



SOURASHTRA COLLEGE, MADURAI – 625004

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

MASTER OF BUSINESS ADMINISTRATION (M.B.A)

SYLLABUS (Under CBCS based on OBE)

(For the students admitted from the academic year 2025 – 2026 onwards)

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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.



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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.

MEDIUM OF INSTRUCTION: English

Evaluation

THEORY

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

Internal Theory Examination: 25 Marks

Three Tests and the average of best two	–	15 marks
Seminar / Quiz	–	5 marks
Assignment	–	5 marks
Total	–	25 marks



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PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

PEO1	Natural navigators and nimble witted in diagnosing problems, in enlisting steps to rectify them and in providing the most effective solutions in the best possible way
PEO 2	Moralistic while demonstrating their academic caliber, in recognizing and acknowledging value systems, in making decisions, accepting responsibilities and while concerned about society and public issues and needs
PEO 3	Self-reliant in learning and in real life job situations through which they support their peers and become stable and reliable students, workers and citizens
PEO 4	Steadfast in shielding and nurturing environment and stimulate its sustainable growth for a bright future
PEO 5	Versatile and vibrant communicators in person and through other media. Vigilant/vital in prolonging the long winding richness and tradition of their mother tongue
PEO 6	Neoteric global citizens of our nation, who would take the nation's pride around the world by adapting and adopting the scientific and technological developments

POSTGRADUATE (PG) PROGRAMME OUTCOMES (POs)

PO 1	To synthesize the students with conventional and emerging management concepts and to apply the gathered knowledge pertaining to Marketing, Finance, HR in the real world business problems
PO 2	To develop and transform through the skills and knowledge acquired from the functional areas of management to have a successful career in Managing enterprise, independent ventures and family business through their innovation excellence, analytical and leadership Quality with socially accepted values
PO 3	To transform the students by instilling business acumen and empowering them through leadership qualities and to make them self-reliant, socially responsible, proficient in communication & expertise in team work
PO 4	To groom the students Professionally to confront the dynamic business environment confidently by updating knowledge through Guest lecture & Industry interaction
PO 5	To create job opportunities in society through entrepreneurship, contributing quantum percentage to country's economic growth along with societal betterment practices and inculcating ethical practices in the organization



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PROGRAMME SPECIFIC OUTCOMES (PSOs)

PSO1	Imparting Management thoughts to have holistic insights on all angles of business squares for making rational decision making and confronting the real time business challenges diligently.
PSO 2	Being Self Reliant and enhancing entrepreneurial skills to incept or nurture a venture having innovative excellence for serving the society without compromising the dynamic Socio–Cultural values and ethical practices to take up the nation into new hights.
PSO 3	Propelling as an effective leader in voicing out the concerns of the stakeholders and develop synergism among the group for attaining the noble cause relating to all environmental aspect.
PSO 4	To contribute to the economy not only at the National level but also at International arena by providing their stupendous efforts, technological advancement and Intelligence.
PSO 5	Being competent and expert with professional readiness in their area of specialization.

DISTRIBUTION OF CREDITS (MBA PROGRAMME)

SEMESTER	COURSES	NO. OF COURSES	HOURS	CREDITS	TOTAL CREDITS
I-IV	Core	13	3-4	3-4	51
III	Elective	7	3	3	18
III	NME (Non-Major Elective)	1	4	4	4
III	Self – study	1		1	1
I-III	Extra Disciplinary	2	4	3	6
III-IV	Internship/ Mini Project/ Industrial Activity	1	3	2	2
I-IV	SEC (Skill Enhancement Course)	4	2	2	8
IV	Project	1	5	5	5
IV	Extension Activity	1	–	1	1
TOTAL					96

* Additional credit will be given to any Online Course taken in SWAYAM Portal



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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	25MBAC11	Core – 1: Management Principles and Business Ethics	3	3	25	75	100	3
2	25MBAC12	Core – 2: Quantitative Techniques and Research Methods in Business	4	3	25	75	100	4
3	25MBAC13	Core – 3: Managing Organizational Behaviors	4	3	25	75	100	3
4	25MBAC14	Core – 4: Accounting for Managers	4	3	25	75	100	4
5	25MBAC15	Core – 5: Managerial Economics	4	3	25	75	100	3
6	25MBAC16	Core – 6: Legal Systems in Business	4	3	25	75	100	3
7	25MBAED1	Extra Disciplinary – Entrepreneurship Development	3	3	25	75	100	3
8	25MBASS1	Soft Skills – I: Executive Communication	2	3	25	75	100	2
9	25MBASS2	Soft Skills – II: Business Etiquette	2	3	25	75	100	2
		TOTAL	30	21			900	27

SEMESTER – II

S. No	Course Code	Course Title	Hours/ Week	Exam (Hrs.)	CA	SE	Total Marks	Credits
1	25MBAC21	Core 7: Applied Operations Research	4	3	25	75	100	4
2	25MBAC22	Core 8: Human Resource Management	4	3	25	75	100	4
3	25MBAC23	Core 9: Marketing Management	4	3	25	75	100	4
4	25MBAC24	Core 10: Operations Management	4	3	25	75	100	4
5	25MBAC25	Core 11: Financial Management	4	3	25	75	100	4
6	25MBAC26	Core 12: Strategic Management	4	3	25	75	100	3
7	25MBAED2	Extra Disciplinary: International Business	4	3	25	75	100	3
8	25MBASS3	Soft Skills – III: Computing Skills	2	3	40	60	100	2
		TOTAL	30	24			800	28



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COURSE STRUCTURE – SEMESTER – I

