



# SHRIMATI INDIRA GANDHI COLLEGE

(Nationally Accredited at “A” Grade (3rd Cycle) by NAAC)

Chatram Bus Stand, Tiruchirappalli – 620002.

## CRITERION - II

### 2.6.2. PO CO MAPPING FOR MANAGEMENT STUDIES

**RESEARCH DEPARTMENT OF MANAGEMENT STUDIES  
SHRIMATI INDIRA GANDHI COLLEGE**

(Nationally Accredited at A Grade (3<sup>rd</sup> Cycle) by NAAC)

(Affiliated to Bharathidasan University)

Tiruchirappalli 620 002

**Programme Outcomes in Management (PG) (PO)**

**POST GRADUATION**

**PROGRAMME OUTCOMES**

**PO1** PG Gradaunds buoying up with Professional Competences have the right mix of Knowledge-portfolio, Skill-set, Mind-set and Pragmatism in their chosen fields that employment/entrepreneurship demands.

**PO2** PG Graduands with Characteristic sense of being Seasoned and Spiritedness exhibit commitment to fruitful society contribution and nation-building ethos.

**PO3** PG Graduands exuberant with Leadership Latitude are mentored such that they are ready to assume stewardship role with commitment to excellence and endurance.

**PO4** PG Graduands are directed in understanding of ethical principles and responsibilities, moral and social values in day-to-day life thereby attaining Cultural and Civilized personality.

**PO5** PG Graduands are able to collate information from different kinds of sources and gain a coherent understanding of the subject.

**PROGRAMME SPECIFIC OUTCOMES**

**MBA – Master of Business Administration**

- **PSO1:** Understanding theoretical concepts and their relevance in a changing business environment.
- **PSO2:** Prepare and deliver quality presentations in a clear, organized and logical manner.

- **PSO3:** An ability to understand the impact of Managerial solutions in a global, economic, environmental, ethical aspects of business And societal context.
- **PSO4:** To employ financial models and tools through data based decision making for managing organizational growth.
- **PSO5:** To make sound business decisions, by applying management theories and principles across different functional areas
- **PSO6:** To implement various Information and Communication Technologies thereby enhancing skills in e-business sector and application of multidisciplinary knowledge comprising of operations and supply chain management for achieving growth.



**Director**

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**Syllabus**  
**SEMESTER I: CORE I**  
**MANAGEMENT CONCEPTS**

**Course Code: P16MBA1**  
**Max Marks: 100**  
**Credit: 5**

**Hours/week: 5**  
**Internal Marks: 25**  
**External Marks: 75**

***Unit I***

Management : Definition – Nature – Scope and functions – Evolution of management thought – Relevance of management to different type of organization like, Insurance, Hospitals, Universities, Hotels, Social Service Organization.

***Unit II***

Planning : Nature, importance and strategic considerations in planning – Planning Premises – Components of planning as objectives, policies, strategies, procedures, methods, rules, projects and budgets – Making plans effective – Decision making.

***Unit III***

Organizing : Nature, purpose and kinds of organization – Structure – Principles and theories of organization – Departmentation – Span of control – Line and staff functions – Authority and responsibility – Centralization and decentralization – Committees – Informal organization.

***Unit IV***

Staffing and Directing: General principles, importance and techniques. Delegation of Authority – Process or Elements of delegation – Advantages – Types – Principles how to make delegation effective.

***Unit V***

Controlling : Objectives and process of control – Devices of control - Integrated control – Business process reengineering – Total quality management – Bench marking.

***Recommended Text Books***

1. Principles of Management – P.C. Tripathi and PN Reddy – Tata Mcgraw Hill – [www.tatamcgrawhill.com](http://www.tatamcgrawhill.com)
2. Management Principles and Applications, India edition, Ricky W. Griffin. Cengage Learning – [www.cengage.in](http://www.cengage.in)
3. Management – Principles Processes and Practices – Anil Bhat – Aryakumar – Oxford University Press – [www.Oup.com](http://www.Oup.com)

4. Management concept, Theory and Practice S.N Chand – Atlantic publishers – www.atlantic books.com

5. Management text and cases – A. Satyaraju and A. Parthasarathy PHI learning private ltd., - www. phindia.com

### ***Suggested Readings***

1. Introduction to Management science with spread sheets – william J. Stevenson India Edition – Tata mcgraw hill.

2. Management concepts and strategies J.S. Chandan, Vikas publishing Houst Pvt ltd., www. vikaspublishing.com

3. Modern management concepts and skills – samuel C. CERTO & S. Treviscerio, PHI learning private ltd., - India edition.

4. Principles of Management, India Edition – Charles WL Hill and Steven Mc Shane by Tata mcgraw Hill.

### **Course Outcomes:**

CO1: To identify and apply appropriate management techniques for managing business.

CO2: Students will be able to have clear understanding of managerial functions

CO3: To understand the planning process in the organization.

CO4: To know have a conceptual knowledge about the planning and decision making

CO5: To understand the concept of organization

  
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## SEMESTER I: CORE I MANAGEMENT CONCEPTS (P16MBA1)

### MAPPING

#### CO - PO – PSO matrices of course

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA1.1	3	3	3	3	2	2	3	-	3	3	3
P16MBA1.2	3	3	2	3	3	3	2	3	3	3	3
P16MBA1.3	3	3	2	3	2	2	3	-	3	2	3
P16MBA1.4	3	3	3	3	2	2	3	-	3	-	3
P16MBA1.5	3	3	3	2	2	3	2	3	2	2	3
Average	3	3	2.6	2.8	2.2	2.4	2.6	1.2	2.8	2	3

  
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Syllabus SEMESTER I: CORE II  
**MANAGERIAL COMMUNICATION**

**Course Code: P16MBA2**  
**Max Marks: 100**  
**Credit: 5**

**Hours/week: 5**  
**Internal Marks: 25**  
**External Marks: 75**

***Unit I***

Communication – Meaning and Significance for Management – Types of Communication – Media – Barriers to Communication – Principles of Effective Communication.

***Unit II***

Correspondence – Norms for Business Letters – Letter for different kinds of situations – Personalized stand letters, enquiries, customers’ complaints, collection letters – Sales promotion letters, Application letters.

***Unit III***

Non-verbal communication – Personal Appearance Posture – Body Language – Use of Charts, Diagrams & Tables – Visual & Audio Visual Aids for communication – Dyadic communication : Face to Face Communication – Telephonic Conversation. Listening: Meaning, Importance, Types of listening, Tips for effective listening, Barriers for listening

***Unit IV***

Report Writing – Structure of Reports – Long & Short Reports – Formal & Informal Reports – Writing Research Reports, Technical Reports – Norms for including Exhibits & Appendices.

***Unit V***

Conducting Meetings: Procedure – Preparing agenda, Minutes and Resolutions Conducting Seminars & Conferences: Procedure of Regulating Speech Evaluating Oral Presentation – Group Discussion: Drafting Speech – Negotiation Skills.

***Recommended Text books:***

1. Business communication – PC Bhatia – Ane books Pvt Ltd., - [www.anebooks.com](http://www.anebooks.com).
2. Business communication, principles and methods and Techniques – Nirmal singh, Deep and Deep publications Pvt Ltd., - [www.ddpbooks.com](http://www.ddpbooks.com)
3. Business communication – Sathya swaroop Debaish Bhagabandas – PHI learning private ltd.,

4. Business communication – Meenakshi Raman, Prakash singh, Oxford university press
5. Foundations of Business communication, India Edition – Dona. J. Young Tata mcgraw – Hill.

***Suggested Readings:***

1. Business communication, Building critical skills – Indian Edition – Kitty O Locker & Stephen KYO KACZMAREK, Tata mcgraw Hill.
2. Business communication – making connections in a Digital world – Indian Edition – Raymond V Lesikar and others – Tata Mcgraw Hill
3. Business communication – Asha kaul – PHI learning private ltd.,
4. Professional communication, Aruna Koneru, Tata mcgraw Hill.

**Course Outcomes:**

CO1: To acquaint the students with basics of communication and help them to transform their communication abilities.

CO2: Understand the scope of communication and learn its importance and implication strategies.

CO3: To help the students to acquire some of the necessary skills to handle day-to-day managerial responsibilities.

CO4: To Recognize and learn the sub-skills of listening and speaking and be able to deliver effectively in the real time contexts.

CO5: To enable the students to augment their report writing skills.

  
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**SEMESTER I: CORE II MANAGERIAL COMMUNICATION (P16MBA2)**

**MAPPING**  
**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA2.1	3	2	3	2	3	3	3	3	3	3	3
P16MBA2.2	3	3	2	3	3	3	2	-	3	3	3
P16MBA2.3	3	2	-	3	3	3	3	-	2	-	3
P16MBA2.4	3	3	-	2	3	-	3	2	3	-	3
P16MBA2.5	3	3	3	2	3	-	2	3	2	2	3
Average	3	2.6	1.6	2.4	3	1.8	2.6	2.8	2.6	1.6	3

  
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**Syllabus**  
**SEMESTER I: CORE III**  
**MATHEMATICS & STATISTICS**

**Course Code: P16MBA3**  
**Max Marks: 100**  
**Credit: 5**

**Hours/week: 5**  
**Internal Marks: 25**  
**External Marks: 75**

***Unit I***

Mathematical basis of managerial decisions : Functions – Application of functions – maxima & Minima – Matrix Algebra – Arithmetical Operations – Properties, Solutions of equations by inverse method, Gauss – Jordan method and Cramer’s rule:

***Unit II***

Linear Programming – Formulation – Graphical methods – Introduction to Probability – Addition & Multiplication theorems – Bayes theorems and its applications. Theory of expectation – EMV.

***Unit III***

Descriptive Statistics – measures of central tendency – measures of dispersion; Skewness & Kurtosis – Frequency distribution – Histograms – Polygons. Definition of random variable – Binomial distribution, Poisson distribution, Normal distribution – Applications to Business situations.

***Unit IV***

Preliminary concept of sampling - Types of samples - Deliberate, Judgement sampling – Quota sampling - Cluster sampling - Probability sampling - Random sampling- Stratified sampling- Systematic sampling- Multistage sampling. Testing of Hypothesis and Theory of inference – Type I and II errors. Concept of sampling distribution – test of significance for means, proportions and S.Ds. Large samples: Analysis of Variance one way classification.

***Unit V***

Theory of Correlation and Regression: Meaning of Correlation and regression – Principles of Least squares – Simple Linear Regression – Simple correlation – Coefficient – Rank Correlation.

**Recommended text books:**

1. Business statistics – K. Alagar – Tata Mcgraw Hill.
2. Mathematics for Management – M. Ragavachari Tata Mcgraw Hill.
3. Statistics for Management, TN Srivastava and Shailaja Rego – Tata mcgraw Hill.
4. Business mathematics and statistics BM. Aggarwal, Ane books Pvt Ltd.,

5. Statistics for Managers, Indian Edition – Levine, Stephen, Krehbiel and Berenson – PHI learning private ltd.,

**Suggested Readings**

1. Complete Business statistics, Indian Edition – Aczel and Soundar Pandian, Tata Mcgraw Hill.
2. Applied Statistics in Business and Economics – David P. Doane and Lori E. Seward – Indian Edition. Tata Mcgraw Hill.
3. Business statistics, Bharat Jhunjhunwala – S.Chand.co.
4. Mathematics for Economics and finance – Martin Anthony and Normanbiggs – Low price Edition – Cambridge University press.

**Course Outcomes:**

CO1: To create students to frequently used mathematical and basic statistical methods in business decision making.

CO2: To formulate a suitable statistical problem, obtain a solution and interpret important features of this solution in a business decision-making process.

CO3: To discrete and continuous probability distributions, including requirements, mean and variance, and making decisions.

CO4: Explain how to assess these techniques and use them when appropriate

CO5: Define binomial outcomes and compute probability of getting X successes in N trials.

**SEMESTER I: CORE III  
MATHEMATICS & STATISTICS (P16MBA3)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium)3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA3.1	3	3	3	3	2	2	3	2	3	3	3
P16MBA3.2	3	3	2	3	3	3	-	3	3	3	3
P16MBA3.3	3	3	2	3	2	2	-	-	3	2	3
P16MBA3.4	3	3	3	3	2	2	3	-	3	3	3
P16MBA3.5	3	3	3	2	2	3	2	3	2	2	3
Average	3	3	2.6	2.8	2.2	2.4	1.6	1.6	2.8	2.6	3

  
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**Syllabus**  
**SEMESTER I: CORE IV**  
**MANAGERIAL ECONOMICS**

**Course Code: P16MBA4**  
**Max Marks: 100**  
**Credit: 5**

**Hours/week : 5**  
**Internal Marks: 25**  
**External Marks: 75**

***Unit I***

Consumer Preferences – Consumer preference and utility function, utility maximization, indirect utility, compensated (Hicksian) and ordinary (Marshallian) demand functions . Consumer Demand – Normal versus inferior goods, consumers surplus Behaviour under Uncertainty – Expected utility.

***Unit II***

The theory of Firm Behaviour – Production function, isoquants, elasticity of substitution, returns to scale, profit maximization, factor demand and output supply functions, profit function. Cost Minimization – Conditional factor demands, average and marginal costs, short-run versus long – run costs.

***Unit III***

Market Equilibrium – short-run equilibrium, entry and exit, long-run equilibrium. Monopoly – Basic model, welfare and output, price discrimination (first degree, second degree, third degree), monopoly regulation. Oligopoly – Basic elements of game theory, quantity, or price leadership model; collusion.

***Unit IV***

Macroeconomics; micro foundations, aggregation problem, macro economic problems. Micro foundations of Keynesian Models – Microeconomic foundations of consumption function, investment function and liquidity preferences. Macroeconomic Models for India .

***Unit V***

Indian Economic Development – Understanding the Indian Economy – Growth of GDP and Per Capita Income – Planning for the economy; Monetary Policy –Inflation- Financial Sector Reforms – Role of Central Bank – Credit Policy – Industrial Policy – Industrial Controls and Licensing – Productivity and Growth – Industrial Credit – Industrial Sickness – Foreign Investment – Industrial Reforms -Impact of WTO.

**Recommended Text books**

1. Managerial Economics By Joel dean Indian Edition, PHI learning India PVT Ltd.,
2. Managerial Economics, MA. Beg and Manoj kumar Dash – Ane books PVT Ltd.,

3. Managerial Economics, an Integrative Approach, Mark Hirschey – India Edition – Cengage Learning.
4. Managerial Economics – Geetika, Piyali Ghosh and Purba Roy Choudhury – Tata Mcgraw hill co.,
5. Managerial Economics, DN Dwivedi Vikas publishing house PVT Ltd.,

**Suggested Readings:**

1. Managerial Economics, E Narayana Nadar and S. Vijayan, PHI learning Private Ltd.,
2. Managerial Economics – Indian Edition, Christopher R. Thomas and S. Charles Maurice – Tata mcgraw hill.
3. Managerial Economics, A problem solving approach – India Edition – Luke M. Froeb and Brain T. Mccann, Cengage learning.
4. Managerial Economics – Yogesh Maheswari – PHI learning PVT Ltd.,

**Course Outcomes:**

CO1: To know how to Relate the economic concepts in management and apply in the business decisions.

CO2: To know the circular flow of economic activity.

CO3: To understand how economics affect the business strategy of Companies in these industries.

CO4: To Assimilate and apply the laws of economics in the business.

CO5: To know how to apply of Managerial economic principles to today's knowledge economy in the era of Digitalization.

**SEMESTER I: CORE IV  
MANAGERIAL ECONOMICS (P16MBA4)  
MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA4.1	3	2	3	2	-	3	3	3	3	3	3
P16MBA4.2	3	3	2	3	-	3	2	-	3	3	3
P16MBA4.3	3	2	2	3	-	3	3	-	2	-	3
P16MBA4.4	3	3	3	2	-	3	3	2	3	-	3
P16MBA4.5	3	3	3	2	3	3	2	3	2	-	3
Average	3	2.6	2.6	2.4	0.6	3	2.6	1.6	2.6	1.2	3

  
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**Syllabus**  
**SEMESTER I: CORE V**  
**ORGANISATIONAL BEHAVIOUR**

**Course Code: P16MBA5**

**Max Marks: 100**

**Credit: 5**

**Hours/week: 5**

**Internal Marks: 25**

**External Marks: 75**

***Unit I***

Organizational Behavior – Definition, Need for studying Organizational Behavior, Disciplines involved in the study of Organizational Behavior, -Contributing disciplines and area like psychology, social psychology, economics, anthropology etc. Application of Organizational Behavior in Business.

***Unit II***

Individual behaviour – personality, perception, learning, attitudes inter-personal behaviour – Group and inter-group behaviour.

***Unit III***

Group Dynamics – Formal and Informal Group, Group Norms, Group Cohesiveness, Group Behaviour and Group Decision – making.

***Unit IV***

Motivation and morale, leadership-nature, styles and approaches, development of leadership including laboratory training. Power and Authority – Definition of Power – Types of Power.

***Unit V***

Management of change-conflict Management- Organisation Health, Development and Effectiveness. Management of culture, Cross Cultural Management.

***Recommended Text books***

1. Organizational Behaviour, India Edition, Nelson & Quick, Cengage learning.
2. Organisational Behaviour, S. Fayyaz Ahamed and others, Atlantic publisher.
3. Organisation Behaviour, A modern approach – Arun Kumar & N. Meenakshi Vikas publishing House PVT Ltd.,
4. Behaviour in organizations, Indian Edition, Jerald Green Berg and Robert A. Baron – PHI Learning PVT Ltd.,



5. Organisational Behaviour, UMA Sekaran, Tata Mcgraw Hill.

***Suggested Readings:***

1. Fundamentals Organisational Behaviour, India Edition – Slocum and Hell Riegel by Cengage learning.

2. Culture and organisational Behaviour Jai B.P. Sinha [www. sagepublications. com](http://www.sagepublications.com)

3. Organizational Behaviour, Special Indian Edition – by Steven L Mcshane, Mary Ann Von Glinow and Radha R. Sharma, Tata Mcgraw hill co.

4. Management of Organizational Behaviour Indian Edition, By Paul Hersey Kenneth. H. Blanchard and Dewey – PHI learning PVT Ltd.,

**Course Outcomes:**

CO1: To be able to understand and explain how individual differences—such as personalities, perceptions, attitudes, and ethics—affect employee performance and to describe how managers can capitalize on employee diversity.

CO2: To assess the potential effects of organizational-level factors (such as structure, culture and change) on organizational behaviour.

CO3: To apply different motivational theories and methods to increase the productivity and job satisfaction of employees

CO4: To identify the characteristics of successful teams in order to function effectively as a team members and leaders and to Identify the processes used in communication and resolving conflicts

CO5: To Gain insights on group dynamics and demonstrate skills required for team building

**SEMESTER I: CORE V  
ORGANISATIONAL BEHAVIOUR (P16MBA5)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA5.1	3	3	3	3	2	2	3	2	3	-	-
P16MBA5.2	3	3	-	3	3	3	2	3	3	-	-
P16MBA5.3	3	3	-	3	2	2	3	2	3	-	-
P16MBA5.4	3	3	3	3	2	2	3	2	-	3	3
P16MBA5.5	3	3	3	2	2	3	2	3	-	2	3
Average	3	3	1.8	2.8	2.2	2.4	2.6	2.4	1	2.6	1.2



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**Syllabus**  
**SEMESTER I: CORE V**  
**MANAGEMENT ACCOUNTING**

**Course Code: P16MBA6**  
**Max Marks: 100**  
**Credit: 5**

**Hours/week: 5**  
**Internal Marks: 25**  
**External Marks: 75**

***Unit I***

Purpose and Scope; changing role of Accountant in profession, industry and as a consultant; Basic accounting concepts and postulates and their implications. Accounts Records and Systems; the journal and other subsidiary books. The Ledger and account, debit and credit, adjusting and closing entries, ruling and balancing accounts. The trial balance. Construction of Profit and Loss Account and Balance Sheet of joint stock companies as per companies act requirement.

***Unit II***

Cost concepts, determination of costs, elements of Cost-cost classification- Preparation of cost sheet, tender.

***Unit III***

Overheads, Allocation, Apportionment, Absorption, Control over Factory, administration, selling and distribution Overheads, valuation of Inventories.

***Unit IV***

Marginal costing – Distinction between absorption costing and marginal costing- Cost volume profit (CVP) Analysis- Break Even Analysis- Margin of safety.

***Unit V***

Budget and budgetary control - Objectives- Advantages and limitations- Production budget - Sales budget- Cash budget and Flexible budget.

***Recommended Text books***

1. Management Accounting – My Khan & P K Jain. Tata Mcgraw hill.
2. Management Accounting – Paresh shaw – Oxford University Press.
3. Management Accounting – A. Murthy and S. Gurusamy – By Tata Mcgraw Hill.
4. Management Accounting – NM Singhvi and Ruzbeh J. Bodhanwala PHI learning PVT Ltd.,

5. Management Accounting, Principles and Applications – HUGH Coombs, David Hobbs and Ellis Jenkuis – By Sage [www.sagepublications.com](http://www.sagepublications.com)

***Suggested Readings***

1. Advanced Management Accounting Jawaharlal, S. Chand & Co
2. Managerial Accounting – Indian Edition Ronald W.Hicton, G. Ramesh and M. Jayadev by Tata Mcgraw Hill.

**Course Outcomes:**

CO1: To understand the role of an accountant as a profession.

CO2: To understand GAAP and able to prepare Accounts from incomplete records and able to prepare P&L a/c and Balance sheet according to companies act

CO3: To understand various elements of cost.

CO4: Able to prepare a Cost sheet Understand, create and install Cost accounting systems.

CO5: To understand the concept of overheads and its types.

**SEMESTER I: CORE VI  
MANAGEMENT ACCOUNTING (P16MBA6)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA6.1	3	2	3	2	-	3	3	3	3	3	3
P16MBA6.2	3	3	2	3	-	3	2	3	3	3	3
P16MBA6.3	3	2	2	3	2	3	3	3	-	2	3
P16MBA6.4	3	3	3	2	3	3	3	2	-	2	3
P16MBA6.5	3	3	3	2	3	3	2	3	-	2	3
Average	3	2.6	2.6	2.4	1.6	3	2.6	2.8	1.2	2.4	3

  
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**Syllabus**  
**SEMESTER III: CORE XIII**  
**STRATEGIC MANAGEMENT**

**Course Code: P16MBA13**  
**Max Marks: 100**  
**Credit: 5**

**Hours/week: 5**  
**Internal Marks: 25**  
**External Marks: 75**

***Unit I***

Corporate Strategic planning – Mission – Vision of the firm – Development, maintenance & the role of leader – Hierarchical levels of planning – Strategic planning process. Merits and limitations of Corporate Strategic Planning. Strategic Management in Practice.

***Unit II***

Environment Analysis & Internal Analysis of Firm:

General environment scanning, competitive environment analysis – to identify opportunities & threat – Assessing internal environment through functional approach and value chain – indentifying critical success factors – to identify the strength & weakness – SWOT audit – swot matrix – implications core competencies – Port-folio analysis – Stake – holder's expectations, Scenario – Planning

***Unit III***

Strategy Formulation:

Generic strategies – Grand strategies – Strategies of leading Indian Companies – The role of diversification – limits – means and forms. Strategic management at Corporate level, at Business level and at Functional level with special reference to companies operating in India.

***Unit IV***

Concepts and tools of Strategy evaluation:

Competitive cost dynamics – experience curve – BCG approach – cash flow implication – IA – BS matrix – A.D. Little's Life – Cycle approach to strategic planning – Assessment of economic contribution of strategy – Cost of equity capital – M/8 model with stationary growth – Assessing market value of a Business – Profitability matrix – divestiture decision – cash flows and selection of proper discount rates.

***Unit V***

Strategy Implementation & Control:

Various approaches to implementation of strategy – Commander approach – Org – change approach, collaborative approach, Cultural approach, creative approach – Matching organization structure with strategy – 76 model – Strategic control process – Du pont's control model and

other Quantitative and quantitative tools – steps – M. Porter’s approach for Globalisation – Future of Strategic Management.

