



BHARATHIDASAN UNIVERSITY, TIRUCHIRAPPALLI – 620 024

MASTER OF BUSINESS ADMINISTRATION (MBA) Syllabus under CBCS

(Applicable to the candidates admitted from the academic year 2016-2017 onwards)

Semester	Course	Subject Title	Hours	Credit	Int. Marks	Ext. Marks	Total
I	Core - I	Management concepts	5	5	25	75	100
	Core - II	Managerial Communication	5	5	25	75	100
	Core - III	Mathematics & Statistics	5	5	25	75	100
	Core - IV	Managerial Economics	5	5	25	75	100
	Core - V	Organisational Behaviour	5	5	25	75	100
	Core - VI	Management Accounting	5	5	25	75	100
Total			30	30	150	450	600
II	Core - VII	Operation Research	5	5	25	75	100
	Core - VIII	Production Management	5	5	25	75	100
	Core - IX	Marketing Management	5	5	25	75	100
	Core - X	Financial Management	5	5	25	75	100
	Core - XI	Human Resource Management	5	5	25	75	100
	Core - XII	Research Methods in Management	5	5	25	75	100
Total			30	30	150	450	600

III	Core - XIII	Strategic Management	5	5	25	75	100
	Core - XIV	Legal aspects of Business	4	4	25	75	100
	Core - XV	Knowledge Management	4	4	25	75	100
	Elective - I	Course A-I / B-I / C-I / D-I / E-I	5	4	25	75	100
	Elective - II	Course A-II / B-II / C-II / D-II / E-II	5	4	25	75	100
	Elective – III	Course A-III / B-III / C-III / D-III / E-III	5	4	25	75	100
		Managerial Skills	2	2	25	75	100
Total			30	27	150	450	700
IV	Core - XVI	International Business Environment	5	5	25	75	100
	Core - XVII	Entrepreneurial Development	5	5	25	75	100
	Core – XVIII	Total Quality Management	5	5	25	75	100
	Elective – IV	Course A-IV / B-IV / C-IV / D-IV / E-IV	5	4	25	75	100
	Elective - V	Course A-V / B-V / C-V / D-V / E-V	5	4	25	75	100
	Elective – VI	Course A-VI / B-VI / C-VI / D-VI / E-VI	5	4	25	75	100
Total			30	27	150	450	600
	Project Work.	(Dissertation 80 + Viva Voce 20). Actual Project during the vacation of III semester and Viva Exam before the IV semester Exam.	-	6	-	-	100
Total			-	6	25	75	100
Grand Total			120	120	650	1950	2600

Electives : Choose any one Group							
Semester	Course	Subject Title	Hours	Credit	Int. Marks	Ext. Marks	Total
III	A : Marketing						
	E-Course-I	Consumer Behaviour	5	4	25	75	100
	E-Course-II	Business to Business Marketing	5	4	25	75	100
	E-Course-III	Sales and Distribution Management	5	4	25	75	100
Total			15	12	75	225	300
IV	E-Course-IV	Advertising and Sales Promotion	5	4	25	75	100
	E-Course-V	Marketing of Services	5	4	25	75	100
	E-Course-VI	Retail Management	5	4	25	75	100
Total			15	12	75	225	300
III	B : Finance						
	E-Course-I	Strategic Financial Management	5	4	25	75	100
	E-Course-II	Financial services	5	4	25	75	100
	E-Course-III	Security Analysis & Portfolio Management	5	4	25	75	100
Total			15	12	75	225	300
IV	E-Course-IV	Project Management	5	4	25	75	100
	E-Course-V	Global Financial Management	5	4	25	75	100
	E-Course-VI	Merchant Banking	5	4	25	75	100
Total			15	12	75	225	300
III	C : Human Resource						
	E-Course-I	Organisation Development	5	4	25	75	100
	E-Course-II	Compensation Management	5	4	25	75	100
	E-Course-III	Change Management	5	4	25	75	100
Total			15	12	75	225	300
IV	E-Course-IV	Public Relations Management	5	4	25	75	100
	E-Course-V	Managing Interpersonal Effectiveness	5	4	25	75	100
	E-Course-VI	Group Dynamics	5	4	25	75	100
Total			15	12	75	225	300

III	D : Systems						
	E-Course-I	E- Business	5	4	25	75	100
	E-Course-II	Internet Technologies	5	4	25	75	100
	E-Course-III	Management Information Systems	5	4	25	75	100
Total			15	12	75	225	300
IV	E-Course-IV	Software Project Management	5	4	25	75	100
	E-Course-V	Relational Database Management System	5	4	25	75	100
	E-Course-VI	Object Oriented Programming & C++	5	4	25	75	100
	Total			15	12	75	225
III	E : Operations						
	E-Course-I	Supply Chain Management	5	4	25	75	100
	E-Course-II	Advanced Operation Research	5	4	25	75	100
	E-Course-III	Management Control Systems.	5	4	25	75	100
Total			15	12	75	225	300
IV	E-Course-IV	Material Management	5	4	25	75	100
	E-Course-V	Lean Manufacturing	5	4	25	75	100
	E-Course-VI	World Class Manufacturing	5	4	25	75	100
	Total			15	12	75	225