S. No	Course Code	Course Title	Hours/ Week	Exam (Hrs.)	CA	SE	Total Marks	Credits
1	25MBAC11	Core – 1: Management Principles and Business Ethics	3	3	25	75	100	3
2	25MBAC12	Core – 2: Quantitative Techniques and Research Methods in Business	4	3	25	75	100	4
3	25MBAC13	Core – 3: Managing Organizational Behaviors	4	3	25	75	100	3
4	25MBAC14	Core – 4: Accounting for Managers	4	3	25	75	100	4
5	25MBAC15	Core – 5: Managerial Economics	4	3	25	75	100	3
6	25MBAC16	Core – 6: Legal Systems in Business	4	3	25	75	100	3
7	25MBAED1	Extra Disciplinary – Entrepreneurship Development	3	3	25	75	100	3
8	25MBASS1	Soft Skills – I: Executive Communication	2	3	25	75	100	2
9	25MBASS2	Soft Skills – II: Business Etiquette	2	3	25	75	100	2
		TOTAL	30	21			900	27

CA – Class Assessment (Internal)

SE – Summative Examination

T – Theory

P – Practical



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
25MBAC11	MANAGEMENT PRINCIPLES AND BUSINESS ETHICS	CORE – 1	3	-	3

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	I	25	75	100

Curriculum Design and Development	Employability		✓	Skill Oriented			Entrepreneurship			✓
	National	✓	Local	✓	Regional	✓	Global			✓
Curriculum Enrichment	Professional Ethics	✓	Gender		Environment and Sustainability	✓	Human Values	✓	Other Values	

COURSE DESCRIPTION:

This course is the blend of fundamentals of Management Theory & Practices.

COURSE OBJECTIVES:

- To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions
- To provide insights on Planning & Decision Making
- To throw light on Organizing, Managing Change and Innovation
- To elucidate on Leadership, Communication and Controlling
- To create awareness and importance of Business Ethics and Social Responsibility

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	possess knowledge on the basic concepts of management and understand how an organization functions.	Upto K5
CO 2	possess knowledge on planning & decision making.	Upto K5
CO 3	have insights on organizing, managing change and innovation	Upto K5
CO 4	learn leadership, communication and controlling skills.	Upto K5
CO 5	have better understanding on business ethics and social responsibility.	Upto K5

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



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MANAGEMENT PRINCIPLES AND BUSINESS ETHICS

UNIT – I: INTRODUCTION: NATURE OF MANAGEMENT

Concepts and Foundations of Management – Managerial Functions – Management Skills – The Evolution of Management Thought – Tasks of a Professional Manager – Organizational Culture – Environment – Systems Approach to Management – Levels in Management – Disaster Management

UNIT – II: PLANNING & DECISION MAKING

Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Strategic Management Process Decision Making Process and Techniques. Business Models

UNIT – III: NATURE OF ORGANIZING

Organization Structure and Design – Authority Relationships – Delegation of Authority and Decentralization – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organizational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organization. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span Managing Change and Innovation.

UNIT – IV: LEADERSHIP AND CONTROL

Leadership: Approaches to Leadership and Communication. Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line) Performance Standards – Measurements of Performance – Remedial Action – An Integrated Control system in an Organization – Management by Exception (MBE)

UNIT – V: BUSINESS ETHICS

Importance of Business Ethics – Ethical Issues and Dilemmas in Business – Ethical Decision Making and Ethical Leadership – Ethics Audit – Business Ethics and – CSR Models.

TEXT BOOKS:

1. *Management*, Griffin, R. W., 11th Edition, South-Western College Publication, January 2018.
2. *Essentials of Management: An International Perspective*, Koontz, H. and Weihrich, H., 11th Edition, Tata McGraw Hill Education Private Ltd., July 2020

REFERENCE BOOKS:

1. *Principles of Management*, Mukherjee, K., 2nd Edition, Tata McGraw Hill Education Pvt. Ltd., 2009
2. *Disaster Management*, Shaikh Ubaid, Technical publications, 1st edition, 2020

DIGITAL TOOLS:

<https://link.springer.com/book/10.1007/978-3-031-82054-0>

<https://open.umn.edu/opentextbooks/textbooks/693>

Mapping of CO with PSO

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO 1	2	3	2	2	2	2
CO 2	2	3	2	2	2	2
CO 3	3	2	2	2	2	2
CO 4	2	2	2	3	3	2
CO 5	2	2	3	2	2	2

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



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
25MBAC12	QUANTITATIVE TECHNIQUES AND RESEARCH METHODS IN BUSINESS	CORE - 2	4	-	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	I	25	75	100

Curriculum Design and Development	Employability		✓	Skill Oriented			✓	Entrepreneurship			✓
	National	✓	Local	✓	Regional		✓	Global			✓
Curriculum Enrichment	Professional Ethics		Gender		Environment and Sustainability		Human Values		Other Values	✓	

COURSE DESCRIPTION:

This subject focuses on equipping essential tools and techniques required for data driven decision making and problem solving in business and to guide the systematic investigation of problems and the generation of actionable insights.

COURSE OBJECTIVES:

- To provide the students with an introduction to probability theory and discuss how probability calculations may facilitate their decision making.
- To construct a coherent research proposal that includes an abstract, literature review, research questions, ethical considerations and methodology.
- To understand the basic statistical tools for analysis & interpretation of qualitative and quantitative data.
- To recognize the principles and characteristics of the multivariate data analysis techniques.
- To become familiar with the process of drafting a report that poses a significant problem.

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	develop problem-solving techniques needed to accurately calculate probabilities	Upto K5
CO 2	devise research methods, techniques and strategies in the appropriate manner for managerial decision making and conduct research for the industry	Upto K5
CO 3	apply and interpret the different types of quantitative and qualitative methods of data analysis	Upto K5
CO 4	use multivariate techniques appropriately, undertake multivariate hypothesis tests, and draw appropriate conclusions	Upto K5
CO 5	present orally their research or a summary of another's research in an organized, coherent, and compelling fashion	Upto K5

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



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QUANTITATIVE TECHNIQUES AND RESEARCH METHODS IN BUSINESS

UNIT– I: INTRODUCTION

Probability – Rules of probability– Probability distribution; Binomial, Poisson and Normal Distributions, their applications in Business and Industrial Problem– Bayes' Theorem and its applications – Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making – Decision tree.