***Recommended Text books***

1. Strategic Management and Business policy by Azar Kazmi, Tata Mcgraw Hill – www. tata mcgraw hill. com
2. An integrated approach to strategic Management, Charles WI Hill. Gareth R. Jones, Indian Edition, Cengage learning – www.cengage.co.in
3. Strategic management, Theory and Application by Adriar Haberberg & Alison Rieple – Oxford University Press – www.oup.com
4. Strategic Management concepts and cases Indian Edition. By Fred R. David, PHI learning PVT Ltd., www.phindia.com

***Suggested Readings:***

1. Strategic business management Dr. KNS. Kang, Deep and Deep publishers. www.ddpbooks.com
2. Strategic management, India edition by Ireland, Hoskisson and Hitt, Cengage learning.
3. Strategic management text and cases by Degs, lump kin and Eisner, Indian Edition Tata Mcgraw Hill.
4. Understanding Strategic management by Anthony Henry, Oxford University Press.

**Course Outcomes:**

CO1: Explain the importance, scope and concept of Strategy and Strategic Management Process

CO2: Differentiate between Tactics, Strategies and Planning and importance of each component in Strategic Management.

CO3: Prepare Vision, Mission statements and define goals, objectives for organization.

CO4: Identify Critical Success Factors. Key Performance Indicators and Key Result Areas for any given service sector.

CO5: Demonstrate the importance of external environmental analysis as well prepare PESTLE Analysis and ETOP model for decision making .

**SEMESTER III: CORE XIII  
STRATEGIC MANAGEMENT (P16MBA13)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA13.1	3	2	3	2	3	3	-	3	3	3	3
P16MBA13.2	3	3	3	3	3	3	-	3	-	3	3
P16MBA13.3	3	3	3	-	3	2	-	3	-	3	-
P16MBA13.4	3	3	3	2	3	3	-	3	-	2	-
P16MBA13.5	3	3	3	2	3	3	2	3	2	2	3
Average	3	2.8	3	1.8	3	2.8	0.4	3	1	2.6	1.8

  
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**Syllabus**  
**SEMESTER III: CORE XIV**  
**LEGAL ASPECTS OF BUSINESS**

**Course Code: P16MBA14**  
**Max Marks: 100**  
**Credit: 4**

**Hours/week: 4**  
**Internal Marks: 25**  
**External Marks: 75**

***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.

### **Course Outcomes:**

CO1: To provide the students with an understanding of fundamental legal issues pertaining to the business world to enhance their ability to manage businesses effectively.

CO2: To help the students to understand the basic rules of Agreements and Contracts along with the basic Rules of Offer, Acceptance, and Consideration.

CO3: To understand while selling and purchasing goods the student will keep in mind the provisions of the Sale of Goods Act and Consumer Protection Act

CO4: To Understand consequences of applicability of various contract of Agency on business situations.

CO5: To comprehensively understand with basic legal formalities for incorporation of a company and different types companies that exist .

**SEMESTER III: CORE XIV  
LEGAL ASPECTS OF BUSINESS (P16MBA14)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA14.1	3	2	3	2	3	3	3	-	3	3	3
P16MBA14.2	3	3	3	3	-	3	2	-	3	-	3
P16MBA14.3	3	3	3	3	-	2	2	-	-	-	3
P16MBA14.4	3	3	3	2	3	3	2	-	-	2	3
P16MBA14.5	3	3	3	2	3	3	2	3	-	2	3
Average	3	2.8	3	2.4	1.8	2.8	2.2	0.6	1.2	1.4	3

  
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**Syllabus**  
**SEMESTER III: CORE XV**  
**KNOWLEDGE MANAGEMENT**

**Course Code: P16MBA15**  
**Max Marks: 100**  
**Credit: 4**

**Hours/week: 4**  
**Internal Marks: 25**  
**External Marks: 75**

***Unit I***

Introduction to KM, History of KM, Importance of KM, Information Management to Knowledge Management, KM Cycle, Industrial Economy to Knowledge Economy.

***Unit II***

Mechanics of Knowledge Management – Tools and Technologies, Communities of Practice and Knowledge conversion, the knowledge Management Matrix.

***Unit III***

Social Nature of Knowledge, Social Network Analysis, Obstacles to knowledge sharing, Organizational learning & social capital. Knowledge Application – Individual level, Group level & Organization level.

***Unit IV***

KM Strategy, Knowledge audit, GAP Analysis, Road Map, KM Metrics, Balance Score Card. KM Tools-Knowledge Capture & creation tools, Knowledge sharing & Dissemination Tools, Knowledge Acquisition & Application tools.

***Unit V***

KM Team-Roles & Responsibility, Political issues in KM, Ethics in KM Strategic issues in Knowledge Management, Future of Knowledge Management.

***Text Book :***

Kimiz Dalkir, Knowledge Management in Theory and practice. Elsevier Publication.

***Recommended Text books :***

1. Knowledge Management By WAMAN JAWADEKAR, Tata Mcgraw Hill Co Chennai. Email : mark\_pani@mcgrawhill.com.
2. Knowledge management – An Evolutionary view – BECERRA – Fernandez & Leidner, By PHI learning PVT Ltd.,
3. Knowledge Management – Sudhir Warier by Vikas Publishing House PVT Ltd,
4. Information & Knowledge by D. Kamala Vijayan – Macmillan India Ltd., Chennai.
5. Knowledge Management Systems Edited by Stuart Barnes, India Edition, Cengage learning [www.cengage.co.in](http://www.cengage.co.in)

6. Ten steps to maturity in knowledge management, J.K. Suresh and Kavi Mahes Chandos publishing distributed by Ane books – e-mail – anebooks@vsnl.com
7. Knowledge Management – an inter disciplinary Perspective by Sajjad M. JASIMUDDIN, Cambridge University Press, International Edition, ISBN : 978-981- 4271-22-6. E-mail :cupdel@cambridge.org.
8. Knowledge Management - Complexity, Learning and Sustainable Innovation By Dr.J.K.MISHRA, year 2009- GLOBAL INDIA BUSINESS Publications, New Delhi. E-mail: info@globalindiapublications.com
9. Information and Knowledge Management Extra Series – By Ane Books Private Ltd, Chennai. E-mail: anebooks\_tn@airtelmail.in

**Course Outcomes:**

CO1: Understand the history, importance and concept of Knowledge management.CO2:

Understand the concept of Knowledge cycle

CO3: Understand the transformation of information to knowledge management and industry to knowledge economy

CO4: Understand and analyse the mechanics of knowledge management and knowledge management matrix

CO5: Ability to understand and analyse knowledge sharing, organisational learning and social capital.

**SEMESTER III: CORE XV  
KNOWLEDGE MANAGEMENT(P16MBA15)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA15.1	3	2	3	2	3	-	3	3	3	3	3
P16MBA15.2	3	3	2	3	3	-	2	3	3	3	3
P16MBA15.3	3	2	2	3	3	-	3	-	-	-	3
P16MBA15.4	3	3	3	2	3	3	3	-	3	-	3
P16MBA15.5	3	3	3	2	3	3	2	-	2	2	3
Average	3	2.6	2.6	2.4	3	1.2	2.6	1.2	2.2	1.6	3

  
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**Syllabus**  
**SEMESTER III: CORE**  
**MANAGERIAL SKILLS**

**Course Code : P16MBAMS**  
**Max Marks: 100**  
**Credit : 2**

**Hours/week : 2**  
**Internal Marks: 25**  
**External Marks: 75**

***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.

### **Course Outcomes:**

CO1: Understand various managerial skills, roles, functions and levels.

CO2: Realise that individuals are different and the various factors that shape personality

CO3: Understand the characteristics of perceiver and perceived that influence perception

CO4: Identify and overcome perceptual errors

CO5: Gain knowledge of lateral thinking and contemporary structural designs becoming lateral leaders.



**SEMESTER III: CORE  
MANAGERIAL SKILLS (P16MBAMS)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO \	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBAMS.1	3	3	3	3	-	-	3	2	3	3	3
P16MBAMS.2	3	3	2	3	-	-	2	3	3	3	3
P16MBAMS.3	3	3	2	3	-	-	3	2	3	2	3
P16MBAMS.4	3	3	3	3	2	-	3	2	3	3	3
P16MBAMS.5	3	3	3	2	2	-	2	3	2	2	3
Average	3	3	2.6	2.8	0.8	-	2.6	2.4	2.8	2.6	3

  
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**Syllabus**  
**A: MARKETING**  
**SEMESTER III: ELECTIVE COURSE I**  
**CONSUMER BEHAVIOUR**

**Course Code: P16MBA3EM1**

**Max Marks: 100**

**Credit: 4**

**Hours/week: 5**

**Internal Marks: 25**

**External Marks: 75**

***Unit – I*** CONSUMER BEHAVIOUR – AN INTRODUCTION

Consumer Behavior – meaning, definition, Significance. Application of consumer behavior principles to strategic marketing. Role of Marketing in Consumer behavior. Market Segmentation and Consumer behavior.

***Unit – II*** CONSUMER AS AN INDIVIDUAL

Consumer needs and motivation, Personality and Consumer Behaviour, Psychographics Consumer Perception, attitudes, attitude formation and change, Learning.

***Unit – III*** CONSUMER IN A SOCIAL & CULTURAL SETTING

Group dynamics and consumer reference groups, Family, Social class and Consumer behaviour, the influence of Culture on Consumer behaviour. Sub – Cultural and Cross Cultural Consumer Analysis.

***Unit – IV*** CONSUMER DECISION MAKING PROCESS:

Personal influence and the opinion leadership. Diffusion of innovation process, Consumer Decision making process, Comprehensive models of consumer decision making. New Product purchase and repeat purchase.

***Unit – V*** CONSUMER BEHAVIOUR APPLICATIONS

Consumer Behavior applicable to Profit and Non Profit Organizations, Societal Marketing Concept, Marketing Ethics, Consumer movement, Consumer protection in India.

***Recommended Text books:***

1. Consumer Behavior – Ramanuj Majumdar PHI learning PVT Ltd.,
2. Consumer Behaviour, CL Tyagi and Arun kumar, Atlantic publishers.
3. Consumer behaviour, India Edition, Jay D. Lindqnist and M. Joseph Sirgy, Cengage learning.
4. Consumer behaviour, concepts, Applications and cases – MS Raju, Dominic Xardel, Vikas publishing House PVT Ltd.,

5. Consumer Behaviour, By David L. LOUDON Albert J. Della Bitta – India Edition Tata Mcgraw Hill. Co

***Suggested Readings***

1. Consumer Behaviour, Blackwell and others, India Edition, Cengage learning.
2. Consumer Behaviour, Indian Edition – Michael R. Solomon, PHI learning PVT Ltd.,
3. Consumer behaviour, Special Indian Edition, Deli Hawkins Roger J Best and others Tata Mcgraw Hill.
4. Consumer Behaviour and Marketing Strategy By J. Paul Peter and Jerry C. Olson, Special Indian Edition – Tata Mcgraw Hill.

**Course Outcomes:**

CO1: To introduction to the study of Consumer Behaviour.

CO2: To know about the individual Influences on Consumer Behaviour.

CO3: To identify Social & Cultural Setting and Consumer Influence and Diffusion of Innovations

CO4: To identify and Evaluate Decision making process.

CO5: To know about Consumer Behaviour in the network era and Alternative views on Consumer behavior.

**A: MARKETING**  
**SEMESTER III: ELECTIVE COURSE I**  
**CONSUMER BEHAVIOUR (P16MBA3EM1)**  
**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA3EM1.1	3	2	3	2	3	-	3	-	3	3	3
P16MBA3EM1.2	3	3	2	3	3	-	2	-	3	3	3
P16MBA3EM1.3	3	2	2	3	3	-	3	-	2	2	3
P16MBA3EM1.4	3	3	3	2	3	-	-	-	3	2	3
P16MBA3EM1.5	3	3	3	2	3	3	-	-	2	2	3
Average	3	2.6	2.6	2.4	3	0.6	1.6	-	2.6	2.4	3

  
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**Syllabus**  
**A: MARKETING**  
**SEMESTER III: ELECTIVE COURSE II**  
**BUSINESS TO BUSINESS MARKETING**

**Course Code: P16MBA3EM2**

**Max Marks: 100**

**Credit: 4**

**Hours/week: 5**

**Internal Marks: 25**

**External Marks: 75**

***Unit I***

Basics of Business-to-Business Marketing. – Nature of Industrial Marketing: Industrial Marketing vs. Consumer Marketing. Industrial Demand & Industrial Customer. Industrial Marketing Operations.

***Unit II***

Segmentation in Industrial Marketing, Demand concepts for Industrial products, Industrial Marketing Research, Industrial Buyer Behaviour.

***Unit III***

Product Management – Product line planning – New Product development strategy.

***Unit IV***

Pricing, Distribution- B2B Channel Strategies, Advertising and Sales Promotion of Industrial Products.

***Unit V***

Marketing strategy for Industrial Firms – Product Market Management – Developing & Evaluating Strategies – Effective implementation of Strategies.

***Recommended Text books:***

1. Industrial Marketing Management M. Govindarajan, Vikas publishing House PVT Ltd.,
2. Industrial Marketing by MILIND T. Phadtare - PHI learning PVT Ltd.,

**Course Outcomes:**

CO1: To know the concept, applications, challenges and the dynamic environment of B2B marketing, including the unique nature of organizational buying behavior.

CO2.To gain knowledge.

CO3.To Demonstrate the uses of the marketing mix elements in a B2B corporate strategy.

CO4.To Increased skill-set in the domain of pricing, strategic planning, Distribution, decision-making, problem-solving, and sales management.

CO5.To apply a range of analytical skills through the interpretation of data and information to solve business to business issues.

**A: MARKETING**  
**SEMESTER III: ELECTIVE COURSE II**  
**BUSINESS TO BUSINESS MARKETING (P16MBA3EM2)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA3EM2.1	3	3	3	3	2	2	-	2	3	3	3
P16MBA3EM2.2	3	3	2	3	3	3	-	3	-	3	3
P16MBA3EM2.3	3	3	2	3	2	2	-	2	-	2	3
P16MBA3EM2.4	3	3	3	3	2	2	-	2	-	3	3
P16MBA3EM2.5	3	3	3	2	2	3	-	3	2	2	3
Average	3	3	2.6	2.8	2.2	2.4	-	2.4	1	2.6	3

  
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**Syllabus**  
**A: MARKETING**  
**SEMESTER III: ELECTIVE COURSE III**  
**SALES AND DISTRIBUTION MANAGEMENT**

**Course Code: P16MBA3EM3**

**Max Marks: 100**

**Credit: 4**

**Hours/week: 5**

**Internal Marks: 25**

**External Marks: 75**

***Unit I***

Nature and scope of Sales Management; Setting and Formulating Personnel; Developing and Conducting Sales Training Programmes; Designing and Administering Compensation Plans.

***Unit II***

Supervision of Salesmen; Motivating Sales Personnel; Sales Meetings and Sales Contests; Designing Territories and Allocating Sales Efforts; Objectives and Quotes for Sales Personnel.

***Unit III***

Developing and Managing Sales Evaluation Programme; Sales Cost and Cost Analysis. An overview of Marketing Channels, their structure, Functions and Relationships.

***Unit IV***

Channel Intermediaries – Wholesaling and Retailing; Logistics of Distribution; Channel Planning Organisational Patterns in Marketing Channels; Managing Marketing Channels Marketing Channel Policies and Legal Issues.

***Unit V***

Information System and Channel Management, Assessing Performance of Marketing Channels including sales force; International Marketing Channels.

***Recommended Text books:***

1. Sales and Distribution Management - Krishna K. Havaldar and Vasant M Cavale, Tata mcgraw Hill.
2. A practical Approach to Sales Management by Kujnish Vashisht – Atlantic publishers.
3. Sales Management, India Edition, By Joseph F Hair and others, Cengage learning.
4. Sales Management, Analysis and Decision making India Edition by Ingram and others, Cengage learning



5. Sales Management By CL Tyagi and Arunkumar, Atlantic publishers.

***Suggested Readings***

1. Sales Management, principles, process and practice, Bill DONALDSON by Palgrave macmillan distributed by Ane book PVT Ltd., [www.anebooks.com](http://www.anebooks.com)
2. Sales and Distribution management, An Indian perspective Pingalivenugopal sage, [www.sagepublication.com](http://www.sagepublication.com)
3. Basics of Distribution Management A logistical approach. By Satish. K Kapoor and Purvakansal, PHI learning PVT Ltd.,

**Course Outcomes:**

CO1: To Study the management functions that go into sales management.

CO2: To identify the major elements needed to improve the marketing of services.

CO3: To Understand the forecasting and its applications in cost.

CO4: To study the Design a distribution channel for a particular product or service.

CO5: Understand to resolve the channel conflicts.

**A: MARKETING**  
**SEMESTER III: ELECTIVE COURSE III**  
**SALES AND DISTRIBUTION MANAGEMENT (P16MBA3EM3)**  
**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA3EM3.1	3	2	3	2	3	-	3	3	3	3	3
P16MBA3EM3.2	3	3	3	3	3	-	2	3	3	3	3
P16MBA3EM3.3	3	3	3	3	3	-	2	3	3	3	3
P16MBA3EM3.4	3	3	3	2	3	-	2	3	3	2	3
P16MBA3EM3.5	3	3	3	2	3	-	2	3	2	2	3
Average	3	2.8	3	2.4	3	-	2.2	3	2.8	2.6	3

  
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**Syllabus**  
**B: FINANCE**  
**SEMESTER III: ELECTIVE COURSE I**  
**STRATEGIC FINANCIAL MANAGEMENT**

**Course Code: P16MBA3EF1**

**Max Marks: 100**

**Credit: 4**

**Hours/week: 5**

**Internal Marks: 25**

**External Marks: 75**

***UNIT – I***

Financial Policy and Strategic Planning – Strategic Planning Process – Objectives and Goals – Major Kinds of Strategies and Policies – Corporate Planning – Process of Financial Planning – Types of Financial Plan – Financial Models – Tools or Techniques of Financial Modelling – Uses and Limitations of Financial Modelling – Applications of Financial Models – Types of Financial Models - Process of Financial Model Development.

***UNIT – II***

Investments Decisions under Risk and Uncertainty – Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method – Corporate Strategy and High Technology Investments.

***UNIT – III***

Expansion and Financial Restructuring – Corporate Restructuring - Mergers and Amalgamations – reasons for Merger, Benefits and Cost of Merger – Takeovers – Business Alliances – Managing an Acquisition – Divestitures – Ownership Restructuring – Privatisation – Dynamics of Restructuring – Buy Back of Shares – Leveraged Buy-outs (LBOs) – Divestiture – Demergers.

***UNIT – IV***

Stock Exchanges: Constitution, control, functions, Prudential Norms, SEBI Regulations, Sensitive Indices, Investor Services, Grievance Redressal Measures.

***UNIT – V***

Financing Strategy - Innovative Sources of Finance – Asset Backed Securities - Hybrid Securities namely Convertible and Non-Convertible Debentures, Deep Discount Bonds, Secured Premium Notes, Convertible Preference Shares – Option Financing, Warrants, Convertibles and Exchangeable Commercial Paper.

***Recommended Text books***

1. Rajni Sofat & Preeti Hiro, Strategic Financial Management, Phi, Delhi, 2011
2. Weaver & Weston, Strategic Corporate Finance, Cengage Learning, Delhi, 2001
3. Chandra, Prasanna, Financial Management, Tata McGraw Hill, Delhi. 2007
4. Financial Markets and Institutions, S Gurusamy, Thomson.

**Course Outcomes:**

CO1: Understand financial policy and Strategic Planning.

CO2: Understanding Financial Plan and Models,

CO3: Understand the concepts of Financial Management from a strategic perspective.

CO4: Understand and evaluate Investment decisions under Risk and Uncertainty.

CO5: Understand the concept of corporate expansion and Financial Restructuring.

**B: FINANCE**  
**SEMESTER III: ELECTIVE COURSE I**  
**STRATEGIC FINANCIAL MANAGEMENT (P16MBA3EF1)**  
**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium)3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA3EF1.1	3	3	3	3	2	2	3	-	3	3	3
P16MBA3EF1.2	3	3	2	3	-	3	2	-	3	3	3
P16MBA3EF1.3	3	3	2	3	-	2	3	-	3	2	3
P16MBA3EF1.4	3	3	3	3	-	2	3	-	3	3	3
P16MBA3EF1.5	3	3	3	2	2	3	2	-	2	2	3
Average	3	3	2.6	2.8	0.8	2.4	2.6	-	2.8	2.6	3

  
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**Syllabus**  
**B: FINANCE**  
**SEMESTER III: ELECTIVE COURSE II**  
**FINANCIAL SERVICES**

**Course Code : P16MBA3EF2**  
**Max Marks: 100**  
**Credit : 4**

**Hours/week : 5**  
**Internal Marks: 25**  
**External Marks: 75**

***UNIT I***

Evolution of Financial Services –Indian Financial System – Formal Financial System and Informal Financial System – Financial Institutions –Banking Companies and Non Banking Companies – Classification of Non Banking Companies – Classification of Activities of Non Banking Finance Companies- Fund Based Activities – Fee Based Activities – concepts, growth and trends of fee Based and Fund Based activities

***Unit II***

Equipment Leasing: Overview, Legal & Tax Aspects, Lease Evaluation, Lease Accounting, Recent Development, International Leasing.

***Unit III***

Hire Purchase & Consumer: Overview, Legal & Tax Aspects, Financial Evaluation of Hire Purchase, Accounting for Hire Purchase, Consumer Credit.

***Unit IV***

Accessing Capital Market: Issue Management: Regulatory & Tax Framework, Issue Pricing Models – Equity and Debt Convertible Instruments, Financial Engineering, Raising funds from the International Capital Markets, Assessing Money Markets.

***Unit V***

Organisation and functions of stock exchanges - regulation and control of stock exchanges - NSE, BSE, OTCEI, regional exchanges.

***Recommended Text books***

1. Bhalla V.K. Management of Financial Services, Anmol. New Delhi.
2. Financial Services By Dr. S. Gurusamy Tata Mcgraw Hill Co
3. Financial Services, By Nalini Prava Tripathy, PHI learning PVT ltd.,
4. Financial markets, Institutions & Services by NK Gupta and Monika Chopra – Ane books Pvt Ltd., [www.anebooks.com](http://www.anebooks.com)
5. Financial services M.Y Khan, Tata mcgraw Hill co.,
6. Financial markets and Institutions by Jeff Madura, India Edition, Cengage learning

**Course Outcomes:**

CO1: Understand the Indian Financial System, its evolution and its participants.

CO2: Understanding the revenue models of Banking, Non-Banking and Financial Institutions.

CO3: Understand the concept of Equipment Leasing, its legal, tax and accounting procedures.

CO4: Understand the concept of Hire Purchase, its Legal, tax and accounting procedures.

CO5: Understand the concept of Consumer credit.

**B: FINANCE**  
**SEMESTER III: ELECTIVE COURSE II**  
**FINANCIAL SERVICES (P16MBA3EF2)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA3EF2.1	3	2	3	2	3	-	3	-	3	3	3
P16MBA3EF2.2	3	3	2	3	3	-	2	-	3	3	3
P16MBA3EF2.3	3	2	2	3	3	-	3	-	2	2	3
P16MBA3EF2.4	3	3	3	2	3	-	3	-	3	2	3
P16MBA3EF2.5	3	3	3	2	3	-	2	-	2	2	3
Average	3	2.6	2.6	2.4	3	-	2.6	-	2.6	2.4	3

  
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## Syllabus

### B: FINANCE

#### SEMESTER III: ELECTIVE COURSE III

#### SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

**Course Code: P16MBA3EF3**

**Hours/week: 5**

**Max Marks: 100**

**Internal Marks: 25**

**Credit: 4**

**External Marks: 75**

#### *Unit I*

Calculation of Bond returns. Valuation of Bonds : Measures of Yield, Duration & Convexity, Measures of Risk, Determinants of Interest Rates and Theories on Term Structure, Bond Swaps.

