



SOURASHTRA COLLEGE, MADURAI – 625004

(An Autonomous Institution Re-accredited with 'B+' grade by NAAC)

MASTER OF BUSINESS ADMINISTRATION (M.B.A)

SYLLABUS (Under CBCS based on OBE)

(For those admitted during 2024 – 2025 and after)

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ABOUT THE DEPARTMENT

The Department of Management Studies (DOMS) started the MBA programme in 1994 with the approval of AICTE. DOMS has adopted time honoured as well as innovative methods to metamorphose the student material to an effective managerial material in a short span of two years. In addition to the normal curriculum, specific and appropriate personality development courses and counseling are done to enable us to achieve the above objective.

The Department provides sound infrastructure with eminent and well experienced faculty. Almost all members of the faculty have industrial experience spanning to decades. The rich background enables them to illustrate each theory and principle taught through examples of practical experience which is of paramount practical value for the students. In addition to the above, to update the students with the current industrial scenario, the Department of Management Studies also brings a number of personalities from the industry as visiting lecturers.

VISION

To Become a Leading Business School

MISSION

To help the students to develop the competences, to hold higher positions in the leading organizations or start new business or to expand an existing business

ELIGIBILITY

Must have graduated in any discipline with 50% aggregate marks (45% for reserved categories) in 10 +2+3 or 10+3+3 format and must have PASSED an entrance exam conducted by either MAT or TANCET or CONSORTIUM of Self Financing Colleges (or) equivalent entrance exam.

The eligibility criteria are subject to change by the AICTE, Higher Education Department, Government of Tamil Nadu and the Madurai Kamaraj University.

DURATION OF THE COURSE

The duration of the course shall be two academic years comprising four semesters with two semesters in each academic year.



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MEDIUM OF INSTRUCTION: English

Evaluation

THEORY

Internal	–	25 marks
External	–	75 marks
Total	–	100 marks

Internal Theory Examination: 25 Marks

1. Three Tests and the average of best two - 15 marks
2. Seminar / Quiz - 5 marks
3. Assignment - 5 marks
4. Total - 25 marks

Credits

The term - credit refers to the weight age given to a course, usually in relation to the instructional hours assigned to it. The minimum credits, required for completing a Master of Business Administration course is 90. The particulars of credits for individual components and courses are presented on Table 1 and the course structure for all the semesters are given in Table 2.

PROGRAMME OUTCOMES (POs)

PO 1	Entrepreneurial Competences: To equip students to handle challenges thrown during their entrepreneurial journey by creating opportunities within constraints, resolving complex business problem.
PO 2	Leadership: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO 3	Managerial Skills: To understand and be conscious of the impact of managerial decisions on the triple bottom- line Profits, People and Planet.
PO 4	Conceptualization Skill: Be adept at analyzing and applying theoretical constructs to various diverse business scenarios.
PO 5	Decision Making Skill: To Apply ethical principles for making judicious managerial decisions.
PO 6	Presentation Skill: To Communicate with clarity, coherence, and respect for the intended audience.



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PROGRAMME SPECIFIC OUTCOMES (PSOs)

On completion of **Master of Business Administration Programme**, the students are expected to

PSO 1	have developed basic Managerial Competencies like Planning, Organizing, Manning, Directing and Controlling.
PSO 2	have Expertise in their respective specializations like Marketing, Finance, Human Resource Management and Event Management
PSO 3	have developed the skills required to work in teams like Communications, Relationship management, Empathy, Persuasion, Negotiating skills, Leadership and Conflict Management.
PSO 4	have developed skills required to deal with problem solving like Comprehending Skills, Conceptualization Skills and Analytical Skills
PSO 5	have developed Technical Skills, Required to take Managerial decision making like Accounting, Financial Management, Operations Research and Quantitative Methods
PSO 6	have developed competencies required to become an entrepreneur like risk taking creativity and innovation and others skills specified in above PSOs

DISTRIBUTION OF CREDITS (PG PROGRAMME)

SEMESTER	COURSES	NUMBER OF COURSES	HOURS	CREDITS	TOTAL CREDITS
I	CORE	5+2	4-6	4-5	24
II	CORE	6+2	4-5	4-5	30
III	CORE	2+3	6-7	4-5	14
	ELECTIVE	2	4	4-5	8
III	NON-MAJOR ELECTIVE (NME)	1	5	4-5	4
IV	CORE	2	7-8	4-5	15
	ELECTIVE	3	7	4-5	8
III	INTERNSHIP	1	-	1	2

Extra credits may be earned through SWAYAM Courses/other online courses



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MASTER OF BUSINESS ADMINISTRATION

COURSE STRUCTURE

SEMESTER – I

S. No	Course Code	Course Title	Hours/Week	Exam (Hrs.)	CA	SE	Total Marks	Credits
1.	24MBAC11	Core – 1: Management Theory and Practice	5	3	25	75	100	4
2.	24MBAC12	Core – 2: Organizational Behaviour	5	3	25	75	100	4
3.	24MBAC13	Core – 3: Managerial Economics	5	3	25	75	100	4
4.	24MBAC14	Core – 4: Management Accounting	6	3	25	75	100	5
5.	24MBAC15	Core – 5: Managerial Communication	5	3	25	75	100	4
6.	24MBAWS1	SBS – 1: Workshop on Managerial Skills – I	4	3	40	60	100	2
7.	24MBACV1	Comprehensive Viva-Voce	-	3	40	60	100	1
		TOTAL	30	21			700	24

SEMESTER – II

S. No	Course Code	Course Title	Hours/Week	Exam (Hrs.)	CA	SE	Total Marks	Credits
1.	24MBAC21	Core – 6: Quantitative Methods	5	3	25	75	100	5
2.	24MBAC22	Core – 7: Marketing Management	4	3	25	75	100	3
3.	24MBAC23	Core – 8: Financial Management	5	3	25	75	100	5
4.	24MBAC24	Core – 9: Operations Management	4	3	25	75	100	4
5.	24MBAC25	Core – 10: Human Resource Management	4	3	25	75	100	3
6.	24MBAC26	Core – 11: Business Research Methods	4	3	25	75	100	3
7.	24MBAWS2	SBS – 2: Workshop on Managerial Skills –II	4	3	40	60	100	2
8.	24MBACV2	Comprehensive Viva-Voce	-	3	40	60	100	1
9.		Internship	-	-	-	-	-	-
		TOTAL	30	24			800	26

Passed in the BoS Meeting held on 09/03/2024

Signature of the Chairman



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SEMESTER – III

S. No	Course Code	Course Title	Hours/Week	Exam (Hrs.)	CA	SE	Total Marks	Credits
1.		Core – 12: Operations Research	7	3	25	75	100	5
2.		Core – 13: Business Environment and Law	6	3	25	75	100	4
3.	Major Elective * Human Resource		4	3	25	75	100	3
		Training and Development						
		Compensation Management						
		Talent And Knowledge Management						
4.	Major Elective * Marketing		4	3	25	75	100	3
		Digital Marketing						
		Brand Management						
		Advertising & Sales Promotion Management						
5.	Major Elective * Finance		4	3	25	75	100	3
		Indian Capital Markets						
		International Trade, Financial Documentation						
		Corporate Valuation and Restructuring						
6.	Major Elective * Operations		4	3	25	75	100	3
		Principles and Practices of Logistics Management						
		Purchasing Management						
		Distribution Management						
7.		Non –Major Elective Managerial Principles and Practices	5	3	25	75	100	4
8.		Workshop on Managerial Skills – III	4	3	40	60	100	2
9.		Comprehensive Viva-Voce	–	–	40	60	100	1
		** Summer Internship	-	-	40	60	100	2
		Total	30	26			800	22

* Students can choose papers from any two electives out of the given four major electives during the third and fourth semesters.

** Summer internship will be carried out during the summer vacation after the Second Semester and before the Third Semester. Evaluation is done in the third Semester. And Viva-Voce will be conducted by the college and marks shall be included in the Third Semester Marks Statement.