UNIT – II: RESEARCH METHODS

Research – Definition – Research Process – Research Design – Definition– Types Of Research Design – Role of Theory in Research – Variables in Research – Objectives – Hypothesis –Types of Data; Preliminary Vs Secondary– Methods of Primary Data Collection; Survey, Observation, Experiments – Construction Of Questionnaire – Questionnaire Schedule– Validity and Reliability of Instruments – Types of Scales; Nominal, Ordinal, Interval – Types of Attitude Measurement Scales – Sampling Techniques; Probability And Non probability Techniques– Optimal Sample Size determination.

UNIT – III: DATA PREPARATION AND ANALYSIS

Data Preparation – Editing – Coding– Data Entry– Data Analysis– Testing Of Hypothesis Univariate and Bivariate Analysis – Parametric And Nonparametric Tests and Interpretation of Test Results– Chi-Square Test– Correlation; Karl Pearson's Vs Correlation Coefficient and Spearman's Rank Correlation– Regression Analysis – One Way and Two Way Analysis of Variance.

UNIT– IV: MULTIVARIATE STATISTICAL ANALYSIS

Exploratory and Confirmatory Factor Analysis – Discriminant Analysis– Cluster Analysis –Conjoint Analysis –Multiple Regression– Multidimensional Scaling– Their Application In Marketing Problems –Application of Statistical Software For Data Analysis– SEM Analysis



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UNIT-V: REPORT WRITING AND ETHICS IN BUSINESS RESEARCH

Research Reports– Different Types –Report Writing Format– Content of Report– Need For Executive Summary– Chapterisation –Framing the Title of the Report– Different Styles Of Referencing –Academic Vs Business Research Reports – Ethics In Research.

TEXT BOOKS:

1. *Statistics for Business and Economics*, Anderson, Sweeny, Williams, Camm and Cochran, Cengage Learning, New Delhi, 13th Edition, 2017
2. *Business Research Methods*, Cooper, D.R., Schindler, P. Tata– McGraw Hill, 12th Edition, 2012.

REFERENCE BOOKS:

1. *Business Research Methods*, Cooper, D.R., Schindler, P. and Sharma, J.K., 11th Edition, Tata–McGraw Hill, 12th Edition, 2018.
2. *Applied Multivariate Statistical Analysis*, Johnson, R.A., and Wichern, D.W., PHI Learning Pvt. Ltd., 6th Edition, 2012.
3. *Research Methodology: A Step-by-Step guide for Beginners*, Kumar, R., Sage, South Asia, 4th Edition, 2014.

DIGITAL TOOLS:

https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.mac.pdf
<https://study.com/academy/topic/probability.html>
https://onlinecourses.nptel.ac.in/noc18_ma07/preview
<https://hbr.org/1964/07/decision-trees-for-decision-making>

Mapping of CO with PSO

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO 1	3	3	3	3	3	2
CO 2	3	2	3	3	2	2
CO 3	2	2	3	2	2	2
CO 4	3	3	2	3	3	2
CO 5	2	3	2	3	3	3

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



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
25MBAC13	MANAGING ORGANISATIONAL BEHAVIOUR	CORE – 3	4	–	3

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	I	25	75	100

Curriculum Design and Development	Employability		✓	Skill Oriented				Entrepreneurship			✓
	National	✓	Local	✓	Regional	✓	Global			✓	
Curriculum Enrichment	Professional Ethics	✓	Gender		Environment and Sustainability		Human Values	✓	Other Values	✓	

COURSE DESCRIPTION:

This course provides fundamentals of impacts of individual's behaviour group structure within the organization. This course aims to develop students understanding of psychological and sociological principles and applications.

COURSE OBJECTIVES:

- To familiarize the students to the basic concepts of managing Organizational Behaviour in order to aid in understanding how a men behave in an organization.
- To provide insights on Individual Differences, perception, learning, Attitudes values and motivation
- To throw light on Group Dynamics and Interpersonal Communication
- To elucidate on Leadership, Politics, Conflicts and Negotiation.
- To create awareness and importance of work stress and Emotional Intelligence and its influence on employees in an organization.

COURE 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	possess the knowledge on the basic concepts of management and understand how an organization functions	Upto K5
CO 2	possess knowledge on planning & decision making	Upto K5
CO 3	have insights on organizing, managing change and innovation	Upto K5
CO 4	learn leadership, communication and controlling skills	Upto K5
CO 5	have better understanding on business ethics and social responsibility	Upto K5

K1–KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY
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MANAGING ORGANISATIONAL BEHAVIOUR

UNIT– I:

Introduction to Organizational Behaviour: Historical background of OB – Concept Relevance of OB – Contributing disciplines – to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory – social theory– Organizational Citizenship Behaviour

UNIT– II:

Individual Difference – Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory – social learning theory – Erikson's stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit.

Perception: Meaning Process – Factors influencing perception – Attribution theory

Learning: Classical, Operant and Social Cognitive Approaches – Managerial implications.

Attitudes and Values: – Components, Attitude – Behaviour relationship, formation, values.

Motivation: Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland's theory of needs and Contemporary theories of motivation – Self – Determination theory, Job Engagement, Goal Setting theory, Self-efficacy theory, Reinforcement theory, Equity theory, Expectancy theory.

UNIT– III:

Group Dynamics – Foundations of Group Behaviour – Group and Team – Stages of Group Development–Factors affecting Group and Team Performance – Group Decision making

Interpersonal Communication – Communication Process – Barriers to Communication– Guidelines for Effective Communication

UNIT– IV:

Leadership – Trait, Behavioural and Contingency theories, Leaders vs Managers Power

Politics: Sources of Power – Political Behaviour in Organizations – Managing Politics.