#### *Unit II*

Derivative Securities: Equity Options: Concept, Applications & Valuation, Economic Analysis, Industry Analysis.

#### *Unit III*

Valuation of Equity Stocks: Approaches of Equity Stock Valuation, Index features, concept, applications and valuation.

#### *Unit IV*

Valuation of Equity Stocks: Company Analysis, Technical Analysis, Efficient Markets Hypothesis.

#### *Unit V*

Portfolio Management – The Conceptual Framework: Modern Portfolio Theory, Portfolio Management, Performance Evaluation of Portfolio, Applications of Options & Futures in Portfolio Management.

#### ***Recommended Text books:***

1. For Unit I and II Security Analysis and Portfolio management By Punithavathy Pandian, Vikas publishing House PVT Ltd.,
2. For Unit III, IV and V Security Analysis and Portfolio Management with CAPM – By Dr. Sankara Narayanan – ANE Books Chennai – Email : anebooks\_tn@airtelmail.com
3. Security Analysis and Portfolio Management by RITTU Ahuja, Atlantic publishing Co.,
4. Portfolio Management By Samir K. BARUA and others, Tata Mcgraw Hill.
5. Security Analysis and Portfolio Management, By S. Kevin, PHI learning PVT Ltd.,

6. Investment Analysis and Portfolio Management By Prasanna Chandra, Tata Mcgraw Hill Co.,

***Suggested Readings:***

1. Investments, Special Indian Edition by ZVI Bodie and others Tata Mcgraw Hill.

2. Fundamentals of Investment Management Indian Edition, By HIRT and Block Tata Mcgraw Hill Co.,

3. Investment Management, By Vk. Bhalla S.Chand & Co., [www.schandgroup.com](http://www.schandgroup.com).

**Course Outcomes:**

CO1: Understand about Bonds, its return, risk, yield, and valuation.

CO2: Understand the concept of Interest Rate and Term Structure

CO3: Understand the concept of Derivatives.

CO4: Able to understand equity options and its application.

CO5: Able to understand the economic and industry analysis and its importance in finding the true value of a company.

**B: FINANCE**  
**SEMESTER III: ELECTIVE COURSE III**  
**SECURITY ANALYSIS & PORTFOLIO MANAGEMENT (P16MBA3EF3)**  
**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA3EF3.1	3	3	3	3	2	2	-	2	3	3	3
P16MBA3EF3.2	3	3	2	3	3	3	-	3	-	3	3
P16MBA3EF3.3	3	3	2	3	2	2	-	2	-	2	3
P16MBA3EF3.4	3	3	3	3	2	2	-	2	-	3	3
P16MBA3EF3.5	3	3	3	2	2	3	-	3	2	2	3
Average	3	3	2.6	2.8	2.2	2.4	-	2.4	1	2.6	3

  
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**Syllabus**  
**C: HUMAN RESOURCE**  
**SEMESTER III: ELECTIVE COURSE I**  
**ORGANISATION DEVELOPMENT**

**Course Code : P16MBA3EH1**

**Hours/week : 5**

**Max Marks: 100**

**Internal Marks: 25**

**Credit : 4**

**External Marks: 75**

***Unit I***

Introduction to Organization Development: Concept, Nature and Scope of O.D. Historical Perspective of O.D. Underlying Assumptions & Values. Theory and Practice on change and changing. The Nature of Planned Change. The Nature of Client Systems: Group Dynamics, Intergroup Dynamics and Organizations as Systems.

***Unit II***

Operational Components of O.D. Diagnostic, Action and Process – Maintenance Components Action Research and O.D.

***Unit III***

O.D. Interventions: Team Interventions, Inter – group Interventions, Personal, Interpersonal and group process interventions, Comprehensive Interventions, Structural Interventions.

***Unit IV***

Implementation and Assessment of O.D, Implementation – conditions for failure and success in O.D. efforts. Assessment of O.D. and change in Organizational performance, the impact of O.D.

***Unit V***

Key considerations & Issues in Organizational Development- Issues in consultant – Client relationships, Mechanistic & Organic systems and the contingency approach, the future of O.D, Some Indian experiences in O.D.

***Recommended Text books:***

1. Organization Development and Change – By Cummings and Worely Cengage learning.  
www.cengage.co.in
2. Management of Change and Organisation Development, SK Bhatia, Deep and Deep publishers.
3. Organization Development and Transformation, Special Indian Edition by Wendell .L French and others. Tata Mcgraw Hill. Co.
4. Organisation Development Principles, Process and Performance By Amitab Mehta , year 2009 - Global India Business Publications, New Delhi. E-mail: info@globalindiapublications.com

**Course Outcomes:**

CO1: To understand the nature of the developmental process in organizationsCO2:

To comprehend the main derives Process and approaches.

CO3: To identify organizational situations that would benefit from OD interventions.

CO4: To Analyze, implement activities within an organization and recommend suitable OD interventions.

CO5: To provide students with knowledge of Skills needed to develop an action plan for the organization development process.

**C: HUMAN RESOURCE**  
**SEMESTER III: ELECTIVE COURSE I**  
**ORGANISATION DEVELOPMENT (P16MBA3EH1)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA3EH1.1	3	2	3	2	3	3	-	3	3	3	3
P16MBA3EH1.2	3	3	2	3	3	3	-	3	3	3	3
P16MBA3EH1.3	3	2	2	3	3	3	-	3	2	2	3
P16MBA3EH1.4	3	3	3	2	3	3	-	2	3	2	3
P16MBA3EH1.5	3	3	3	2	3	3	-	3	2	2	3
Average	3	2.6	2.6	2.4	3	3	-	2.8	2.6	2.4	3

  
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**Syllabus**  
**C: HUMAN RESOURCE**  
**SEMESTER III: ELECTIVE COURSE II**  
**COMPENSATION MANAGEMENT**

**Course Code: P16MBA3EH2**

**Hours/week: 5**

**Max Marks: 100**

**Internal Marks: 25**

**Credit: 4**

**External Marks: 75**

***Unit I***

**INTRODUCTION TO COMPENSATION CONCEPTS**

Introduction to Compensation, Goals of Compensation System, Compensation Strategy, Monetary & Non-Monetary Rewards, Intrinsic Rewards, Cafeteria Style Compensation, Employees satisfaction and Motivation issue in compensation design. Establishing Internal, External and individual equally.

***Unit II***

**ESTABLISHING PAY VARIABLES AND WAGE BOARDS**

Strategic importance of variable in a day-Determination of Inter and Intra industry compensation differentials. Individual and Group Incentives.

***Unit III***

**ISSUE RELATED TO COMPENSATION**

Dearness Allowance Concept-Emergence & Growth in India. Fringe Benefits and Supplementary Compensation- The role of fringe benefits in reward systems, retirement Plans including VRS / Golden Handshake Schemes.

***Unit IV***

**EXECUTIVE COMPENSATION**

Executive Compensation Systems in Multinational Companies and IT companies including ESOP.

***Unit V***

**COLLECTIVE BARGAINING AND EMERGING TRENDS**

Collective Bargaining Strategies – Long term settlements – Cases of Productivity Settlements – Exercise on drawing up 12(3) and 8(1) settlement. Cases of Productivity Settlement. Emerging Trends in IR due to LPG.

### ***Recommended Text books***

1. Compensation – By George T. Milovich and C.S. Venkatraman special Indian Edition, Tata Mcgraw Hill.
2. Human Resource Management by C.B. Gupta sultan chand & sons.
3. Compensation Management Rewarding Performance By D.S.Upadhyay Global India Business Publications, New Delhi. E-mail: info@globalindiapublications.com
4. Compensation: Theory, Evidence and Strategic Implications, Barry Gerhart and other ISBN : 8178 2992 08 Sage Publications , New Delhi. E-mail: chennai@sagepub.in
5. Reward Management – A Critical Text Vol:2, By White Geoff ISBN : 0415431891 (PB) Taylor and Francis, 2008 Marketing By Atlantic Publishers, Chennai. E.mail: chennai@atlanticbooks.com

### **Course Outcomes:**

CO1: To understand the meaning of Compensation

CO2: To know the role of Compensation

management.

CO3: To know the Importance and purpose of Compensation management.

CO4: To know the concept of Statutory, Bare or Basic Minimum Wage

CO5: To understand Fair Wage



**C : HUMAN RESOURCE**  
**SEMESTER III: ELECTIVE COURSE II**  
**COMPENSATION MANAGEMENT (P16MBA3EH2)**  
**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA3EH2.1	3	2	3	2	3	-	3	3	3	3	3
P16MBA3EH2.2	3	3	3	3	3	-	2	-	3	3	3
P16MBA3EH2.3	3	3	3	3	3	-	2	-	3	3	3
P16MBA3EH2.4	3	3	3	2	3	-	2	-	3	2	3
P16MBA3EH2.5	3	3	3	2	3	-	2	-	2	2	3
Average	3	2.8	3	2.4	3	-	2.2	0.6	2.8	2.6	3

  
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**Syllabus**  
**C: HUMAN RESOURCE**  
**SEMESTER III: ELECTIVE COURSE III**  
**CHANGE MANAGEMENT**

**Course Code: P16MBA3EH3**

**Hours/week: 5**

**Max Marks: 100**

**Internal Marks: 25**

**Credit: 4**

**External Marks: 75**

***Unit I***

Nature and Types of Organizational Change, Causes of and rationales for change, environmental and internal organizational determinants of change. Planned and emergent change. Proactive and reactive emergent change and response to these changes. Incremental and radical change, and rates / levels of change as a function of organizational life cycle positions. The links between nature / type of change and nature / type of leadership required e.g. transactional Vs transformational. The roles of corporate vision and strategy in change.

***Unit II***

Theoretical frameworks, multi-source feedback for organizational change, Models of diagnosing organizational groups and jobs The organizational change web Resistance to change, Barriers to organizational change, rethinking resistance to organizational change, strategies to deal with resistance.

***Unit III***

Culture and the change process. The personnel manager as a cultural change agent handling power and political issues arising from change. The theoretical and practical contexts of cultural maintenance and cultural change strategies, corporate reorganization and sub culture management, Strategies and methods for achieving cultural change.

***Unit IV***

Behavioral Implications of change, the manifest, intent and paradoxical consequences of change, the concept of resigned behavioral compliance. The positive and negative functions of resistance. Intended and unintended behavioral reaction to downsizing and delayering. Understanding and managing uncertainty and ambiguity in the change process.

## ***Unit V***

Intervention Strategy, Structural, technological and process factors in intervention strategies. Advantages / limitations of change technologies and associated leadership models. Role of leadership in change process. Leadership and emotional knowledge strategies to achieve congruence of personnel, structure and culture. Challenges of leading change.

### ***Recommended Text books***

1. Change Management By V. Nilakani and S. Ramnaryan By Sage, [www.sagepublications.com](http://www.sagepublications.com)
2. Organizational change, Tupper cawsly and Gene Deszca by Sage
3. Management of Organizational change K. Harigopal by Sage.
4. Managing Organizational change Indian Edition By Palmer /dunfordlakin, Tata Mcgraw Hill Co.,
5. Change Management, Radha R. Sharma Tata Mcgraw Hill. Co.,
6. The Theory and practice of change Management, By John Hayes, Palgrave Macmillan Co., distributed by Ane books PVT Ltd., [www.anebooks.com](http://www.anebooks.com)

### **Course Outcomes:**

CO1: Managing effective change. Recognizing change patterns within organizations.

CO2: Identifying a change problem and the possible solutions. Examining and increasing awareness of the critical role of the leader in any change process

CO3: Creating a change management plan that includes all stages of change and the challenges of initiating and sustaining transformation

CO4: Identifying resistors and ways of dealing with them when implementing a change

CO5: Acquiring a larger repertoire of leadership behavior.

**C : HUMAN RESOURCE**  
**SEMESTER III: ELECTIVE COURSE III**  
**CHANGE MANAGEMENT (P16MBA3EH3)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium)3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA3EH3.1	3	3	3	3	2	2	-	2	3	3	3
P16MBA3EH3.2	3	3	2	3	3	3	-	3	3	3	3
P16MBA3EH3.3	3	3	2	3	2	2	-	2	3	2	3
P16MBA3EH3.4	3	3	3	3	2	2	-	2	3	3	3
P16MBA3EH3.5	3	3	3	2	2	3	-	3	2	2	3
Average	3	3	2.6	2.8	2.2	2.4	-	2.4	2.8	2.6	3

  
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**Syllabus**  
**D: SYSTEM**  
**SEMESTER III: ELECTIVE COURSE I**  
**E-BUSINESS**

**Course Code: P16MBA3ES1**

**Hours/week: 5**

**Max Marks: 100**

**Internal Marks: 25**

**Credit: 4**

**External Marks: 75**

***Unit I Introduction***

Definitions of Electronic Business, Categories of E-business (b2b, b2c, b2a etc) Introduction to Whiteley's Model (Electronic Markets, EDI, Internet Commerce). Emerging cyber economy – Opportunities and challenges offered by internet – generic business models on the net-types and technology and economic changes.

***Unit II Intra Business Applications***

Intra business applications: Online sales force automation, online customer service & support, virtual organization, logistics management, distribution & payment channel, corporate digital library network centric computing, EDI implementation & standards, software, network carrier & mode of information transmission, business applications.

***Unit III Marketing through the Internet***

Marketing through the internet: Advertising & Marketing on the internet – Analysis of markets – Building of electronic market place of buyers & sellers, E-intermediaries, mercantile models – consumers & merchant's perspective. E-Commerce & retailing – Case studies of products and services marketed on the internet.

***Unit IV Electronic Payment Systems***

Electronic payment systems & electronic cash E-Commerce & banking. Internet monetary payment & security requirements – confidentiality of payment information, payment information integrity, account holder & merchant authentication payment & purchase order process, account holder registration, merchant registration, account holder ordering, payment authorization, online e-cash anonymity, double spending, interoperability, electronic payment schemes – digital cash, credit cards, internet cheque, debit card, smart cards, financial EDI, E-wallets, micro transactions, payment clearing service providers.

### *Unit V Emerging Trends*

Emerging trends: Cyber communities – new communication paradigm, building infrastructure, gaining access, multi-sensory communications, mass markets / verticals / affinity groups, e governance. Legal & regulatory issues, global learning infrastructure, computer based education & training, digital copyrights.

#### ***Recommended Text books :***

1. E-commerce, By Dr. M. MAMOUDI Maymand, Deep and Deep publications PVT Ltd., [www.ddpbooks.com](http://www.ddpbooks.com)
2. E-commerce, India Edition, Gary P. Schneider – Cengage Learning.
3. Information Systems today Leonard Jessup / Joseph VALLACICH. PHI learning PVT Ltd.,
4. E-business in the 21st century – Realities and outlook by Junu XV and Mohamed Quaddus, Cambridge University Press India Ltd., ISBN : 978-981- 283-674-8 [www.cambridgeindia.org](http://www.cambridgeindia.org)

#### ***Suggested Readings :***

1. Essentials of E-commerce Technology By V. Rajaraman – PHI learning PVT Ltd.,
2. Introduction to Information Systems by Alexis Leon and Mathens Leon Tata Mcgraw hill Co.,
3. E-Commerce and Web Marketing by Hanson and Kalyanam, India Edition Cengage learning.
4. Internet Marketing, By Mary Lou Roberts, India Edition, Cengage learning.

#### **Course Outcomes:**

CO1: To provide an understanding of e-business applications in today's organizations.

CO2: To understand various E business models.

CO3: Understand online payment methods.

CO4: To learn various E Marketing Strategies.

CO5: Understand the legal and ethical issues related to protection of IPR in Online business.

**D : SYSTEM**  
**SEMESTER III: ELECTIVE COURSE I**  
**E-BUSINESS (P16MBA3ES1)**  
**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA3ES1.1	3	2	3	2	-	3	3	3	3	3	3
P16MBA3ES1.2	3	3	2	3	-	3	2	3	3	3	3
P16MBA3ES1.3	3	2	2	3	-	3	3	3	2	2	3
P16MBA3ES1.4	3	3	3	2	-	3	3	2	3	2	3
P16MBA3ES1.5	3	3	3	2	-	3	2	3	2	2	3
Average	3	2.6	2.6	2.4	-	3	2.6	2.8	2.6	2.4	3

  
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**Syllabus**  
**D: SYSTEM**  
**SEMESTER III: ELECTIVE COURSE II**  
**INTERNET TECHNOLOGIES**

**Course Code: P16MBA3ES2**

**Hours/week: 5**

**Max Marks: 100**

**Internal Marks: 25**

**Credit: 4**

**External Marks: 75**

***Unit I Introduction & Web Design***

Internet Communication Technologies - Networking Architecture – Protocols – Value Added Networks – Virtual Private Networks. Introduction to Web Technologies – Evolving Trends – Content Design – Graphics and Animation using Adobe Photoshop, Dream Weaver, Flash player, Shockwave – HTML Fundamentals.

***Unit II Client Application Development***

Java Script: Variables – Literal Arrays – Expressions and Operators – Control Statements – Functions – Event Handling – Working with Layers – Controlling Page Appearance using Style Sheets – Providing Security with object Assigning. VB Script: Variables – Data types – Operators – Control Flow – Error Handling – Event Programming, Procedures – Forms – Controls – Active X objects.

***Unit III Web Architecture and Web Servers***

Overview of components – Tuning and Load balancing – Network Architecture – Architecture Security, E-commerce architecture models – MS Internet Information Server – Distributed Internet Architecture – Microsoft Transaction Server – Visual Age of Java – Net Objects fusion – Web sphere Web logic – Net Commerce - Netscape Application Server – Cold Fusion – Silver Stream – Vignette Story Server – Broad Vision one – to – one Enterprise.

***Unit IV Security***

Need for Computer Security – Protecting resources – Types of risks – Security Strategies, Mechanisms for Internet Security – Security Tools, Enterprise Level Security, Encryption, PKI (Public Key Infrastructure), Fire Walls, Digital Certificate (X.509), Digital Certificate servers (entrust, netscape, verisign, oracle), Secure Socket Layer, LDAP (Light Weight Directory Access Protocol).



### ***Unit V Advanced Concepts***

Dynamic HTML – Extended Markup Language – Wireless Markup Language – Virtual Reality Modeling Language – Wireless Application Protocol – Voice Over Internet Protocol – Component Object Model – Common Object Request Broker Architecture – Java Beans – Enterprise Java Beans.

### ***Recommended Text books:***

1. The Internet Book by Douglas E Comer, India Edition, PHI Learning PVT Ltd.,
2. Introduction to Information Systems, Alexis Leon and Mathews Leon by Tata Mcgraw Hill.Co.,
3. Internet for Everyone, By Alexis Leon and Mathews Leon, Vikas Publishing House PVT Ltd.,
4. Information Systems Today, By Leonard Jessup and Joseph Vallacich. PHI learning PVT Ltd.,

### **Course Outcomes:**

CO1: Identify the different types of network topologies and protocols

CO2: Understand web technologies, web design and HTML fundamentals.

CO3: Understand the concept of client

CO4: Application development, Identify the knowledge about functions, variables, structures in Java script and VB script.

CO5: To get knowledge about Web servers, browsers and Web architecture.

**D : SYSTEM**  
**SEMESTER III: ELECTIVE COURSE II**  
**INTERNET TECHNOLOGIES (P16MBA3ES2 )**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium)3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA3ES2.1	3	3	3	3	2	-	3	-	3	3	3
P16MBA3ES2.2	3	3	2	3	3	-	2	-	3	3	3
P16MBA3ES2.3	3	3	2	3	2	-	3	-	3	2	3
P16MBA3ES2.4	3	3	3	3	2	-	3	-	3	3	3
P16MBA3ES2.5	3	3	3	2	2	-	2	-	2	2	3
Average	3	3	2.6	2.8	2.2	-	2.6	-	2.8	2.6	3

  
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**Syllabus**

**D: SYSTEM**

**SEMESTER III: ELECTIVE COURSE III**

**MANAGEMENT INFORMATION SYSTEMS**

**Course Code: P16MBA3ES3**

**Hours/week: 5**

**Max Marks: 100**

**Internal Marks: 25**

**Credit: 4**

**External Marks: 75**

***Unit I INTRODUCTION TO BUSINESS SYSTEMS IN BUSINESS***

Foundations of Information Systems: A framework for business users - Roles of Information systems - System concepts - Organisation as a system - Need for IS in Business – fundamentals of IS – System concepts – Components of IS – IS resources Activities – Overview of IS – Operation Support Systems, Management Support Systems, Other Classification – System approach to Problem solving – Global business scenario – trends in technology and applications.

***Unit II INFORMATION SYSTEMS FOR BUSINESS OPERATIONS:***

Business Information Systems – Marketing Information Systems – Manufacturing – Information Systems – Human Resource Information Systems – Accounting Information Systems, Financial Information Systems – Transaction Processing System.

***Unit III INFORMATION SYSTEMS FOR MANAGERIAL DECISION SUPPORT***

Management Information & Decision Support Systems – Management Information Systems – Expert Systems – Examples, Executive Information Systems – Artificial Intelligence Technologies.

***Unit IV INFORMATION SYSTEMS FOR STRATEGIC ADVANTAGE :***

Strategic roles of IS-Breaking Business Barriers – Reengineering Business Processes Improving Business Quality – Creating Virtual Company – Building knowledge Creating Company – Using Internet Strategically – Challenges of Strategic IS – Enterprise – wide systems and E-Business applications.

### ***Unit V MANAGING INFORMATION SYSTEMS :***

Enterprise Management – Information Resource Management – Strategic Management, Operational Management – Resource Management Technology Management – Distributed Management. Organizing Planning – IS planning methodologies – Critical Success Factors – Business Systems Planning – Computer Aided Planning Tools. Security & Ethical Challenges; IS controls – Facility Controls – Procedural Controls – Computer Crime – Privacy Issues.

### ***Recommended Text books***

1. Information Systems Today, By Leonard Jessup and Joseph VALACICH INDIAN Edition, PHI learning PVT Ltd.,
2. Management Information system, By EFF OZ, Indian Edition, Cengage learning.
3. Management of Information systems by S.A. Kelkar, PHI learning PVT Ltd.,
4. Management Information systems Indian Edition, Gordon B. Davis and Margrethe H. Olson, Tata Mcgraw Hill.
5. Introduction to Information Systems by Alexis Leon and Mathews Leon Tata Mcgrawhill Co.

### ***Suggested Readings***

1. Management Information Systems S. Sadagopan, PHI learning PVT Ltd.,
2. Management of Information Systems By Waman S. Jawadekar Tata Mcgraw Hill.
3. Management Information System – The Managers view Indian Edition By ROBERT Schultheis and Mary Summer Tata Mcgraw Hill.
4. Principles of Information Systems By RALPH Stair and George Reynolds, Cengage Learning.

### **Course Outcomes:**

CO1: Understand the leadership role of Management Information Systems in achieving business competitive advantage through informed decision making.

CO2: Analyze and synthesize business information and systems to facilitate evaluation of strategic alternatives.

CO3: Reproduce a working knowledge of concepts and terminology related to information technology

CO4: Analyze how information technology impacts a firm

CO5: Illustrate the impact of information systems in society.

**Syllabus**  
**D: SYSTEM**  
**SEMESTER III: ELECTIVE COURSE III**  
**MANAGEMENT INFORMATION SYSTEMS (P16MBA3ES3)**  
**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA3ES3.1	3	2	3	2	-	3	3	3	3	3	3
P16MBA3ES3.2	3	3	2	3	-	3	2	3	3	3	3
P16MBA3ES3.3	3	2	2	3	-	3	3	3	2	2	3
P16MBA3ES3.4	3	3	3	2	-	3	3	2	3	2	3
P16MBA3ES3.5	3	3	3	2	-	3	2	3	2	2	3
Average	3	2.6	2.6	2.4	-	3	2.6	2.8	2.6	2.4	3

  
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**Syllabus**  
**E: OPERATIONS**  
**SEMESTER III: ELECTIVE COURSE I**  
**SUPPLY CHAIN MANAGEMENT**

**Course Code: P16MBA3EO1**

**Hours/week: 5**

**Max Marks: 100**

**Internal Marks: 25**

**Credit: 4**

**External Marks: 75**

***Unit I***

Supply Chain Management: Introduction and Development- Nature and Concept - Importance of Supply Chain - Value Chain - Components of Supply Chain - The Need for Supply Chain - Understanding the Supply Chain Management - Participants in Supply Chain – Global Applications.

