Schatzberg, and Dave Burgstahler, Introduction to Management Accounting, Pearson, 16th Edition, 2013. 3. Mark Hirshey, Economics for Managers, 2007, Thomson Learning. 4. C.T. Horngren, Gary L. Sundem, Jeff O. Schatzberg, and Dave Burgstahler, Introduction to Management Accounting, Pearson, 16th Edition, 2013
MOOC / Web Platforms:	<ol style="list-style-type: none"> 1. https://www.accountingtools.com/articles/2017/5/15/basic-accounting-principles 2. https://www.drnishikantjha.com/booksCollection/Accounting%20for%20Management%20for%20MBA%20.pdf 3. https://www.profitbooks.net/what-is-depreciation

Course Outcome

On completion of the course, the students will be able to		Bloom's Level Mapped
CO1	Comprehend the basic principles of accounting.	Understanding (K2)
CO2	Prepare and interpret the financial statements, namely Trading Accounts, Profit and Loss Account and Balance Sheet.	Applying (K3)
CO3	Assess the financial soundness of the company using Ratio analysis.	Evaluating (K5)
CO4	Construct the Fund flow statements and analyze the financial statements using fund flow.	Analyzing (K4)
CO5	Differentiate the output and price decision of firms under different market structures.	Analyzing (K4)

Mapping Table Mapping of COs with POs and PSOs

COs/POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3
CO-1	3			1		1			3
CO-2	3	2		1		1		1	
CO-3		3		1		1	2		
CO-4	3	2		2		1		2	
CO-5	3	2		2		1			2

Mapping: 1-Low, 2-Medium, 3-High



Teaching Pedagogies

Chalk & Talk	Power Point	Demo Model	Case Study Video	Google Class room	Flipped Class rooms	Activity based	Tutorial	Project/ Problem based	Assignment/ Group Discussion
✓	✓	-	-	-	-	-	✓	✓	✓

Course Assessment - (Internal & End Sem.) with Bloom's Level:

Test / Bloom's Category*	No. of Units.	Total Marks	Remembering (BL1) %	Understanding (BL2) %	Applying (BL3) %	Analyzing (BL4) %	Evaluating (BL5) %	Creating (BL6) %	Total %	Question Paper Index
CIA-1	1.5	50	15	25	30	15	15	-	100%	2.5
CIA-2	1.5	50	5	20	20	35	20	-	100%	2.8
CIA-3	2	50	11	19	20	30	20	-	100%	3.0
End Sem.	5	100	11	19	20	30	20	-	100%	3.0

Note: $\pm 3\%$ may be varied (CIA 1, 2 & 3 – 50 marks & ETE – 100 marks)

Course Assessment Methods:

DIRECT	INDIRECT
i) Theory <ul style="list-style-type: none"> Continuous Internal Assessment - I, II, III Assignment / Case Study / Panel Discussion / Role Play / Budget Analysis / Market Research / Project Report / Students Seminar / Presentation or Viva / Financial Statement Analysis / Brainstorming ii) End Semester Examination (Theory)	Course-end survey



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23MB104 - RESEARCH METHODOLOGY							
Program Name	PG - MBA	SEM	Category	L	T	P	C
Perquisites	NIL	I	PCC	3	0	0	3

Course Objectives

1.	To make the students of tourism understand the principles of scientific methodology in business enquiry, develop analytical skills of business research and to prepare scientific business reports.
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Preamble:

This course is designed to help students undertake research project and also intends to provide comprehensive knowledge on research process and introduces the concepts, tools and techniques that are used at each of these steps thereby honing the research skills of future managers.

Unit - I	INTRODUCTION TO RESEARCH	9 Hours
Business Research - Definition and Significance - The research process - Types of Research - Exploratory and causal Research - Theoretical and empirical Research - Cross - Sectional and time - series Research - Research questions / Problems - Research objectives - Research hypotheses - characteristics - Research in an evolutionary perspective - the role of theory in research.		
Unit - II	RESEARCH DESIGN AND MEASUREMENT	9 Hours
Research design - Definition - types of research design - exploratory and causal research design - Descriptive and experimental design - different types of experimental design - Validity of findings - internal and external validity - Variables in Research - Measurement and scaling - Different scales - Construction of instrument - Validity and Reliability of instrument.		
Unit - III	DATA COLLECTION	9 Hours
Types of data - Primary Vs Secondary data - Methods of primary data collection - Survey Vs Observation - Experiments - Construction of questionnaire and instrument - Types of Validity - Sampling plan - Sample size - determinants optimal sample size - sampling techniques - Sampling methods.		
Unit - IV	DATA PREPARATION AND ANALYSIS	9 Hours
Data Preparation - editing - Coding - Data entry - Validity of data - Qualitative Vs Quantitative data analyses - Applications of Bi-variate and Multivariate statistical techniques, Factor analysis, Discriminate analysis, Cluster analysis, Multiple regression and Correlation , Multidimensional scaling - Conjoint Analysis - Application of statistical software for data analysis.		
Unit - V	REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH	9 Hours
Research report - Types - Contents of report - Need for executive summary - Chapterization - contents of chapter - report writing - The role of audience - Readability - Comprehension - Tone - Final proof - Report format - Title of the report - Ethics in research - Ethics in research - Subjectivity and Objectivity in research.		
TOTAL: 45 PERIODS		



Text Books:	1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata McGraw Hill, New Delhi, 2012. 2. Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.
Reference Books:	1. Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012. 2. William G Zikmund, Barry J Babin, Jon C.Carr, AtanuAdhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.
MOOC / Web Platforms:	1. https://mrcet.com/downloads/digital_notes/CSE/Mtech/I%20Year/RESEARCH%20METHODOLOGY.pdf 2. https://gurukpo.com/Content/BBA/ResearchMethod in Mngg.pdf

Course Outcome

On completion of the course, the students will be able to		Bloom's Level Mapped
CO1	Understand the research process, Research Problem and literature review.	Understanding (K2)
CO2	Identify the criteria for evaluating data collection methods, and Preparation of Questionnaire Design.	Applying (K3)
CO3	Apply the principles of sampling and data preparation to the contemporary business research problems.	Applying (K3)
CO4	Assess different types of testable hypotheses and interpret the statistical test.	Applying (K3)
CO5	Construct a report writing and proposal writing in business research.	Analyzing (K4)

Mapping Table Mapping of COs with POs and PSOs

COs/POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3
CO-1	3	2					2		
CO-2	2	3						2	
CO-3	3	2	2						
CO-4	3	2							3
CO-5		3							