Conflict and Negotiation: Sources and Types of Conflict –Negotiation Strategies– Negotiation Process

UNIT– V:

Work Stress: Stressors in the Workplace – Individual Differences on Experiencing Stress – Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture.

Emotional Intelligence, Work Life Integration Practices.

Knowledge based enterprise– systems and Processes; Networked and virtual organizations.



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TEXT BOOKS:

1. *Essentials of Organisational Behaviour*, Stephen P. Robins, Timothy A. Judge and Neharika Vohra 18th Edition, Pearson Education, 2019.
2. *Organisational Behaviour*, K. Aswattappa, Himalaya Publishing House, 12th Edition, 2016.

REFERENCE BOOKS:

1. *Organizational Behaviour*, McShane, S.L., Von Glinow, M.A., and Sharma, R.R., 5th Edition, Tata McGraw–Hill Education Pvt. Ltd., 2011.
2. *Organisational Behaviour*, Prasad .L.M., Sultan Chand and Sons, 2019
3. *A Textbook of Organisational Behaviours*, C.B. Guptha S. Chand & Company, 2019.

DIGITAL TOOLS:

www.himpub.com

<https://iedunote.com/organisational-behaviour>

www.yourarticlelibrary.com/organisation/

Mapping of CO with PSO

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO 1	3	3	2	3	2	2
CO 2	3	3	2	2	2	2
CO 3	3	3	3	2	3	2
CO 4	3	3	3	2	3	2
CO 5	3	3	2	2	2	3

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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
25MBAC14	ACCOUNTING FOR MANAGERS	CORE – 4	4	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	I	25	75	100

Curriculum Design and Development	Employability		✓	Skill Oriented		✓	Entrepreneurship			✓
	National		Local	✓	Regional	✓	Global			
Curriculum Enrichment	Professional Ethics	✓	Gender		Environment and Sustainability		Human Values		Other Values	✓

COURSE DESCRIPTION:

This course provides comprehensive understanding of accounting concepts and techniques essential for managerial decision making.

COURSE OBJECTIVES:

- To acquaint the students with the fundamentals of principles of financial, cost and management accounting
- To enable the students to prepare, analyses and interpret financial statements
- To acquaint the students with the tools and techniques of financial analysis
- To enable the students to take decisions using management accounting tools.
- To enable the students to prepare the reports with the accounting tools and facilitate managerial decision making.

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 principles of financial, cost and management accounting	Upto K5
CO 2	prepare, analyze and interpret financial statements	Upto K5
CO 3	use the tools and techniques of financial analysis.	Upto K5
CO 4	take decisions using management accounting tools.	Upto K5
CO 5	prepare the reports with the accounting tools and facilitate and take managerial decisions.	Upto K5

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



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ACCOUNTING FOR MANAGERS

UNIT-I: FINANCIAL ACCOUNTING

Meaning–Objectives–functions. Branches of Accounting: Financial, Cost and Management Accounting–Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems)

UNIT- II: FINANCIAL STATEMENT ANALYSIS

Objectives–Techniques of Financial Statement Analysis: Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis.

Fund Flow Statement– Statement of Changes in Working Capital–Preparation of Fund Flow Statement–Cash Flow Statement Analysis–Distinction between Fund Flow and Cash Flow Statement–problem

UNIT- III: MARGINAL COSTING

Definition–distinction between marginal costing and absorption costing – Break–even point Analysis – Contribution, p/v Ratio, margin of safety – Decision making under marginal costing system–key factor analysis, make or buy decisions, export decision, sales mix decision–Problems

UNIT- IV: BUDGET

Budgeting, and Budgeting Control – Types of Budgets – Preparation of Flexible and fixed Budgets, master budget and Cash Budget – Problems –Zero Base Budgeting.

UNIT- V: COST ACCOUNTING

Meaning – Objectives – Elements of Cost – Cost Sheet(Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing. Standard costing and variance analysis reporting to Management – Uses of Accounting information in Managerial decision making. Reporting–Accounting Standards and Accounting Disclosure practices in India;

TEXT BOOKS:

1. *Financial Accounting for Management: An Analytical Perspective*, Gupta, A., 5th Edition, Pearson, 2016.
2. *Management Accounting: Text, Problems and Cases*, Khan, M.Y. and Jain, P.K., 8th Edition, Tata McGraw Hill Education Pvt. Ltd., 2021.

REFERENCE BOOK:

Managerial Accounting for Managers, Noreen, E., Brewer, P. and Garrison, R., 13th Edition, Tata McGraw–Hill Education Pvt. Ltd., 2009.

DIGITAL TOOLS:

- http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf
<http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf>

Mapping of CO with PSO

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO 1	2	2	3	3	2	3
CO 2	2	2	2	3	2	3
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3. Advanced Application 2. Intermediate Development 1. Introductory Level



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
25MBAC15	MANAGERIAL ECONOMICS	CORE – 5	4		3

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	I	25	75	100

Curriculum Design and Development	Employability		✓	Skill Oriented				Entrepreneurship			✓
	National	✓	Local	✓	Regional	✓	Global			✓	
Curriculum Enrichment	Professional Ethics		Gender		Environment and Sustainability	✓	Human Values	✓	Other Values	✓	

COURSE DESCRIPTION:

This course integrates economic theory with business practices to facilitate effective managerial decision-making. It focuses on applying economic principles to solve business problems, enabling students to analyse market conditions.

COURSE OBJECTIVES:

- To familiarize the students about managerial economics and to know the fundamental concepts affecting business decisions, demand analysis and demand forecasting
- To make the students know about production function and market structure
- To have an idea and understanding about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning
- To provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy

COURE 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 of managerial economics that helps the firm in decision making process	Upto K5
CO 2	be familiar about the Basic concepts of Demand, Supply and Equilibrium and their determinants	Upto K5
CO 3	have better idea and understanding about production function and market structure	Upto K5
CO 4	have better insights about macroeconomics concepts like National income, Savings and Investment, Indian Economic Policy and planning	Upto K5
CO 5	possess better knowledge about Money market, Monetary and Fiscal policy, inflation and deflation, FDI and globalization and Cashless economy and digitalized cash transfers	Upto K5

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



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MANAGERIAL ECONOMICS

UNIT– I: INTRODUCTION

Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle– Micro and Macro Economics.