CORE COURSE XI

HUMAN RESOURCE MANAGEMENT

Objectives:

The course aims at introducing the students to various aspects of human resources management. The important functions of a human resources manager such as recruitment and selection processes interview methods. Performance appraisal, training and development, disciplinary procedures, collective bargaining and employee welfare.

Unit I Perspectives in Human Resource Management

Evolution of Human Resource Management – The Importance of the Human Factor – Objectives of Human Resource Management – Role of Human Resource Manager – Human Resource Policies – Understanding business process in the context of Human Resource Management – Computer Applications in Human Resource Management.

Unit II The concept of Best-fit Employee

Importance of Human Resource Planning – Forecasting Human Resource requirements – Internal and External sources. Selection Process – Screening – Tests – Validation – Interview – Medical Examination – Recruitment. Induction – Importance – Practices Socialization benefits.

Unit III Training and executive Development

Types of training methods – Purpose – Benefits – Resistance. Executive development programmes – Common practices – Benefits – Self Development .

Unit IV Sustaining Employee Interest

Compensation Plans – Rewards – Motivation – Theories of motivation – career Management – Developing Mentor – Portage Relationships.

Unit V Performance Evaluation and Control Process

Methods of Performance Evaluation – Feedback – Industry practices, Promotion, Demotion, Transfer and Separation – Implications of job change. The control process – Importance – Methods – Requirements of Effective Control System. Grievances – causes – Implications – Redressed Methods – **Gender Sensitivity.**

Recommended Text book :

1. Human Resource Management By MIRZA – S – Saiyadain Tata Mcgraw Hill Co. Email : mark_pani@mcgrawhill.com
2. Human Resource Management by Chitra Atmavam Naik, ANE books PVT Ltd., Chennai.
3. Human Resource Management By P. Jothi and D.N. Venkatesh, Oxford University Press, Chennai.
4. Human Resource Management By K. Aswathappa – Tata Mcgraw Hill Co.
5. Human Resource Management By Biswajeet Pattanayak, PHI learning India PVT Ltd.,
6. Human Resource Management By SK. Sharma Global India Publications PVT Ltd., New Delhi. Email : info@globalindiapublications.com
7. Introduction to Human Resource management by Paul Banfield and Rebecca kay – Oxford University press, Chennai.
8. Managing Human Resource by Fisher, Schoenfeldt and shaw, cengage learning.
9. Managing Human Resources By Wayne.F Cascio, Tata Mcgraw Hill Co.
10. For Unit V: Advanced Human Resource management by SC Gupta, ANE Books, Chennai.
11. Human Resource management in practice, Srinivas R. Kandula PHI learning India PVT Ltd.,
12. Strategic Human Resource Management, By Nayantara – Atlantic publishers (P) Ltd., Chennai. Email : chennai@atlanticbooks.com

MANAGERIAL SKILLS

Learning Objective

The learning objective of this course is to enable the students to learn the art of getting things done in the modern business world by learning topics like lateral thinking, decision making, balancing work and life, corporate social responsibility, and work ethics.

UNIT -I

THINKING STRATEGIES

Strategic thinking – meaning – questions- things included in Strategic thinking – Process consideration in Strategic thinking – Strategic thinking competencies – importance of Strategic thinking – characteristics of Strategic Thinkers – Points to be kept in mind in Strategic thinking.

Lateral Thinking – meaning – why Lateral Thinking – when to use Lateral Thinking – Benefits of Lateral Thinking – Techniques used in Lateral Thinking – Who needs Lateral Thinking – How to use Lateral Thinking? – Conventional Vs Lateral Leaders – Questions asked by Lateral Leaders – becoming a Lateral leader

UNIT – II

INTERPERSONAL STRATEGIES

Conflict Resolution – meaning – points to be understood before studying conflict resolution – sources of conflict – common reactions to conflict – role of perception in conflict – steps for Conflict Resolution – Conflict handling matrix – Functional and Dysfunctional outcome of conflict.

Negotiation skills – process – styles – outcome – principles involved – negotiation model – being a negotiator – qualities of a negotiator.

UNIT – III

IMPLEMENTATION STRATEGIES

Facing changes – meaning – characteristics –why changes –pace of changes – impact of resistance –Reasons for resistance – types of people in facing changes – introducing change. Facing challenges – meaning – importance – path to facing challenges – benefits of facing challenges.