Mapping: 1-Low, 2-Medium, 3-High

Teaching Pedagogies

Chalk & Talk	Power Point	Demo Model	Case Study Video	Google Class room	Flipped Class rooms	Activity based	Tutorial	Project/ Problem based	Assignment/ Group Discussion
✓	✓	-	✓	-	✓	✓	✓	✓	✓



Course Assessment - (Internal & End Sem.) with Bloom's Level:

Test / Bloom's Category*	No. of Units.	Total Marks	Remembering (BL1) %	Understanding (BL2) %	Applying (BL3) %	Analyzing (BL4) %	Evaluating (BL5) %	Creating (BL6) %	Total %	Question Paper Index
CIA-1	1.5	50	17	30	28	25	-	-	100%	3.1
CIA-2	1.5	50	17	19	32	32	-	-	100%	3.2
CIA-3	2	50	25	25	30	20	-	-	100%	3.4
End Sem.	5	100	25	25	30	20	-	-	100%	3.4

Note: $\pm 3\%$ may be varied (CIA 1, 2 & 3 – 50 marks & ETE – 100 marks)

Course Assessment Methods:

DIRECT	INDIRECT
i) Theory <ul style="list-style-type: none"> Continuous Internal Assessment - I, II, III Assignment / Case Study / Panel Discussion / Role Play / Budget Analysis / Market Research / Project Report / Students Seminar / Presentation or Viva / Financial Statement Analysis / Brainstorming ii) End Semester Examination (Theory)	Course-end survey




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23MB105 - DESIGN THINKING AND INNOVATION							
Program Name	PG - MBA	SEM	Category	L	T	P	C
Perquisites	NIL	I	PCC	3	0	0	3

Course Objectives

1.	To familiarize the students to the basic concepts of design thinking in understanding the complexity and wide variety of issues managers face in today's business firms.
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Preamble:

This course aims at enabling the students to understand the design thinking in understanding the complexity and wide variety of issues managers face in today's business firms.

Unit - I	INTRODUCTION TO DESIGN THINKING	9 Hours
Introduction to Design Thinking and Innovation: Overview - Origin and Purpose of Design and Innovation - Design Thinking and its Benefits - Applications of Design Thinking - The Design Thinking Process - Key Features of the Design Thinking Process - Cognitive Models Applied in Design Thinking		
Unit - II	DESIGN THINKING APPROACH FOR NEW PRODUCT DEVELOPMENT	9 Hours
Design Thinking Approach for New Product Development- Overview Innovation Models - Ideas and Opportunities for Innovation - Jeanne Liedtke's Framework for Design Thinking - Tools Used in the Design Thinking Process - Visualisation in the Design Thinking Process.		
Unit - III	DESIGN THINKING APPROACH FOR DECIPHERING NEEDS	9 Hours
Design Thinking Approach for Deciphering Needs - Overview Value Chain Analysis - Mind Mapping - Span Value Proposition Canvas - User Need Statements - How Might We Statements.		
Unit - IV	DESIGN THINKING APPROACH FOR IDEA GENERATION AND CONCEPT DEVELOPMENT	9 Hours
Design Thinking Approach for Idea Generation - Overview Problem Framing Canvas - Preparing for Idea Generation - Brainstorming - Reverse Brainstorming- Design Thinking Approach for Concept Development - Overview Innovation Idea Funnel - Concept Development - Product Concept - Product Concept Ideation - Back of Napkin - Quality control- Planning operations.		
Unit - V	DESIGN THINKING APPROACH FOR CONCEPT EVALUATION	9 Hours
Value/Ease Matrix - Rapid Prototyping - Preparing for Feedback - Design Thinking Approach for Obtaining User Feedback - Overview Minimum Viable Product - Customer Co-Creation .		
TOTAL: 45 PERIODS		



Text Books:	1. "Design a Better Business: New Tools, Skills, and Mindset for Strategy and Innovation" by Patrick Van Der Pijl, Justin Lokitz, and Lisa Kay Solomon. 2. "Design Thinking for Strategic Innovation: What They Can't Teach You at Business or Design School" by Idris Mootee.
Reference Books:	1. "Design a Strategy Playbook: How to Create Competitive Advantage by Engaging Customers" by Steve Berez. 2. "Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers" by Alexander Osterwalder and Yves Pigneur. 3. "Design a Strategy Playbook: How to Create Competitive Advantage by Engaging Customers" by Steve Berez.
MOOC/ Web Platforms:	5. https://www.ideou.com 6. https://ocw.mit.edu/index.htm

Course Outcome

On completion of the course, the students will be able to		Bloom's Level Mapped
CO1	The student will be able to UNDERSTAND the Fundamentals of Design Thinking.	Understanding (K2)
CO2	The student will be able to EXPLAIN how Frame Problems and Generate Innovative Ideas.	Remembering (K1)
CO3	The student will be able to PRACTICE Scale and Implement Innovative Solutions.	Applying (K3)
CO4	The student will be able to ANALYZE Integrate Design Thinking into Business Strategy.	Analyzing (K4)
CO5	The student will be able to IDENTIFY and Scale and Implement Innovative Solutions.	Remembering (K1)

Mapping Table Mapping of COs with POs and PSOs

COs/POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3
CO-1	3			2	3				
CO-2	3	2		2		2		2	3
CO-3		3		2					
CO-4			3	2	3		2		2
CO-5			3	2		2			

Mapping: 1-Low, 2-Medium, 3-High



Teaching Pedagogies

Chalk & Talk	Power Point	Demo Model	Case Study Video	Google Class room	Flipped Class rooms	Activity based	Tutorial	Project/ Problem based	Assignment/ Group Discussion
✓	✓	-	✓	-	✓	✓	✓	-	✓

Course Assessment - (Internal & End Sem.) with Bloom's Level:

Test / Bloom's Category*	No. of Units.	Total Marks	Remembering (BL1) %	Understanding (BL2) %	Applying (BL3) %	Analyzing (BL4) %	Evaluating (BL5) %	Creating (BL6) %	Total %	Question Paper Index
CIA-1	1.5	50	30	35	35	-	-	-	100%	2.94
CIA-2	1.5	50	17	17	33	33	-	-	100%	3.2
CIA-3	2	50	25	25	30	20	-	-	100%	3.5
End Sem.	5	100	25	25	30	20	-	-	100%	3.5

Note: $\pm 3\%$ may be varied (CIA 1, 2 & 3 – 50 marks & ETE – 100 marks)

Course Assessment Methods:

DIRECT	INDIRECT
i) Theory <ul style="list-style-type: none"> Continuous Internal Assessment - I, II, III Assignment / Case Study / Panel Discussion / Role Play / Budget Analysis / Market Research / Project Report / Students Seminar / Presentation or Viva / Financial Statement Analysis / Brainstorming ii) End Semester Examination (Theory)	Course-end survey



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23MB106 - STATISTICS FOR MANAGEMENT							
Program Name	PG - MBA	SEM	Category	L	T	P	C
Perquisites	NIL	I	PCC	3	0	0	3

Course Objectives

1. To learn the applications of statistics in business decision making.

Preamble:

This course will introduce the application of statistics in the workplace for analyzing and interpreting data and drawing conclusions, and making predictions of the future. This course will begin with data description followed by probability analysis and distributions, sampling for estimation, hypothesis testing, and finally regression. This course also makes use of spreadsheets, an important tool for working with and making sense of numerical data.