UNIT– II: UTILITY ANALYSIS AND THE DEMAND CURVE

Elasticity of Demand – Demand Analysis: Basic Concepts, and tools of analysis for demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input–Output Analysis – Consumer Behavior–Consumer Equilibrium

UNIT– III: THE PRODUCTION FUNCTION

Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants – Isocost Lines Estimating Production Functions– Returns to Scale– Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs.

Market Structure: Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Pricing Methods.

UNIT– IV: MACRO ECONOMIC

Variables – National Income– Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment – Business Cycles and Contra cyclical Policies – Role of Economic Policy – Indian Economic Planning

UNIT– V: COMMODITY AND MONEY MARKET

Demand and Supply of Money – Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Stagflation–Role of Fiscal Policies– Indian Fiscal Policies – Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact. Cashless economy and digitalized cash transfers; Economic models and its steps; FEMA–GST–Industrial Policy in India and its effects on growth.

TEXT BOOKS:

1. *Managerial Economics*, Damodaran, S 2nd Edition, Oxford University Press, 2011.
2. *Managerial Economics*, Dwivedi, D.N., Vikas Publishing House, 2011.

REFERENCE BOOKS:

1. *Managerial Economics*, William F. Samuelson, Stephen G. Marks, Jay L., Zagorsky, Wiley Publishers, 9th Edition (2021)
2. *Managerial Economics*, H. L. Ahuja., Atlantic Publishers and distributors (P) Ltd., 2017.
3. *Managerial Economics: Principles and worldwide applications*, Dominick Salvatore, 9E Adaptation, Oxford university press, 9th Edition, 2020.

DIGITAL TOOLS:

<http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530>
<https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857>

Mapping of CO with PSO

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO 1	3	2	2	3	3	3
CO 2	3	2	2	3	2	3
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3. Advanced Application 2. Intermediate Development 1. Introductory Level



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
25MBAC16	LEGAL SYSTEMS IN BUSINESS	CORE – 6	4	-	3

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	I	25	75	100

Curriculum Design and Development	Employability		✓	Skill Oriented				Entrepreneurship			✓
	National	✓	Local	✓	Regional	✓	Global			✓	
Curriculum Enrichment	Professional Ethics		Gender		Environment and Sustainability	✓	Human Values	✓	Other Values	✓	

COURSE DESCRIPTION:

This course provides an understanding of the legal framework governing business operations enabling students to navigate legal challenges.

COURSE OBJECTIVES:

- To create knowledge and understanding on law of contracts
- To describe about sale of goods and Negotiable instrument act
- To have an overall understanding about partnership act and company law.
- To familiarize various labor laws for effective administration of Human Resource of an organization.
- To provide insights and awareness about consumer protection act, Cyber-crimes, Intellectual property Rights.

COURE 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	have knowledge on understandings on law of contract.	Upto K5
CO 2	know the sale of Goods & Negotiable instrument act.	Upto K5
CO 3	have understandings on partnership and company law	Upto K5
CO 4	have familiarize with various labour laws.	Upto K5
CO 5	possess insights & awareness about consumer protection Act Cyber Crimes, Intellectual Property Rights.	Upto K5

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



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LEGAL SYSTEMS IN BUSINESS

UNIT– I: THE LAW OF CONTRACTS

Definition of Contract Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts– Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance - Breach of Contracts–Remedies for Breach of Contracts

UNIT– II: SALE OF GOODS ACT

Definition of a Sale and a Contract of Sale–Difference between (1)Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4)Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties –Passing of Property of Goods–Rights of an Unpaid Seller.

Negotiable Instruments Act: Cheques, Bills of Exchange and Promissory Notes–Definition and Characteristics

UNIT– III: PARTNERSHIP ACT: EVOLUTION

Definition of Partnership– Kinds of Partnerships – Registration – Dissolution. Company Law: Evolution of Company Form of Organisation – Companies Separate Legal Entity – Kinds of Companies – Comparison of Private and Public Companies –Formation of Companies–General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus– Management of Companies –Winding up of Companies–General Idea of the Different Modes of Winding Up.

UNIT– IV: LABOUR LAW

Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. ESI Act, Employees Provident Fund, Maternity Benefits Act, Child labour Abolition & Regulation Act, 1986– Inter–state Migrant Workmen Act 1979– Sexual Harassment of women at Workplace (Prevention, Prohibition & Redressal) Act 2013– Contract Labour (Regulation and Abolition) Act–RTI Act 2005.

UNIT– V:

Consumer Protection Act, Cyber Crimes, IT Act 2008 – Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 –The Copyright Act 1957 –International Copyright Order, 1999.

TEXT BOOKS:

1. *Legal Systems in Business*, Kapoor ND, Edition 2 (2021), Sultan Chand & Sons.
2. *Mercantile Law*, Rao, P.M., PHI Learning, 2011.

REFERENCE BOOKS:

1. *Company Law*, Mujumdar, A. K. and Kapoor, G.K., 15th Edition, Taxmann Publications Pvt. Ltd., 2012.
2. *Company Law and Practice*, Mujumdar, A. K. and Kapoor, G.K., 17th Edition, Taxmann Publications Pvt. Ltd., 2012.