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SEMESTER – IV

S. No	Course Code	Course Title	Hours/Week	Exam (Hrs.)	CA	SE	Total Marks	Credits
1.		Core 14: Entrepreneurship	8	3	25	75	100	4
2.		Core 15: Strategic Management	8	3	25	75	100	4
3.		Major Elective * Human Resource	7	3	25	75	100	3
		International Human Resource Management						
		Organisational Development						
		Labour Legislation						
4.		Major Elective * Marketing	7	3	25	75	100	3
		Consumer Behaviour						
		Services Marketing						
		Retail Marketing						
5.		Major Elective * Finance	7	3	25	75	100	3
		Merchant Banking						
		Investment and Portfolio Management						
		Fundamentals of Insurance Management						
6.		Major Elective * Operations	7	3	25	75	100	3
		Principles and Practices of Logistics Management						
		Purchasing Management						
		Distribution						
7.		Project Work	–	3	40	60	100	6
8.		Comprehensive Viva-Voce	–	–	40	60	100	1
		Total	30				700	21

* Students can choose papers from any two electives out of the given four major electives during the third and fourth semesters.



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COURSE STRUCTURE – I SEMESTER

S. No	Course Code	Course Title	Hours/Week	Exam (Hrs.)	CA	SE	Total Marks	Credits
1	24MBAC11	Core – 1: Management Theory and Practice	5	3	25	75	100	4
2	24MBAC12	Core – 2: Organizational Behaviour	5	3	25	75	100	4
3	24MBAC13	Core – 3: Managerial Economics	5	3	25	75	100	4
4	24MBAC14	Core – 4: Management Accounting	6	3	25	75	100	5
5	24MBAC15	Core – 5: Managerial Communication	5	3	25	75	100	4
6	24MBAWS1	SBS – 1: Workshop on Managerial Skills – I	4	3	40	60	100	2
7	24MBACV1	Comprehensive Viva-Voce	-	3	40	60	100	1
		TOTAL	30	21			700	24

CA – Class Assessment (Internal)

SE – Summative Examination

SBS – Skill Based Subject

T – Theory

P – Practical



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
24MBAC11	MANAGEMENT THEORY & PRACTICES	CORE – 1	5	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	I	25	75	100

NATURE OF COURSE	Employability <input checked="" type="checkbox"/>	Skill Oriented <input checked="" type="checkbox"/>	Entrepreneurship <input checked="" type="checkbox"/>
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COURSE DESCRIPTION:

This course (is the blend of) provides fundamentals of Management Theory & Practices

COURSE OBJECTIVES:

Unit	Course Objectives
I	To understand the concept of Management theories and its evolution.
II	To understand the concepts of planning
III	To compare various Organizational Structure
IV	To understand and learn the staffing process and appraisal
V	To learn the directing and controlling process.

COURSE OUTCOMES (COs):

After the completion of the course, the students will be able to

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	apply the concepts of Management theories and its evolution.	Upto K5
CO 2	plan and execute	Upto K5
CO 3	compare various Organizational Structure	Upto K5
CO 4	understand and apply the staffing process and appraisal	Upto K5
CO 5	summarize the directing and controlling process.	Upto K5

K1–KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY, K4–ANALYSE, K5–EVALUATE



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MANAGEMENT THEORY & PRACTICES

UNIT – I: MANAGEMENT

Introduction, Meaning, Definition, Nature and functions of management, Evolution of Management – Management Thoughts- Classical, Neo-classical And Modern Theory.

Tasks of a professional manager-Levels in management.

UNIT – II: PLANNING

Meaning, Objective, Definition, characteristics, Importance, Advantages of Planning, **Flexibility in planning**, Planning Premises, Steps in Planning Process, Methods of planning, Objectives, **short term and long term planning**, Decision making-Definition, Decision making process, **Business models.**

UNIT – III: ORGANIZING

Meaning, Definition, Functions, Nature or characteristics of Organizing, Classification of organization – Formal & Informal, Line/Staff Authority, Decentralization– Matrix Organization– Merits and Demerits– Free Flow Organisation, **Mechanistic vs. Adoptive structures, managing change and innovation.**

UNIT – IV: STAFFING

Definition, Element Functions, Process, HRP, Recruitment-Definition, Sources of Recruitment, Selection-Importance, Stages, Training – Elements, Methods – Performance Appraisal-Meaning, Definition, Importance, Types of Performance Appraisal, **Measurement of performance**

UNIT – V: DIRECTING & CONTROLLING

Introduction: Definition, Principles, Techniques, Motivation- Introduction: Theories, Types, Leadership - Introduction: Definition, Approaches of Theories of Leadership, **Approaches to leadership and communication. Controlling:** Introduction, Definition, Steps, Techniques of Controlling. **Decision making and ethical leadership**

TEXTBOOK:

Principles of Management – T. Ramasamy Himalaya Publishing House

REFERENCE BOOKS:

1. *Management A Global Perspective* – Heinz Wehrich McGraw Hill, Harold Koontz
2. *Essentials of Management* – Harlod Koontz Cyrill O'Donnell, McGraw Hill & Heinzweighrich

Chapters & Sections

Unit I - Chapter 1 and 2 – Principles of Management – T. Ramasamy

Unit II - Chapter 5, 7 and 8–Principles of Management – T. Ramasamy

Unit III - Chapter 9 and 13 – Principles of Management – T. Ramasamy

Unit IV - Chapter 15, 16 and 17– Principles of Management – T. Ramasamy

Unit V - Chapter 19, 20, 21 and 24 – Principles of Management – T. Ramasamy

DIGITAL TOOLS:

[https://hpuniv.ac.in/hpuniv/upload/uploadfiles/files/Final%20MC-101\(1\).pdf](https://hpuniv.ac.in/hpuniv/upload/uploadfiles/files/Final%20MC-101(1).pdf)

Mapping of CO with PSO

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	1	3	2	2		1
CO2	1	3	2	2		1
CO3	1	3	2	2		1
CO4	1	3	2	2		1
CO5	1	3	2	2		1

3. Advanced Application 2. Intermediate Development 1. Introductory Level

COURSE DESIGNER: Prof. S. CHRISTOPHER

Passed in the BoS Meeting held on 09/03/2024

Signature of the Chairman



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
24MBAC12	ORGANIZATIONAL BEHAVIOUR	CORE – 2	5	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	I	25	75	100

NATURE OF COURSE	Employability	<input type="checkbox"/>	Skill Oriented	<input type="checkbox"/>	Entrepreneurship	<input checked="" type="checkbox"/>

COURSE DESCRIPTION:

This course provides fundamentals of impacts of individuals behaviour groupstructure within the organization.

COURSE OBJECTIVES:

Unit	Course Objectives
I	To learn the basic concepts of Organizational Behaviour
II	To infer the individual behaviour in the Organisations
III	To learn about group behaviour in Organisation
IV	To understand the group behaviour in Organisation
V	To learn the Organisational Dynamics

COURSE OUTCOMES (COs):

After the completion of the course, the students will be able to

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	understand basic concepts of Organisation Behaviour	Upto K5
CO 2	infer the individual behaviour in the Organisations	Upto K5
CO 3	explain about group behaviour in Organisation	Upto K5
CO 4	understand the group behaviour in Organisation	Upto K5
CO 5	understand the Organisation Dynamics	Upto K5

K1–KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY, K4–ANALYSE, K5–EVALUATE



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ORGANIZATIONAL BEHAVIOUR

UNIT – I:

Definition, various approaches to Organisational Behaviour, Hawthorne Studies, its major findings and limitations, Relevance in current day context. Concepts relevance to OB- Globalization: of Business Managing Diversity and Promoting Ethical Behaviour, Contributing disciplines.

UNIT – II:

Foundations of Individual Behaviour: Perception, Learning and Personality - Concepts, theories, Models, Inter-relationships between these topics, Motivation – Concepts, Theories, Values and Attitudes – Job Satisfaction. Job engagement, goal setting theory, self-efficacy theory.

UNIT – III:

Foundations of Group Behaviour: Group Dynamics, Team Dynamics, Communication and Decision making, Barriers to communication, Leadership, Leader vs. manager power.