Unit - I	INTRODUCTION	9 Hours
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Statistics - Definition, Types. Types of variables - Organising data - Descriptive Measures. Basic definitions and rules for probability - conditional probability independence of events - Baye's theorem - and random variables - Probability distributions: Binomial - Poisson - Uniform and Normal distributions.

Unit - II	SAMPLING DISTRIBUTION AND ESTIMATION	9 Hours
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Introduction to sampling distributions - sampling distribution of mean and proportion - application of central limit theorem - sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples - determining the sample size.

Unit - III	TESTING OF HYPOTHESIS - PARAMETRIC TESTS	9 Hours
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Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test) - one sample and two sample tests for means of small samples (t-test) - F-test for two sample standard deviations. ANOVA one and two way.

Unit - IV	NON-PARAMETRIC TESTS	9 Hours
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Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov - test for goodness of fit, comparing two populations. Mann - Whitney U test and Kruskal Wallis test. One sample run test, rank correlation.

Unit - V	CORRELATION, REGRESSION AND TIME SERIES ANALYSIS	9 Hours
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Correlation analysis - estimation of regression line. Time series analysis: Variations in time series - trend analysis - cyclical variations - seasonal variations and irregular variations - forecasting errors.

TOTAL: 45 PERIODS



Text Books:	<ol style="list-style-type: none"> 1. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, 7th Edition, 2011. 2. Aczel A.D. and Sounderpandian J., "Complete Business Statistics", 6th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012.
Reference Books:	<ol style="list-style-type: none"> 1. Srivatsava TN and ShailajaRego, Statistics for Management, Tata McGraw Hill, 2008. 2. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012. 3. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11th edition, Thomson (South – Western) Asia, Singapore, 2012. 4. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.
MOOC / Web Platforms:	<ol style="list-style-type: none"> 1. https://www.gkpad.com/sachin/06-22/bcom-Business-Regulatory-Framework---l.html 2. http://www.simplynotes.in/e-notes/mcomb-com/business-regulatory-framework/ 3. https://www.himpub.com/BookDetail.aspx?BookId=1936&NB=&Book TitleM=%20Business%20Regulatory%20Framework

Course Outcome

On completion of the course, the students will be able to		Bloom's Level Mapped
CO1	Understand the modes of discharge of contract, remedies for breach of contract.	Understanding (K2)
CO2	Identify the provision of sale of goods act.	Understanding (K2)
CO3	Apply the law relating to partnership and negotiable instrument act..	Applying (K3)
CO4	Analyze the impact of provisions of company law on business decision.	Analyzing (K4)
CO5	Analyze the concept and provision of consumer protection act and IT act in business decision.	Analyzing (K4)

Mapping Table Mapping of COs with POs and PSOs

COs/POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3
CO-1	3			2		1		2	3
CO-2	3	2		2		1	3	2	
CO-3		3		2		1			1
CO-4			3	2		1		2	
CO-5			3	2		1			3

Mapping: 1-Low, 2-Medium, 3-High



Teaching Pedagogies

Chalk & Talk	Power Point	Demo Model	Case Study Video	Google Class room	Flipped Class rooms	Activity based	Tutorial	Project/ Problem based	Assignment/ Group Discussion
✓	✓	-	-	-	✓	✓	✓	✓	✓

Course Assessment - (Internal & End Sem.) with Bloom's Level:

Test / Bloom's Category*	No. of Units.	Total Marks	Remembering (BL1) %	Understanding (BL2) %	Applying (BL3) %	Analyzing (BL4) %	Evaluating (BL5) %	Creating (BL6) %	Total %	Question Paper Index
CIA-1	1.5	50	30	35	35	-	-	-	100%	2.5
CIA-2	1.5	50	17	17	33	33	-	-	100%	2.6
CIA-3	2	50	25	25	30	20	-	-	100%	2.9
End Sem.	5	100	25	25	30	20	-	-	100%	2.9

Note: $\pm 3\%$ may be varied (CIA 1, 2 & 3 – 50 marks & ETE – 100 marks)

Course Assessment Methods:

DIRECT	INDIRECT
i) Theory <ul style="list-style-type: none"> Continuous Internal Assessment - I, II, III Assignment / Case Study / Panel Discussion / Role Play / Budget Analysis / Market Research / Project Report / Students Seminar / Presentation or Viva / Financial Statement Analysis / Brainstorming ii) End Semester Examination (Theory)	Course-end survey



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SEMESTER - II

23MB201 - MARKETING MANAGEMENT

Program Name	PG - MBA	SEM	Category	L	T	P	C
Perquisites	NIL	II	PCC	3	0	0	3

Course Objectives

1.	To introduce the fundamental concepts and theories in the area of marketing and assist the students to take marketing decisions.
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Preamble:

The course has been designed to make acquaint students with marketing theories, concepts, contexts and Practical application of marketing in real life corporate environment and to understand the business veracity through real life case studies and to have a better intellectual capacity to derive decisions in marketing functions.

Unit - I	INTRODUCTION	9 Hours
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Defining Marketing - Core concepts in Marketing - Evolution of Marketing - Marketing Planning Process - Scanning Business environment: Internal and External - Value chain - Core Competencies - **PESTEL - SWOT Analysis** - Marketing interface with other functional areas - Production, Finance, Human Relations Management, Information System - **Marketing in global environment** - **International Marketing** - **Rural Marketing** - Prospects and Challenges - Case Study.

Unit - II	MARKETING STRATEGY	9 Hours
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Marketing strategy formulations - Key Drivers of Marketing Strategies - Strategies for Industrial Marketing - **Consumer Marketing** - Services marketing - **Competition Analysis** - Analysis of consumer and industrial markets - Influence of Economic and Behavioral Factors - Strategic Marketing Mix components - Case Study.