***Unit II***

Flow Management and its importance-Management of material flow in the supply chain, Management of information flow, Management of cash flow and value flows, Customer Service strategy, Bench marking best practices.

***Unit III***

Customer relationship Management, Out-bound logistics resources planning and management, Quick response systems in Manufacturing.

***Unit IV***

Management of in-bound logistics, E-supply chain cases, Role of a Manager in Supply Chain - Supply Chain Performance Drivers - Key Enablers in Supply Chain Improvement - Values of Supply Chain.

***Unit V***

Bull Whip Effect and Supply Chain – Supply Chain Relationships – Conflict Resolution Strategies .Supply chain cost analysis. Supply chain performance measures. Issues in Global supply chain

***Recommended Text books:***

1. Supply chain management – John T. Ment Z FR By Response Books, a division of Sage Publications. [www.sagepublications.com](http://www.sagepublications.com)
2. Supply chain management – Rahul V. Altekar, By PHI learning PVT Ltd.,

3. Supply chain management, India Edition John J. Coyle and others. Cengage learning.
4. Supply chain management By Narayan Rangaraj and others, Tata mcgraw Hill. Co., [www.tatamcgrahill.com](http://www.tatamcgrahill.com)

### ***Suggested Readings***

1. World class supply chain management India Edition, By Burt – Dobler – Starling Tata Mcgraw Hill Co.
2. Introduction to supply chain management Robert B. and others India Edition, PHI learning PVT Ltd.,
3. Designing and Managing The Supply chain, concepts, strategies and case studies by David Simchilevi, Ravi shankar and others Special Indian Edition, Tata Mcgraw Hill Co.
4. Supply Chain Management : Concepts Techniques and practices – by Lingli Cambridge university press International Edition. [www.cambridgeindia.org](http://www.cambridgeindia.org)

### **Course Outcomes:**

CO1: To understand effective internal and external relationships using influencing, communication and consultative skills.

CO2: Evaluate of dynamic global business environment from a competitive and economic perspective.

CO3: Knowledge on self-leadership strategies which enhances personal and professional effectiveness.

CO4: To assess business processes relative to organizational goals.

CO5: To correlate key responsibilities and interrelationships of all stakeholders in an organization's supply chain.

**Syllabus**  
**E: OPERATIONS**  
**SEMESTER III: ELECTIVE COURSE I**  
**SUPPLY CHAIN MANAGEMENT (P16MBA3EO1)**  
**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA3EO1.1	3	3	3	3	2	2	-	2	3	3	3
P16MBA3EO1.2	3	3	2	3	3	3	-	3	3	3	3
P16MBA3EO1.3	3	3	2	3	2	2	-	2	-	2	3
P16MBA3EO1.4	3	3	3	3	2	2	3	2	-	3	3
P16MBA3EO1.5	3	3	3	2	2	3	2	3	-	2	3
Average	3	3	2.6	2.8	2.2	2.4	1	2.4	1.2	2.6	3

  
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**Syllabus**  
**E: OPERATIONS**  
**SEMESTER III: ELECTIVE COURSE II**  
**ADVANCED OPERATION RESEARCH**

**Course Code: P16MBA3EO2**

**Hours/week: 5**

**Max Marks: 100**

**Internal Marks: 25**

**Credit: 4**

**External Marks: 75**

***Unit I***

Non Linear Programming – Non linear programming problems of general nature – one variable unconstrained optimization Multi variable unconstrained optimization – Karush Kuhn Tucker (KKT) conditions for constrained optimization – its Applications in Management.

Seperable programming and its Applications in Management.

Quadratic Programming – convex programming – geometric programming – Fractional programming and its Application in Management.

***Unit II***

Markov chains – Formulation – Kolmogorov Equation – steady state conditions – Markov chain modelling through Graphs – communication networks – weighted diagraphs – classification of states of Markov chain – Long Run properties of Markov chains.

Empherical Queuing models – (M/M/1) : (GD /  $\infty/\infty$ ) Model - (M/M/C) : (GD/ $\infty/\infty$ )

Model – (M / M / 1) : (GD / N /  $\infty$ ) Model –

(M / M / C) : (GD / N /  $\infty$ ) Model (for  $C \leq N$ ) –

(M / M / C) : (GD / N / N) Model (for  $C < N$ ) –

(M / M / 1) : (GD / N / N) Model (for  $N > 1$ )

***Unit III***

Integer Programming – Formulation – Branch and Bound Technique and its applications to Binary Integer Programming and Mixed Integer Programming – Branch and Cut

Approach to solve Binary Integer Programming (BIP).

Applications of BIP in the Areas of Investment Analysis, site selection, Designing a production and Distribution network, dispatching shipments, scheduling and its interrelated activities and Airlines Industry.

#### ***Unit IV***

Dynamic Programming (DP) – Applications of DP in capital budgeting, Reliability Improvements, stage-coach, cargo loading, single machine scheduling, optimal sub – dividing – solving LPP using Dynamic programming Technique.

#### ***Unit V***

Network Models – Terminologies – shortest path model – minimum spanning tree problem - Maximal flow problem – Minimum cost flow problem.

Replacement and maintenance Analysis – Types of Maintenance – Types of Replacement problem and decisions – Determination and problems of Economic life of an Asset.

#### ***Recommended Text books***

For Unit – I, Unit – II, Unit – III

1. Introduction to Operations Research (Concepts and cases) By Frederick S. Hillier and Gerald J. Lieberman (Eighth Edition) Tata Mc-Graw Hill Education Private Limited (Special Indian Edition) E-mail : [mark\\_pani@mcgrawhill.com](mailto:mark_pani@mcgrawhill.com) For Unit II, Unit IV, Unit V

2. Operation Research (Second edition) By R. Paneerselvam PHI Learning Private Ltd., New Delhi. E-mail : [prakash@phindia.com](mailto:prakash@phindia.com)

For Unit II

3. Operations Research (Algorithms and Applications) By Rathindra P. Sen  
PHI Learning Private Ltd., New Delhi.

NOTE: TO COVER ALL THE UNITS IN THE SYLLABUS STUDENTS  
SHOULD GET THE ABOVE 3 BOOKS.

**Course Outcomes:**

CO1: To Understand and apply different algorithms for solving goal or integer programming, nonlinear programming problems.

CO2: To construct models and discuss the solution with techniques.

CO3: To analyze the general nonlinear programming problems.

CO4: To solve multi-level decision problems using dynamic programming method.

CO5: To use Network Models to solve decision models.

**E : OPERATIONS**  
**SEMESTER III: ELECTIVE COURSE II**  
**ADVANCED OPERATION RESEARCH (P16MBA3EO2)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium)3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA3EO2.1	3	3	3	3	2	2	-	2	-	3	3
P16MBA3EO2.2	3	3	2	3	3	3	-	3	-	3	3
P16MBA3EO2.3	3	3	2	3	2	2	-	2	-	2	3
P16MBA3EO2.4	3	3	3	-	2	2	-	2	-	3	3
P16MBA3EO2.5	3	3	3	-	2	3	2	3	2	2	3
Average	3	3	2.6	1.8	2.2	2.4	0.4	2.4	0.4	2.6	3

  
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**Syllabus**  
**E: OPERATIONS**  
**SEMESTER III: ELECTIVE COURSE III**  
**MANAGEMENT CONTROL SYSTEMS**

**Course Code: P16MBA3EO3**

**Hours/week: 5**

**Max Marks: 100**

**Internal Marks: 25**

**Credit: 4**

**External Marks: 75**

***Unit I***

Nature of Management control – Control in organisations – phases of management control system – Management control Vs Task control.

***Unit II***

Control and organisational Behaviour – Types of organisations and their implications – Types of organisations and their implications – Types of control and variations in controls based on organisational structure and design.

***Unit III***

Goals and strategies – Key variables in Management control Design and their types – key Result Areas.

***Unit IV***

Management control structure – Expense control – profit centers – Transfer pricing – Investment centers – Management control process – Programming and budgeting – Analysing reporting – Performance evaluation.

***Unit V***

M.I.S. for management control – Systems theory and management control – Installation of Management Information & Control System – Structured and unstructured decision – Implication for control. Special management control situations – Multinational companies – Service organization – Non-profit organisations – Multi – Project organisation.

***Recommended Text book :***

1) Management control systems By N. Ghosh – PHI learning private Ltd.,

2) For Unit – V

Management control systems by Joseph A. Maciariello and other, India Edition PHI learning PVT Ltd.,

***Suggested Readings***

1) Management control system by Robert N. Anthony and Vijay Govindarajan, Tata Mcgraw Hill – special Indian Edition.

**Course Outcomes:**

CO1:To know how to control organization through phases of control system.

CO2:To understand the goals and strategies by using various key areas.

CO3:To apply the key principles and tools illustrated throughout the course (e.g., (organizational control mechanisms, Management By Objectives and compensation systems, transfer prices, design of management control systems).

CO4: Critically interpret the information processed and produced by management control systems, formulating independent judgments, also in case of limited information and in complex environments.

CO5:To analyze and communicate clearly and the conclusions gained from the interpretation of the information processed and produced by management control systems, so as to support organizational decision-making with appropriate arguments.

**E: OPERATIONS**  
**SEMESTER III: ELECTIVE COURSE III**  
**MANAGEMENT CONTROL SYSTEMS (P16MBA3EO3)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium)3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA3EO3.1	3	2	3	2	3	3	3	-	3	3	3
P16MBA3EO3.2	3	3	2	3	3	3	2	-	3	3	3
P16MBA3EO3.3	3	2	2	3	3	3	3	-	2	2	3
P16MBA3EO3.4	3	3	3	2	3	3	3	-	3	2	3
P16MBA3EO3.5	3	3	3	2	3	3	2	-	2	2	3
Average	3	2.6	2.6	2.4	3	3	2.6	-	2.6	2.4	3

  
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**RESEARCH DEPARTMENT OF MANAGEMENT STUDIES**  
**SHRIMATI INDIRA GANDHI COLLEGE**  
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(Affiliated to Bharathidasan University)  
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**Syllabus**  
**SEMESTER II: CORE VII**  
**OPERATION RESEARCH**

**Course Code: P16MBA7**  
**Max Marks: 100**  
**Credit: 5**

**Hours/week : 5**  
**Internal Marks: 25**  
**External Marks: 75**

***Unit – I***

Introduction to Operations Research, scope, phases- merits and limitations – concept of optimization, Theory of simplex methods to solve canonical and general LPP, Primal – dual problem and its properties, dual simplex method, Sensitivity analysis. Concept of Goal Programming.

***Unit – II***

Transportation problem by Vogel's approximation method ; assignment problem , linear Programming complete enumeration method .

***Unit – III***

Network analysis – drawing of Arrow diagram – critical path method – calculation of critical path duration, total, free and independent floats, PERT problems; Inventory Theory, Deterministic models – purchase problem without and with shortages, with price breaks, production problem without shortages.

***Unit – IV***

Decision under risk – expected money value criterion – decision trees – decision under uncertainty – minimax criterion; Theory of Games – pure and mixed Strategies Principles of dominance, graphical methods, simplex methods.

***Unit – V***

Queuing theory – M/M/1/FIFO/oc model; Markovian chain, Simulation :- Monte Carlo Method.

***Recommended Text books***



1 For Unit I, IV and VMOperations Research concepts and cases – Fredrick S. Hiller and Gerald J. Lie Berman – TATA Mcgraw Hill Company. Email : mark\_pani@mcgrawhill.com

2 For Unit II and III Operations Research – R. Panneer selvam – PHI learning. Email : phi@phindia.com

3 Operations Research principles and Applications – G. Srinivasan –PHI learning.

4 Introduction to operations Research – Billy E. Gilett – TATA Mcgraw hill.

***Suggested Readings:***

1 Operation Research – India Edition – Cengage learning fourth edition by Wayne.L. Winston. Email : narasimhan.r@cengage.com. www. cengage.co.in

2 Operation Research with C programs by S. Kalavathy Vikas publishing. Email :p.thanigaimalai@vikaspublishing.com

3 Operation Research – by Rathindra P. Sen, PHI learning India.

**Course Outcomes:**

CO1: To impart knowledge in concepts and tools of Operations Research

CO2: To introduce the students to the advanced methods for large-scale transportation and assignment problem.

CO3: To Identify and develop operational research models from the verbal description of the real system.

CO4: To develop a report that describes the model and the solving technique, analyze the results and propose recommendations in language understandable to the decision-making processes in Management.

CO5: To apply these techniques constructively to make effective business decisions

**SEMESTER II: CORE VII  
OPERATION RESEARCH (P16MBA7)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA7.1	3	3	3	3	2	2	3	2	-	3	3
P16MBA7.2	3	3	2	3	3	3	-	3	2	3	-
P16MBA7.3	3	3	2	3	2	2	-	2	-	2	3
P16MBA7.4	3	3	3	3	2	2	2	2	3	3	3
P16MBA7.5	3	3	3	2	2	3	1	3	1	2	1.8
Average	3	3	2.6	2.8	2.2	2.4	2.6	2.4	2.8	2.6	3

  
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**Syllabus**  
**SEMESTER II: CORE VIII**  
**PRODUCTION MANAGEMENT**

**Course Code: P16MBA8**  
**Max Marks: 100**  
**Credit: 5**

**Hours/week: 5**  
**Internal Marks: 25**  
**External Marks: 75**

***Unit - I***

Production function – an Introduction – Definitions and types of production systems. Strategic Management – corporate strategies, production strategies, World class manufacturing, demand forecasting for Operations.

***Unit – II***

Product Design – New product development, process planning and design, value analysis, capacity planning.

***Unit – III***

Plant location – factors influencing plant location, Plant layout- classification of layout with advantages, layout design procedures, Production planning and control – aggregate planning- nature, Strategies, methods, Master production Plan.

***Unit – IV***

Quality control-Definition, need, Quality control techniques, control charts, acceptance sampling , Six sigma, quality circles. TQM-scope, benefits.JIT.

***Unit – V***

Flexible Manufacturing Systems. Poka yoke-Characteristics, levels, classification, principles,device. Kaizen-Elements, classification, steps in implementing kaizen.

***Recommended Text Books***

1. Production and Operations Management By R. Panneerselvam – PHI learning. www.phindia.com
2. Production and Operations management with solution manual by Kanishka bedi, Oxford University press, Chennai. www.oup.com Email : v.anand@oup.com
3. Production and operations Management by Martin K. Staff – Cengage learning. www.cengage.co.in

4. Production & operation & Management By V.K. Khurana – ANE books – Email :  
anebooks\_tnairtelmail.com

5. Production and operations management by R.B. Khanna, PHI learning private ltd., www.  
phindia.com

***Suggested Readings:***

1. World – class manufacturing – A strategic perspective – B.S. Sahay and others – Macmillan  
publishers India ltd., www.macmillan publishers india.com.

2. Production and operations management – SN. chary – Tata mcgrawhill.com

3. Production and operations management Everett.E. Adam, Indian Edition – PHI learning.

4. Production and operations management by N.G. Nair, Tata mcgraw hill Co.

**Course Outcomes:**

CO1: To learn theories, Strategies and skills required for successful Production Management.

CO2: To Gain an understanding and appreciation of the principles and applications relevant to  
the planning, design, and operations of manufacturing.

CO3: To Identify the importance of good plant location and layout.

CO4: To demonstrate knowledge and insight into the various tools of production management.

CO5: To develop the ability to identify operational methodologies to assess and improve an  
organizations performance.

**SEMESTER II: CORE VIII  
PRODUCTION MANAGEMENT (P16MBA8)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA8.1	3	2	3	2	3	3	3	3	3	3	3
P16MBA8.2	3	3	3	3	3	3	2	-	3	-	3
P16MBA8.3	3	3	3	3	3	2	-	-	3	-	3
P16MBA8.4	3	3	3	2	3	3	2	3	-	2	3
P16MBA8.5	3	3	3	2	3	3	2	3	2	2	3
Average	3	2.8	3	2.4	3	2.8	1.8	1.8	2.2	1.4	3

  
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**Syllabus**  
**SEMESTER II: CORE IX**  
**MARKETING MANAGEMENT**

**Course Code: P16MBA9**  
**Max Marks: 100**  
**Credit: 5**

**Hours/week: 5**  
**Internal Marks: 25**  
**External Marks: 75**

***Unit - I***

Marketing – Concept – Functions – Marketing Planning & Implementing Marketing Programmes – Marketing Environment -Market Segmentation and Consumer Behaviour – Marketing Research and Market Information System.

***Unit – II***

Product: Meaning – Product Planning – Policies – Positioning – New Product Development – Product Life Cycle – Branding, Packaging, Labeling. Price : Pricing Objectives – Factors, Methods and Procedure.

***Unit – III***

Promotion : Promotion Mix – Advertisement –kinds of advertisement- Message – Copy – Advertisement Budgeting – Measuring Advertisement Effectiveness – Media Strategy – Sales Promotion – Personal Selling and Publicity.

***Unit – IV***

Physical Distribution: Distribution Mix – Managing Channel – Intermediaries – Transport and Warehousing – Distribution Strategies – Distribution Cost Analysis.

***Unit – V***

Marketing Strategies – Tools for Competitive Differentiation of Product – Strategies for Competitors – Leaders, challenges, follower & niches – Marketing of Services – Consumerism and Consumer Protections, Evaluating & Controlling Marketing Performance. Direct Selling, Direct Marketing.

***Recommended Text book***

1. Marketing Management by Czinkota Kotabe, India Edition cengage learning, Chennai. Email : sriram.b@cengage.com

2. Strategic marketing Management Text and cases by S.L. Gupta – Atlantic publishers (P) Ltd., Chennai. Email : chennai@atlanticbooks.com

3. Marketing Management – VS Ramasamy and S. Namakumari, Macmillan publisher India ltd., Chennai. [www.macmillanindia.com](http://www.macmillanindia.com)
4. Market based Management by Roger J. Best, Indian Edition, PHI learning India PVT Ltd., New Delhi.
5. Principles of Marketing by Kurtz / Boone cengage learning – Chennai.
6. Introduction to marketing – Adrian Palmer, Oxford University Press, Chennai.
7. Marketing Management by Joel.R Evans & Barry Berman – India Edition Cengage Learning, Chennai.
8. Strategic marketing management text and cases, by UCP mathur – Macmillan India Ltd., Chennai.
9. Strategic marketing, India Edition Ferrell & Hartline, by cengage learning chennai.
10. Marketing management, M. Govindarajan, PHI learning India PVT Ltd.,

**Course Outcomes:**

CO1: To Understand the reality of market and its functional activities

CO2: Ability to take decisions and plan, develop, execute and control marketing strategies.

CO3: To Develop and implement integrated marketing strategies for products

CO4: To know the Work independently and collaboratively in inter and multidisciplinary and diverse Environments.

CO5: To Examine the role of consumers as purchasers and users of goods and services using various theories and models of consumer behavior.

**SEMESTER II: CORE IX  
MARKETING MANAGEMENT (P16MBA9)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA9.1	3	2	3	2	3	3	3	-	3	3	3
P16MBA9.2	3	3	2	3	3	3	2	-	3	3	3
P16MBA9.3	3	2	2	3	3	3	3	3	-	2	3
P16MBA9.4	3	3	3	2	3	3	3	2	-	2	3
P16MBA9.5	3	3	3	2	3	3	2	3	-	2	3
Average	3	2.6	2.6	2.4	3	3	2.6	1.6	1.2	2.4	3

  
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**Syllabus**  
**SEMESTER II: CORE X**  
**FINANCIAL MANAGEMENT**

**Course Code: P16MBA10**  
**Max Marks: 100**  
**Credit: 5**

**Hours/week : 5**  
**Internal Marks: 25**  
**External Marks: 75**

***Unit I***

Financial Management- meaning, scope, objectives and functions. Financial Analysis and Control; Overview of Indian Financial System- Legal, Regulatory and tax framework.

***Unit II***

Time value of Money; Instruments of Long Term Finance, Cost of Different Sources of Raising Capital. Cost of Capital - Computation for each source of finance and weighted average cost of capital - EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems

***Unit III***

Investment and Capital Structure Decisions - Net Income Approach - Net Operating Income Approach - MM Approach; Valuation and Rates of Return; Method of Capital Budgeting.

***Unit IV***

Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and – Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

***Unit V***

Internal Financing and Dividend Policy - Types of Dividend Policy - Dividend Policy and share valuation - CAPM. Financial Modeling.

***Recommended Text Book:***

1. Financial Management by I.M. Pandey Vikas Publishing House PVT Ltd., Email : p.thanigaimalai@vikaspublishing.com
2. Financial Management Theory and practice by Prasanna chandra Tata Mcgraw Hill co. Chennai. Email : mark\_pani@mcgrawhill.com
3. Financial Management By Rajiv Srivstava & Anil Misra, Oxford University Press, Chennai. Email : v.anand@oup.com

4. Financial management – Preeti singh Ane books – PVT Ltd., Chennai. E-mail : anebooks\_tnairtelmail.com.
5. Financial Management By D. Chandra Bose, PHI learning India PVT Ltd., www.phindia.com
6. Financial Management Text and cases – cengage learning – By Brigham & Ehrhardt India edition.
7. Financial Management Text, problem and cases – My.Khan and PK. Jain Tata Mcgraw Hill Co.
8. Financial Management – Bhabatosh Banerjee – PHI Learning PVT Ltd.,
9. Financial Management India Edition, James C.VAN Horne & Joh. M.Wachowfcz, PHI learning Private Ltd.,
10. Financial Management – By P. Periasamy Tata Mcgraw Hill Co.

**Course Outcomes:**

CO1: To understand the meaning, scope and functions of Financial Management and understanding its importance in finance, investment and dividend decisions in a business.

CO2: To understand legal, regulatory and tax framework of Indian Financial system .To understand the concept of Time value of Money and be able to apply the principles in Investment decisions.

CO3: Able to evaluate the various sources of long term finance.

CO4: Calculate, determine and evaluate cost of capital - Debt and Equity.

CO5: Able to analyse EBIT - EPS in determining capital structure.

**SEMESTER II: CORE X  
FINANCIAL MANAGEMENT(P16MBA10)  
MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium)3: Substantial (High)

PO/PSO CO \	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA10.1	3	3	3	3	2	-	3	2	3	3	3
P16MBA10.2	3	3	2	3	3	-	2	3	3	3	3
P16MBA10.3	3	3	2	3	2	2	-	2	3	2	3
P16MBA10.4	3	3	3	3	2	2	-	2	3	3	3
P16MBA10.5	3	3	3	2	2	3	-	3	2	2	3
Average	3	3	2.6	2.8	2.2	1.4	1	2.4	2.8	2.6	3

  
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**Syllabus**  
**SEMESTER II: CORE XI**  
**HUMAN RESOURCE MANAGEMENT**

**Course Code: P16MBA11**

**Max Marks: 100**

**Credit: 5**

**Hours/week: 5**

**Internal Marks: 25**

**External Marks: 75**

***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.

**Course Outcomes:**

CO1: To understand the nature and purpose of human resource in organizations.

CO2: To gain in-depth knowledge and information about recruitment, selection and training and development of employee.

CO3: To know the importance of career development and employee development, differentiate mentoring and coaching in the organizations.

CO4: To understand the importance of performance of individuals and teams in the organization.

CO5: To develop the understanding of the concept of human resource management and to understand its relevance in organizations.