UNIT – IV:

Power and Politics, Conflicts, Negotiations, Negotiations strategies WorkStress-Concepts, Theories, Models, Applications, Organization management politics.

UNIT – V:

Organisational Dynamics: Change and Organisational Development, Organisational Culture, Human Resource Policies and Practices.

TEXT BOOKS:

- | | | |
|--|-------------------|------------------------|
| 1. <i>Organisational Behaviour</i> (Latest Edition) | Fred Luthans | McGraw Hill |
| 2. <i>Organisational Behaviour Concepts, Controversies, applications</i> | Stephen P Robbins | Prentice Hall of India |
| 3. <i>Organisational Behaviour</i> | K. Aswathappa | Himalaya Publications |

Chapters & sections

Unit I	<i>Organisational Behaviour (Latest Edition)</i>	Fred Luthans
Unit II	<i>Organisational Behaviour (Latest Edition)</i>	Fred Luthans
Unit III	<i>Organisational Behaviour Concepts, Controversies, Applications</i>	Stephen P Robbins
Unit IV	<i>Organisational Behaviour Concepts, Controversies, Applications</i>	Stephen P Robbins
Unit V	<i>Organisational Behaviour</i>	K. Aswathappa

DIGITAL TOOLS:

https://backup.pondiuni.edu.in/storage/dde/dde_ug_pg_books/Organisational%20Behaviour.pdf

Mapping of CO with PSO

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	1	2	1	2		2
CO2	1	2	1	2		2
CO3	1	2	1	2		2
CO4	1	2	1	2		2
CO5	1	2	1	2		2

3. Advanced Application 2. Intermediate Development 1. Introductory Level

COURSE DESIGNER: Dr. S. CHRISTOPHER

Passed in the BoS Meeting held on 09/03/2024

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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
24MBAC13	MANAGERIAL ECONOMICS	CORE – 3	5	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	I	25	75	100

NATURE OF COURSE	Employability	<input checked="" type="checkbox"/>	Skill Oriented	<input type="checkbox"/>	Entrepreneurship	<input type="checkbox"/>

COURSE DESCRIPTION:

This paper will provide fundamental theories of economics to integrate with business activities for cost minimization and profit maximization.

COURSE OBJECTIVES:

Unit	Course Objectives
I	To learn the nature and scope of managerial economics and its impact on decision making in business. Show the relationship between price and demand.
II	To learn about the various types of cost of production.
III	To compare the nature of different markets and pricing decisions in each market.
IV	To learn about the prices under different market situations.
V	To relate monetary policy and fiscal policy.

COURSE OUTCOMES (COs):

After the completion of the course, the students will be able to

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	understand the impact of managerial economics on decision making in business and the relationship between price and demand and how demand changes in different situations.	Upto K5
CO 2	understand the various types of cost of production.	Upto K5
CO 3	compare different markets and pricing decisions in each market.	Upto K5
CO 4	decide prices under different market situations.	Upto K5
CO 5	relate how monetary and fiscal policy influences business.	Upto K5

K1–KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY, K4–ANALYSE, K5–EVALUATE



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MANAGERIAL ECONOMICS

UNIT – I: INTRODUCTION TO MANAGERIAL ECONOMICS

Definition, Nature and Scope of Managerial Economics. Interdisciplinary approach to Managerial Economics, Circular flow of economic activity. Economics and Decision Making.

Demand Theory and Analysis

Law of Demand. Demand Determinants. Individual and Market Demand Schedule.

Elasticity of Demand Price Income, Cross Elasticity's, Demand Forecasting – Objectives - Demand Forecasting types - Established product - New Product - Qualities of a good demand Forecasting.

UNIT – II: PRODUCTION COSTS

Basic concepts in Production Theory: Production with one variable input, two variable inputs. Economies of Scale - uses of Isoquants, Isocost curves for optimal combinations of inputs. Relationship between short run and long run costs.

UNIT – III: MARKET STRUCTURE

- a) Perfect Competition: Features - short term equilibrium - long term equilibrium
- b) Monopoly: Monopoly - Causes. Powers of Monopolist. Prices and Output Determinations in Monopoly Market.
- c) Monopolistic Competition: Monopolistic Competition Characteristics: Prices and outputs determination in the Monopolistic Competition - Excess Capacity in Monopolistic Market.
- d) Oligopoly: Characteristics, Price rigidity (The Kinked Demand Model), Interdependence, Cartel and Collusive Price leadership, Non Cooperative oligopoly, Strategic interaction in oligopoly markets.

UNIT – IV: PRICING

Meaning - Objectives of Pricing Policy - Pricing Strategies.

UNIT – V: MACRO ECONOMICS

Monetary, Fiscal Policy. Aggregate demand - Accelerator and multiplier Effects- Globalisation and its Impact on Indian Business Enterprises.

TEXT BOOKS:

1. *Managerial Economics*. Dr. S. Sankaran, Margham Publications
2. *Managerial Economics*. R L Varshney & K L Maheshwari, Sultan Chand & Sons
3. *Managerial Economics*. R. Cauvery, Dr. M Girija, Dr. R. Meenakshi & Dr. U K Sudha Nayak, S. Chand
4. *Managerial Economics*. D. Gopalakrishna, Himalaya Publishing House



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REFERENCE BOOKS:

- 1) *Managerial Economics* Joel Dean Prentice Hall of India
- 2) *Managerial Economics* (3c) H. Craig Peterson & W. Cris Lewis Prentice Hall of India
- 3) *Managerial Economics* (se) Maurice / Shornad Irwin
- 4) *Economics* (15e) Paul A Samuelson & William D Nordhaus McGrawHill
- 5) *Managerial Economics* Maurice Thomas

Chapters and Sections:

Unit I	<i>Managerial Economics</i>	Dr. S. Sankaran
Unit II	<i>Managerial Economics</i>	R L Varshnery & K L Maheshwari
Unit III	<i>Managerial Economics</i>	R. Cauvery, Dr. M Girija, Dr. R. Meenakshi & Dr. U. K. Sudha Nayak
Unit IV	<i>Managerial Economics</i>	Dr. S. Sankaran
Unit V	<i>Managerial Economics</i>	R L Varshnery & K L Maheshwari

DIGITAL TOOLS:

1. <https://sbs.ac.in/wp-content/uploads/2021/02/ME-MBA-1ST-SEM.pdf>
2. <https://www.bdu.ac.in/cde/SLM/MBA/MBA%20I%20Semester/Managerial%20Economics/Managerial%20Economics.pdf>

Mapping of CO with PSO

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1		2		2	1	1
CO2				1		1
CO3		3		1		1
CO4	3	2			1	1
CO5						1

3. Advanced Application 2. Intermediate Development 1. Introductory Level

COURSE DESIGNER: Dr. N. M. PAVITHRA



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
24MBAC14	MANAGEMENT ACCOUNTING	CORE – 4	6	–	5

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	I	25	75	100

NATURE OF COURSE	Employability <input checked="" type="checkbox"/>	Skill Oriented <input checked="" type="checkbox"/>	Entrepreneurship <input checked="" type="checkbox"/>
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COURSE DESCRIPTION:

This course (is the blend of) provides fundamentals of financial accounting and part of cost accounting which could be used for managerial decision making.

COURSE OBJECTIVES:

Unit	Course Objectives
I	To understand the fundamentals of Financial Accounting
II	To prepare the final accounts
III	To understand the fundamentals of cost accounting.
IV	prepare various types of budgets
V	solve the problems in variance analysis

COURSE OUTCOMES (COs):

After the completion of the course, the students will be able to

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	understand the fundamentals of Financial Accounting and will be able to prepare the books of accounts	Upto K5
CO 2	prepare the final accounts with adjustments	Upto K5
CO 3	understand the fundamentals of cost accounting and cost volume profit analysis and will be able to apply in solving marginal costing problems	Upto K5
CO 4	prepare various types of budgets	Upto K5
CO 5	solve the problems in variance analysis	Upto K5

K1–KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY, K4–ANALYSE, K5–EVALUATE



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MANAGEMENT ACCOUNTING

UNIT – I: INTRODUCTION

Definitions of Financial, Cost and Management Accounting - Differences between them. Functions and qualities of a Management Accountant
Financial Statements: Accounting Principles and Concepts - Preparation of Journals, Subsidiary books, Ledger, Trail Balance.