Unit - III	MARKETING MIX DECISIONS	9 Hours
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Product planning and development - Product life cycle - New product Development and Management - Defining Market Segmentation - Targeting and Positioning - Brand Positioning and Differentiation - Channel Management - Managing Integrated Marketing Channels - Managing Retailing, Wholesaling and Logistics - Advertising and Sales Promotions - **Pricing Objectives, Policies and Methods**.

Unit - IV	BUYER BEHAVIOUR	9 Hours
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Understanding Industrial and Consumer Buyer Behavior - Influencing factors - Buyer Behaviour Models - Online buyer behaviour - Building and measuring customer satisfaction - **Customer relationships management** - Customer acquisition, Retaining, Defection - **Creating Long Term Loyalty Relationship** - Internet of behaviour (IOB) - Case Study.

Unit - V	MARKETING RESEARCH & TRENDS IN MARKETING	9 Hours
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Marketing Information System - Marketing Research Process - Concepts and applications: Product - Advertising - Promotion - Consumer Behaviour - Retail research - Customer driven organizations - Cause related marketing - **Ethics in marketing** - **Online marketing trends** - **social media and digital marketing** - Case Study.

TOTAL: 45 PERIODS



Text Books:	1. Marketing Management, Philip Kotler, PHI. 2. Marketing Management, S.A.Sherlekar, Himalaya Publishing House.
Reference Books:	1. Marketing Management, C.B.Gupta, Sultan Chand, New Delhi. 2. Marketing Research A South - Asian Perspective, Brown / Suter / Adhikari, Cengage Learning, 4LTR Press, MR. 3. Marketing, Paul Baines, Chris Fill and Kelly Page, Oxford Higher Education, Oxford University Press, Asian Edition.
MOOC /Web Platforms:	1. http://eprints.stiperdharma.wacana.ac.id/24/1/%5BPhillip_Kotler%5D_Marketing_Management_14th_Edition%28BookFi%29.pdf 2. https://mrcet.com/downloads/MBA/digitalnotes/Marketing%20Management.pdf

Course Outcome

On completion of the course, the students will be able to		Bloom's Level Mapped
CO1	Comprehend the various concepts in marketing and the global marketing Environment of firms.	Understanding (K2)
CO2	Analyze the consumer buying behavior by apply the principles of segmentation, targeting and positioning.	Analyzing (K4)
CO3	Examine the product mix and brand strategy for the product and services.	Applying (K3)
CO4	Compare the pricing and channel strategy based on real world market and company objectives.	Understanding (K2)
CO5	Selecting media strategy to reach the target audience and deliver the brand promise through an IMC campaign for a variety of brands.	Evaluating (K5)

Mapping Table Mapping of COs with POs and PSOs

COs/POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3
CO-1	3			1		1	2	1	2
CO-2		3		1	2	1			
CO-3	3			1		1	2		2
CO-4	3			1		1			2
CO-5	1	3		1		2			

Mapping: 1-Low, 2-Medium, 3-High



Teaching Pedagogies

Chalk & Talk	Power Point	Demo Model	Case Study Video	Google Class room	Flipped Class rooms	Activity based	Tutorial	Project/ Problem based	Assignment/ Group Discussion
✓	✓	-	✓	-	✓	✓	✓	✓	✓

Course Assessment - (Internal & End Sem.) with Bloom's Level:

Test / Bloom's Category*	No. of Units.	Total Marks	Remembering (BL1) %	Understanding (BL2) %	Applying (BL3) %	Analyzing (BL4) %	Evaluating (BL5) %	Creating (BL6) %	Total %	Question Paper Index
CIA-1	1.5	50	25	15	30	30	-	-	100%	3.1
CIA-2	1.5	50	15	15	30	20	20	-	100%	3.2
CIA-3	2	50	10	20	35	20	15	-	100%	3.4
End Sem.	5	100	10	20	35	20	15	-	100%	3.4

Note: $\pm 3\%$ may be varied (CIA 1, 2 & 3 – 50 marks & ETE – 100 marks)

Course Assessment Methods:

DIRECT	INDIRECT
i) Theory <ul style="list-style-type: none"> Continuous Internal Assessment - I, II, III Assignment / Case Study / Panel Discussion / Role Play / Budget Analysis / Market Research / Project Report / Students Seminar / Presentation or Viva / Financial Statement Analysis / Brainstorming ii) End Semester Examination (Theory)	Course-end survey



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23MB202 - FINANCIAL MANAGEMENT							
Program Name	PG - MBA	SEM	Category	L	T	P	C
Perquisites	NIL	II	PCC	3	0	0	3

Course Objectives

1.	Understand the operational nuances of a Finance Manager.
2.	Comprehend the technique of making decisions related to finance functions.

Preamble:

To acquaint students with various issues involved in management of finance in a firm and also equip them with advanced analytical tools and techniques that are used for making sound financial decisions and policies.

Unit - I	FOUNDATIONS OF FINANCE	9 Hours
Introduction to finance- Financial Management – Nature, scope and functions of Finance, organization of financial functions, objectives of Financial management, Major financial decisions – Time value of money – features and valuation of shares and bonds – Concept of risk and return – single asset and of a portfolio.		
Unit - II	INVESTMENT DECISIONS	9 Hours
Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques - Concept and measurement of cost of capital - Specific cost and overall cost of capital-Case Study		
Unit - III	FINANCING AND DIVIDEND DECISION	9 Hours
Leverages - Operating and Financial leverage – measurement of leverages – degree of Operating & Financial leverage – Combined leverage, EBIT – EPS Analysis Indifference point. Capital structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach – Determinants of Capital structure. Dividend decision- Issues in dividend decisions, Importance, Relevance & Irrelevance theories- Walter's – Model, Gordon's model and MM model. – Factors determining dividend policy – Types of dividend policies – forms of dividend.		
Unit - IV	WORKING CAPITAL MANAGEMENT	9 Hours
Principles of working capital: Concepts, Needs, Determinants, Issues and estimation of working capital - Receivables Management - inventory management – Cash management - Working capital finance : Commercial paper, Company deposit, Trade credit, Bank finance.		
Unit - V	LONG TERM SOURCES OF FINANCE	9 Hours
Indian capital market- New issues market- Secondary market - Long term finance Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity-Case Study.		
TOTAL: 45 PERIODS		