DIGITAL TOOLS:

<http://www.legalserviceindia.com/article/>

<http://www.freebookcentre.net/Law/Law-Books.html>

Mapping of CO with PSO

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO 1	3	2	2	2	2	2
CO 2	2	3	2	2	2	2
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CO 4	3	3	2	2	2	2
CO 5	3	2	2	2	2	3

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



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
25MBAED1	ENTREPRENEURSHIP DEVELOPMENT	EXTRA DISCIPLINARY	3	–	3

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	I	25	75	100

Curriculum Design and Development	Employability			Skill Oriented				Entrepreneurship			✓
	National		Local	✓	Regional	✓	Global			✓	
Curriculum Enrichment	Professional Ethics	✓	Gender		Environment and Sustainability		Human Values	✓	Other Values	✓	

COURSE DESCRIPTION:

This course provides an entrepreneurial mindset and equip students with the knowledge, skills and tools needed to start and manage new business. It focuses on creativity, innovation and strategic thinking.

COURSE OBJECTIVES:

- To introduce students to entrepreneurship and its growth in India.
- To impart knowledge on innovation, its types, role of technology in innovation, patents and licensing.
- To orient the students on new venture creation
- To enable students to prepare a feasible business plan
- To give inputs on various types of financing available for new ventures.

COURE 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	know about growth of entrepreneurship in India	Upto K5
CO 2	gain knowledge on innovation, its types, role of technology in innovation, patents and licensing	Upto K5
CO 3	obtain knowledge on new venture creation	Upto K5
CO 4	prepare a business plan	Upto K5
CO 5	gain knowledge on various types of financing available for new ventures.	Upto K5

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



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ENTREPRENEURSHIP DEVELOPMENT

UNIT– I: INTRODUCTION

The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India; MSME; Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.

UNIT– II: INNOVATION IN BUSINESS

Types of Innovation – Creating and Identifying Opportunities for Innovation – Design Thinking– The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms

UNIT– III: NEW VENTURE CREATION

Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities. Feasibility Analysis: Technical Feasibility of Products and Services – Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels.

UNIT– IV: BUSINESS PLAN PREPARATION

Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation; Start-ups and e-commerce Start-ups. Business Model Canvas

UNIT– V: FINANCING THE NEW VENTURE

Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship.

TEXT BOOKS:

1. *Entrepreneurship: Text and Cases*, Reddy, N., Cengage Learning, 2010.
2. *Entrepreneurship*, Roy, R., 2nd Edition, Oxford University Press, 2011.

REFERENCE BOOKS:

1. *Innovation and Entrepreneurship*, Bessant, J., and Tidd, J., 2nd Edition, John Wiley & Sons, 2011.
2. *Small Scale Industries and Entrepreneurship*, Desai, V., Himalaya Publishing House, 2011.
3. *Entrepreneurship: Successfully Launching New Ventures*, Global Edition, 6th Edition Bruce R. Barringer, Texas A & M University, R. Duane Ireland, Pearson, 2018

DIGITAL TOOLS:

<http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf>

<https://www.cengage.com/highered>

<https://roadmapresearch.com/entrepreneurship-beyond-curriculum>

Mapping of CO with PSO

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



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
25MBASS1	EXECUTIVE COMMUNICATION	SOFT SKILLS – I	2	-	2

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	I	25	75	100

Curriculum Design and Development	Employability		✓	Skill Oriented		✓	Entrepreneurship			
	National	✓	Local	✓	Regional	✓	Global			✓
Curriculum Enrichment	Professional Ethics	✓	Gender		Environment and Sustainability		Human Values	✓	Other Values	✓

COURSE DESCRIPTION:

This course focuses on developing communication skills required for leadership and managerial effectiveness. It emphasizes clarity and persuasion in communication.

COURSE OBJECTIVES:

- To explore the skill of writing
- To acquire communication awareness they are going to get for the industry.
- To make the business proposals
- To develop a plan for the meetings and interviews
- To analyze the skills required for non-verbal communication

COURE 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 theories and concepts, types and various modes of communication in organizations	Upto K5
CO 2	develop skills on Business Correspondence	Upto K5
CO 3	develop skills on preparing Business Reports and Proposals	Upto K5
CO 4	draft effective business correspondence with brevity, and clarity in designing and developing clean and lucid organizing skills	Upto K5
CO 5	demonstrate his/her verbal and non-verbal communication ability through presentations	Upto K5

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



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EXECUTIVE COMMUNICATION

UNIT– I: COMMUNICATION

Meaning and Significance of Communication for Management– Types of Communication Factors Affecting Effectiveness of Communication– Barriers to Communication– Principles of Effective Communication Dyadic Communication– Face-to-face Communication – Other Modes of Communication

UNIT– II: BUSINESS CORRESPONDENCE

Planning Business Messages: Analyzing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps, Composing the Message– Norms for Business Letters. Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries, Inviting Quotations, Sending Quotations, Placing Orders, Inviting tenders, Claim letters, Customers Complaints, Collection Letters, Sales Promotion Letters– Revising Business Messages: Revising for Clarity. Conciseness and Readability, Proof reading and Evaluating– Letters of application and resume.

UNIT– III: BUSINESS REPORTS AND PROPOSALS

Structure of Reports– Long and Short Reports: Formal and Informal Reports– Writing Research Reports– Technical Reports– Norms for Including Exhibits and Appendices– Writing Business Proposals.

UNIT– IV: CONDUCTING MEETINGS AND INTERVIEWS

Procedure for Conducting Meetings– Preparing Agenda, Minutes and Resolutions– Conducting Seminars and Conferences– Procedure of Regulating Speech– Evaluating Oral Presentations Drafting Speech– Participating in Debates and Group Discussions– Presentation Skills– Fluency Development Strategies– Attending and Conducting Interviews– Listening.

UNIT– V: NON-VERBAL COMMUNICATION

Personal Appearance– Posture– Body Language– Reading Nonverbal Messages – Use of Charts. Diagrams, Tables– Visual, and Audiovisual Aids for Communication

TEXT BOOKS:

1. *Intercultural Business Communication*. Chaney, L. and Martin, J., Person, 4th ed., 2008.
2. *Business Communication*, Chaturvedi, Person, 2nd edition, 2011.