UNIT – II: FINAL ACCOUNTS

Trading Account, Profit and Loss Account and Balance Sheet.-Adjustments

UNIT – III: FUNDAMENTAL OF COST ACCOUNTING

Introduction to costing-Element of Cost- - Different types of costing
Marginal Costing: Definition – assumptions – limitations - Break Even Point - Plotting of BEP charts and Problems in marginal costing for decision making.

UNIT – IV: BUDGETING PROFIT PLANNING AND CONTROL

Basic Principles in Budgeting - Preparation of Functional Budgets including cash Budget and Flexible Budgets - Zero based budgeting - Basic Principles - Master budget

UNIT – V: STANDARD COSTING AND VARIANCE ANALYSIS

Comparison between budgeting and Standard Costing. Variance analysis – Material variances and labour variances

TEXT BOOK :

Financial Accounting _ S.P. Jain & K.L. Narang Kalyani Publishers

Unit 1: Chapter 1,2,5 and 6

Unit 2: Chapter 13 And 14

Cost Accounting – RSN Pillai and Bhagavathi S. Chand & company

Unit 3: Chapter XXI

Unit 4: Chapter XXII

Unit 5: Chapter XXIII, XXIV

REFERENCE BOOKS:

- 1) *Cost Accounting - Practice and Theory* S P Jain and Narang Kalyani Publishers
- 2) *Cost Accounting - Problems and Solution* Jain and Narang do
- 3) *Costing Adviser* P V Rathnam Kitab Mahal
- 4) *Cost Accounting* S N Maheshwari



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Suggested Readings:

- 1) *Advanced Cost and Management* Saxena & Vashist
Sultan and Sons Accounting (a) Text in problems and solution
- 2) *Accounting for Management* Richard M Lynch Tata McGraw Hill
Robert W Williamson
- 3) *Fundamentals of Management Accounting* Robert N Anthony D B
Taraporevala Glenn A Welsh sons and Co (P) Ltd
- 4) *Studies Cost Accounting Book* P Das Gupta Premier Company
- 5) *Management and Cost Accounting* Colin Drury

DIGITAL TOOLS:

<https://www.drnishikantjha.com/booksCollection/Accounting%20for%20Management%20for%20MBA%20.pdf>

Mapping of CO with PSO

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	2	2		3	1	3
CO2	2	2		3	1	3
CO3	2	2		3	1	3
CO4	2	2		3	1	3
CO5	2	2		3	1	3

3. Advanced Application 2. Intermediate Development 1. Introductory Level

COURSE DESIGNER: Prof. B. K. ESWARLAL



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
24MBAC15	MANAGERIAL COMMUNICATION	CORE – 5	5	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	I	25	75	100

NATURE OF COURSE	Employability	Skill Oriented	Entrepreneurship
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

COURSE DESCRIPTION:

Managerial Communication provide insights of Communication Skills required for Business and Management.

COURSE OBJECTIVES:

Unit	Course Objectives
I	To apply the fundamentals of communication.
II	To develop LSRW skills.
III	To apply professional behaviour and standards.
IV	To learn the techniques in presentations and various etiquettes
V	To learn to write letters, memos and minutes of meeting

COURSE OUTCOMES (COs):

After the completion of the course, the students will be able to

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	communicate in personal and professional life	Upto K5
CO 2	develop listening, writing, speaking, and reading skills	Upto K5
CO 3	apply professional behaviour and standards for appearances, action and attitude in personal life	Upto K5
CO 4	make presentations and follow Email and telephonic etiquettes	Upto K5
CO 5	write letters, memos and minutes of meeting	Upto K5

K1–KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY, K4–ANALYSE, K5–EVALUATE



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MANAGERIAL COMMUNICATION

UNIT – I: INTRODUCTION

Communication – Types of communication (verbal, nonverbal, formal) – Components of communication – Barriers in communication – Overcoming Barriers to communication.

UNIT – II: LSRW – (Listening Speaking, Reading, Writing)

Different types of listening – How to be a good listener – Barriers to effective listening – The sounds in English – Benefits of speaking – Self-development Through Speaking Skills – Definition of reading – Kinds of reading – Critical Reading – Reading methods – Reading speed – Skimming – Scanning – Active Reading – Purpose of writing skills - The importance of 'Style' – Essay - Assignment

UNIT – III: CORPORATE ETIQUETTE – Grooming, Clothing & Accessorizing

Etiquette at the court for Versailles – Etiquette Fosters Relationships – Etiquettes of Dining, Drinking & Disability – Golf Proprieties – (Wo)Man of Cloth – The Fabric – The Color – Dressing for the job – Types of clothing – Business Formals – Business Casuals – Grooming for Business.

UNIT – IV: PRESENTATION SKILLS - E-Mail Etiquette, Telephone Etiquette

Objectives of Presentation – stairway to PowerPoint – Knowing your Audience – The Learning Pyramid - The Elements of Effective Presentation – Before your Presentation, Doing your Presentation, After your Presentation – Fight Or Flight – The Evolution of E- Mail – Advantages & Disadvantages of E-Mail Communication – E-Mail Etiquette – Do Not Wrong the Wrong Number – Before the Call – Placing the Call – Answering a Call – Conference Call Etiquette – Voice Mail Etiquette – Cell phone Etiquette -

UNIT – V: LETTER WRITING – Memos and Minutes of Meeting

Advantages & Disadvantages of Letter Writing – Purpose of Letter Writing – Guise fo a Letter – Tone of a Letter – Positive Messages v/s Negative Messages – Elements of a Letter – Format of a Letter – Types of Letters – Commandments of Letter Writing – Purpose of Memo – The Memo Format – Memo-Writing Tips – Minutes of Meeting.

TEXT BOOKS:

1. *Business Communication* – Mallika Nawal
2. *Soft Skills* – S. Hariharan, N. Sundararajan & S.P. Shanmugapriya

Chapters and Sections

Unit I – Chapter 6 – *Soft Skills* - S. Hariharan, N. Sundararajan & S.P. Shanmugapriya

Unit II – Chapters 7,8,9,10 – *Soft Skills* - S. Hariharan, N. Sundararajan & S.P. Shanmugapriya

Unit III – Chapter 17, 18 – *Business Communication* – Mallika Nawal

Unit IV – Chapter 12, 13, 14 - *Business Communication* – Mallika Nawal

Unit V – Chapter 8, 9 - *Business Communication* – Mallika Nawal

DIGITAL TOOLS:

<https://www.scribd.com/doc/33311438/Managerial-Communication-MBA>

Mapping of CO with PSO

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	2	2	1	2		2
CO2	2	2	1	2		2
CO3	2	2	1	2		2
CO4	2	2	1	2		2
CO5	2	2	1	2		2

3. Advanced Application 2. Intermediate Development 1. Introductory Level

COURSE DESIGNER: Dr. N. M. PAVITHRA



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
24MBAWS1	WORKSHOP ON MANAGERIAL SKILLS – I	SBS – 1	4	–	2

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	I	40	60	100

NATURE OF COURSE	Employability <input checked="" type="checkbox"/>	Skill Oriented <input checked="" type="checkbox"/>	Entrepreneurship <input checked="" type="checkbox"/>
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COURSE DESCRIPTION:

This course plays a significant role in one's success in Personal and Professional Life.

COURSE OBJECTIVES:

Unit	Course Objectives
I	To evaluate self behaviour and character
II	To understand the importance of positive attitude
III	To influence people
IV	To learn the model-based decision making
V	To learn to use communication and presentation techniques

COURSE OUTCOMES (COs):

After the completion of the course, the students will be able to

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	evaluate self behaviour and character and able to set goals.	Upto K5
CO 2	understand importance of positive attitude and will apply in personal life.	Upto K5
CO 3	influence people and become a good team leader.	Upto K5
CO 4	apply model-based decision making.	Upto K5
CO 5	make of use of communication techniques and presentation techniques in life.	Upto K5

K1–KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY, K4–ANALYSE, K5–EVALUATE



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WORKSHOP ON MANAGERIAL SKILLS I

UNIT – I:

Goal setting: Definition - Importance of goal setting – SMART goals – How to set personal goals.