Text Books:	1. M.Y. Khan & P.K. Jain, Financial Management, Tata McGraw Hill, 17th Edition, 2017. 2. S.N. Maheswari, Financial Management, Sultan Chand & Sons, 15th Edition, 2019.
Reference Books:	1. G Sudarsana Reddy, Financial management, Himalaya Publisher, 1st Edition, 2017. 2. Prasanna Chandra, Financial Management: Theory and Practice, Tata McGraw Hill, 9th Edition, 2017. 3. I M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018. 4. AswathDamodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.
MOOC / Web Platforms:	1. https://www.toppr.com/guides/fundamentals-of-accounting/fundamentals-of-cost-accounting/meaning-of-management-accounting 2. http://www.accountingnotes.net/management-accounting/management-accountingmeaning-limitations-and-scope/5859 3. http://www.accountingnotes.net/cost-accounting/variance-analysis/what-is-varianceanalysis-cost-accounting/10656

Course Outcome

On completion of the course, the students will be able to		Bloom's Level Mapped
CO1	Examine the risk return trade off involved in the functions of financial management.	Applying (K3)
CO2	Weigh investment opportunities using investment appraisal techniques and select appropriate investments.	Evaluating (K5)
CO3	Compare the impact of specific and overall cost of capital on capital structure.	Analyzing (K4)
CO4	Defend the capital structure decisions made using leverage.	Evaluating (K5)
CO5	Relate the influence of dividend policy adopted by the firm on the share prices.	Analyzing (K4)

Mapping Table Mapping of COs with POs and PSOs

COs/POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3
CO-1	3			1		1			3
CO-2	3	3		1		1	2		
CO-3	3	3		1		1			
CO-4	3	2		1		1		1	
CO-5	3	3		1		1			2

Mapping: 1-Low, 2-Medium, 3-High



Teaching Pedagogies

Chalk & Talk	Power Point	Demo Model	Case Study Video	Google Class room	Flipped Class rooms	Activity based	Tutorial	Project/ Problem based	Assignment/ Group Discussion
✓	✓	-	-	-	✓	✓	✓	✓	✓

Course Assessment - (Internal & End Sem.) with Bloom's Level:

Test / Bloom's Category*	No. of Units.	Total Marks	Remembering (BL1) %	Understanding (BL2) %	Applying (BL3) %	Analyzing (BL4) %	Evaluating (BL5) %	Creating (BL6) %	Total %	Question Paper Index
CIA-1	1.5	50	10	20	35	20	15	-	100%	2.8
CIA-2	1.5	50	5	20	20	20	30	-	100%	2.9
CIA-3	2	50	5	7	20	40	28	-	100%	3.0
End Sem.	5	100	5	7	20	40	28	-	100%	3.0

Note: $\pm 3\%$ may be varied (CIA 1, 2 & 3 – 50 marks & ETE – 100 marks)

Course Assessment Methods:

DIRECT	INDIRECT
i) Theory <ul style="list-style-type: none"> Continuous Internal Assessment - I, II, III Assignment / Case Study / Panel Discussion / Role Play / Budget Analysis / Market Research / Project Report / Students Seminar / Presentation or Viva / Financial Statement Analysis / Brainstorming ii) End Semester Examination (Theory)	Course-end survey




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23MB203- HUMAN RESOURCE MANAGEMENT							
Program Name	PG - MBA	SEM	Category	L	T	P	C
Perquisites	NIL	II	PCC	3	0	0	3

Course Objectives

1.	To familiarize the students with Human Resource Management. Concepts and functions.
2.	To help the students in identifying problems in the management of Human Resources.
3.	To acquaint the students with different strategies and legislations used in management of HR related issues in the organization

Preamble:

This course aims at enabling the students to understand the broader spectrum of Human Resource management. This course helps the students to understand the primary and ancillary functions of Human Resource Management.

Unit - I	PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT	9 Hours
Evolution of human resource management - The importance of the human capital - Role of human resource manager - Challenges for human resource managers - trends in Human resource policies - Computer applications in human resource management - Human resource accounting and audit - Case Study.		
Unit - II	HUMAN RESOURCE PLANNING AND RECRUITMENT	9 Hours
Importance of Human Resource Planning - Forecasting human resource requirement - matching supply and demand - Internal and External sources - Organizational Attraction - Recruitment, Selection, Induction and Socialization- Theories, Methods and Process - Case Study.		
Unit - III	TRAINING AND DEVELOPMENT	9 Hours
Types of training methods –purpose- benefits- resistance. Executive development programme - Common practices - Benefits – Self-development – Knowledge management –Case Study.		
Unit - IV	EMPLOYEE ENGAGEMENT	9 Hours
Compensation plan - Reward - Motivation - Application of theories of motivation - Career management - Mentoring - Development of mentor - Protégé relationships - Job Satisfaction, Employee Engagement , Organizational Citizenship Behavior Theories, Models.		
Unit - V	PERFORMANCE EVALUATION AND CONTROL	9 Hours
Method of performance evaluation - Feedback - Industry practices. Promotion, Demotion, Transfer and Separation - Implication of job change. The control process - Importance - Methods - Requirement of effective control systems grievances - Causes - Implications - Redressal methods- Performance Management System (PMS) .		
TOTAL: 45 PERIODS		



Text Books:	1. Arun Monappa & Saiyadain - Personnel Management - TMGH, New Delhi. 2. David A. Decenzo, Stephen P. Robbins - Personnel/ Human resource Management - PHI, New Delhi.
Reference Books:	1. Tripathi, P.C. and Kapoor, N.D. - Personnel Management and Industrial Laws - Sultan Chand & Sons, New Delhi. 2. Guy, V & Mattock J The New - International Manager - Kogan Page, London. 3. Aswathappa. K, - Human Resource and Personnel Management - Tata McGraw Hill, New Delhi 4. Garry Dessler & Biju Varkkey - Fundamentals of Human Resource Management - Pearson 5. Sharon Pande & Swapnalekha Basak - Human Resource Management - Text and cases - Vikas 6. P. R. N. Sinha, S. P. Shekhar and Indu Bala - Human Resource Management - Cengage.
MOOC/ Web Platforms:	1. https://mrcet.com/downloads/MBA/digitalnotes/Human%20Resource%20Management.pdf 2. http://14.139.185.6/website/SDE/SLM-III%20Sem%20BBA%20Human%20Resource%20Management.pdf

Course Outcome

On completion of the course, the students will be able to		Bloom's Level Mapped
CO1	Classify the functions of human resources and understanding the strategies for existing environment.	Understanding (K2)
CO2	Appraise the methods of recruitment and prepare a selection strategy for a specific job.	Analyzing (K4)
CO3	Demonstrate appropriate implementation, monitoring and assessment procedures of training and design compensation schemes that are cost effective, improve productivity and comply with the legal framework.	Analyzing (K4)
CO4	Demonstrate knowledge on appraisal method and develop strategies to empower employees.	Applying (K3)
CO5	Investigate the enrichment concepts in HRM with its latest trends.	Analyzing (K4)