UNIT – IV

ACTION BASED STRATEGIES

Risk taking - meaning – factors determining Risk Taking – Risk management – users of Risk Management – Steps in Risk Management.

Effective decision making – meaning – approaches – methods – steps – Decision making at the work place.

UNIT – V

BEHAVIOURAL STRATEGIES

Motivation and Staying motivated – meaning – finding reason for being motivated – staying motivated at work place – staying motivated in negative work environment – staying motivated during crisis.

Balancing work and life – meaning – work satisfaction – gender differences – responsibility of the employers and employees – ways of balancing work and life – handling professional and personal demands – organizing your desk.

TEXT BOOK:

Alex K. (2012) Soft Skills – Know Yourself & Know the World, S.Chand & Company LTD, Ram Nagar, New Delhi- 110 055.
Mobile No :94425 14814 (Dr. K. Alex)

REFERENCE BOOKS:

- (i) Meena.K and V.Ayothi (2013) A Book on Development of Soft Skills (Soft Skills : A Road Map to Success), P.R. Publishers & Distributors, No, B-20 & 21, V.M.M. Complex, Chatiram Bus Stand, Tiruchirappalli- 620 002. (Phone :0431-2702824; Mobile : 94433 70597, 98430 74472)
- (ii) Emotional Quotient – Daniel Goleman
- (iii) Power of the Plus factor – Norman Vincent Peale.
- (iv) The Seven Habits of Highly Effective people – Stephen Covey.

CORE COURSE XIV LEGAL ASPECTS OF BUSINESS

Objectives:

To provide a basic understanding of various statutory provisions that confronts business managers while taking decisions.

Unit I

The Indian Contract Act, 1872

Introduction – Definition of contract – agreement – offer – acceptance – consideration capacity to contract – contingent contract – Quasi contract – performance – Discharge – Remedies to breach of contract.

Unit II

Partnership- essentials of partnership, Rights and duties of partner, types of partners. Dissolution of partnership.

Sale of Goods Act: Sale and Agreement to sell, Conditions and Warrantees, Transfer of property, Finder of goods, Performance of contract of sale, Rights of an unpaid seller.

Unit III

Contract of Agency- Essentials of Contract of Agency – Creation of Agency – Kinds of Agents – Comparison Between an Agent and Servant – Comparison Between an Agent and Independent Contractor – Relationship of Principal and Agent – Duties of an Agent – Rights of an Agent – Duties and Rights of the Principal – Delegation of authority by an Agent – Sub Agent – Position of Principal and Agent in relation to third Parties – Termination of Agency.

Unit IV

Company – Formation – Memorandum – Articles – Prospective Shares – debentures – Directors – appointment – Powers and duties. Meetings – Proceedings – Management – Accounts – audit – oppression & mismanagement – winding up.

Unit V

The Consumer Protection Act, 1986; Object – Rights of Consumers – Important Terms- Consumer Complaint - Consumer Protection Councils – Redressal Machinery – District Forum – State Commission - National Commission. **Cyber Law -Need for Cyber laws – Cyber law In India** – Information Technology Act – 2000 – Defining Cyber Crime – Types of Cyber Crimes – Preventing of Computer Crime.

Recommended Text books

1. Business legislation for management M.C. Kuchal and Deepa Prakash, Vikas Publish House PVT Ltd.,
2. Legal aspects of Business, Ravinder kumar, Cengage learning.
3. Business law, Sathish B, Matur Tata Mcgraw Hill.
4. Business law, D. Chandra Bose, PHI learning PVT Ltd.,
5. Legal aspects of Business by Akhileshwar Pathak. Tata Mcgraw Hill.
6. Legal aspects of Business by kubendran.

Suggested Readings

1. Law of Business contracts in India by Sairam Bhat, Sage, [www. sagepublications.com](http://www.sagepublications.com)
2. Company law, Ashok K Bagrial Vikas publishing House.
3. Business Law, chandra Bose, PHI learning India PVT Ltd.

CORE COURSE XVII
ENTREPRENEURIAL DEVELOPMENT

Objectives:

1. To provide a basic frame-work to start a small / medium scale business / Industrial Unit.
2. Preparation of Project profile / Report on a line of manufacture / business / service unit of actual interest to the participant – bankable project report taking into account technical feasibility, financial viability, requirements of financial institutions / commercial banks etc.,

UNIT I

Entrepreneur - meaning - importance - Qualities, nature, types, traits, culture. Similarities and differences between entrepreneur and intrapreneur. Entrepreneurship and economic development - its importance - Role of entrepreneurship - entrepreneurial environment.