**SEMESTER II: CORE XI  
HUMAN RESOURCE MANAGEMENT (P16MBA11)  
MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA11.1	3	2	3	2	3	3	3	-	3	3	3
P16MBA11.2	3	3	2	3	3	3	2	-	3	3	3
P16MBA11.3	3	2	2	3	3	3	3	2	2	2	3
P16MBA11.4	3	3	3	2	3	3	3	2	3	2	3
P16MBA11.5	3	3	3	2	3	3	2	-	2	2	3
Average	3	2.6	2.6	2.4	3	3	2.6	0.8	2.6	2.4	3

  
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**Syllabus**  
**SEMESTER II: CORE XII**  
**RESEARCH METHODS IN MANAGEMENT**

**Course Code: P16MBA12**  
**Max Marks: 100**  
**Credit: 5**

**Hours/week: 5**  
**Internal Marks: 25**  
**External Marks: 75**

***Unit I:*** INTRODUCTION

Research – Importance and its types – research approaches – process – problem formulation – development of hypothesis – Research design – determining the sample design – collecting data – Analysis of data – identifying research problem.

***Unit II:*** Measurement and its techniques

Measurement in research and its problems – meaning of scaling – tests of sound measurement – types of scaling- Techniques of measurement – Attitude scales – summated rating scale – Equal appearing Interview scale – cumulative scale – Rating scale – Scale constructing Techniques.

***Unit III:*** DATA COLLECTION AND HYPOTHESIS

Classification of data – sources of data – collection of primary and secondary data – Questionnaire method – Guidelines for Questionnaire design – Interview technique – Observation techniques – Processing of data – Editing – Coding – Tabulation – Interpretation of data – Formulation of hypothesis – Test of hypothesis.

***Unit IV:*** Statistical Techniques

Statistical Techniques – Measures of Central Tendency – Arithmetic mean, Median and Mode – Karl Pearson’s coefficient of correlation – Regression – Chi-square test – conditions for applying chi-square test – ANOVA – Spearman’s Rank Correlation.

***Unit V:*** INTERPRETATION AND REPORT WRITING

Interpretation – Techniques of Interpretation – Significance of Report Writing- Different steps in writing report – layout of research report – types – oral presentation – mechanics of writing a research report – precautions for writing research reports – Role of computers in Research

***Recommended Text book:***

1. Business Research methods By Dr. T.N. Srivastava and Mrs. Shailaja Rego – Tata Mcgraw Hill. Co Chennai – Email: mark\_pani@mcgraw.hill. com
2. Business Research methods, Alan Bryman and Emmabell – Oxford University press. chennai. Email : v.anand@oup

3. Research methodology, By R. Panneer Selvam, phi learning India PVT Ltd., New Delhi.  
Email : phi@phindia.com

4. Academic writing, A guide for management students and Researchers, By Mathukutty M. Monippally and Badrinarayanan Shankar Pawar – www.sagepublications.com

5. Research methods Indian Edition By Donald H. Mcburney and Theresa – Cengage learning.  
Email : sriram.b@cengage.com

**Course Outcomes:**

CO1: To know the Research applications in Functional areas of Business and Emerging trends in Business research.

CO2: To know the concepts of Exploratory Research Design, Descriptive Research Designs and Experimental Design.

CO3: To Demonstrate knowledge and understanding of data analysis and interpretation in relation to the research process

CO4: To develop necessary critical thinking skills in order to evaluate different research analysis utilized

CO5: To know how to Expertise in report writing based on the research findings and identifies future direction for research.



**SEMESTER II: CORE XII  
RESEARCH METHODS IN MANAGEMENT (P16MBA12)  
MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA12.1	3	3	3	3	2	2	3	2	3	-	3
P16MBA12.2	3	3	2	3	3	3	-	3	3	-	3
P16MBA12.3	3	3	2	3	2	2	3	2	3	-	-
P16MBA12.4	3	3	3	3	2	-	3	2	-	3	3
P16MBA12.5	3	3	3	2	-	3	2	3	-	2	3
Average	3	3	2.6	2.8	1.8	2	2.2	2.4	1.8	1	2.4

  
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**Syllabus**  
**SEMESTER IV: CORE XVI**  
**INTERNATIONAL BUSINESS ENVIRONMENT**

**Course Code: P16MBA16**

**Max Marks: 100**

**Credit: 5**

**Hours/week: 5**

**Internal Marks: 25**

**External Marks: 75**

***Unit I***

International Business : An overview – Modes of International Business; The External Environment- Economic , Political Environment, technological and Cultural Environment; Its Influence on Trade Investment Patterns; Recent World Trade and Foreign Investment Trends.

***Unit II***

Foreign Direct Investment-FDI-Types of FDI, Rationale for FDI, Benefits of FDI to Home countries, Benefits of FDI to MNC,s, Threats and Restrictions on MNCs , Adverse effect of FDI on Host countries. Reasons for India seeking FDI, Hurdles for FDI in India.

***Unit III***

World Financial Environment; Cross-national Co operation and Agreements; Tariff and Non-Tariff Barriers, WTO, Regional Blocks. Cross Border Mergers& Acquisition-Reasons for mergers & Acquisition, Why do M & A fail?-Stages involved in M & A-Regulations of M & As.

***Unit IV***

Foreign Exchange Market Mechanism: Determinants of Exchange Rates; Euro-currency Market; Offshore Financial Centers: International Banks; Non-Banking Financial Service Firms; Stock Markets.

***Unit V***

Global Competitiveness; Export Management; Licensing; Joint Ventures Technology and Global Competition; Globalization and Human Resource Development; Globalization with Social Responsibility; Negotiating an International Business, Issues in Asset Protection; Multilateral Settlements.

***Recommended Text book***

1) International Business Text and cases by Francis Cherunilam / PHI lerning India PVT Ltd., New Delhi. Email : phi@phindia.com

2) For Unit I

International Business – By Rakesh Mohan Joshi, Oxford University Press, Chennai. Email : v.anand@oup.com International Business management- S.C.Gupta (Ane Books Pvt ltd 2010) – II & III Unit.

3) For Unit IV

International Business, Justin Paul, PHI learning India PVT, Ltd., New Delhi.

4) International Business – S. Shajahan By macmillan India Ltd., Chennai.

5) International Business – Sumati Varma, ANE books PVT Ltd., Chennai.

6) International Business, India Edition, Mike W-Peng, Cengage learning.

7) International Business – Charles WL Hill and Arun K. Jain, Tata Mcgraw Hill Co.,

8) International Business Strategy By Allain Verbeke, Cambridge University Press, Chennai.

9) International Business, Michael R. Czinkota and others cengage learning.

10) For Unit V: The International Business Environment – Janet Morrison By Palgrave macmillan – London – ANE Books chennai. Email : anebooks\_tn@airtelmail.in

11) International Business – By Donald A Ball and others, India Edition By TATA Mcgraw Hill Co.

### **Course Outcomes:**

CO1: To identify and evaluate the complexities of international business and globalization from home versus host country, and regional, cultural perspectives

CO2: To study the benefits of FDI and cost of globalization

CO3. To apply the trade theories, investment theories, exchange rate theories, regional trading bloc theories, and their impact on economic welfare

CO4: To study the various exchange rate regimes and their respective advantages and disadvantages

CO5: To understanding about the various constituents of global business environment

**SEMESTER IV: CORE XVI**  
**INTERNATIONAL BUSINESS ENVIRONMENT (P16MBA16)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA16.1	3	3	3	3	2	2	3	-	3	3	3
P16MBA16.2	3	3	2	3	3	3	2	-	3	3	3
P16MBA16.3	3	3	2	3	2	2	3	-	3	2	3
P16MBA16.4	3	3	3	3	2	2	3	-	3	3	3
P16MBA16.5	3	3	3	2	2	3	2	-	2	2	3
Average	3	3	2.6	2.8	2.2	2.4	2.6	-	2.8	2.6	3

  
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**Syllabus**  
**SEMESTER IV: CORE XVII**  
**ENTREPRENEURIAL DEVELOPMENT**

**Course Code: P16MBA17**

**Max Marks: 100**

**Credit: 5**

**Hours/week: 5**

**Internal Marks: 25**

**External Marks: 75**

***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 organizations 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, IRCL, 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.

### **Course Outcomes:**

CO1: To understand basic concepts in the area of entrepreneurship, understanding the role and importance of entrepreneurship for economic development, developing personal creativity and entrepreneurial initiative

CO2: To adopt of the key steps in the elaboration of business idea.

CO3: To understand the stages of the entrepreneurial process and the resources needed for the successful development of entrepreneurial ventures.

CO4: identify the elements of success of entrepreneurial ventures.

CO5: To consider the legal and financial conditions for starting a business venture.

**SEMESTER IV: CORE XVII**  
**ENTREPRENEURIAL DEVELOPMENT (P16MBA17)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA17.1	3	2	3	2	3	-	3	3	3	3	3
P16MBA17.2	3	3	3	3	3	-	2	3	3	3	3
P16MBA17.3	3	3	3	3	3	-	2	3	3	3	3
P16MBA17.4	3	3	3	2	3	-	2	3	3	2	3
P16MBA17.5	3	3	3	2	3	-	2	3	2	2	3
Average	3	2.8	3	2.4	3	-	2.2	3	2.8	2.6	3

  
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**Syllabus**  
**SEMESTER IV: CORE XVIII**  
**TOTAL QUALITY MANAGEMENT**

**Course Code: P16MBA18**

**Max Marks: 100**

**Credit: 5**

**Hours/week : 5**

**Internal Marks: 25**

**External Marks: 75**

***Unit I :***

Total quality Management – Definition – Scope of TQM. Dimensions and ingredients of quality, Dimensions of product quality, Dimensions of service quality. TQM Framework - Contributions of Deming, Juran and Crosby.

***Unit II***

Steps in implementing TQM. Advantages , Limitations and barriers to TQM Implementation. TQC-Meaning, factors affecting TQC.

***Unit III***

Strategic tools for TQM – Bench Marking, Business Process Reengineering, Six sigma, JIT, QFD, Tagichi's quality engineering, Failure mode and Effect analysis. Poka yoke.

***Unit IV***

Quality Education, process, quality system – quality objectives and quality policy – quality planning – quality information feedback. TQM Culture. Quality circles. Quality audits.

***Unit V***

The ISO 9000 SERIES, Need for ISO 9000- ISO 9000-2000 , Process of obtaining ISO Certification, Advantages of ISO certification, New version of ISO standards. Documentation, ISO 14000 – Concepts, Requirements and Benefits.

***Recommended Text books :***

1. Total Quality Management, PN. Mukherjee. PHI learning PVT Ltd.,
2. Total Quality Management, Text and cases by B. Janakiraman and RK. Gopal, PHI learning PVT Ltd.,
3. Total Quality Management, SK. Mandal Vikas Publish House PVT Ltd.,
4. Total Quality Management, James. R. Evans, India Edition, Cengage learning.



5. Principle of Total Quality, Vincent .K Omachonu Joel E. Ross, CRC Press distributed by Ane books PVT Ltd., [www.anebooks.com](http://www.anebooks.com)

6. Production and operations Management – PANEERSELVEM R.

***Suggested Readings***

1. Total Quality Management, L. Suganthi and Anand, A.Samvel, PHI learning

2. Juran's Quality Planning and Analysis for Enterprise Quality, India Edition by Tata Mcgraw Hill Co.

3. Quality Control and Management By Evans and Lindsay India Edition, Cengage learning.

**Course Outcomes:**

CO1:To understand the fundamental principles of Total Quality Management.

CO2: To critically appraise management techniques, choose appropriate statistical techniques for improving processes and write reports to management describing processes and recommending ways to improve them.

CO3: To develop the ability in research that will allow them to keep abreast of changes in the field of Total Quality Management.

CO4:To know prerequisites of evolution of total quality management and significance of quality gurus' works to the management of modern organizations.

CO5:To know business excellence models and be able assess organization's performance making reference to their criteria

**SEMESTER IV: CORE XVIII**  
**TOTAL QUALITY MANAGEMENT (P16MBA18)**  
**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA18.1	3	3	3	3	2	-	3	-	3	3	3
P16MBA18.2	3	3	2	3	3	-	2	-	3	3	3
P16MBA18.3	3	3	2	3	2	-	3	-	3	2	3
P16MBA18.4	3	3	3	3	2	-	3	2	3	3	3
P16MBA18.5	3	3	3	2	2	-	2	3	2	2	3
Average	3	3	2.6	2.8	2.2	-	2.6	1	2.8	2.6	3

  
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**Syllabus**  
**A : MARKETING**  
**SEMESTER IV: ELECTIVE COURSE IV**  
**ADVERTISING AND SALES PROMOTION**

**Course Code: P16MBA4EM4**

**Hours/week: 5**

**Max Marks: 100**

**Internal Marks: 25**

**Credit: 4**

**External Marks: 75**

***Unit I***

Advertising's Role in the Marketing Process: Legal Ethical and Social Aspects of Advertising; Process of Communication – Wilbur Schramm's Model, Two steps Flow of Communication, Theory of Cognitive Dissonance and Clues for Advertising Strategists.

***Unit II***

Simulation of Primary and Selective Demand – Objective Setting and Market Positioning; Dagmar Approach – Determination of Target Audience; Building of Advertising Programme – Message, Headlines, Copy, Logo, Illustration, Appeal, Layout.

***Unit III***

Campaign Planning; Media Planning; Budgeting; Evaluation – Rationale of Testing Opinion and Aptitude Tests, Recognition, Recall, Experimental Designs; Advertising Organisation.

***Unit IV***

Selection, Compensation and Appraisal of an Agency; Electronic Media Buying. Advertising campaign, advertising V/s Consumer Behaviour.

***Unit V***

Sales promotion – Role of Creative Strategies – Different methods of sales promotion – Evaluating effectiveness of different promotional strategies.

***Recommended Text book :***

- 1) Advertising and Promotion By George E. Belch and others. Tata Mcgraw Hill Co. Email : mark\_pani@mcgrawhill.com
- 2) Advertising Management with solution manual by Jaishri Jethwaney and Shruti Jauji Oxford University Press, Chennai.

- 3) Advertising and promotion by Shimp Cengage learning, Chennai. Email : sriram.b@cengage.com
- 4) Strategic advertising management by Lorry percy and Richard Elliott oxford University press, chennai.
- 5) Advertising planning and implementation by Sangeeta Sharma and Raguvirsingh PHI learning India PVT Ltd.,
- 6) Advertising & promotions are (IMC) Integrated Marketing Communication approach by Kruti Shah and Alan D'souza, Tata Mcgraw Hill Co.
- 7) Advertising Management by O' Guinn and others, cengage learning Chennai – Special India Edition.
- 8) Contemporary Advertising William .F Arens, Tata Mcgraw Hill Co.
- 9) Principles of Advertising and IMC by Tom Duncaw, Indian Edition Tata Mcgraw Hill Co.
- 10) Advertising Management Media approach for Market Research Global India Publications PVT Ltd., New Delhi. Email : info@globalindiapublications.com
- 11) Branding and Advertising by Seema Gupta – Global India Publications, New Delhi.

### **Course Outcomes:**

CO1: To understand of the overall role advertising plays in the business world.

CO2: To understand the current market situation on marketing and advertising related aspects through In house Project exposure to the functional aspects of Advertising Agencies

CO3: To Identify and understand the various advertising media.

CO4: To understand integrated marketing communications with a non-integrated approach

CO5: To Identify sales promotion, public relations, personal selling in the promotion mix

**A : MARKETING**  
**SEMESTER IV: ELECTIVE COURSE IV**  
**ADVERTISING AND SALES PROMOTION (P16MBA4EM4)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA4EM4.1	3	3	3	3	2	2	-	2	3	3	3
P16MBA4EM4.2	3	3	2	3	3	3	-	3	3	3	3
P16MBA4EM4.3	3	3	2	3	2	2	-	2	3	2	3
P16MBA4EM4.4	3	3	3	3	2	2	-	2	3	3	3
P16MBA4EM4.5	3	3	3	2	2	3	-	3	2	2	3
Average	3	3	2.6	2.8	2.2	2.4	-	2.4	2.8	2.6	3

  
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**Syllabus**  
**A: MARKETING**  
**SEMESTER IV: ELECTIVE COURSE V**  
**MARKETING OF SERVICES**

**Course Code: P16MBA4EM5**

**Hours/week: 5**

**Max Marks: 100**

**Internal Marks: 25**

**Credit: 4**

**External Marks: 75**

***Unit I***

Developing a Framework for understanding Services Marketing – Classification of Services on similar characteristics.

***Unit II***

Nature of service – Relationship with customers – customerisation and judgment in Service delivery – Nature of demand relative to supply method of service – Delivery – Significance of people based attribute and / or facility based attributed of the service product.

***Unit III***

Managing Customer Mix – Deciding on what segment of Customers to serve – Positioning the service – Developing of service positioning strategy – Positioning map.

***Unit IV***

Managing Demand – Demand supply interaction – Strategies relating to demand – Inventory Demand – Flexible capacities – Modifying marketing mix elements to manage demand.

***Unit V***

Service business as a system – service operations sub – systems – Service delivery subsystem – Service marketing subsystem – Planning, organization – and implementation of marketing effort – inter functional Conflict between marketing and operation – Evaluation of marketing effort.

### ***Recommended Text book***

1) For Unit I, II, III

Services Marketing – operations and Management, By Vinnie Jauhari & Kirtidutta, Oxford University Press, Chennai. Email : v.anand@oup.com

2) For unit IV & V

Marketing of services, India Edition, K. Douglas Hofiman, John.E.G. Bateson, Cengage learning. Chennai. Email : sriram.b@cengage.com

3) Services marketing by Kapoor, Paul & Halder – TATA Mcgraw Hill Co – Chennai.

4) Services marketing Govind Apte, Oxford University Press, Chennai.

5) Services marketing, The Indian Context, R. Srinivasan, PHI learning.

### ***Suggested Reading***

1) Services marketing and management by Audrey Gilmore, Response Book – sage publication. [www.indiasage.com](http://www.indiasage.com)

2) Services marketing text and cases Steve Baron and others, published by Palgrave Macmillan London, Distributed by ANE book PVT Ltd., Chennai. Email : anebooks\_tn@airtelmail.in

3) Text book of marketing of services by Nimit chowdhary – Macmillan India Ltd.,

### **Course Outcomes:**

CO1:To understand the functioning of Service System

CO2:To study and understand various types of services

CO3:To Demonstrate analytical skills to address relevant issues relating to services industry

CO4:To understand about demand and supply relevance of the services Industry

CO5:To Study emerging service sectors in India

**A : MARKETING**  
**SEMESTER IV: ELECTIVE COURSE V**  
**MARKETING OF SERVICES (P16MBA4EM5)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA4EM5.1	3	2	3	2	-	3	3	3	3	3	3
P16MBA4EM5.2	3	3	2	3	-	3	2	3	3	3	3
P16MBA4EM5.3	3	2	2	3	-	3	3	3	2	2	3
P16MBA4EM5.4	3	3	3	2	-	3	-	2	3	2	3
P16MBA4EM5.5	3	3	3	2	-	3	-	3	2	2	3
Average	3	2.6	2.6	2.4	-	3	1.6	2.8	2.6	2.4	3

  
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**Syllabus**  
**A: MARKETING**  
**SEMESTER IV: ELECTIVE COURSE VI**  
**RETAIL MANAGEMENT**

**Course Code: P16MBA4EM6**

**Hours/week: 5**

**Max Marks: 100**

**Internal Marks: 25**

**Credit: 4**

**External Marks: 75**

***Unit I***

Retailing – meaning, definitions, functions performed by retailers, Importance of retailing. Requisites for successful retailer. Forces affecting retail sector in India. The retail life cycle. The strategic Retail Planning process, retailing mix. Issues in Retailing.

***Unit II***

Traditional and modern formats of retail business – Marketing Concepts in Retailing – Consumer purchase behaviour – Cultural and Social group influence on Consumer Purchase Behaviour.

***Unit III***

Retail Location strategies: Issue to be considered in site selection. Decisions on geographic locations of a retail store. Location site and types of Retail development. Types of planned shopping area. Factors involved in the location decision. Catchment area analysis.

***Unit IV***

Merchandise Planning – Stock turns, Credit Management, Retail Pricing, Return on per. sq. feet of space – Retail Promotions . Traffic flow and analysis – Population and its mobility – Exteriors and layout – Customer traffic flows and pattern – Creative display. Supply Chain Management – Warehousing – Role of IT in supply chain management.

***Unit V***

Consumerism and ethics in Retailing, Retail Audits, e-Retailing, Application of IT to Retailing, Retail Equity, Technology in Retailing – Retailing through the Internet.

***Recommended Text book***

1. Retailing Management – Text and cases by Swapna Pradhan – Tata Mcgraw Hill Co – Chennai. Email : mark\_pani@mcgrawhill.com

2. Principles of retail management by Rosemary Varley and Mohamed Raffiq – Palgrave macmillan – London – distributed by ANE books PVT Ltd., Email : anebooks\_tn@airtelmail.com

3. Retail management – Dunne Lusch, cengage learning, Chennai. Email : sriram.b@cengage.com

4. Retail supply chain management by James B. Ayers and Mary Odegaard special Indian Edition – ANE books PVT Ltd., Chennai. Email: anebooks\_tn@airtelmail.com

### ***Suggested Readings***

1) Retailing management, Michael Barton and others – Tata Mcgraw Hill co.

2) Managing Retailing – Piyush Kumar Suiha and others. Oxford University press. Chennai.

3) Retailing environment & operations Andrew J. Newman and other, cengage learning Chennai.

4) International Retailing, Nicholas Alexander – Oxford University press Chennai.

5) Fundamentals of Retailing – KVS madaan, Tata Mcgraw Hill Co.

6) Retail Management – Chetan Bajaj and others. Oxford University Press.

7) Retail Management By Neelesh Jani Global India Publications, New Delhi.

8) Retail Management by Sajai Gupta and GVR Preet Randhawa – Atlantic publishers – Chennai.

### **Course Outcomes:**

CO1:To Understand and learn retail business and identify its working mechanisms

CO2:To understand the ways that retailers use marketing tools and techniques to interact with their customers

CO3:To understand the various constituents of retail strategy

CO4:To comprehend the ways retailers use marketing tools and techniques to interact with their customers.

CO5:To Understand various formats of Develop and sustain a competitive advantage in retail sector.

**A: MARKETING**  
**SEMESTER IV: ELECTIVE COURSE VI**  
**RETAIL MANAGEMENT (P16MBA4EM6)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA4EM6.1	3	3	3	3	2	-	3	2	3	3	3
P16MBA4EM6.2	3	3	2	3	3	-	2	3	3	3	3
P16MBA4EM6.3	3	3	2	3	2	-	3	2	3	2	3
P16MBA4EM6.4	3	3	3	3	2	-	3	2	3	3	3
P16MBA4EM6.5	3	3	3	2	2	-	2	3	2	2	3
Average	3	3	2.6	2.8	2.2	-	2.6	2.4	2.8	2.6	3

  
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**Syllabus**  
**B: FINANCE**  
**SEMESTER IV: ELECTIVE COURSE IV**  
**PROJECT MANAGEMENT**

**Course Code: P16MBA4EF4**

**Hours/week: 5**

**Max Marks: 100**

**Internal Marks: 25**

**Credit: 4**

**External Marks: 75**

***Unit I***

Concepts of Project Management; Project – Meaning – Nature – Types of project and project life cycle – Project management – Nature and scope of project management – Project management as a profession – Role of project manager.

***Unit II***

Project Identification and Formation: Project environment – Identification of investment opportunities – Projects screening – Preferability study – Project selection – Project formulation – Stages in project formulation – Project report preparation – Planning Commission's guidelines for project formulation.

***Unit III***

Project Appraisal: Objectives, essentials of a project methodology – Market appraisal – Technical appraisal – Financial appraisal – Socio – economic appraisal – Management appraisal.

***Unit IV***

Project Planning and Scheduling: Objectives – Process or Planning Components or good planning – Project designing and project scheduling and time estimation – Scheduling to match availability of man power and release of funds – Cost and time trade cost.

### ***Unit V***

Project Execution and Administration – Project contracting: Contract pricing, types – Project organisation: Forms of organisation – Project direction – Project communication – Project co ordination – Factors influencing effective project management – project time monitoring and cost monitoring – Project over runs. Project Control : Control techniques – PERT, CPM - Proper review – Project audit.