Mapping Table Mapping of COs with POs and PSOs

COs/POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3
CO-1	3			1		1			3
CO-2	3	3		1		1	2		
CO-3	3	3		1		1			
CO-4	3	2		1		1		1	
CO-5	3	3		1		1			2

Mapping: 1-Low, 2-Medium, 3-High



Teaching Pedagogies

Chalk & Talk	Power Point	Demo Model	Case Study Video	Google Class room	Flipped Class rooms	Activity based	Tutorial	Project/ Problem based	Assignment/ Group Discussion
✓	✓	-	-	-	✓	✓	✓	✓	✓

Course Assessment - (Internal & End Sem.) with Bloom's Level:

Test / Bloom's Category*	No. of Units.	Total Marks	Remembering (BL1) %	Understanding (BL2) %	Applying (BL3) %	Analyzing (BL4) %	Evaluating (BL5) %	Creating (BL6) %	Total %	Question Paper Index
CIA-1	1.5	50	10	20	35	20	15	-	100%	3.1
CIA-2	1.5	50	5	20	20	20	30	-	100%	3.2
CIA-3	2	50	5	7	20	40	28	-	100%	3.3
End Sem.	5	100	5	7	20	40	28	-	100%	3.3

Note: $\pm 3\%$ may be varied (CIA 1, 2 & 3 – 50 marks & ETE – 100 marks)

Course Assessment Methods:

DIRECT	INDIRECT
i) Theory <ul style="list-style-type: none"> Continuous Internal Assessment - I, II, III Assignment / Case Study / Panel Discussion / Role Play / Budget Analysis / Market Research / Project Report / Students Seminar / Presentation or Viva / Financial Statement Analysis / Brainstorming ii) End Semester Examination (Theory)	Course-end survey



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23MB204 - BUSINESS ANALYTICS							
Program Name	PG - MBA	SEM	Category	L	T	P	C
Perquisites	NIL	II	PCC	3	0	0	3

Course Objectives

1.	Use business analytics for decision making.
2.	To apply the appropriate analytics and generate solutions.
3.	Model and analyse the business situation using analytics.

Preamble:

This course aims at enabling the students to understand the broader spectrum of Human Resource management. This course helps the students to understand the primary and ancillary functions of Human Resource Management.

Unit - I	INTRODUCTION	9 Hours
Data, Information, Information System, evolution, types based on functions and hierarchy, Enterprise and functional information systems - Business Analytics - Terminologies, Process, Importance, Relationship with Organisational Decision Making, Business Analytics for Competitive Advantage.		
Unit - II	MANAGING RESOURCES FOR BUSINESS ANALYTICS	9 Hours
Managing BA Personnel, Data and Technology. Organisational Structures aligning BA. Managing Information policy, data quality and change in BA.		
Unit - III	DESCRIPTIVE ANALYTICS	9 Hours
Introduction to Descriptive analytics - Visualising and Exploring Data - Descriptive Statistics - Sampling and Estimation - Probability Distribution for Descriptive Analytics - Analysis of Descriptive analytics.		
Unit - IV	PREDICTIVE ANALYTICS	9 Hours
Introduction to Predictive analytics - Logic and Data Driven Models - Predictive Analysis Modeling and procedure - Data Mining for Predictive analytics. Analysis of Predictive analytics-Creative Analytics.		
Unit - V	PRESCRIPTIVE ANALYTICS	9 Hours
Introduction to Prescriptive analytics - Prescriptive Modeling - Non Linear Optimisation - Demonstrating Business Performance Improvement.		
TOTAL: 45 PERIODS		

Text Books:	1. Arun Monappa & Saiyadain - Personnel Management - TMGH, New Delhi. 2. Christian Albright S and Wayne L. Winston, "Business Analytics - Data Analysis and Decision Making", Fifth edition, Cengage Learning, 2015.
Reference Books:	1. James R. Evans, "Business Analytics - Methods, Models and Decisions", Pearson Ed, 2012.
MOOC / Web Platforms:	1. https://www.ibm.com/community/datascience/ 2. https://mitsloan.mit.edu/LearningEdge



Course Outcome

On completion of the course, the students will be able to		Bloom's Level Mapped
CO1	Ability to understand the role of Business Analytics in decision making.	Understanding (K2)
CO2	Ability to identify the appropriate tool for the analytics scenario.	Analyzing (K4)
CO3	Ability to apply the descriptive analytics tools and generate solutions.	Applying (K3)
CO4	Understanding of Predictive Analytics and applications.	Understanding (K2)
CO5	Knowledge of Prescriptive Analytics and demonstrating business process improvement.	Evaluating (K5)

Mapping Table Mapping of COs with POs and PSOs

COs/POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3
CO-1	3			1					2
CO-2		3	2				2		
CO-3		3							2
CO-4	3	2		2	2	1		1	
CO-5	3	3		1		1			2

Mapping: 1-Low, 2-Medium, 3-High

Teaching Pedagogies

Chalk & Talk	Power Point	Demo Model	Case Study Video	Google Class room	Flipped Class rooms	Activity based	Tutorial	Project/ Problem based	Assignment/ Group Discussion
✓	✓	-	✓	-	✓	✓	✓	-	✓

Course Assessment - (Internal & End Sem.) with Bloom's Level:

Test / Bloom's Category*	No. of Units.	Total Marks	Remembering (BL1) %	Understanding (BL2) %	Applying (BL3) %	Analyzing (BL4) %	Evaluating (BL5) %	Creating (BL6) %	Total %	Question Paper Index
CIA-1	1.5	50	25	15	30	30	-	-	100%	3.1
CIA-2	1.5	50	15	15	30	20	20	-	100%	3.2
CIA-3	2	50	10	20	35	20	15	-	100%	3.4
End Sem.	5	100	10	20	35	20	15	-	100%	3.4

Note: $\pm 3\%$ may be varied (CIA 1, 2 & 3 – 50 marks & ETE – 100 marks)

Chairperson - Board of Studies,
Department of Management Studies

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Course Assessment Methods:

DIRECT	INDIRECT
i) Theory <ul style="list-style-type: none"> Continuous Internal Assessment - I, II, III Assignment / Case Study / Panel Discussion / Role Play / Budget Analysis / Market Research / Project Report / Students Seminar / Presentation or Viva / Financial Statement Analysis / Brainstorming ii) End Semester Examination (Theory)	Course-end survey

23MB205 - OPERATIONS MANAGEMENT							
Program Name	PG - MBA	SEM	Category	L	T	P	C
Prerequisites	NIL	II	PCC	3	0	0	3

Course Objectives

1	To provide a broad introduction to the field of operations management and explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage.
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Preamble:

The course provides the foundation for the operations function of a manufacturing or service organization. It highlights how the various components of operations function can be managed to improve the operational efficiency and effectiveness.