Self-analysis: Introduction – Definition - Importance of knowing yourself – process of knowing yourself - SWOT analysis – benefits of SWOT analysis – using SWOT analysis - SWOT analysis grid – questions to complete the grid .Career Building – Introduction – Definition -Benefits - developing career goals-tips for successful Career planning - final thoughts of career planning.

UNIT – 2:

Attitude: Definition - positive Attitude - tips of developing positive attitude - steps in developing the right attitude - Values: Definition - formation of values - Types of values

Ethics: Definition - business Ethics - key points-Motivation: Definition - need of motivation - motivational trigger - types of motivation-motivational theories - key points

Effective decision making: Introduction - Definition – Classification of corporate decision – Process of decision making – Factors affecting decision making – Models of decision making.

UNIT – 3:

Leadership skills: Meaning - definition - traits of leadership - leadership vs managers - leadership vs vision - career planning - conclusion. Team Building: Introduction – Definition - Aspect of team building - skill needed for teamwork - a model of Team building -tram Vs Group - characteristic of effective team-role of team leader-intergroupcollaboration – advantages - difficulties.

UNIT – 4:

Critical and independent thinking: Definition – credible problem solving techniques - cultivating independent thinking. Art of Questioning: Definition – key outcomes - types of questioning - characteristics - impact of Questioning.

UNIT – 5:

Presentation Skills: Introduction – A checklist for Presentation – Anxiety: how to overcome it - Delivery - Nonverbal Communication – Question and answer session. Conversation Skills – Introduction – Conversation analysis – categories – styles – starters Comprehension Skills-Introduction – Comprehensive reading – seven strategies ofcomprehensive reading

Paralanguage: Introduction – pitch – inflection – resonance – pronunciation – volume – tone of voice – timbre – peace and rate – fluency – modulation – talking with smile-emphasis.

Articulation: Introduction – definition – Importance of articulation skills – how to articulate? - Key points.



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TEXT BOOK:

1. *Soft Skills* – Dr K Alex
2. *Soft Skills* – S. Hariharan, N. Sundara rajan, S.P.Shanmuga Priya
3. *Integrated Course on Information Technology and Soft Skills(ICITSS)*
4. *Decision Making Skills* – Madhuriama Lall

Chapters and Sections:

Unit 1 - *ICITSS* Chap 8, Alex chap2, 6.

Unit 2 - *ICITSS* Chapter 4, 5, Madhuriama Lall chapter 1 to 5

Unit 3 - *Soft Skills* S.hariharan, N. Sundarajan, S.P. Shanmugapriya chapter 16, Dr. Alex chapter 13

Unit 4 - *ICITSS* chapter 9, 20.

Unit 5 - S. Hariharan, N. Sundarajan, S.P. Shanmugapriya chapter 11, Malikanawual chapter 15, *ICITSS* chapter 13, Business Communication (Malikanawual) chapter 4, *ICITSS* chapter 12.

DIGITAL TOOLS:

1. <https://mu.ac.in/wp-content/uploads/2021/07/Soft-Skills-Development.pdf>
2. <https://vistas.ac.in/wp-content/uploads/2023/03/MBA-Business-Communication-and-SoftSkills-Final-SLM-min.pdf>

Mapping of CO with PSO

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	1		1	2		2
CO2	2		1	1		2
CO3	1		1	2		2
CO4	2		1	2		2
CO5	2		1	2		2

3. Advanced Application 2. Intermediate Development 1. Introductory Level

COURSE DESIGNER: Dr. N. M. PAVITHRA



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDIT
24MBACV1	COMPREHENSIVE VIVA-VOCE	-	-	-	1

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	I	40	60	100

NATURE OF COURSE	Employability <input checked="" type="checkbox"/>	Skill Oriented <input checked="" type="checkbox"/>	Entrepreneurship <input checked="" type="checkbox"/>
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COURSE STRUCTURE – II SEMESTER

S. No	Course Code	Course Title	Hours/Week	Exam (Hrs.)	CA	SE	Total Marks	Credits
1	24MBAC21	Core – 6: Quantitative Methods	5	3	25	75	100	5
2	24MBAC22	Core – 7: Marketing Management	4	3	25	75	100	3
3	24MBAC23	Core – 8: Financial Management	5	3	25	75	100	5
4	24MBAC24	Core – 9: Operations Management	4	3	25	75	100	4
5	24MBAC25	Core – 10: Human Resource Management	4	3	25	75	100	3
6	24MBAC26	Core – 11: Business Research Methods	4	3	25	75	100	3
7	24MBAWS2	SBS – 2: Workshop on Managerial Skills –II	4	3	40	60	100	2
8	24MBACV2	Comprehensive Viva-Voce	-	3	40	60	100	1
9		Internship	-	-	-	-	-	-
		TOTAL	30	24			800	26

CA – Class Assessment (Internal)

SE – Summative Examination

SBS – Skill Based Subject

T – Theory

P – Practical

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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
24MBAC21	QUANTITATIVE METHODS	CORE – 6	5	–	5

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	II	25	75	100

NATURE OF COURSE	Employability <input checked="" type="checkbox"/>	Skill Oriented <input checked="" type="checkbox"/>	Entrepreneurship <input type="checkbox"/>
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COURSE DESCRIPTION:

This course provides fundamentals of quantitative methods and apply mathematics to solve technical problems in business management.

COURSE OBJECTIVES:

Unit	Course Objectives
I	To learn business mathematics.
II	To learn about the measures of central tendency and dispersion.
III	To learn relationship between two data.
IV	To understand about an event and an outcome.
V	To learn about observed values and the future values of time series.

COURSE OUTCOMES (COs):

After the completion of the course, the students will be able to

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	solve the problems in business mathematics	Upto K5
CO 2	solve the problems in measures of central tendency and dispersions	Upto K5
CO 3	solve the problems using relationship between two data	Upto K5
CO 4	use an event and an outcome for an experiment	Upto K5
CO 5	make use of observed values to predict the future values of time series	Upto K5

K1–KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY, K4–ANALYSE, K5–EVALUATE



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QUANTITATIVE METHODS

UNIT – I:

Introduction to Business Mathematics: Sets, Simple Interest, Compound Interest- their applications to business. Permutation and Combination. Matrices – Addition, Multiplication, Inverse and Ranks.

UNIT – II:

Measures of Central Tendency: Arithmetic Mean, Weighted Mean, Median, Mode Different Formulas, Comparison.

Measures of Central Dispersion: Range, Mean deviation, Standard Deviation, Co-efficient of variation.

UNIT – III:

Index Numbers: Definition, Un weighted Aggregates Index, weighted Aggregate Index, Quantity and value Indices, Correlation – Simple and Rank Correlation

UNIT – IV:

Regression- Simple.

Probability Applications in Management: Basic concepts, Addition Theorem, Multiplication Theorem and Bayes Theorem

UNIT – V:

Time Series Analysis: Introduction, Variations, Time Series, Trend Analysis, Cyclical Variation, Seasonal variation- methods of least square

Distributions: Binomial, Poisson, Normal distributions

TEXT BOOK:

Statistical Methods, Dr Wilson, HPH Pvt Ltd

REFERENCE BOOKS:

- 1) *Statistical Methods*, S.P. Gupta S. Chand Publication
- 2) *Statistics for Mgt.* Richard I Levin, Ruben Prentice Hall of India

Chapters and Sections: *Statistical Methods* – Dr. Willson

Unit I – Chapter 14, 17, 18 Unit II – Chapter 6, 7

Unit III – Chapter 11, 9 Unit IV – Chapter 10, 14 Unit V – Chapter 10, 12

DIGITAL TOOLS:

1. <https://ddcentkal.ac.in/Syllabus/MBA-BOOK/Quantitative-Methods-Management.pdf>
2. <https://www.joydivisionman.com/vita/MBAv1.pdf>
3. <https://gtumbanotes.files.wordpress.com/2011/06/quantitative-techniques-for-management.pdf>
4. <https://vou.ac.in/slm/mba/MBA-201-Quantitative%20Techniques.pdf>

Mapping of CO with PSO

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1				1	1	1
CO2				1	1	1
CO3				1	1	1
CO4				1	1	1
CO5				1	1	1

3. Advanced Application 2. Intermediate Development 1. Introductory Level

COURSE DESIGNER: Prof. B. K. ESWARLAL

Passed in the BoS Meeting held on 09/03/2024

Signature of the Chairman



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
24MBAC22	MARKETING MANAGEMENT	CORE – 7	4	–	3

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	II	25	75	100

NATURE OF COURSE	Employability <input checked="" type="checkbox"/>	Skill Oriented <input checked="" type="checkbox"/>	Entrepreneurship <input checked="" type="checkbox"/>
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COURSE DESCRIPTION:

This course focuses on basic of marketing and exhaustive coverage of Marketing Techniques.

