

Month of June 201



BHARATHIDASAN UNIVERSITY, TIRUCHIRAPPALLI – 620 024

MASTER OF BUSINESS ADMINISTRATION (MBA) Syllabus under CBCS

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

Semester	Course	Subject Title	Hours	Credit	Int. Marks	Ext. Marks	Total
I	Core - I	Management concepts P16MBA1	5	5	25	75	100
	Core - II	Managerial Communication P16MBA2	5	5	25	75	100
	Core - III	Mathematics & Statistics P16MBA3	5	5	25	75	100
	Core - IV	Managerial Economics P16MBA4	5	5	25	75	100
	Core - V	Organisational Behaviour P16MBA5	5	5	25	75	100
	Core - VI	Management Accounting P16MBA6	5	5	25	75	100
Total			30	30	150	450	600
II	Core - VII	Operation Research P16MBA7	5	5	25	75	100
	Core - VIII	Production Management P16MBA8	5	5	25	75	100
	Core - IX	Marketing Management P16MBA9	5	5	25	75	100
	Core - X	Financial Management P16MBA10	5	5	25	75	100
	Core - XI	Human Resource Management P16MBA11	5	5	25	75	100
	Core - XII	Research Methods in Management P16MBA12	5	5	25	75	100
Total			30	30	150	450	600

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

Electives : Choose any one Group

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

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

CORE COURSE XI

HUMAN RESOURCE MANAGEMENT

Objectives:

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

Unit I Perspectives in Human Resource Management

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

Unit II The concept of Best-fit Employee

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

Unit III Training and executive Development

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

Unit IV Sustaining Employee Interest

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

Unit V Performance Evaluation and Control Process

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

MANAGERIAL SKILLS

Learning Objective

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

UNIT -I

THINKING STRATEGIES

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

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

UNIT – II

INTERPERSONAL STRATEGIES

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

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

UNIT – III

IMPLEMENTATION STRATEGIES

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

UNIT – IV

ACTION BASED STRATEGIES

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

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

CORE COURSE XIV
LEGAL ASPECTS OF BUSINESS

Objectives:

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

Unit I

The Indian Contract Act, 1872

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

Unit II

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

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

Unit III

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

Unit IV

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

Unit V

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

CORE COURSE XV

KNOWLEDGE MANAGEMENT

Objectives:

To make the students realize the importance of capturing knowledge elements and its structures application as a competitive advantage to business.

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.

CORE COURSE XVI
INTERNATIONAL BUSINESS ENVIRONMENT

Objectives

The primary objectives of this course is to acquaint the students to emerging global trends in business environment.

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; Globalisation and Human Resource Development; Globalisation with Social Responsibility; Negotiating an International Business, Issues in Asset Protection; Multilateral Settlements.

A : MARKETING

ELECTIVE COURSE I : CONSUMER BEHAVIOUR

Objectives: This course aims at enabling students to understand the process of consumer behavior, the various external and internal factors that influence consumer behaviour and to apply this understanding to the development of marketing strategy.

Unit – I CONSUMER BEHAVIOUR – AN INTRODUCTION

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

D : SYSTEM

ELECTIVE COURSE – III : MANAGEMENT INFORMATION SYSTEMS

Objectives: The objective of this course is to expose the students to the managerial issues relating to information systems and help them identify and evaluate various options in this regard.

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.

MANAGING INFORMATION SYSTEMS :

Unit V

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.

C : HUMAN RESOURCE

ELECTIVE COURSE - V : MANAGING INTERPERSONAL EFFECTIVENESS

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

Unit I : SELF PERCEPTION AND SELF-PRESENTATION

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

Unit II : COMMUNICATION

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

Unit III : ATTITUDE AND ATTITUDE CHANGE

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

Unit IV : ENVIRONMENTAL INFLUENCE

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

Unit V : QUALITY OF WORK LIFE (QWL)

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

CORE COURSE XVII
ENTREPRENEURIAL DEVELOPMENT

Objectives:

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

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

UNIT V

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

Recommended Text book

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

Suggested Readings

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