Unit - I	INTRODUCTION TO OPERATIONS MANAGEMENT	9 Hours
Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends. Operations Strategy – Strategic fit, framework. Productivity; World-class manufacturing practices - Case Study.		
Unit – II	OPERATIONS AND THE VALUE CHAIN	9 Hours
Capacity Planning – Long range, Types, Developing capacity alternatives, tools for capacity planning. Facility Location – Theories , Steps in Selection, Location Models. Sourcing and procurement - Strategic sourcing, make or buy decision , procurement process, managing vendors - Case Study.		
Unit – III	DESIGNING OPERATIONS	9 Hours
Product Design - Criteria, Approaches. Product development process - stage-gate approach - tools for efficient development. Process - design, strategy, types, analysis. Facility Layout – Principles, Types, Planning tools and techniques - Case Study.		



Unit – IV	PLANNING AND CONTROL OF OPERATIONS	9 Hours
Demand Forecasting – Need, Types, Objectives and Steps - Overview of Qualitative and Quantitative methods. Operations planning - Resource planning - Inventory Planning and Control. Operations Scheduling - Theory of constraints - bottlenecks, capacity constrained resources, synchronous manufacturing.		
Unit – V	QUALITY MANAGEMENT	9 Hours
Definitions of quality, The Quality revolution, quality gurus; TQM philosophies; Quality management tools, certification and awards. Lean Management - philosophy, elements of JIT manufacturing, continuous improvement. Six sigma.		
TOTAL: 45 PERIODS		

Text Books:	1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Operations and Supply Chain Management, McGraw Hill Education (India) Pvt. Ltd, 14th Edition, 2014. 2. Mahadevan B, Operations management: Theory and practice. Pearson Education India; 2015.
Reference Books:	1. William J Stevenson, Operations Management, Tata McGraw Hill, 9th Edition, 2009. 2. Russel and Taylor, Operations Management, Wiley, 5th Edition, 2006. 3. Cecil C. Bozarth, Robert B. Handfield, Introduction to Operations and Supply Chain Management, Pearson, 4th Edition, 2016. 4. Panneerselvam. R, Production and Operations Management, 3rd Edition, PHI Learning, 2012.
MOOC/ Web Platforms	1. https://mrcet.com/downloads/digital_notes/ME/III%20year/POM%20NOTES.pdf 2. https://www.vssut.ac.in/lecture_notes/lecture1429900757.pdf

Course Outcome

On completion of the course, the students will be able to		Bloom's Level Mapped
CO1	Interpret the concepts in operation management and product design..	Applying (K3)
CO2	Appraise the appropriate forecasting techniques to different business situations.	Evaluating (K5)
CO3	Elucidate the factors influencing location, process and layout decision.	Evaluating (K5)
CO4	Examine the various techniques in the strategic operations planning decisions..	Analyzing (K4)
CO5	Analysis the functions of inventory in operation and examine the suitable modern operations management techniques for improving productivity.	Analyzing (K4)



Mapping Table Mapping of COs with POs and PSOs

COs/POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3
CO-1	3			1	1	1			
CO-2	2	3		1				2	
CO-3	3	2		1			3		
CO-4	2	2		1		1			1
CO-5	3	3		1			2		2

Mapping: 1-Low, 2-Medium, 3-High

Teaching Pedagogies

Chalk & Talk	Power Point	Demo Model	Case Study Video	Google Class room	Flipped Class rooms	Activity based	Tutorial	Project/ Problem based	Assignment/ Group Discussion
✓	✓	-	✓	-	✓	✓	✓	✓	✓

Course Assessment - (Internal & End Sem.) with Bloom's Level:

Test / Bloom's Category*	No. of Units.	Total Marks	Remembering (BL1) %	Understanding (BL2) %	Applying (BL3) %	Analyzing (BL4) %	Evaluating (BL5) %	Creating (BL6) %	Total %	Question Paper Index
CIA-1	1.5	50	16	16	34	17	17	-	100%	3.1
CIA-2	1.5	50	16	16	17	34	17	-	100%	3.3
CIA-3	2	50	6	6	39	39	10	-	100%	3.4
End Sem.	5	100	6	6	39	39	10	-	100%	3.4

Note: $\pm 3\%$ may be varied (CIA 1, 2 & 3 – 50 marks & ETE – 100 marks)

Course Assessment Methods:

DIRECT	INDIRECT
i) Theory <ul style="list-style-type: none"> Continuous Internal Assessment - I, II, III Assignment / Case Study / Panel Discussion / Role Play / Budget Analysis / Market Research / Project Report / Students Seminar / Presentation or Viva / Financial Statement Analysis / Brainstorming ii) End Semester Examination (Theory)	Course-end survey



23MB206 - LEGAL ASPECTS OF BUSINESS							
Program Name	PG - MBA	SEM	Category	L	T	P	C
Perquisites	NIL	II	PCC	3	0	0	3

Course Objectives

1.	The objective of this course is to familiarize the students with various laws that will help them to refine their understanding of how law affects the different aspects of business.
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Preamble:

This course is designed to help students to provide comprehensive knowledge on Indian contract act, sale of goods act, laws relating to business organization.

Unit - I	COMMERCIAL LAW	9 Hours
THE INDIAN CONTRACT ACT 1872 Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts THE SALE OF GOODS ACT 1930 Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller.		
Unit - II	COMPANY LAW	9 Hours
COMPANY ACT 1956&2013 Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.		
Unit - III	INDUSTRIAL LAW	9 Hours
An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act - Industrial Disputes Act		
Unit - IV	INDIRECT TAX	9 Hours
Indirect tax structure in India - Goods and Services Tax Act - Need for GST in India - Dual GST Model - Goods and Services Tax Network (GSTN) - Levy and Collection of Tax - Scope of supply - Input Tax Credit under GST & Returns - Eligibility for taking Input Tax Credit (ITC) - Registration under GST Law - Procedure for Registration - Computation of Tax Liability and Payment of Tax - Furnishing of Returns - Audit under GST.		
Unit - V	CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS	9 Hours
Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums- Cybercrimes, IT Act 2000 and 2002, Cyber Laws- Introduction of IPR - Copy rights, Trade marks, Patent Act - Case Study.		
TOTAL: 45 PERIODS		