REFERENCE BOOKS:

1. *American Management Association, The AMA Handbook of Business Writing: The Ultimate Guide to Style, Usage, Punctuation, Construction and Formatting*, 2010.
2. *Technical Writing: Process and Product*, Gerson, Sharan J., and Steven M Gerson, Person Education, New Delhi, 2008

DIGITAL TOOLS:

<https://www.skillsyouneed.com/ips/communication-skills.html>

<https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-and-communication-skills-infants-and-toddlers>

<https://www.habitsforwellbeing.com/9-effective-communication-skills>

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



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
25MBASS2	BUSINESS ETIQUETTE	SOFT SKILLS – II	2		2

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	I	25	75	100

Curriculum Design and Development	Employability		✓	Skill Oriented			✓	Entrepreneurship		✓
	National	✓	Local	✓	Regional	✓	Global		✓	
Curriculum Enrichment	Professional Ethics	✓	Gender		Environment and Sustainability		Human Values	✓	Other Values	✓

COURSE DESCRIPTION:

This course focuses on developing communication skills required for leadership and managerial effectiveness. This course designed to equip students with the skills and knowledge necessary to navigate professional environment with confidence.

COURSE OBJECTIVES:

- To analyze the Business etiquette at workplace
- To determine the Principles of exceptional work behavior
- To explore Tech etiquette in using various telecommunication devices and channels
- To successfully handle Multi-cultural challenges
- To ascertain sensitivity to new and emerging issues in etiquette

COURE 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	learn using business etiquette at work place	Upto K5
CO 2	acquire knowledge about the Principles of exceptional work behaviour	Upto K5
CO 3	enhance their knowledge of latest Tech etiquette in using various telecommunication devices and channels.	Upto K5
CO 4	get familiarized with the Successful handling of Multi-cultural challenge	Upto K5
CO 5	become sensitive to new and emerging issues in etiquette	Upto K5

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



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BUSINESS ETIQUETTE

UNIT– I:

Introduction to business etiquette: The ABCs of etiquette Meeting and greeting scenarios– Developing a culture of excellence the principles of exceptional work behavior –Enduring Words – Greetings and Introductions: Guideline for receptionists – Making introductions and greeting people– Greeting Components– The protocol of shaking hands – Introductory scenarios – Addressing individuals.

UNIT– II:

Meeting and Boardroom Protocol: Guidelines for planning a meeting Before the meeting – On the day of the Meeting – Guidelines for Attending the meeting – For the Chairperson– For attendees – For Presenters – Planning a power point presentation– Entertaining Etiquette: Planning meal – Issuing invitations –Basics of table etiquette – Holding and resting utensils Business dining etiquette – Multi-cultural Highlight: Japanese Dinning Specific food Etiquette guidelines.

UNIT– III:

Telephone Etiquette: Cell phone etiquette–Social Media Usage etiquette– Telephone etiquette guidelines – Mastering the telephone courtesy Active listening – Putting callers on hold –Transferring a call – Screening calls – Taking at message – Voice Mail–Closing the call – When Making calls – Closing the call–Handling rude or impatient clients –Internet usage in the workplace Email Netiquette – Online chat – Online chat etiquette – Online chat etiquette guidelines.

UNIT– IV:

Business Attire & Professionalism:– Dress code – Guidelines for appropriate business attire Grooming for Success – Guidelines for appropriate business attire – Grooming for success – Multicultural dressing –Diversity Management– Gender Sensitivity– Social Media and Communication with colleagues–Preventing sexual harassment–Disability Etiquette:– Courtesies for wheelchair users Courtesies for blind or visually impaired – Courtesies for the deaf– People with speech impairments.

UNIT– V:

Business Ethics: Ethics in the workplace – The challenge of business ethics – Creating an ethical compass – Business ethics and advantages Ethical Issues – Conflict Management– Conflict resolution strategies choosing the appropriate gift in the business environment– Multi-cultural challenges: Multi-cultural etiquette – Cultural differences and their effect on business etiquette



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TEXT BOOKS:

1. *Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books*, Gonda, C. M. First Edition, 2016
2. *Business Etiquette A Guide For The Indian Professional. Noola*: HarperCollins, Mehra, S. K. 2012

REFERENCE BOOKS:

1. *Indian Business Etiquette*: Past, K., First edition, Ahmedabad Jaico Publishing House, 2008.
2. *Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books*, Gonda, C. M. First Edition, 2016

DIGITAL TOOLS:

<https://accountingexplained.com/managerial/capital-budgeting/>

<http://www.studyfinance.com/lessons/workcap/>

Mapping of CO with PSO

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO 1	2	2	3	2	2	2
CO 2	2	3	2	2	3	3
CO 3	2	2	2	3	2	2
CO 4	3	3	2	3	3	2
CO 5	3	2	2	3	3	2

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



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COURSE STRUCTURE – SEMESTER – II

S. No	Course Code	Course Title	Hours/ Week	Exam (Hrs.)	CA	SE	Total Marks	Credits
1	25MBAC21	Core 7: Applied Operations Research	4	3	25	75	100	4
2	25MBAC22	Core 8: Human Resource Management	4	3	25	75	100	4
3	25MBAC23	Core 9: Marketing Management	4	3	25	75	100	4
4	25MBAC24	Core 10: Operations Management	4	3	25	75	100	4
5	25MBAC25	Core 11: Financial Management	4	3	25	75	100	4
6	25MBAC26	Core 12: Strategic Management	4	3	25	75	100	3
7	25MBAED2	Extra Disciplinary: International Business	4	3	25	75	100	3
8	25MBASS3	Soft Skills – III: Computing Skills	2	3	40	60	100	2
		TOTAL	30	24			800	28

CA – Class Assessment (Internal)

SE – Summative Examination

T – Theory

P – Practical



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
25MBAC21	APPLIED OPERATIONS RESEARCH	CORE – 7	4	-	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	II	25	75	100

Curriculum Design and Development	Employability		Skill Oriented		✓	Entrepreneurship		✓
	National	✓	Local	✓	Regional	✓	Global	✓
Curriculum Enrichment	Professional Ethics	✓	Gender		Environment and Sustainability		Human Values	Other Values ✓

COURSE DESCRIPTION:

This course helps the students to understand the application of operations research to business and industry and to expose them to the significance of & various scientific tools and models that are available in operations research for managerial decisions making process.