COURSE OBJECTIVES:

Unit	Course Objectives
I	To understand the core concepts and Fundamentals of Marketing.
II	To learn about Market Strategic Planning
III	To explain about Segmenting and Positioning
IV	To learn about the Product and pricing strategies
V	To learn fundamentals of distribution channels and promotion strategies

COURSE OUTCOMES (COs):

After the completion of the course, the students will be able to

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	apply the concepts of Marketing	Upto K5
CO 2	apply Market Strategic Planning by gathering information	Upto K5
CO 3	explain Segmenting and Positioning	Upto K5
CO 4	apply Product and pricing strategies	Upto K5
CO 5	apply distribution channels and promotion strategies	Upto K5

K1–KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY, K4–ANALYSE, K5–EVALUATE



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MARKETING MANAGEMENT

UNIT – I:

Core concepts of Marketing - Company orientation towards the market place - A holistic marketing concept - Scope of Marketing – Rural Marketing – E Rural Marketing - shifts and current Marketing challenges in marketing management.

UNIT – II:

Market oriented strategic planning – Gathering information and scanning the environment- Demand Estimation and Sales Forecasting -Marketing Environment- Buyer Behaviour- Retail Marketing.

UNIT – III:

Analyzing Competitors - Market Segmentation - Positioning - Product Life Cycle.

UNIT – IV:

New Product Planning and Development – Managing Product Lines and Brands- Managing services -Pricing Strategies and Programmes

UNIT – V:

Distribution Channels - Selection and Management of Retailing and Whole selling - Physical Distribution Management - Promotion Mix - Advertising , Personal selling, Sales Promotion and Publicity

TEXT BOOK:

Marketing Management - Philip Kotler.

REFERENCE BOOKS:

- | | |
|--|---|
| 1. Marvin A Jolson | - <i>Marketing Management</i> |
| 2. William J Stanton | - <i>Fundamentals of Marketing</i> |
| 3. Edward W Cundiff | |
| 4. Richard R Still & Norman A P Govoni | - <i>Fundamentals of Marketing</i> |
| 5. Philip Kotler | - <i>Marketing</i> |
| 6. Guiltman, Joseph | - <i>Marketing Management Strategic Program</i> |

Chapters and Sections: *Marketing Management* -Philip Kotler.

Unit I	Chapter 1			
Unit II	Chapter 2	Chapter 3	Chapter 4	Chapter 6
Unit III	Chapter 8	Chapter 10		
Unit IV	Chapter 12	Chapter 14		
Unit V	Chapter 15	Chapter 16	Chapter 18	Chapter 19

DIGITAL TOOLS:

<https://www.scribd.com/document/81910703/Marketing-Management-Full-Notes-Mba>

https://www.academia.edu/42708796/Marketing_Management_MBA

Mapping of CO with PSO

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	1	1	2	2		1
CO2	1	1	2	2		1
CO3	1	1		2		1
CO4	1	1		2		1
CO5	1	1	2	2		1

3. Advanced Application 2. Intermediate Development 1. Introductory Level

COURSE DESIGNER: Dr. N. M. PAVITHRA

Passed in the BoS Meeting held on 09/03/2024

Signature of the Chairman



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
24MBAC23	FINANCIAL MANAGEMENT	CORE – 8	5	–	5

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	II	25	75	100

NATURE OF COURSE	Employability	Skill Oriented	Entrepreneurship
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

COURSE DESCRIPTION:

This course concentrates on financial management which benefits students in learning about how to make decisions on financial planning, investing and other fiscal management concerns.

COURSE OBJECTIVES:

Unit	Course Objectives
I	To learn the basic concepts in financial management.
II	To learn about the capital structure of a company.
III	To learn the analysis of a balance sheet .
IV	To learn the problems related to investment decisions
V	To learn the problems related of liquidity.

COURSE OUTCOMES (COs):

After the completion of the course, the students will be able to

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	understand the concepts in financial management	Upto K5
CO 2	solve problems related to cost of capital	Upto K5
CO 3	analyse a balance sheet	Upto K5
CO 4	solve problems related to investment decisions	Upto K5
CO 5	solve problems related to liquidity of organizations	Upto K5

K1–KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY, K4–ANALYSE, K5–EVALUATE



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FINANCIAL MANAGEMENT

UNIT – I:

Conceptual framework - finance function - finance in the organisation structure of the firm - objectives - profit maximization Vs wealth maximization - Management accounting and financial management - managerial uses of financial data - strategic approach to financial management

UNIT – II:

Theory of capital structure - Modigliani Miller Model - incentive issues and agency cost - financial signaling. - Cost of capital - Equity, Preference, Debt, Retained earnings and other modes of finance - EBIT and EPS analysis - debt- Financing and -Venture capital.

UNIT – III:

Tools for financial analysis and control - Financial ratio analysis - common size statements, Trend analysis, comparative statement analysis - funds flow analysis and cash flow analysis.

UNIT – IV:

Investment decisions: Principles of capital investment - evaluation - discounting and non-discounting techniques –NPV, IRR, ARR, PI- capital rationing. Measurement of risk - investment decisions under uncertainty - simulation approach - evaluating project in CAPM context - modifications for leverage.

UNIT – V:

Working Capital Management: Meaning and Characteristics of working capital - Liquidity and its determinants - implications. Management of cash and marketable securities - Management of stock and receivables - uncertainty and safety stock - EOQ model - Management of Receivables-Financing of current assets - Bank borrowing

TEXT BOOK:

Financial Management - P. Periyasaamy.

REFERENCE BOOKS:

1. *Financial Management* - Kan & Jain Tata Mcgrawhill, 2006
2. *Financial Management* - Prasanna Chandra Tata Mcgrawhill, 2000

Chapters and Sections: *Financial Management* - P. Periyasaamy

Unit I - Chapter 1 **Unit II** - Chapter 15 , 16

Unit III - Chapter 3 **Unit IV** - Chapter 20

Unit V - Chapter 18

DIGITAL TOOLS:

1. <https://mu.ac.in/wp-content/uploads/2021/07/MMS-Financial-Accounting.pdf>
2. <https://mrcet.com/downloads/MBA/Financial%20Accounting%20and%20Analysis.pdf>

Mapping of CO with PSO

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	1		2	1	2
CO2	2	1		2	1	2
CO3	2	1		2	1	2
CO4	2	1		2	1	2
CO5	2	1		2	1	2

3. Advanced Application 2. Intermediate Development 1. Introductory Level

COURSE DESIGNER: Prof. B. K. ESWARLAL

Passed in the BoS Meeting held on 09/03/2024

Signature of the Chairman



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
24MBAC24	OPERATIONS MANAGEMENT	CORE – 9	4	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	II	25	75	100

NATURE OF COURSE	Employability	Skill Oriented	Entrepreneurship
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

COURSE DESCRIPTION:

This course will develop skills in problem solving, project management, and managing the team based work.