Text Books:	1. N. D. Kapoor, Elements of Mercantile Law, Sultan Chand and Company, India, 2017. 2. P. K. Goel, Business Law for Managers, Biztantatara Publishers, India, 2017.
Reference Books:	1. AkhileshwarPathak, Legal Aspects of Business, Tata McGraw Hill,, 6th Edition 2018. 2. CTaxmann, GST Manual with GST Law Guide & Digest of Landmark Rulings, 11th Edition, 2019. 3. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2015. 4. Ravinder Kumar, Legal Aspects of Business, New Delhi: Cengage Learning, 4 th edition, 2016.
MOOC/ Web Platforms:	1. https://theintactone.com/2019/09/01/ccsubba-204-business-statistics/ 2. http://www.statisticshowto.com 3. https://statisticsbyjim.com/basics/measures-central-tendency-mean-median-mode/

Course Outcome

On completion of the course, the students will be able to		Bloom's Level Mapped
CO1	Describe data by measures of location and dispersion for managerial decision making.	Understanding (K2)
CO2	Present data in tables and charts and make meaningful interpretation from charts comprehend probability concepts and apply probability concepts to various business problems.	Applying (K3)
CO3	Use probability concepts to various business problems.	Applying (K3)
CO4	Apply probability distributions to business situations.	Applying (K3)
CO5	Examine the pattern of relationship between variables and make a prediction about dependent variable and perform distribution – free tests..	Analyzing (K4)

Mapping Table Mapping of COs with POs and PSOs

COs/POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3
CO-1	3			1				2	
CO-2	3	3		1			1		3
CO-3		3		1				3	2
CO-4	3	2		1					
CO-5	3	2		1					2

Mapping: 1-Low, 2-Medium, 3-High

Teaching Pedagogies

Chalk & Talk	Power Point	Demo Model	Case Study Video	Google Class room	Flipped Class rooms	Activity based	Tutorial	Project/ Problem based	Assignment/ Group Discussion
✓	✓	-	-	-	✓	-	✓	-	✓



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Course Assessment - (Internal & End Sem.) with Bloom's Level:

Test / Bloom's Category*	No. of Units.	Total Marks	Remembering (BL1) %	Understanding (BL2) %	Applying (BL3) %	Analyzing (BL4) %	Evaluating (BL5) %	Creating (BL6) %	Total %	Question Paper Index
CIA-1	1.5	50	10	40	50	-	-	-	100%	3.1
CIA-2	1.5	50	10	20	50	20	-	-	100%	3.2
CIA-3	2	50	7	23	60	10	-	-	100%	3.3
End Sem.	5	100	7	23	60	10	-	-	100%	3.3

Note: $\pm 3\%$ may be varied (CIA 1, 2 & 3 – 50 marks & ETE – 100 marks)

Course Assessment Methods:

DIRECT	INDIRECT
i) Theory <ul style="list-style-type: none"> Continuous Internal Assessment - I, II, III Assignment / Case Study / Panel Discussion / Role Play / Budget Analysis / Market Research / Project Report / Students Seminar / Presentation or Viva / Financial Statement Analysis / Brainstorming ii) End Semester Examination (Theory)	Course-end survey




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23MB207- QUANTITATIVE TECHNIQUES FOR DECISION MAKING							
Program Name	PG - MBA	SEM	Category	L	T	P	C
Perquisites	NIL	II	PCC	4	0	0	4

Course Objectives

1. To apply quantitative techniques in modeling and solving business related problems.

Preamble:

Decision making is a fundamental part of the management process and it pervades the activities of every business manager. This course aims at solving the decision making problems that confront managers in both the public and private sector by developing quantitative models of those problems.

Unit - I	INTRODUCTION TO LINEAR PROGRAMMING (LP)	9 Hours
Relevance of quantitative techniques in management decision making. Linear Programming-formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), Special cases. Sensitivity Analysis.		
Unit - II	LINEAR PROGRAMMING EXTENSIONS	9 Hours
Transportation Models (Minimising and Maximising Problems) - Balanced and unbalanced Problems - Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Case of Degeneracy. Transshipment Models. Assignment Models (Minimising and Maximising Problems) - Balanced and Unbalanced Problems. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem. Crew Assignment Models.		
Unit - III	DECISION AND GAME THEORIES	9 Hours
Decision making under risk - Decision trees - Decision making under uncertainty. Game Theory-Two-person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.		
Unit - IV	INVENTORY AND REPLACEMENT MODELS	9 Hours
Inventory Models - EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Replacement Models-Individual replacement Models (With and without time value of money) - Group Replacement Models.		
Unit - V	QUEUEING THEORY AND SIMULATION	9 Hours
Queueing Theory - single and multi-channel models - Infinite number of customers and infinite calling source. Monte Carlo simulation - use of random numbers, application of simulation techniques		
TOTAL: 45 PERIODS		



Text Books:	1. N. D Vohra, Quantitative Techniques in Management, Tata Mcgraw Hill, 2010. 2. G. Srinivasan, Operations Research – Principles and Applications, 2nd edition, PHI, 2011.
Reference Books:	1. Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008. 2. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Tenth Edition, Third Indian Reprint 2019. 3. Bernard W. Taylor III, Introduction to Management Science, 9th Edition, Pearson Ed. 4. Frederick & Mark Hillier, Introduction to Management Science – A Modeling and case studies approach with spreadsheets, Tata Mcgraw Hill, 2010.
MOOC /Web Platforms:	1. https://www.onlinemathlearning.com › linear-programming-example 2. https://www.kellogg.northwestern.edu › weber › Notes_6_Decision_trees

Course Outcome

On completion of the course, the students will be able to		Bloom's Level Mapped
CO1	Formulate and use linear programming techniques to solve and justify decisions in different operational functions of business.	Applying (K3)
CO2	Understand and use transportation and assignment problems to implement the best routes and allocation of resources in matching supply and demand.	Applying (K3)
CO3	Formulate and appraise the different network models for minimizing costs, distance and time in industrial and business projects.	Evaluating (K5)
CO4	Examine the optimal strategies that are formulated for a conflicting business situation where two or more competitors are involved.	Analyzing (K4)
CO5	Appraise the decision theory models and select the best outcome from the different alternatives in situation.	Evaluating (K5)

Mapping Table Mapping of COs with POs and PSOs

COs/POs	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PSO-1	PSO-2	PSO-3
CO-1	2	3		1					2
CO-2	2			1	2		3		
CO-3	2	3		1				1	
CO-4	2	3	2	1					3
CO-5	2	3		1					

Mapping: 1-Low, 2-Medium, 3-High



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