UNIT II

Evolution of entrepreneurs - entrepreneurial promotion: Training and development. mobility of entrepreneurs - entrepreneurial change - occupational mobility - factors in mobility - Role of consultancy organisations in promoting entrepreneurs - Forms of business for entrepreneurs.

UNIT III

Project management: Sources of business idea - Project classifications - identifications - formulation and design - feasibility analysis . Financial analysis - project cost estimate - operating revenue estimate -Ratio analysis - investment Process - B E analysis - Profit analysis - Social cost benefit analysis - Project Appraisal methods . Preparation of Project Report and presentation.

UNIT IV

Project finance: Sources of finance - Institutional finance - Role of IFC, IDBI, ICICI, LIC,SFC, SIPCOT, Commercial Bank - Appraisal of bank for loans. Institutional aids for entrepreneurship development - Role of DICS, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureau - Approaching Institutions for Assistance .

UNIT V

Steps in setting SSI unit - Problems of entrepreneurs - Sickness in small industries - reasons and remedies - Incentives and subsidies - Evaluating entrepreneurial performance - Rural entrepreneurship - **Women entrepreneurship.**

Recommended Text book

- 1) For Unit I and III
Entrepreneurship By Rajee Roy Oxford University press – Chennai.
Email : v.anand@oup.com
- 2) For Unit II, IV, V
Entrepreneurship Text and cases By P. Narayana Reddy – cengage learning. Email : sriram.b@cengage.com
- 3) For preparation of Project Report and Filling in Unit V
Management and Entrepreneurship By Kanishka Bedi Oxford University press.
- 4) For Better Projects Through SWOT Analysis in Unit V
Entrepreneurial Management Edited volume by Shivaganesh Bhargava – contributed by N. Mani Mekalai and A. Mohamed Abdullah, Bharathidasan University Trichy.
Book published by Sage publications Chennai. Email : chennai@sagepub.insagepublications.com
- 5) Entrepreneurial Development By Jayshree Suresh, Margam publications, Chennai.

Suggested Readings

- 1) Entrepreneurship in The New Millenium By Kuralko and Hodgetts – Cengage learning.
- 2) Entrepreneurship – Robert D Hisrich and others, Tata Mcgraw Hill Co.

C : HUMAN RESOURCE

ELECTIVE COURSE - V : MANAGING INTERPERSONAL EFFECTIVENESS

Objectives: To help the students to understand their self. To give an insight into changing attitude and environment influence. It also helps the students to understand the concepts of stress.

Unit I : SELF PERCEPTION AND SELF-PRESENTATION

Defining & perceiving self, gaining self-knowledge, self-effectiveness, self-presentation, self-presentation motives and strategies, impression management, self-monitoring.

Unit II : COMMUNICATION

Communication & language, Non-verbal communication, proxemics (interpersonal space) paralanguage, kinesics, deception, detection deception, non-verbal leakage.

Unit III : ATTITUDE AND ATTITUDE CHANGE

The nature of attitude, changing attitudes – theoretical perspectives, changing attitudes through persuasion, Avoiding measurement pitfalls, conditions promoting and reducing consistency.

Unit IV : ENVIRONMENTAL INFLUENCE

Territoriality, crowding, environmental quality and social behaviour, the impact of our surroundings.

Unit V : QUALITY OF WORK LIFE (QWL)

Quality of Work Life : Working and well being, The working woman and the stress on working women, Advertising and consumer Behaviour, public health, aging and life quality, using social psychology to improve quality of work life.

Recommended Text Books

1) For Unit I and II

Behaviour in Organisations By Jerald Greenberg and Robert. A. Baron – PHI learning India PVT Chennai. E-mail : phi@phindia.com

2) Culture and Organisational Behavior by Jai B.P> Sinha – Sage, Chennai. E.mail :

chennai@sagepub.insagepublications.com

3) Organisational behaviour by S. Fayyaz Ahamed and others – Atlantic publishers – chennai.

4) For unit II

Fundamentals of Organizational behaviour by Slocum and Hellriegel, India Edition by cengage learning chennai. Email : sriram.b@cengage.com

5) For Unit III

Organisational Behaviour by Steven L MC Shane and others, Tata MCgrawhill Co. Chennai. Email : mark_pani@mcgrawhill.com

6) For Unit Iv

Essential social Psychology – By (RISO . R.J) and Turner R.N. – Thousand Oaks, CA; International Edition – Sage publication, chennai. E.mail : chennai@sagepubuisagepublications.com

7) For Unit V Quality of work life

Organisational Behaviour By John. W. Newstrom – Tata Mcgraw Hill, Special Indian Edition. Email : mark_pani@mcgrawhill.com.

8) For Unit V

Working Woman and the stress organisational behaviour by Steeven L. MC Shane, Tata Mcgraw hill. Chennai.