### ***Recommended Text book***

1) For Unit II and IV

Total project T Management The Indian context by PK. Joy – Mac millan India Ltd.,

2) For Unit I and V Project Management – by R. Panneerselvam and P. Senthil kumar PHI learning India PVT Ltd.,

3) Project Management By Bhavesh .M Patel, Vikas Publishing Hous PVT Ltd.,

4) Project Management By S. Choudhury Tata Mcgraw Hill Co.

5) Project Management India Edition By CIDO I Clements, Cengage learning.

### ***Suggested Readings***

1) Project Management by CCI Pfor D.F. Gray and Erik .w Carson – Tata Mcgraw Hill Co.

3) Text book of project management by P. Gopalakrishnan & VE. Ramamoorthy Macmillan India Ltd.,

4) Projects, Planning, analysis, selection financing, Implementation and Review by Prasanna Chandra – Tata Mcgraw Hill Co.

### **Course Outcomes:**

**CO1:** Understand the concept of Project Management, Types, Project life cycle.

**CO2:** Understand the role of project manager and Project Management as a profession. **CO3:** Understand and able to evaluate various factors in project Identification and Projectformation.

**CO4:** Understand the concept and application of project methodology, Market, Technical, financial, socio-economic and management appraisal in appraising the Project.

**CO5:** Understand the concept and application of Project Planning and Scheduling.

**B : FINANCE**  
**SEMESTER IV: ELECTIVE COURSE IV**  
**PROJECT MANAGEMENT (P16MBA4EF4)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium)3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA4EF4.1	3	3	3	3	-	2	3	2	3	3	3
P16MBA4EF4.2	3	3	2	3	-	3	2	3	3	3	3
P16MBA4EF4.3	3	3	2	3	-	2	3	2	3	2	3
P16MBA4EF4.4	3	3	3	3	-	2	3	2	3	3	3
P16MBA4EF4.5	3	3	3	2	-	3	2	3	2	2	3
Average	3	3	2.6	2.8	-	2.4	2.6	2.4	2.8	2.6	3

  
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## **Syllabus**

### **B : FINANCE**

#### **SEMESTER IV: ELECTIVE COURSE V**

#### **GLOBAL FINANCIAL MANAGEMENT**

**Course Code: P16MBA4EF5**

**Hours/week : 5**

**Max Marks: 100**

**Internal Marks: 25**

**Credit: 4**

**External Marks: 75**

#### ***UNIT-I***

Globalisation - Implications of Globalisation – Goals of International Financial Management - scope of International Finance – International Monetary System – Bimetallism – Gold Standard – Bretton Woods System – Floating Exchange Rate Regime – European Monetary System – IMF – WTO – GATT .

#### ***UNIT-II***

Balance of Payments – The Current Account – The Capital Account – significance - Balance of Payments in the World – Balance of Payments Account of India

#### ***UNIT-III***

International Financial Markets – Sources of International Funds – Multilateral Development Banks – Governments/ Governmental Agencies – International Banks – Security Markets Instruments of International Financial Markets– International Equities – GDRs – ADRs - International Money Market and Bond Market Instruments – Euro Bonds – Repos – Euro Commercial Paper – Medium Term Notes – Floating Rate Notes – Loan Syndicates – Euro Deposits – Euro Issues in India.

#### ***UNIT-IV***

Currency Risk and Exposure – Types of Currency Risk – Management of Currency Risk – Concept and Measurement of Transaction Exposure - Techniques of Transaction Exposure Management – Translation Exposure – methods – Transaction Exposure Vs. Translation

Exposure – Exchange Risk Management – Operating Exposure – measuring and managing Operating Exposure.

### ***UNIT-V***

Foreign Direct Investment (FDI) – Forms of FDI – FDI in World – purpose of overseas investment – Benefits to the Host Countries – Effects of FDI – Political Risk.

### ***Recommended Text books***

1. Joseph Anbarasu, Global Financial Management, Ane, Delhi, 2010
2. Kevin s, Fundamentals Of International Financial Management, PHI, Delhi, 2010
3. Jeff Madura, International Financial Management, Cengage learning, Delhi, 2008

### ***Suggested Readings***

- 1) International Finance – By Thomas J. Obrien, Oxford University Press, Chennai.
- 2) International Financial Management By PG. APTE, Tata Mcgraw Hill Co
- 3) Global Financial Reporting and Analysis, Cengage learning – By Alexander Britton and Jorissen.
- 4) International Financial Management by Ephraim Clark – cengage learning.

### **Course Outcomes:**

CO1: Understand the concept of Globalisation.

CO2: Understand the workings of the International Monetary System.

CO3: Understand the functions of IMF, WTO

CO4: Understand, analyse, Interpret Balance of Payments.

CO5: Analyse and Interpret Balance of Payments of India & World.



**B : FINANCE**  
**SEMESTER IV: ELECTIVE COURSE V**  
**GLOBAL FINANCIAL MANAGEMENT (P16MBA4EF5)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA4EF5.1	3	2	3	2	3	-	3	3	3	3	3
P16MBA4EF5.2	3	3	2	3	3	-	2	3	3	3	3
P16MBA4EF5.3	3	2	2	3	3	-	-	3	2	2	3
P16MBA4EF5.4	3	3	3	2	3	3	-	-	3	2	3
P16MBA4EF5.5	3	3	3	2	3	3	2	3	2	2	3
Average	3	2.6	2.6	2.4	3	1.2	1.4	2.4	2.6	2.4	3

  
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**Syllabus**  
**B: FINANCE**  
**SEMESTER IV: ELECTIVE COURSE VI**  
**MERCHANT BANKING**

**Course Code: P16MBA4EF6**

**Hours/week: 5**

**Max Marks: 100**

**Internal Marks: 25**

**Credit: 4**

**External Marks: 75**

***Unit I***

Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Banking - Legal and Regulatory Frameworks – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges, OTCEI and NSE.

***Unit II***

Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Pricing – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars – Underwriting Arrangements - Dealing with Bankers to the Issue, Underwriters, Registrars, and Brokers – Offer for Sale – Book – Building – Green Shoe Option – E-IPO Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc.

***Unit III***

Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds - Business Valuation.

***UNIT-IV***

Mutual Funds - Origin, Types of Mutual Funds, Importance, Mutual Funds Industry in India – SEBI's directives for Mutual Funds, Private Mutual Funds, Asst Management company – Unit Trust of India – Evaluation of Performance of Mutual Funds – Money Market Mutual Funds – RBI Guidelines – Venture Capital: Meaning, Origin, Importance, Methods, India Scenario.

## ***UNIT-V***

Insurance – Meaning, Types, Insurance Industry in India and related reforms – Other Financial Services – Credit Cards – Credit Rating: Regulatory framework – Credit Rating Agencies Rating Process and Methodology – Rating symbols/Grades – Pension Plan.

### ***Recommended Text books***

1. J.C.Verma, 'A Manual of Merchant Banking', Bharath Publishing House, New Delhi.
2. K.Sriram, 'Hand Book of Leasing, Hire Purchase & Factoring', ICFAI, Hyderabad.
3. Economic Dailies, Relevant Publication of AMFS.
4. Bhalla. V.K. – 'Management of Financial Services' – Anmol, New Delhi.
5. Khan, M.Y., FINANCIAL SERVICES, Tata McGraw Hill, New Delhi, 2001. Gurusamy, MERCHANT BANKING AND FINANCIAL SERVICES, Tata McGraw Hill, Delhi, 2009.

### **Course Outcomes:**

CO1: Understand Indian Financial System and Merchant Banking in India, its function, structure, legal and Regulatory frameworks.

CO2: Understand the roles of Merchant Banker in designing capital structure, Issue pricing and all other services related to companies to go public.

CO3: Understand the role of Merchant bankers in Mergers and Acquisitions.

CO4: Understand the functions of Portfolio Management service, credit syndication, credit rating.

CO5: Understand the concept of Mutual funds, its structure, regulatory guidelines for Mutual fund industry and various types of mutual funds.

**B: FINANCE**  
**SEMESTER IV: ELECTIVE COURSE VI**  
**MERCHANT BANKING (P16MBA4EF6)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA4EF6.1	3	2	3	2	3	-	3	3	2	3	3
P16MBA4EF6.2	3	3	3	3	3	-	2	3	-	3	3
P16MBA4EF6.3	3	3	3	3	3	-	2	3	-	3	3
P16MBA4EF6.4	3	3	3	2	3	-	2	3	-	2	3
P16MBA4EF6.5	3	3	3	2	3	-	2	3	-	2	3
Average	3	2.8	3	2.4	3	-	2.2	3	0.4	2.6	3

  
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**Syllabus**  
**C: HUMAN RESOURCE**  
**SEMESTER IV: ELECTIVE COURSE IV**  
**PUBLIC RELATIONS MANAGEMENT**

**Course Code: P16MBA4EH4**

**Hours/week: 5**

**Max Marks: 100**

**Internal Marks: 25**

**Credit: 4**

**External Marks: 75**

***Unit I***

Introduction to P.R. – Definition, Nature, History and Development, Role of PR, PR associations. Objectives of Public Relations, Emergence of Public Relation.

***Unit II***

Public Relations Process, PR Problems, Elements of Public Relations, The Psychological factors that affect the perception of the public, decision making process.

***Unit III***

Public Opinion Research, Functions of Public Relations Department, PR Professional Code. Relations with the Government, Community Relations, Shareholders Relations, Promotion Programmers, Donations, Employee Publications, Guest Relations, Establishment Of Relations With The Public.

***Unit IV***

Media & Tools: Press, Radio, Television, Documentaries, Films. Company Literature: Annual reports, manuals Brochures Information bulletins, House Journals, News Letters, Direct mailing.

***Unit V***

Advertising and Promotional Techniques: Promoting and positioning your organization through Advertising, Exhibitions, open house, Tournaments etc., Lobbying, and Managing Rumors & Leaks.

### ***Recommended Text books***

- 1) Effective public relations and media strategy by C.,V. Narasimha Reddy – PHI learning India PVT Ltd., Email : phi@phindia.com
- 2) For Unit V Public Relations principles and practices with solution manual by Iqbal S. Sachdeva Oxford University Press, Chennai. Email : v.anand@oup.com
- 3) Public relations practices by Allen H. Center and patrick Jackson – cage studies and problems – Indian Edition - PHI learning India PVT Ltd.,
- 4) Public management – maximize efficiency and effectiveness by Sukumar chatterjee – Global India Publications, New Delhi. Email : 1) info@globalindiapublications.com  
2) pragati@mdppi.com

### **Course Outcomes:**

CO1: To create awareness and comply with law and regulations in the field of public relations, advertising.

CO2: Develop and apply methods and techniques about stakeholders' appropriate communication strategy, taking into account differences in needs or development.

CO3: Develop positive attitudes and behaviour towards lifelong learning.

CO4: Recognize and adapt to communication style of different cultures.

CO5: Comply with social, scientific, professional and ethical values in the stages of data collection, interpretation, introduction and implementation of the related field.

**C : HUMAN RESOURCE**  
**SEMESTER IV: ELECTIVE COURSE IV**  
**PUBLIC RELATIONS MANAGEMENT (P16MBA4EH4)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA4EH4.1	3	3	3	3	2	-	3	2	2	3	3
P16MBA4EH4.2	3	3	2	3	3	-	2	3	-	3	3
P16MBA4EH4.3	3	3	2	3	2	-	3	2	-	2	3
P16MBA4EH4.4	3	3	3	3	2	-	3	2	-	3	3
P16MBA4EH4.5	3	3	3	2	2	-	2	3	2	2	3
Average	3	3	2.6	2.8	2.2	-	2.6	2.4	0.8	2.6	3

  
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## Syllabus

### C: HUMAN RESOURCE

#### SEMESTER IV: ELECTIVE COURSE V

#### MANAGING INTERPERSONAL EFFECTIVENESS

**Course Code: P16MBA4EH5**

**Hours/week: 5**

**Max Marks: 100**

**Internal Marks: 25**

**Credit: 4**

**External Marks: 75**

#### ***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, changes 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 chennail. 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

### ***Course Outcomes:***

CO1: To recognize the importance of interpersonal skills

CO2: To describe how good communication with other can influence our working relationships

CO3: To outline the roles we play in our work groups and teams.

CO4: By implementing theoretical perspectives to bring change in attitudes.

CO5: To analyze stress factors of working women and finding solution to improve quality of work life.

**C: HUMAN RESOURCE**  
**SEMESTER IV: ELECTIVE COURSE V**  
**MANAGING INTERPERSONAL EFFECTIVENESS (P16MBA4EH5)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA4EH5.1	3	2	3	2	3	-	3	3	-	3	3
P16MBA4EH5.2	3	3	2	3	3	-	2	3	-	3	3
P16MBA4EH5.3	3	2	2	3	3	-	3	3	2	2	3
P16MBA4EH5.4	3	3	3	2	3	-	3	2	-	2	3
P16MBA4EH5.5	3	3	3	2	3	-	2	3	2	2	3
Average	3	2.6	2.6	2.4	3	-	2.6	2.8	0.8	2.4	3

  
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**Syllabus**  
**C: HUMAN RESOURCE**  
**SEMESTER IV: ELECTIVE COURSE VI**  
**GROUP DYNAMICS**

**Course Code: P16MBA4EH6**

**Max Marks: 100**

**Credit: 4**

**Hours/week: 5**

**Internal Marks: 25**

**External Marks: 75**

***Unit I***

Groups and its formation – Formal and informal groups – Functions fulfilled by groups – Variables affecting the integration in groups of organization in groups of organizational groups and personal needs.

***Unit II***

Training for effective group membership – T Group training or sensitivity training – Lab exercises and feedback to individuals for improving interpersonal competence goals, approaches and utilization of sensitivity – training in Organizations.

***Unit III***

Process of decisions making in groups – Problems and approaches for ‘consensus’ formation – effective meetings. Theory and model of interpersonal behaviour of C William Shutz – FIRO – B Test – its application – Achieving group compatibility – Problems in Reaching compatibility.

***Unit IV***

Use of groups in Organizations Vs Individual performance – Inter group Problems in Organizations – Inter group competition – Reducing competition through training – Conflict – Management of conflict – Preventing interpersonal conflict and inter group conflict Achieving integration in groups.

***Unit V***

Organization Development through better management of group dynamic – Team work development.

***Recommended Text book***

- 1) Group processes – India Edition by Donel son. R. Forsyth – cengage learning. Email : sriram.b@cengage.com Mobile : 99401 11491 www.cengage.co.in
- 2) Organisational Behaviour By S. Fayyaz Ahamed and others, Atlantic publishers & Distributors (p) Ltd., Chennai. Email : chennai@atlanticbooks.com

***Course Outcomes:***

CO1: To learn the framework of Team Dynamics.

CO2: To learn the conflict types in teams and decision making in Teams.

CO3: To understand the interpersonal orientation in Teams.

CO4: Learn the communication and negotiation skills in teams.

CO5: Analyze the complexities associated with management of the group behavior in the organization.

**C : HUMAN RESOURCE**  
**SEMESTER IV: ELECTIVE COURSE VI**  
**GROUP DYNAMICS (P16MBA4EH6)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA4EH6.1	3	3	3	3	2	2	-	2	-	3	3
P16MBA4EH6.2	3	3	2	3	3	3	-	3	-	3	3
P16MBA4EH6.3	3	3	2	-	2	2	-	2	-	2	3
P16MBA4EH6.4	3	3	3	-	2	2	-	2	-	3	3
P16MBA4EH6.5	3	3	3	2	2	3	2	3	2	2	3
Average	3	3	2.6	1.6	2.2	2.4	0.4	2.4	0.4	2.6	3

  
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**Syllabus**  
**D: SYSTEM**  
**SEMESTER IV: ELECTIVE COURSE IV**  
**SOFTWARE PROJECT MANAGEMENT**

**Course Code: P16MBA4ES4**

**Hours/week: 5**

**Max Marks: 100**

**Internal Marks: 25**

**Credit: 4**

**External Marks: 75**

***Unit I : SYSTEM ANALYSIS & DESIGN***

Overview of system analysis & Design: Introduction to different methodologies &

Structured system analysis – Details of SDLC approach – mini cases – E.R. diagrams – DFD concepts – Data dictionary concepts. Structure charts – modular programming – I/O & file design consideration – Entity Life histories (ELH).

***Unit II SYSTEM IMPLEMENTATION***

System implementation & maintenance: Implementation Strategies – SW / HW selection & procurement – Control & security – issues of designing & implementing on-line systems – data communication requirements – system conservation approaches & selection issues.

***Unit III PROJECT DEVELOPMENT & DATABASE DESIGN***

Introduction to Database technologies & CASE tools with specific packages – overview

of relational model – Database creation – SQL command – Normalization – designing forms & reports – using CASE tools for system analysis & design-case studies – Cost / benefit analysis – project & resource planning – design & development testing & documentation.

***Unit IV SOFTWARE PROJECT MANAGEMENT***

Software project management: challenges & opportunities – changing technologies & approaches – choice development of methodologies & technical platforms, project management techniques – monitoring & measurement of progress.

## ***Unit V SOFTWARE PROJECT MANAGEMENT***

Software project management – elements, cost estimation, manpower planning, Software & Product Metrics – Quality assurance & control – standards’ & documentation – testing – implementation – training – technology management – quality standards – certificate – handling multiple projects, issues of share development.

### ***Recommended Text books:***

- 1) Software Engineering Principles and practice by Waman S.Jawadekar Tata Mcgraw Hill Co. – Chennai. Email : mark\_pani@mcgrawhill.com
- 2) For Unit I Database Management systems Alexis Leon & Mathews Leon, Vikas Publishing House PVT Ltd.,
- 3) Software Project Management by S.A. Kelkar, PHI learning India PVT Ltd., Email : phi@phindia.com
- 4) Software project management (2 volumes set) by Prof. SN. Singh and SL. Gupta – Global India publications PVT Ltd., New Delhi. Email : info@globalindiapublications.com

### ***Course Outcomes:***

CO1: To understand the fundamental principles of software project management & have a good knowledge of responsibilities

CO2: To apply the knowledge in an effective manner for implementation of Strategies, Designing, communicating and solving issues.

CO3: To Development of a project plan and Data base using as input estimation data

CO4: To familiar with the different methods and techniques used for Software project management.

CO5: To Apply different estimation methods and Technology.

**D: SYSTEM**  
**SEMESTER IV: ELECTIVE COURSE IV**  
**SOFTWARE PROJECT MANAGEMENT (P16MBA4ES4)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA4ES4.1	3	2	3	2	3	-	3	3	3	3	3
P16MBA4ES4.2	3	3	2	3	3	-	2	3	-	3	3
P16MBA4ES4.3	3	2	2	3	3	-	3	3	-	2	3
P16MBA4ES4.4	3	3	3	2	3	-	3	2	-	2	3
P16MBA4ES4.5	3	3	3	2	3	-	2	3	-	2	3
Average	3	2.6	2.6	2.4	3	-	2.6	2.8	0.6	2.4	3

  
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**Syllabus**  
**D : SYSTEM**  
**SEMESTER IV: ELECTIVE COURSE V**  
**RELATIONAL DATABASE MANAGEMENT SYSTEM**

**Course Code: P16MBA4ES5**

**Hours/week: 5**

**Max Marks: 100**

**Internal Marks: 25**

**Credit: 4**

**External Marks: 75**

***Unit I INTRODUCTION TO RDBMS AND ORACLE***

Basic concepts of Relational Data Model – Introduction to SQL – Normalization. Creating tables – data types – data functions – conservation and transformation functions – queries and sub queries.

***Unit II ADVANCED CONCEPTS OF ORACLE***

Changing data – advanced use of functions and variables – creating, dropping, altering tables and views – SQL (Structured Query Language) plus – accessing remote data – building reports – authority allocation – triggers and procedures. Data dictionary – design and performance issues.

***Unit III INTRODUCTION TO VISUAL BASIC***

Introduction to basics – variable and values – drawing on the screen – building programs – adding menu bar – using array variable – building clock programs.

***Unit IV BUILDING LARGER PROGRAMS***

Designing and building larger programs – address – book interfacing – working with multiple records – searching, printing, sorting and deleting – data management and control tool box for controls, forms, drawing fonts, and miscellaneous.

***Unit V PROJECT DEVELOPMENT***

Selection of a Client / Server based application – design the project and tools – development using Oracle and Visual Basic – demo and review.

***Recommended Text books :***

1) For Unit I and II Oracle Database 11g By Satish Asnani – PHI learning India PVT Ltd., Email : phi@phindia.com

2) For Unit III and IV Programming with visual basic 6.0 by Mohamed Azam – Vikas publishing house PVT Ltd., Chennai – [www.vikaspublishing.com](http://www.vikaspublishing.com)

3) For Unit V

Database Management System Oracle SQL and PL / SQL by Pranabkumar Dasguptal PHI learning India PVT Ltd.,

4) Database system concepts by Peter Rob & Carlos Coronel India Edition, Cengage learning Chennai. Email : [sriram.b@cengage.com](mailto:sriram.b@cengage.com)

***Suggested Readings :***

1) Oracle PL / SQL programming by Laksman Bulusu, cengage learning, Chennai.

2) Database Management Systems By Gerald V.Post – Tata Mcgraw Hill Co.

3) Database Management Systems By Alexis Leon and Mathews Leon – Vikas Publishing House PVT Ltd.

***Course Outcomes:***

CO1: To apply the concepts of collecting data, organizing the data in the systematic form ,arranging the data in a computational way.

CO2: To demonstrate a rudimentary understanding of programmatic interfaces to a database and be able to use the basic functions of one such interface.

CO3: To design the ER diagrams as well as interpret the Design of database

CO4: To demonstrate an understanding of the relational data model.

CO5: To Formulate solutions to a broad range of query problems, using relational algebra and SQL

**D: SYSTEM**  
**SEMESTER IV: ELECTIVE COURSE V**  
**RELATIONAL DATABASE MANAGEMENT SYSTEM (P16MBA4ES5)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA4ES5.1	3	3	3	3	2	-	3	2	3	3	3
P16MBA4ES5.2	3	3	2	3	3	-	2	3	3	3	3
P16MBA4ES5.3	3	3	2	3	2	-	3	2	3	2	3
P16MBA4ES5.4	3	3	3	3	2	-	3	2	3	3	3
P16MBA4ES5.5	3	3	3	2	2	-	2	3	2	2	3
Average	3	3	2.6	2.8	2.2	-	2.6	2.4	2.8	2.6	3

  
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**Syllabus**  
**D: SYSTEM**  
**SEMESTER IV: ELECTIVE COURSE VI**  
**OBJECT ORIENTED PROGRAMMING & C++**

**Course Code: P16MBA4ES6**

**Hours/week: 5**

**Max Marks: 100**

**Internal Marks: 25**

**Credit: 4**

**External Marks: 75**

***Unit I: INTRODUCTION***

Traditional Programming approaches – Straight – Run Programming & structured Programming techniques – Limitations of Traditional Approaches – Object Oriented Approach – Objects – Classes – Data encapsulation – Data abstraction – Inheritance – Code Reusability – Polymorphism – Object Oriented Languages.

***Unit II OBJECT ORIENTED ANALYSIS AND DATA MODELING***

Object Oriented Analysis & Data Modeling – Object Oriented Concepts, Object Oriented Analysis Modeling – Object Oriented design concepts, object oriented design methods, class & object definition, refining operations, program components & interfaces.

***Unit III DESIGNING OF OOD SYSTEMS***

Notation for OOD, Implementation detailed design, An Alternative Object Oriented Design strategy, integrating OOD with SA/SD.

***Unit IV C++ BASICS***

C++ Programming basics – classes & objects, constructor & destruction, Overloaded constructors, Access specifiers, static class data, Inheritance, Base Class & Derived class constructors, overriding member functions, class hierarchies, abstract base class, public & private inheritance, levels of inheritance, multiple inheritance.