COURSE OBJECTIVES:

Unit	Course Objectives
I	To learn the basic concepts of Operations Management
II	To learn about product design, process planning, capacity planning and plant layout
III	To learn the concepts of aggregate production planning and Supply Chain Management.
IV	To learn the concepts of Inventory Management
V	To learn about the issues related to Project Management

COURSE OUTCOMES (COs):

After the completion of the course, the students will be able to

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	understand the concepts of Operations Management.	Upto K5
CO 2	understand about product design, process planning, capacity planning and plant Layout	Upto K5
CO 3	understand aggregate production planning and Supply Chain Management	Upto K5
CO 4	understand Inventory Management	Upto K5
CO 5	solve the issues related to Project Management	Upto K5

K1–KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY, K4–ANALYSE, K5–EVALUATE



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OPERATION MANAGEMENT

UNIT – I: INTRODUCTION

Operations Management- Nature, Scope, Historical Development, Functions- Role of Operations Management in strategic Management - A Systems Perspective- Challenges- Manufacturing Trends in India-Production Design and Process Planning- Types of Production Processes- Plant Capacity-Capacity Planning- Forecasting - Use of forecasting- Forecasting vs Prediction - Methods of Forecasting.

UNIT – II: FACILITY DESIGN

Plant Locational Decision – Factors considered – Recent Trends in location of Industries. - Choice of General Region, Particular community and Site- Multiple Plant Location Decision.

Plant Layout – Objectives, Types, Factors Affecting the Plant Layout Decision, Principles of a Good Layout- Layout Factors- Basic Types of Layout.

Product Design and Development – Influencing factors, Approaches, Legal, Ethical and Environmental issues – Development – Steps – Make or Buy.

UNIT – III: FACILITY DESIGN

Plant Locational Decision – Factors considered – Recent Trends in location of Industries. - Choice of General Region, Particular community and Site- Multiple Plant Location Decision.

Plant Layout – Objectives, Types, Factors Affecting the Plant Layout Decision, Principles of a Good Layout- Layout Factors- Basic Types of Layout.

Product Design and Development – Influencing factors, Approaches, Legal, Ethical and Environmental issues – Development – Steps – Make or Buy.

UNIT – IV: DESIGN OF WORK SYSTEMS AND QUALITY CONTROL

Work Study- Objectives- Procedure- Method Study and Motion Study- Work Measurement-Time Study-Performance Rating- Allowance Factors- Standard Time- Work Sampling Techniques- Job Sequencing and Scheduling. Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection- Quality Circles; TQM – Six Sigma, Kaizen Project Management – Scheduling Techniques, PERT, CPM, - Simple Problems

UNIT – V: SERVICE OPERATIONS MANAGEMENT

Introduction - Nature of Services- Types of Services- Designing Service Organizations- Service Facility Location and Layout- Service Blueprinting-Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery.



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TEXT BOOKS:

1. *Production and Operations Management* - R. Panneer Selvam – PHILearning Private Limited
2. *Production and Operations Management* - K. Aswathappa K.Sridhara Bhatt Himalaya Publishing House.

Chapters and Sections:

- Unit I Chapter - 1, 4 Panneer Selvam R
Unit II Chapter - 2, 3, 5, 6 Panneer Selvam R
Unit III Chapter - 10, 11 Panneer Selvam R
Unit IV Chapter - 26 Aswathappa
Unit V Chapter - 16 Panneer Selvam R

REFERENCE BOOKS:

1. *Production and Operations Management* – Martinich – Wiley
2. *Production and Operations Management* – S N Chary – Tata MC Graw Hill
3. *Production and Operations Management* – Khanna Prentice Hall India

DIGITAL TOOLS:

https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA5204.pdf

Mapping of CO with PSO

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	1		2	2	3	2
CO2	1			2	3	2
CO3	1			2	3	2
CO4	1	2		2	1	2
CO5	1			2	1	2

3. Advanced Application 2. Intermediate Development 1. Introductory Level
COURSE DESIGNER: Dr. S. JAYALAKSHMI



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
24MBAC25	HUMAN RESOURCE MANAGEMENT	CORE – 10	4	–	3

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	II	25	75	100

NATURE OF COURSE	Employability <input checked="" type="checkbox"/>	Skill Oriented <input type="checkbox"/>	Entrepreneurship <input checked="" type="checkbox"/>
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COURSE DESCRIPTION:

This course examines the role of Human Resources professional as a strategic partner in managing today's organization.

COURSE OBJECTIVES:

Unit	Course Objectives
I	To learn the basic concepts of HRM
II	To learn about the HR planning and job analysis
III	To learn about selection process, appraisal and compensation
IV	To learn about grievance handling
V	To learn the concepts of Industrial Relations

COURSE OUTCOMES (COs):

After the completion of the course, the students will be able to

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	understand the basic concepts and fundamentals of HRM.	Upto K5
CO 2	explain the HR planning and job analysis.	Upto K5
CO 3	interpret selections process, appraisal learning and development and compensation.	Upto K5
CO 4	explain about the grievance handling and discipline	Upto K5
CO 5	understand the Industrial Relations and its concepts	Upto K5

K1–KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY, K4–ANALYSE, K5–EVALUATE



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HUMAN RESOURCE MANAGEMENT

UNIT – I:

Introduction Definitions, History of HRM, **Qualities of HR manager**, Ethical Perspectives, Current and Future challenges to HRM: Job and careers in HRM - Strategic HRM – Introduction, Concept and implication. **Functions of Human Resource management.**

UNIT – II:

Human resource planning: Long term and short term planning, Job Analysis, Job description. Definition, scope and methods of job analysis, Strategic human resource **planning.**

UNIT – III:

Recruitment and Selection: purposes, types and types of recruitment and selection. Recruitment and social media. Performance Appraisal, Learning and Development and Employee Compensation.

UNIT – IV:

Grievance Handling - models, Grievance procedure – Employee Discipline - Need and concept of discipline-Standing orders-procedure/process of conducting domestic enquiry-Natural justice.

UNIT – V:

Industrial Relations: Concept - Role of different- Parties involved - Role of the state in industrial relations-Trade Unions: Features of T.U. Industrial Conflicts Collective bargaining, Employee Participation, Employee Welfare and social security legislations.

TEXT BOOKS:

1. *Personnel Management* - P C Tripathi
2. *Human Resource Management* - K. Aswathappa

REFERENCE BOOKS:

1. *Human Resource Management* - Subba Rao
2. *Human Resource Management* - C.B. Mamoria
3. *Personnel Management* - Edwin Flippo

Chapters and Sections

Unit I – Chapter 1 – K.Aswathappa

Unit II – Chapter 4,5 - K.Aswathappa

Unit III – Chapter 6,7,9,10 - K.Aswathappa

Unit IV – Chapter 15 – P.C.Tripathi

Unit V – Chapter 22,23 - K.Aswathappa

DIGITAL TOOLS:

https://ddceutkal.ac.in/Downloads/UG_SLM/Commerce/Elective_1.pdf

Mapping of CO with PSO

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	1	1	2	2		1
CO2	1	1	2	2		1
CO3	1	1	2	2		1
CO4	1	1	2	2		1
CO5	1	1	2	2		1

3. Advanced Application 2. Intermediate Development 1. Introductory Level

COURSE DESIGNER: Prof. S. CHRISTOPHER



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
24MBAC26	BUSINESS RESEARCH METHODS	CORE – 11	4	–	3

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	II	25	75	100

NATURE OF COURSE	Employability <input checked="" type="checkbox"/>	Skill Oriented <input type="checkbox"/>	Entrepreneurship <input checked="" type="checkbox"/>
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COURSE DESCRIPTION:

This course aims to give students a broad understanding of research methodology both qualitative and quantitative methods.

COURSE OBJECTIVES:

Unit	Course Objectives
I	To learn the basic concepts of Research Methodology.
II	To learn about Research design and sampling techniques.
III	To learn the scaling techniques and methods of data collections.
IV	To learn problems related to Research Methodology
V	To learn Report Writing.