***Unit V ADVANCED CONCEPTS***

Polymorphism, operator overloading, Virtual functions, Dynamic or Late binding, abstract classes, virtual base classes, friend functions static functions, Templates classes, Case Studies & Programming development in C++ demonstration & presentation.

### ***Recommended Text book***

1) For Unit I C++ and object oriented programming paradigm by ebasish Jawa, PHI learning India PVT Ltd.,

2) For Unit II, III and IV Object Oriented Programming with C++ by Balagurusamy – Tata Mcgraw Hill Co.,

3) For Unit V and case studies Programming with ANSI C++ by Bhusha Trivedi with solution manual Oxford University press, Chennai. [www.oup.com](http://www.oup.com)

4) For unit II, III & IV

Object Oriented Programming using C++ by Joyce Farrell, Cengage learning, India edition.

### ***Suggested Readings:***

1) Programming with C++ by D. Ravichandran – Tata Mcgraw Hill Co.

2) C++ programming Today by Barbara Johnson, India Edition PHI learning India Edition.

3) Introduction to Object Oriented Programming and C++ By ISRD Group, Tata Mcgrawhill Co.

4) Object Oriented Programming with C++ by Rohit Khurana Vikas publishing house  
PVT Ltd.,

### ***Course Outcomes:***

CO1: To ability to incorporate handling in object-oriented programs

CO2: To Detailed architecture, define objects, load data, query data and performance tune databases

CO3: To analyze and model software specifications, Ability to abstract object-based views for generic software systems.

CO4: To learn the fundamental programming concepts and methodologies which are essential to building good C/C++ programs.

CO5: To learn uses of polymorphism and names special functions.

**D: SYSTEM**  
**SEMESTER IV: ELECTIVE COURSE VI**  
**OBJECT ORIENTED PROGRAMMING & C++ (P16MBA4ES6)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA4ES6.1	3	3	3	3	2	2	-	2	3	3	3
P16MBA4ES6.2	3	3	2	3	3	3	-	3	-	3	3
P16MBA4ES6.3	3	3	2	3	2	2	-	2	-	2	3
P16MBA4ES6.4	3	3	3	3	2	2	-	2	-	3	3
P16MBA4ES6.5	3	3	3	2	2	3	-	3	2	2	3
Average	3	3	2.6	2.8	2.2	2.4	-	2.4	1	2.6	3

  
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**Syllabus**  
**E: OPERATIONS**  
**SEMESTER IV: ELECTIVE COURSE IV**  
**MATERIAL MANAGEMENT**

**Course Code: P16MBA4EO4**

**Hours/week: 5**

**Max Marks: 100**

**Internal Marks: 25**

**Credit: 4**

**External Marks: 75**

***Unit I PURCHASING***

Material management-meaning, advantages. Codification. Purchase management- Objectives, Functions, responsibilities and duties of purchase department. 8R's of Purchasing. Kardex system. Methods of purchasing. Buying procedure.

***Unit II VENDOR DEVELOPMENT***

Scope of vendor development, stages in source selection, vendor rating- criteria, methods of rating.

***Unit III RELATED MATERIALS FUNCTION***

Spare parts management- definition, classification of spares, problems and issues in spares management. Store keeping – types of stores, benefits, store location, store layout, principles in stores management.

***Unit IV MATERIAL HANDLING***

Definition, objectives of material handling, Importance, symptoms of poor material handling, principles of material handling. Material handling equipments, symbols, costs.

***Unit V***

Out sourcing, Make or buy decisions. Value engineering. Stores material accounting-Bin card, stores related ledgers.Recent development in material handling.

***Recommended Text books***

1) Materials Management procedures Text and cases, By A.K. Datta, PHI Learning

India, [www.phindia.com](http://www.phindia.com)

2) Materials Management Text and cases, PHI learning India, New Delhi.

- 3) Materials Management case study and solutions by H. Kaushal Macmillan India Ltd.,
- 4) Purchasing and materials management – NK Nair Vikas Publishing House PVT Ltd.,
- 5) Material Management An Integrated approach by Dr. Pawan Arora Global India Publications PVT Ltd., New Delhi. Email : info@globalindiapublications.com
- 6) Purchasing – By Monczka, Trent and Hand field – By cengage learning, India Edition.

***Course Outcomes:***

CO1: To illustrate the role and cope of materials management in organization

CO2: To acquaint students with the strategic aspects, structure, and organization of purchasing.

CO3: To explain the characteristics of a sound purchasing decision which includes quality, quantity, time, source, and price.

CO4: To elaborate the key characteristics of specialized purchasing aspects such as negotiation, make or buy, outsourcing, and buy commodities, capital goods, for resale, and finally for government and public service organization.

CO5: To teach students the major aspects of inventory control and warehousing to insure a steady supply of materials to meet the needs of the organization



**E: OPERATIONS**  
**SEMESTER IV: ELECTIVE COURSE IV**  
**MATERIAL MANAGEMENT (P16MBA4EO4)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA4EO4.1	3	2	3	2	3	-	-	-	-	3	3
P16MBA4EO4.2	3	3	2	3	3	-	2	3	-	3	3
P16MBA4EO4.3	3	2	2	3	3	-	3	-	-	2	3
P16MBA4EO4.4	3	3	3	2	3	3	3	-	3	2	3
P16MBA4EO4.5	3	3	3	2	3	3	2	-	2	2	3
Average	3	2.6	2.6	2.4	3	1.2	2	0.6	1	2.4	3

  
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**Syllabus**  
**E: OPERATIONS**  
**SEMESTER IV: ELECTIVE COURSE V**  
**LEAN MANUFACTURING**

**Course Code: P16MBA4EO5**

**Max Marks: 100**

**Credit: 4**

**Hours/week: 5**

**Internal Marks: 25**

**External Marks: 75**

***Unit I***

Evolution of lean thinking – Craftsman era, Mass Production era and Lean thinking.

***Unit II***

Lean Principles:

The value

Value stream mapping

Flow

Pull

Perfection

***Unit III***

From thinking to action: Lean Leap Tool – Kit

1. TQM Concepts and Tools – QFD, FMEA Robust Design concepts; SPC, QC circles and KAIZEN approaches Six – Sigma philosophy and Methodologies.

2. 5S and TPM

3. JIT system and KANBAN concepts

4. Cellular Layouts

***Unit IV***

Creating Lean Enterprise – Organization and Implementation steps.

Cases from Manufacturing Industries.

Cases from service Industries, Including Software Industry.

## ***Unit V***

The Future – Lean Network.

### ***Recommended Text book***

- 1) Lean materials planning and execution India Edition – Cengage learning by Donald H. Sheldon.
- 2) Lean manufacturing implementation by Dennis P. Hobba. Cengage learning.
- 3) For Unit III  
Total Quality Management by SK. Mandal Vikas publishing.
- 4) Simplified Lean manufacture – By N. Gopala krishnan – PHI learning Private Ltd

### ***Course Outcomes:***

CO1: To demonstrate an understanding of the concepts of lean Manufacturing

CO2: Define what Lean Management is and why it's important to learn.

CO3: Define Total Productive Maintenance.

CO4: Apply World Class Manufacturing (WCM) techniques to effect continuous improvement.

CO5: Solve the case studies by applying the concept of Lean supply chain

**E : OPERATIONS**  
**SEMESTER IV: ELECTIVE COURSE V**  
**LEAN MANUFACTURING (P16MBA4EO5)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA4EO5.1	3	3	3	3	2	-	3	2	3	3	3
P16MBA4EO5.2	3	3	2	3	3	-	2	3	3	3	3
P16MBA4EO5.3	3	3	2	3	2	-	-	-	-	-	3
P16MBA4EO5.4	3	3	3	3	2	-	-	2	3	3	3
P16MBA4EO5.5	3	3	3	2	2	3	2	3	2	-	3
Average	3	3	2.6	2.8	2.2	0.6	1.4	2	2.2	1.8	3

  
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**Syllabus**  
**E: OPERATIONS**  
**SEMESTER IV: ELECTIVE COURSE VI**  
**WORLD CLASS MANUFACTURING**

**Course Code: P16MBA4EO6**

**Max Marks: 100**

**Credit: 4**

**Hours/week: 5**

**Internal Marks: 25**

**External Marks: 75**

***Unit I : Strategic decisions in Manufacturing Management***

Choice of Technology, Capacity

Layout / Automation in Material handling systems

Emerging trends

***Unit II : Aggregate planning and Master Production Scheduling***

Materials Requirement Planning (MRP)

Manufacturing Resources Planning (MRP – II)

Implementation Problems / Indian experience

***Unit III: Review of Operations Scheduling Process***

Job Shop Scheduling

Batch Production Scheduling

Flow Production Line Balancing

***Unit IV Just-in-Time System***

Pull System – Use of Kanban

JIT Purchase – Source Development, Buyer – seller relations

Indian Experience

***Unit V Total Productive Maintenance***

Objective of TPM – Total System effectiveness

Break-down maintenance

Preventive Maintenance Productive Maintenance  
Predictive Maintenance  
Condition Monitoring System  
Maintenance Prevention  
Mainfability Improvement  
Reliability Improvement  
Total Employee Involvement and Small Group Activities.

***Recommended Text book***

- 1) Production and operations managements by R. Panneerselvam, PHI learning India Ltd.,  
www.phiindia.com
- 2) For Unit II and V Operations Management with DVD in the Book by William J. Stevenson,  
Special Indian Edition, Tata Mcgraw Hill Co. Chennai.  
Email: mark\_pani@mcgrawhill.com
- 3) World Class Manufacturing by B.S. Sahay and others Macmillan publishers India Ltd.,  
Chennai. Phone: 044 – 22384231. Suggested Readings
  - 1) Industrial Engineering and Management by OP. Khanna, Dhanpatrai publications PVT Ltd.,  
New Delhi.
  - 2) Operations Management – By James R. Evans. David A. Collier, India Edition Cengage  
learning, Chennai. Email : narasimhan.r@cengage.com
  - 3) Operations Management by Norman Gaither Greg Frzier, India Edition, cengage learning,  
Chennai.
  - 4) Essentials of operations management by Scott.T. Young, sage South Asia Edition.  
www.sagepublications.com
  - 5) Progressive manufacturing, India Edition, By Soli.J Engineer, Cengage learning.

***Course Outcomes:***

CO1: Understand recent trends in manufacturing.

CO2: Demonstrate the relevance and basics of World Class Manufacturing and understand the concepts of MRP.

CO3: Understand customization of product for manufacturing and to know operation scheduling process.

CO4: Understand the implementation of JIT and other new technologies.

CO5: To know the concepts productive maintenance and to Compare the existing industries with WCM industries.

**E: OPERATIONS**  
**SEMESTER IV: ELECTIVE COURSE VI**  
**WORLD CLASS MANUFACTURING (P16MBA4EO6)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
P16MBA4EO6.1	3	3	3	3	2	-	3	2	3	3	3
P16MBA4EO6.2	3	3	2	3	3	-	2	3	-	3	3
P16MBA4EO6.3	3	3	2	3	2	-	3	2	-	2	3
P16MBA4EO6.4	3	3	3	3	2	-	3	2	-	3	3
P16MBA4EO6.5	3	3	3	2	2	-	2	3	2	2	3
Average	3	3	2.6	2.8	2.2	-	2.6	2.4	1	2.6	3

  
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**SEMESTER IV: CORE  
PROJECT**

**Course Code : P16MBAPW**

**Max Marks: 100**

**Credit : 6**

**RESEARCH DEPARTMENT OF MANAGEMENT STUDIES  
SHRIMATI INDIRA GANDHI COLLEGE**

(Nationally Accredited at A Grade (3<sup>rd</sup> Cycle) by NAAC)

(Affiliated to Bharathidasan University)

Tiruchirappalli 620 002

**PROGRAMME OUTCOMES IN M.Phil MANAGEMENT**

**M.PHIL Management**

**Programme Outcomes in Management (M.Phil)**

**PO1:** M.Phil. Graduands groomed with Research & Development Competences are expressive of their Creative Knowledge, Inventive Skill, Resolute Attitude and Innovative Pursuits in their chosen fields.

**PO2:** M.Phil. Graduands Collate information from a variety of sources and Enrich a coherent understanding of the subject concerned pertaining to Novel investigation on the problems in everyday life.

**PO3:** M.Phil Scholar buoying up with Professional Competences have the right mix of Knowledge-portfolio, Skill-set, Mind-set and Pragmatism in their chosen fields that employment/entrepreneurship demands.

**PO4:** M.Phil Scholar is able to collate information from different kinds of sources and gain a coherent understanding of the subject.

**PO5:** M.Phil Scholar is directed in understanding of ethical principles and responsibilities, moral and social values in day-to-day life thereby attaining Cultural and Civilized personality.

**PROGRAMME SPECIFIC OUTCOMES**

**PSO1:** To encourage the scholars to do quality research in the area of Management.

**PSO2:** To enhance skills of ICT and apply them in Teaching, Learning, Contexts and Research.

**PSO3:** To sensitize the students regarding the latest developments that are impacting the working of organizations all over the globe and to keep pace with the development in the areas of management.

**PSO4:** Recognize and think critically towards the management curricula with sound knowledge and theoretical skills by questioning and plausible explanations.

**PSO5:** To read as quickly, easily, and effectively as possible a lot of scientific papers, analyze, structure, record, and remember their contents and suitable recall information that can be intelligently connected to foster a new understanding.

**Syllabus**  
**SEMESTER I: COURSE I**  
**RESEARCH METHODS IN MANAGEMENT**

**Course Code: M18MG1**  
**Max Marks: 100**

**Credit: 4**  
**Internal Marks: 25**  
**External Marks: 75**

**UNIT I:** Research: Meaning – Objectives – Purpose – Types of research - Significance of research – Research in Management – Steps in research – Criteria of Good Research – Identification – Selection and formulation of research problem – Research Design – Classification – Issues of Research Design – Hypothesis – Concepts, Sources and Types – Formulation of Hypothesis – Research Proposal – Review of literature: Nature and Purpose.

**UNIT II:** Sampling Methods: Need for Sampling – Sampling theory – Sampling techniques – Probability and Non-Probability Sampling – Advantages and disadvantages of sampling – Internet Sampling – Sampling and Non-Sampling errors – Estimation of sample size – Determinants of sample size.

**UNIT III:** Collection of Data: Sources of data – Primary and Secondary data – Methods of data collection – Data mining Techniques – Searching the World Wide Web for Information – Case study, observation, survey method – Experimentation – Tools of data collection – Questionnaires and Interview Schedule – Pre-testing and pilot study. Measurement and Scaling Techniques: Types of Scale – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Semantic Differential – Index Measures – Criteria for Good Measurement – Reliability and Validity.

**UNIT IV:** Data Analysis: Data preparation and preliminary analysis – Editing – Field Editing – Central Editing – Coding – Tabulation – Cross Tabulation – Differences between Parametric and NonParametric tests - Mann – Whitney ‘U’ test, Rank Sum Test (Sign Test) – Chi-Square test – t-Test , z-Test – Kruskal wallis test for Independent Samples – Kendall’s Test – ANOVA – Factor analysis – Cluster analysis – Discriminate Analysis – Multiple Regression – Correlation – Canonical Correlation – Data Analysis through SPSS.

**UNIT V:** Report Writing: Format of Reporting – Components – Pagination – Indentation - Using Quotations – Presenting Footnotes – Abbreviations – Presentation of tables and figures –

**Referencing -**

Documentation – Use and format of Appendices – Indexing – Techniques – Avoiding plagiarism in research - Style and linguistic aspects of Report Writing – Online Reporting.

**Suggested Readings:**

1. Donald R.Cooper and Pamela S.Schindler, 2013, 12th Ed., Business Research Methods, Tata McGraw Hill Publishing Company Limited.
2. D.K. Bhattacharyya, 2010, 2nd Ed., Research Methodology, Excel Books.
3. C.R.Kothari, 2009, Research Methodology, Methods and Techniques, New Age International Publishers.
4. William G. Zikmund, 7th Ed.,2007, Business Research Methods, Thomson-South-Western.
5. William M.K.Trochim, 2nd Ed., Research Methods, BIZTANTRA.
6. S.P. Gupta, Statistical Methods, Sultan Chand and Sons, Reprint 2009.

**Course Outcomes:**

CO1: To understand the role and importance of research in the social sciences.

CO2: To identify the complex issues inherent in selecting a research problem, selecting an appropriate research design, and implementing a research project.

CO3: Identify and discuss the concepts and procedures of sampling, data collection.

CO4: To have a adequate knowledge on measurement & scaling techniques as well as the quantitative data analysis.

CO5: To know how to Expertise in report writing based on the research.

**SEMESTER I: COURSE I  
RESEARCH METHODS IN MANAGEMENT (M18MG1)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
M18MG1.1	3	2	3	2	3	-	3	2	3	3
M18MG 1.2	3	3	3	2	3	-	3	3	3	3
M18MG 1.3	3	3	2	3	3	-	2	-	3	2
M18MG 1.4	3	3	3	3	3	-	3	-	3	3
M18MG 1.5	3	2	3	2	3	-	2	-	3	2
Average	3	2.6	2.8	2.4	3	-	2.6	1	3	2.6

  
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**Syllabus**  
**SEMESTER I: COURSE II**  
**ADVANCED ELECTIVE A: MARKETING MANAGEMENT**  
**ADVERTISING AND SALES PROMOTION**

**Course Code : M18MG2A1**  
**Max Marks: 100**

**Credit : 4**  
**Internal Marks: 25**  
**External Marks: 75**

***UNIT I***

ADVERTISING - AN INTRODUCTION- Origin and Development - Definition and Classification - Planning Framework – Organizing Framework - Advertising - Purpose and Functions - Advertising Process - Advertising in the marketing mix

***UNIT II***

STRATEGIC ADVERTISING DECISIONS - Setting Advertising Objectives - The Budget Decision - COPY DECISIONS - Visualization of Ad Layout - Elements of Ad Copy and Creation -Principles of verbal versus visual thinkers, Styles and Stages in advertising copy creation -Copy (Pre-) Testing methods and measurements. Ad agency – role – functions - organization and Importance.

***UNIT III***

MEDIA DECISIONS - Media Objectives - Media Plan – Factors influencing media selection - Types of Media - Concepts of Reach, Frequency, Continuity, and Selectivity - Measures of Media Cost Efficiency – Media (Readership / Viewership) Research. The Internet as an Advertising Medium: Tracking Website visits, page views, hits, and click-stream analysis, permission marketing and privacy, ethical concerns.

***UNIT-IV***

ADVERTISING EFFECTIVENESS – Measures - Control of Advertising by practitioners - media and the market - Advertising in the International Market-place - Advertising and Principles of Integrated Marketing Communication and Image Building. Media Research - Planning – Sources of Media Research.

***UNIT V***

SALES PROMOTION - Sales Promotion as a Promotion Tool - Types of Sales Promotion Techniques - Evaluation of Sales Promotion Schemes - Consumer and Trade Promotions - Sales Promotion Strategies and Practices, Cross Promotions, Surrogate Selling, Bait and Switch advertising issues. BRAND EQUITY - Concepts and Criteria, Building, Measuring and Managing Brand Equity, Linking Advertising and sales promotion to achieve 'brand-standing' -

Leveraging Brand Values for business and nonbusiness contexts. Event Management - Techniques and Significance

***Suggested Readings:***

1. Wells, Burnett & Moriarty: ADVERTISING PRINCIPLES AND PRACTICES, Prentice-Hall
2. Wright, Winter & Zeigler: ADVERTISING; Tata McGraw Hill.
3. Aaker, Batra & Myers: ADVERTISING MANAGEMENT; Prentice Hall, India.
4. Subroto Sengupta: BRAND POSITIONING; Tata McGraw Hill.
5. Pran Nath Chowdhury: SUCCESSFUL SALES PROMOTION.

**Course Outcomes:**

CO1: To Identify and understand the various advertising

CO2: To know the roles and responsibilities of various advertising, marketing, and promotions professionals.

CO3: Analyze the expanding environment of media and communication techniques.

CO4: Understand the ethical code in the advertising industry

CO5: Understand the concept of sales promotion with the knowledge of growing importance of creativity in ads in today's competitive world.

**SEMESTER I: COURSE II**  
**ADVANCED ELECTIVE A: MARKETING MANAGEMENT**  
**ADVERTISING AND SALES PROMOTION (M18MG2A1)**  
**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
M18MG2A1.1	3	3	3	2	3	2	-	2	3	3
M18MG2A1.2	3	3	3	-	3	2	-	3	3	3
M18MG2A1.3	3	3	2	-	3	3	-	3	2	2
M18MG2A1.4	3	3	3	-	3	3	-	3	2	3
M18MG2A1.5	3	2	3	-	3	2	-	3	3	2
Average	3	2.8	2.8	0.4	3	2.4	-	2.8	2.6	2.6

  
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**Syllabus**  
**SEMESTER I: COURSE II**  
**ADVANCED ELECTIVE A: MARKETING MANAGEMENT**  
**CONSUMER BEHAVIOUR**

**Course Code: M18MG2A2**  
**Max Marks: 100**

**Credit : 4**  
**Internal Marks: 25**  
**External Marks: 75**

***UNIT I***

Consumer Behaviour : Introduction- Meaning & Definition of CB, Difference between Consumer & Customer, Nature & Characteristics of Indian Consumers, Consumer Movement and Consumer Rights, Marketing Ethics and Social Responsibility, Social and Societal Marketing Concepts, Consumer Movement in India, Rights of the Consumer, Responsibilities of consumers, Benefits of consumerism, Emerging Trends in Consumer Behaviour

***UNIT II***

Role of Research in understanding consumer behaviour: The consumer research process - Developing research objectives, collection of data: Primary and Secondary, data analysis and reporting – research findings. Input-Process-Output Model of Consumer Behaviour – Internal Influences: Motivation, Personality, Perception, Learning, Attitude, Communications, External Influences - Social Class, Culture, Reference Groups, Family Levels of Consumer Decision Making.

***UNIT III***

Individual and Group influence on consumer behavior: Motivation - Basics of Motivation, Needs, Goals, Positive & Negative Motivation, and Rational Vs Emotional motives, Motivation Process, Arousal of motives, Selection of goals, Motivation Theories - Measurement of Motives. Personality - Basics of Personality, Theories of Personality and Marketing Strategy, Applications of Personality concepts in Marketing, Personality and understanding consumer diversity Brand Personality.

***UNIT IV***

Perception - Basics of Perception & Marketing implications – Role of stimuli in perception - Elements of Perception, Dynamics of Perception, Consumer Imagery, Product positioning and repositioning, Positioning of services, perceived price, perceived quality, price/quality relationship, Perceived Risk. Learning - Elements of Consumer Learning, Motivation, Cues, Response, Reinforcement, Marketing Applications of Behavioral Learning Theories, Classical Conditioning, Instrumental Conditioning, Strategic Marketing Applications of Instrumental Conditioning.

## ***UNIT V***

Attitude -Basics of attitude, the nature of attitude, Models of attitude and Marketing Implication, Attitude change strategies, Attitude change based on the tri-component model, other attitude change strategies, changing beliefs about competitors brands, Fishben's Behavioural Intentions Model.

### ***Suggested Readings:***

1. Consumer Behaviour- Satish k Batra & S H H Kazmi, Excell Books
2. Consumer Behaviour in Indian Perspective – Suja Nair – Himalaya Publishers, 2004
3. Customer Relationship Management- Peeru Ahamed & Sagadevan Vikas Publishing
4. Customer Behaviour – A Managerial Perspective – Sheth, MittalThomson
5. Consumer Behaviour An Indian Perspective Text & Cases – Dr.S.L.Gupta & Sumithra Pal – Sultan Chand & Sons
6. Consumer Behaviour – Leon G.Schiffman & Leslie Lazar Kanuk – Prentice Hall of India Private Limited.

### **Course Outcomes:**

- CO1:To identify the major influences in consumer behavior.
- CO2:To distinguish between different consumer behaviour influences and their relationships.
- CO3: To establish the relevance of consumer behaviour theories and concepts to marketing decisions.
- CO4:To implement appropriate combinations of theories and concepts.
- CO5:To recognise social and ethical implications of marketing actions on consumer behavior.

**SEMESTER I: COURSE II**  
**ADVANCED ELECTIVE A: MARKETING MANAGEMENT**  
**CONSUMER BEHAVIOUR (M18MG2A2)**  
**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
M18MG2A2.1	3	2	3	2	3	2	-	2	3	3
M18MG2A2.2	3	3	3	2	3	2	-	3	3	3
M18MG2A2.3	3	3	2	3	3	3	-	3	3	2
M18MG2A2.4	3	3	3	3	3	3	-	3	3	3
M18MG2A2.5	3	2	3	2	3	2	-	3	3	2
Average	3	2.6	2.8	2.4	3	2.4	-	2.8	3	2.6

  
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**Syllabus**  
**SEMESTER I: COURSE II**  
**ADVANCED ELECTIVE B) HUMAN RESOURCE MANAGEMENT**  
**STRATEGIC HUMAN RESOURCE MANAGEMENT**

**Course Code: M18MG2B1**

**Max Marks: 100**

**Credit: 4**

**Internal Marks: 25**

**External Marks: 75**

***UNIT I***

Strategic Human Resource - An overview – The concept of strategic HRM – strategic Fit, Resource Based strategic HRM.

***UNIT II***

Intellectual capital – Human Capital – Social Capital – Organizational Capital– Impact of Strategic HRM.

***UNIT III***

Models of Strategic HRM - Performance appraisal methods - General models - High performance working model – High commitment management model – High involvement management model – trends in compensation management.

***UNIT IV***

Organizational HR Strategies - strategies for cultural change – strategies for knowledge management – organizational changes and development - organizational HR Strategies in action.

***UNIT V***

HR Strategy - Characteristics – Integrating the business and HR strategies – Implementation of HR Strategy - Overall content of HR strategy – Strategic International HRM – International SHRM Strategic Issues.

***Suggested Readings:***

1. Strategic HRM – MICHAEL ARMSTRONG, ANGELA BARON – Jaico Book
2. ARMSTRONG’S Handbook of Strategic Human Resource Management – 5th Edition – Michael Armstrong – Koganpage , 2011.

**Course Outcomes:**

CO1: To Apply critical thinking skills in analysing theoretical and applied perspectives of strategic HRM

CO2: To Analyse problems and develop managerial solutions to employment relations problems at both national and workplace level.

CO3: Understand performance outcomes associated with different forms of strategic HRM.

CO4: Assess the strategic contribution of employee participation and involvement to strategic HRM and organisational performance.

CO5: To evaluate the process of HRM in relation to size and sectoral contexts

**SEMESTER I: COURSE II**  
**ADVANCED ELECTIVE B) HUMAN RESOURCE MANAGEMENT**  
**STRATEGIC HUMAN RESOURCE MANAGEMENT (M18MG2B1 )**  
**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium)3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
M18MG2B1.1	3	3	3	2	3	-	3	2	3	3
M18MG2B1.2	3	3	3	-	3	-	3	3	3	3
M18MG2B1.3	3	3	2	-	3	-	3	3	2	2
M18MG2B1.4	3	3	3	-	3	-	3	3	2	3
M18MG2B1.5	3	2	3	2	3	-	2	3	3	2
Average	3	2.8	2.8	0.8	3	-	2.8	2.8	2.6	2.6

  
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**Syllabus**  
**SEMESTER I: COURSE II**  
**ADVANCED ELECTIVE B) HUMAN RESOURCE MANAGEMENT**  
**ORGANIZATIONAL DEVELOPMENT**

**Course Code: M18MG2B2**  
**Max Marks: 100**

**Credit : 4**  
**Internal Marks: 25**  
**External Marks: 75**

***UNIT I***

Definition – Characteristics of Organization Development – An overview of OD – Second generation OD – Values – Beliefs – assumptions in OD - Models and theories of planned change – applied behavioural science.

***UNIT II***

OD Diagnosis – action component – OD interventions – action research – application and approach.

***UNIT III***

OD interventions – methods – classifications of interventions – team interventions – Gestalt approach of team building – inter group interventions – comprehensive interventions.

***UNIT IV***

MBO – quality circle – TQM – QWL - Physical setting - Training – T groups coaching and mentoring and other methods -Technology and OD.

***UNIT V***

Consultant – Client relationship – power, politics and OD – Ethical Dilemmas in Practicing OD - Factors that Influence Ethical Judgment – Research on OD-Future of OD.

***Suggested Readings:***

1. Wendell L. French, Cecil H. Bell. Jr “Organization Development”, Prentice Hall of India New Delhi 2008.
2. Organization Development: Behavioural Science, Interventions for Organization Improvement, 6th Edition, Wendell.L.French CecilBell,Prentice Hall.
3. Organization Development – The process of Leading Organizational Change, Donald Anderson, SAGE Publications, 2010.

**Course Outcomes:**

CO1: Understand planned change through models of change

CO2: Understand various interventions and gain knowledge of planning, choosing and implementation of OD intervention

CO3: Know values beliefs and assumptions and OD values

CO4: Use certain team interventions

CO5: Gain knowledge of the conditions for optimal success of OD and the issues in Client consultant relationship.



**SEMESTER I: COURSE II**  
**ADVANCED ELECTIVE B) HUMAN RESOURCE MANAGEMENT**  
**ORGANIZATIONAL DEVELOPMENT (M18MG2B2)**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
M18MG2B2.1	3	2	3	2	3	2	-	2	3	3
M18MG2B2.2	3	3	3	2	3	2	-	3	2	3
M18MG2B2.3	3	3	2	-	3	3	-	3	2	2
M18MG2B2.4	3	3	3	-	3	3	-	3	3	3
M18MG2B2.5	3	2	3	-	3	2	-	3	3	2
Average	3	2.6	2.8	0.8	3	2.4	-	2.8	2.6	2.6

  
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**Syllabus**  
**SEMESTER I: COURSE II**  
**ADVANCED ELECTIVE C) FINANCIAL MANAGEMENT**  
**ADVANCED FINANCIAL MANAGEMENT**

**Course Code: M18MG2C1**  
**Max Marks: 100**

**Credit : 4**  
**Internal Marks: 25**  
**External Marks: 75**

***UNIT I:***

Advanced Financial Analysis – Financial Statement Analysis – Ratio Analysis – Fund Flow and Cash Flow Analysis – Cost – Volume – Profit analysis.

Advanced Financial Planning – Meaning – Financial forecasting – Budgeting – Inter firm comparison – Financial Analysis and Inflation – Recent Developments in Financial Management

***UNIT II:***

Dividend Policy – Types of Dividend – Dividend Theories – Dividend policy and Share Valuation – Factors influencing Dividend policies – Dividend policies in practice – Bonus Issue and Rights Issue

***UNIT III:***

Measurement of Business Performance – Rationale – Financial Measures and Non – Financial Measures – Balanced Scorecard – Parta system – Performance Excellence Awards – Divisional Performance Measurement.

***UNIT IV:***

Corporate Valuation: Approaches to Valuation- Adjusted Book Value Approach – Stock and Debt Approach – Direct Comparison Approach – Discounted Cash Flow Approach Business Valuation

***UNIT V:***

Corporate Governance and Executive Compensation: Agency problem – Devices to control agency costs – Corporate Governance in Developed Countries and in India – Share Holder Value – Corporate Restructuring.

***Suggested Readings:***

1. Prasanna Chandra, 2001 Financial Management: Theory and Practice, 5th Ed., McGraw Hill.
2. Ross, Westerfield, Jaffe, 1999 Corporate Finance, 5 th Ed., McGraw Hill.

3. Brigham, Gapenski, and Ehrhardt, 1999 Financial Management: Theory and Practice, 9 th Ed., Dryden Press.
4. Pandey, I.M., 11th Edition, 2016, Financial Management, Vikas Publishing House.
5. Vishwanath, S.R., 2000 Corporate Finance: Theory and Practice,

***Response Books.***

6. Fred J. Weston, Kwang S. Chung, and Susan E. Hoag, 1997, Mergers, Restructuring and Corporate Control, Prentice Hall of India.
7. M.Y.Khan & P.K.Jain, 6th Edition, Financial Management – Text, Problems & Cases – Mc Graw Hill

**Course Outcomes:**

CO1: Understand, analyse and interpret the financial statement.

CO2: Understand the concept and importance of Financial planning.

CO3: Understand, evaluate, determine the dividend policy and theories.

CO4: Understand, analyse, evaluate and interpret business performance through financial and non financial measures.

CO5: Understand, analyse the concept of the corporate valuation.

**SEMESTER I: COURSE II**  
**ADVANCED ELECTIVE C) FINANCIAL MANAGEMENT**  
**ADVANCED FINANCIAL MANAGEMENT (M18MG2C1)**

**MAPPING**

**CO - PO – PSO matrices of course**


1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
M18MG2C1.1	3	3	3	2	3	2	-	2	3	3
M18MG2C1.2	3	3	3	3	3	2	-	3	3	3
M18MG2C1.3	3	3	2	-	3	3	-	3	2	2
M18MG2C1.4	3	3	3	-	3	3	-	3	2	3
M18MG2C1.5	3	2	3	-	3	2	-	3	3	2
Average	3	2.8	2.8	1	3	2.4	-	2.8	2.6	2.6

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**Syllabus**  
**SEMESTER I: COURSE II**  
**ADVANCED ELECTIVE C) FINANCIAL MANAGEMENT**  
**FINANCIAL SERVICES AND MARKETS**

**Course Code: M18MG2C2**

**Max Marks: 100**

**Hours/week: 5**

**Internal Marks: 25**

**External**

**Marks: 75**

***UNIT I:***

Indian Financial System: Nature, role, functions of financial system – Indian Financial System – Structure and Overview – Government Intervention in Indian Financial System.

***UNIT II:***

Money, Capital, Foreign Exchange and Commodities Market: Importance – Instruments –Recent Developments – Rules and Regulations – Regulatory Authorities – Procedures.

***UNIT III:***

Leasing and Hire purchase – Fund Mobilization – Types – Procedures – Legal aspects –Problems and prospects in India. Mutual Fund – Meaning – Types – Advantages – Private & Public Sector Mutual Fund, Performance Measurement- SEBI guidelines.

***UNIT IV:***

Merchant banking: Introduction – Rules and Regulations – Services – Issue Management: Pricing – Pre issue & Post issue activities – Book Building – Portfolio Management – Underwriting – Project Appraisal – Corporate Advisory Services- SEBI Guidelines.

***UNIT V:***

Other Services: Bills Discounting- Factoring – Features – Mechanism of Factoring – Housing loan - Bank Cards – Depository services – Banc assurance – Net Banking. Credit Rating: Rating Agencies- National and International Agencies- Functions- Process - Letter of credit - Rating of Financial Instruments and Countries.

***Suggested Readings:***

1. Gordon and Natarajan, 2001, Financial Markets and Services, Himalaya Publishing House.
2. Jeff Madura, 2001, Financial Markets and Institutions, 5th Ed., South-Western College Publishing.
3. Varshney P.N., and D.K. Mittal, 2000 Indian Financial System, Sultan Chand & Sons.

4. Bhole L.M, Financial Institutions and Markets, 3rd Ed. Tata McGraw Hill,
5. Kamath K.V, Kerkar S.A, and Viswanth T., 1990 The Principles and Practice of Leasing, Lease Asia, England.
6. Vinod Kothari, Lease Financing and Hire Purchase (Including Merchant Banking and Mutual Funds), Wadwha and Co. Pvt. Ltd., Nagpur.
7. Albert J. Fredman and Russ Wiles, 1997, How Mutual Funds Work, Prentice Hall of India, New Delhi.
8. Khan, M.Y, 1998 Financial Services, Tata McGraw Hill.

**Course Outcomes:**

CO1: Understand the role functions, nature of the Indian financial System.

CO2: Understand the functions of money, capital, foreign exchange and commodities market and its instruments.

CO3: Understand the concept of leasing and Hire purchase.

CO4: Understand the meaning and types of mutual funds, and be able to analyse the performance of mutual funds, and understand SEBI guidelines to the mutual funds industry.

CO5: Understand the functions, roles of merchant banking and its services offered to corporate.

**SEMESTER I: COURSE II**  
**ADVANCED ELECTIVE C) FINANCIAL MANAGEMENT**  
**FINANCIAL SERVICES AND MARKETS (M18MG2C2)**  
**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
M18MG2C2.1	3	2	3	2	3	2	-	2	3	3
M18MG2C2.2	3	3	3	-	3	2	-	3	3	3
M18MG2C2.3	3	3	2	-	3	3	-	3	3	2
M18MG2C2.4	3	3	3	-	3	3	-	3	3	3
M18MG2C2.5	3	2	3	-	3	2	-	3	3	2
Average	3	2.6	2.8	0.4	3	2.4	-	2.8	3	2.6

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**Syllabus**  
**SEMESTER I: COURSE II**  
**ADVANCED ELECTIVE D) SYSTEMS AND OPERATIONS**  
**MANAGEMENT**  
**SUPPLY CHAIN MANAGEMENT**

**Course Code: M18MG2D1**  
**Max Marks: 100**

**Credit: 4**  
**Internal Marks: 25**  
**External Marks: 75**

***UNIT I :***

Introduction to Supply Chain Management Frameworks - Evolution – Goals - Principles- Strategies- and Drivers of Supply Chain Performance - Integrated Framework using SCOR model .

***UNIT II:***

Supply chain Facilities network design - Distribution Network design – Design options – E business and distribution network – Factors influencing design – Role of IT - Demand forecasting and management.

***UNIT III:***

Strategic Sourcing and Supply Chain Management (In-Bound Logistics) Supply scheduling – Purchasing - Outsourcing, Relationship Management, Supplier Development and rating. - Inventory Management in Supply chain – Objectives – Types of inventory – Inventory control

***UNIT IV:***

Transportation Management in Supply chain – Service choices and characteristics – Service selection – Vehicle routing and scheduling - Warehouse Management – Facility location decisions – Design and operations.

***UNIT V:***

Supply Chain Metrics and Benchmarking - Information Technology and Supply Chain Management – Integration, Concepts of ERP, E-Business and Decision Support Systems, role of RFID - Coordination in supply chain – Bullwhip effect - Issues In International Logistics and Global Supply Chain Management. - Best practices from Global and Indian companies.

***Prescribed Text:***

Purchasing & Supply Chain Management by Monczka, Trent & Handfield (Thomson)-3rd Edi.

***Suggested Readings:***

1. “Supply Chain Management: Strategy, Planning and Operation” by Sunil Chopra and Peter Meindl, Prentice-Hall, 6th edition.
2. Operation and supply chain Management by F.Robert Jacobs, Richard B chase, Ravi Shankar, McGrawHill, 14th edition.
3. Logistics & Supply chain Management by Martin chnstopher, Prentice Hall, 4th edition.



**Course Outcomes:**

CO1: Recognize the process of supply chain and apply it in real business situation.

CO2: Identify the fundamental theories and concepts and methods that inform supply chain management

CO3: Ability to understand the scope, functions and objectives of logistics to solve managerial issues.

CO4: Analyze the importance of transportation and packaging and its effect on consumer and industry

CO5: To describe the usage of information technologies in supply chain management and provide a practical approach to support the business' decision-making within the Context of supply chain management and the real world.

**SEMESTER I: COURSE II**  
**ADVANCED ELECTIVE D) SYSTEMS AND OPERATIONS**  
**MANAGEMENT**  
**SUPPLY CHAIN MANAGEMENT (M18MG2D1)**  
**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
M18MG2D1.1	3	3	3	2	-	2	3	2	3	3
M18MG2D1.2	3	3	3	3	-	2	3	3	3	3
M18MG2D1.3	3	3	2	3	-	3	3	-	2	2
M18MG2D1.4	3	3	3	3	-	3	3	-	2	3
M18MG2D1.5	3	2	3	2	-	2	2	-	3	2
Average	3	2.8	2.8	2.6	-	2.4	2.8	1	2.6	2.6

  
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**Syllabus**  
**SEMESTER I: COURSE II**  
**ADVANCED ELECTIVE D) SYSTEMS AND OPERATIONS**  
**MANAGEMENT**  
**MANAGEMENT INFORMATION SYSTEMS**

**Course Code: M18MG2D2**

**Max Marks: 100**

**Credit: 4**

**Internal Marks: 25**

**External Marks: 75**

***UNIT I:***

Introduction to Information Systems - Need for IS, Perspectives on IS - Classification of IS - Impact of IS on Management Decision Making - IS and Business Strategy - Electronic Business and Electronic Commerce.

***UNIT II:***

Information Technology Infrastructure - IT Infrastructure Components - Hardware and Software - Data Resources – Telecommunications – Networks - Internet - Wireless Computing - Security and Control of Information Systems.

***UNIT III:***

Information Systems for the Digital Firm - Enterprise Systems – Information Systems for Business Operations - Supply Chain Management Systems - Customer Relationship Management Systems - Business Process Integration – Decision Support Systems. – Business Intelligence – Knowledge Management Systems.

***UNIT IV:***

Electronic Commerce: Introduction, E-commerce Technology, doing business over internet-networks-electronic data interchange (EDI)- online payment technology- Mobile commerce-ecommerce portalssearch engines-direct selling- auctions- aggregators, E-business

***UNIT V:***

Building and Managing the Information Systems - Business Process Reengineering - Overview of Systems Development - Systems Building Approaches - Business Value of Information Systems – Change Management - Managing Global Systems - Beyond Information Systems - Ethical and Social Issues in the Digital Firm – Managing Outsourced Information Systems

***Suggested Readings:***

1. Management Information Systems-Managing the Digital Firm, 10<sup>th</sup> Edition, by Kenneth C. Laudon and Jane P. Laudon, Prentice-Hall India, 2006.
2. Management Information Systems-Managing Information Technology in the Business Enterprise, Sixth Edition, by James A. O'Brien, Tata McGraw-Hill Edition, 2004.
3. MIT Open Courseware

**Course Outcomes:**

CO1: To describe the role of information technology and decision support systems in business and record the current issues with those of the firm to solve business problems.

CO2: To introduce the fundamental principles of computer-based information systems analysis and design and develop an understanding of the principles and techniques used.

CO3: To enable students understand the various knowledge representation methods and different expert system structures as strategic weapons to counter the threats to business and make business more competitive.

CO4: To enable the students to use information to assess the impact of the Internet and Internet technology on electronic commerce and electronic business and understand the specific threats and vulnerabilities of computer systems.

CO5: To provide the theoretical models used in database management systems to answer business questions.

**SEMESTER I: COURSE II**  
**ADVANCED ELECTIVE D) SYSTEMS AND OPERATIONS**  
**MANAGEMENT**  
**MANAGEMENT INFORMATION SYSTEMS (M18MG2D2)**  
**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
M18MG2D2.1	3	2	3	2	3	2	3	2	3	3
M18MG2D2.2	3	3	3	2	3	2	3	3	3	3
M18MG2D2.3	3	3	2	3	3	3	2	3	3	2
M18MG2D2.4	3	3	3	3	3	3	3	3	3	3
M18MG2D2.5	3	2	3	2	3	2	2	3	3	2
Average	3	2.6	2.8	2.4	3	2.4	2.6	2.8	3	2.6

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**Syllabus**  
**SEMESTER I: COURSE III**  
**TEACHING AND LEARNING SKILLS (COMMON PAPER)**

**Course Code: M18TLS3**  
**Max Marks: 100**

**Credit: 4**  
**Internal Marks: 25**  
**External Marks: 75**

***UNIT I: Computer Application Skills***

Information and Communication Technology (ICT): Definition, Meaning, Features, Trends – Integration of ICT in teaching and learning – ICT applications: Using word processors, Spread sheets, Power point slides in the classroom – ICT for Research: On-line journals, e-books, Courseware, Tutorials, Technical reports, Theses and Dissertations-- ICT for Professional Development: Concept of professional development; institutional efforts for competency building; individual learning for professional development using professional networks, OERs, technology for action research, etc.

***UNIT II: Communications Skills***

Communication: Definitions – Elements of Communication: Sender, Message, Channel, Receiver, Feedback and Noise – Types of Communication: Spoken and Written; Non-verbal communication – Intrapersonal, interpersonal, Group and Mass communication – Barriers to communication: Mechanical, Physical, Linguistic & Cultural – Skills of communication: Listening, Speaking, Reading and Writing – Methods of developing fluency in oral and written Communication – Style, Diction and Vocabulary – Classroom communication and dynamics.

***UNIT III: Pedagogy***

Instructional Technology: Definition, Objectives and Types – Difference between Teaching and Instruction – Lecture Technique: Steps, Planning of a Lecture, Delivery of a Lecture – Narration in tune with the nature of different disciplines – Lecture with power point presentation - Versatility of Lecture technique – Demonstration: Characteristics, Principles, planning Implementation and Evaluation – Teaching-learning Techniques: Team Teaching, Group discussion, Seminar, Workshop, Symposium and Panel Discussion.

***UNIT IV :*** E- Learning, Technology Integration and Academic Resources in India Concept and types of e-learning (synchronous and asynchronous instructional delivery and means), m-learning (mobile apps); blended learning; flipped learning; E-learning tools (like LMS; software's for word processing, making presentations, online editing, etc.); subject specific tools for e-learning; awareness of e-learning standards- Concept of technology integration in teaching-learning processes; frameworks guiding technology integration (like TPACK; SAMR); Technology Integration Matrix- Academic Resources in India: MOOC, NMEICT; NPTEL; e-pathshala; SWAYAM, SWAYAM Prabha, National academic depository, National Digital Library; e-Sodh Sindhu; virtual labs; eYantra, Talk to a teacher, MOODLE, mobile apps, etc.

***UNIT V: Skills of Teaching and Technology based assessment***

Teaching skills: Definition, Meaning and Nature- Types of Teaching Skills: Skill of Set Induction, Skill of Stimulus Variation, Skill of Explaining, Skill of Probing Questions, Skill of Black Board Writing and Skill of Closure – Integration of Teaching Skills – Evaluation of

Teaching Skills- Technology for Assessment: Concept of assessment and paradigm shift in assessment; role of technology in assessment ‘for’ learning; tools for self & peer assessment (recording devices; e-rubrics, etc.); online assessment (open source software’s; e-portfolio; quiz makers; e- rubrics; survey tools); technology for assessment of collaborative learning like blogs, discussion forums; learning analytics

### **References**

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3. Don Skinner (2005), Teacher Training, Edinburgh University Press Ltd., Edinburgh
4. Information and Communication Technology in Education: A Curriculum for schools and programmed of Teacher Development, Jonathan Anderson and Tom Van Weart, UNESCO, 2002.
5. Jereb, E., & Šmitek, B. (2006). Applying multimedia instruction in elearning. *Innovations in Education & Teaching International*, 43(1), 15-27.
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10. Pandey,S.K (2005) Teaching communication, Commonwealth Publishers, New Delhi.
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14. Vanaja,M and Rajasekar,S (2006), Computer Education, Neelkamal Publications, Hyderabad.

### **Course Outcomes:**

CO1: Acquaint different parts of computer system and their functions

CO2: Develop skills of ICT and apply them in teaching learning context.

CO3: Develop different teaching skills for putting the content across to targeted audience.

CO4: Develop the knowledge of communication skill and communication Process.

CO5: Under the terms communication technology and computer mediated teaching and develop multimedia/ e content in their respective subject.

**SEMESTER I: COURSE III  
TEACHING AND LEARNING SKILLS (COMMON PAPER) M18TLS3**

**MAPPING**

**CO - PO – PSO matrices of course**

1: Slight (Low) 2: Moderate (Medium) 3: Substantial (High)

PO/PSO CO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
M18TLS3.1	3	2	3	-	3	2	3	2	3	3
M18TLS3.2	3	3	3	-	3	2	3	3	3	3
M18TLS3.3	3	3	2	-	3	3	-	3	3	2
M18TLS3.4	3	3	3	-	3	3	-	3	3	3
M18TLS3.5	3	2	3	-	3	2	-	3	3	3
Average	3	2.6	2.8	-	3	2.4	1.2	2.8	3	2.8

  
Director

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