COURSE OUTCOMES (COs):

After the completion of the course, the students will be able to

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	understand the fundamentals of Research Methodology	Upto K5
CO 2	interpret Research design and sampling techniques	Upto K5
CO 3	illustrate the scaling techniques and methods of data collections.	Upto K5
CO 4	solve the problems related to Research Methodology	Upto K5
CO 5	do Report Writing	Upto K5

K1–KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY, K4–ANALYSE, K5–EVALUATE



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BUSINESS RESEARCH METHODS

UNIT – I:

Research: Meaning – objectives-motivation-types of Research-significance of research- Research methods V/S Methodology- Research on functional areas of Business- Process/steps in Research. Criteria of good research- Problems encountered by Researchers in India- Defining Research Problem, Sources of Research problems – Techniques involved in Defining Research Problem

UNIT – II:

Research design: Meaning and Need- Features of Good Research- Important concepts related to Research Design- Different Research Designs – Basic principles of Experimental Designs- Census and Sampling Design- Types of sampling-Steps in sampling- Criteria for selecting a sample procedure- Sampling and Non-sampling error-Sample size –Advantages and limitations of sampling.

UNIT – III:

Measure in Research- Meaning of Scaling- Measurement Scales - - Sources of error in Measurement – Test of Sound measurement- Reliability and validity- Scale Classification Bases – important Scaling Techniques-Scale construction techniques- Methods of data Collection- Primary data Collection Methods: Observation, Interview, Questionnaire and Schedules- Difference between questionnaire and Schedules- Secondary data collection, Case studies and Other methods of data Collection

UNIT – IV:

Processing of Data- Types of Analysis – Statistics in Research - Data analysis- Specific applications of measures of Central tendency, Dispersion- Measures of Relationship: Correlation and Regression- Applications in research – Hypothesis : Meaning, Types, Errors and Testing of Hypothesis – Z -Test, t-Test, F-Test, chi-square, ANOVA (Analysis Of Variance)

UNIT – V:

Meaning of Interpretation- Techniques of interpretation-Significance of Report writing- Different steps in Report Writing- Layout of the Research Report- Types of Reports- mechanics of Writing Research Report- Presentation of Research Reports- Application of Computers in Research- Statistical Software Packages.



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TEXT BOOK:

Research Methodology: Methods and Techniques: Kothari C.R. (2004), New Delhi, NewAge International Publishers.

Chapters and Sections: *Research Methodology* C.R. Kothari

Unit I – Chapter (1, 2)

Unit II – Chapter (3, 4)

Unit II I – Chapter (5, 6)

Unit IV – Chapter (7, 9, 10, 11)

Unit V – Chapter (14)

REFERENCE BOOKS:

1. Naresh K Malhotra (2007), *Marketing Research*, Pearson Education.
2. S.N. Murthy/U. Bhojanna (2007), *Business Research Methods* - ExcelBooks/2e.

DIGITAL TOOLS:

1. <https://www.bimkadapa.in/materials/BRM-LAST-2.5%20UNITS.pdf>
2. <https://mu.ac.in/wp-content/uploads/2022/08/MMS-Business-Research-Methods.pdf>

Mapping of CO with PSO

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	2		2		2
CO2	2	2		2		2
CO3	2	2		2	2	2
CO4	2	2		2	1	2
CO5	2	2		2		2

3. Advanced Application 2. Intermediate Development 1. Introductory Level

COURSE DESIGNER: Prof. B. K. ESWARLAL



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
24MBAWS2	WORKSHOP ON MANAGERIAL SKILLS – II	SBS – 2	4	–	2

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	II	40	60	100

NATURE OF COURSE	Employability <input checked="" type="checkbox"/>	Skill Oriented <input checked="" type="checkbox"/>	Entrepreneurship <input checked="" type="checkbox"/>
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COURSE DESCRIPTION:

This course plays a significant role in one's success in life particularly in one's professional excellence.

COURSE OBJECTIVES:

Unit	Course Objectives
I	To learn to build good relationships.
II	To learn to utilize the concepts of time management and stress management.
III	To learn to make use of these skills.
IV	To learn to think outside the box.
V	To learn to create new business plans.

COURSE OUTCOMES (COs):

After the completion of the course, the students will be able to

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	build good relationships	Upto K5
CO 2	utilize the concepts of time management and stressmanagement techniques in personal life	Upto K5
CO 3	make use of these skills to arrive at win-win situation	Upto K5
CO 4	solve emotional problems	Upto K5
CO 5	create new business plans and improve memory techniques	Upto K5

K1–KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY, K4–ANALYSE, K5–EVALUATE



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WORKSHOP ON MANAGERIAL SKILLS – II

UNIT – I:

Interpersonal skills: Introduction – Positive character traits – formal interpersonal skills – reason for poor interpersonal skills – poor Emotional intelligence – Self-diffidence – Defiance – lack of co-operation – Incompatibility – stress-character problems.

Interpersonal Relationship Management: Definition – skills required – Good communication – active listening – body language – openness – negotiation skills – problem solving skills – assertiveness – positive attitude – team work – empathy.

UNIT – II:

Time Management: Introduction - The 80:20 rules – Sense of time management – secret of time management – features – time management matrix – analysis of time matrix – time management tips for students - time wasters – time savers – time circle planner.

Stress Management: Meaning - at one level stress may be Positive & Negative aid to performance – effects of stress – kinds of stress – sources of stress – behaviour identified with stress – what are the signs of stress? – Sporting stress in you – stress management tips tinge stress.

UNIT – III:

Negotiation skill: What is Negotiation? - Why Negotiation? – Types of Negotiation – The process of Negotiation – Archetypes of Negotiation – Improving Negotiation skills.

Conflict management: Definition - Nature of conflict – semantic problem – changing view of conflict – function and dysfunctional conflict – process and levels of conflict – conflict resolution – conflict management style.

UNIT – V:

Assertiveness : Definition - Assertive communication – passive communication – aggressive communication - passive aggressive communication – assertive communication– assertiveness techniques – making request – providing corrective feedback – coping with criticism – dealing with own anger – dealing with others anger.

Creativity: Creativity in Management – Creative problem solving – theories of creativity – over view of creative problem solving process – idea generation method – barriers to creative problem solving.

UNIT – V:

Business planning: Writing a business plan? – Your business idea? – Marketing plan – operational plan – sales forecast – financial analysis – Your appendices – presenting your plan – running your business to plan.

Memory technique: Fundamentals – process of remaining – how to improve memory? – Mental fitness- memorizing method for student – memory improving foods and herbs.

Transaction analysis: Definition – Ego states – complementary, crossed & Ulterior Transaction – PAC - johari window



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TEXT BOOK:

1. *Soft Skills* : S. Hariharan, N. Sundararajan, S.P. Shanmugapriya
2. *Skills for New Managers* : Morey Stettner TATA McGraw Hill
3. *Effective Technical Communication* : Ashraf Rizvi TATA McGraw Hill
4. *Managerial Communication* – Dr. Aswathappa
5. *Communication Skills* – Dr. Alex.

Chapters and Sections:

Unit I – S. Hariharan, N. Sundararajan, S.P. Shanmugapriya chapter 4, ICITSS
Chapter 22

Unit II – Dr. Alex chapter 18, 19.

Unit III – S. Hariharan, N. Sundararajan, S.P. Shanmugapriya chapter 17,
K.Aswathappachapter 17.

Unit IV – AICITSS chapter 3, Tony Proctor book

Unit V – Matthew record (how to prepare a business plan book) Tanushree podder
(Smartmemory book) K.Aswathappa chapter 17.

DIGITAL TOOLS:

<https://ncert.nic.in/textbook/pdf/kect108.pdf>

Mapping of CO with PSO

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	2		1	2		2
CO2	1		1	2		2
CO3	2		1	1		2
CO4	2		1	2		1
CO5	1		1	2		1

3. Advanced Application 2. Intermediate Development 1. Introductory Level

COURSE DESIGNER: Dr. N. M. PAVITHRA



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDIT
24MBACV2	COMPREHENSIVE VIVA –VOCE	–	–	–	1

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	II	40	60	100

NATURE OF COURSE	Employability <input type="checkbox"/>	Skill Oriented <input checked="" type="checkbox"/>	Entrepreneurship <input type="checkbox"/>
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