COURSE OBJECTIVES:

- To provide the students with introduction on OR and its models to aid in understanding its applicability in the various functional areas of management.
- To understand the concept of linear programming models in determining profit maximization and cost minimization
- To learn about various methods adopted in transportation and Assignments models.
- To determine about inventory models, replacement models, job sequencing, networking model and Queuing model
- To throw light on dynamic model and game models and the application of pure and mixed strategies in competitive environment.

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	obtain insight on the origin and nature of OR and also the application of various models of OR.	Upto K5
CO 2	learn about the graphical, Simplex, Big M and dual methods of Linear programming problem.	Upto K5
CO 3	be well versed with the concept of transportation and Assignments models	Upto K5
CO 4	have better understanding on inventory models, replacement models, job sequencing, networking model and Queuing model	Upto K5
CO 5	know the various methods of game model	Upto K5

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



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APPLIED OPERATIONS RESEARCH

UNIT– I:

Introduction: Overview of operations research – Origin – Nature, scope & characteristics of OR – Models in OR – Application of operations research in functional areas of management

UNIT– II:

Linear Programming Problem: Linear programming problem model – Formulation – Maximization & Minimization problem – Graphical method – Simplex method – Artificial variable

UNIT– III:

Transportation problem: Basic Solution – North / West corner Solution, LCM, VAM – Optimal Solution – Vogel's approximation method – Modi method – Degeneracy – Imbalance matrix. Assignment model: Hungarian method

UNIT– IV:

Project Scheduling by PERT–CPM: Brief Introduction to Queuing models. Networking – Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project Scheduling

UNIT– V:

Game Theory and Strategies: Games theory – two player zero sum game theory – Saddle Point – Mixed Strategies for games without saddle points – Dominance method – Graphical Solutions

TEXT BOOK:

Hiller, F., Lieberman, Nag and Basu, *Introduction to Operations Research*, 11th Edition Paperback, Tata McGraw–Hill Publishing Co. Ltd., 2021

REFERENCE BOOKS:

1. Khanna, R.B., *Quantitative Techniques for Managerial Decision Making*, 3rd Edition – Paperback, New Age International Publishers, 2018
2. Taha, H.A., *Operations Research: An Introduction*, 10th Edition, Pearson, 2019
3. Vohra, N.D., *Quantitative Techniques in Management*, 5th Edition, Tata McGraw Hill Education Pvt. Ltd., 2017.

DIGITAL TOOLS:

www.cbom.atozmath.com

<https://www.journals.elsevier.com/operations-research-perspectives>

Mapping of CO with PSO

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO 1	3	2	2	2	2	2
CO 2	3	2	2	3	3	2
CO 3	3	3	2	3	3	3
CO 4	3	3	2	3	2	2
CO 5	3	3	2	3	2	2

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



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
25MBAC22	HUMAN RESOURCE MANAGEMENT	CORE – 8	4	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	II	25	75	100

Curriculum Design and Development	Employability		✓	Skill Oriented				Entrepreneurship			✓
	National	✓	Local	✓	Regional	✓	Global			✓	
Curriculum Enrichment	Professional Ethics	✓	Gender		Environment and Sustainability		Human Values	✓	Other Values	✓	

COURSE DESCRIPTION:

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

COURSE OBJECTIVES:

- To embark importance of HRM role, functions and need
- To assimilate theoretical and practical implications of HRP
- To critically use appropriate training tools
- To analyze and implement an effective performance management
- To extrapolate and design compensation management 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)
CO1	gain an understanding of HRM policies and importance.	Upto K5
CO2	implement appropriate HRP in workplace.	Upto K5
CO3	apply feasible Training method and manage career progressions.	Upto K5
CO4	demonstrate managing performance of human resources.	Upto K5
CO5	design and justify compensation framework.	Upto K5

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



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HUMAN RESOURCE MANAGEMENT

UNIT– I: INTRODUCTION

Introduction of Human Resource Management: Importance of Human Resources, Definition and Objectives of Human Resources Management, Qualities of a good HR manager – Evolution and growth of Human Resource Management in India. Functions of Human Resource Management. Strategic Human Resource Management (SHRM).

UNIT– II: HUMAN RESOURCE PLANNING (HRP)

Human Resources Planning: Long and short term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Strategic Human Resource Planning.

Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods, Recruitment and Social Media.

Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction of attrition rate– Attrition and retention management

UNIT– III: TRAINING, DEVELOPMENT & CAREER MANAGEMENT

Importance and benefits of Training and Development, Types of Training Methods, Executive Development Programs, Concept and process of Career Management; Competency mapping, Knowledge Management & Talent Management

UNIT– IV: PERFORMANCE MANAGEMENT

Importance, process and Methods: Ranking, rating scales, critical incident method, removing subjectivity from evaluation, MBO as a method of appraisal, Performance Feedback, Online PMS. Human Resource Information System; International Human Resource Management

UNIT– V: COMPENSATION MANAGEMENT

Wage and Salary Administration: Job Evaluation, Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives; ESOP–Financial and non-financial incentives, Productivity – linked Bonus, Compensation Criteria, Rewards and Recognition

TEXT BOOKS:

1. *Human Resource Management*, Ashwathappa, K., 9th Edition, Tata McGraw–Hill Education Pvt. Ltd., 2021.
2. *Human Resource Management*, Ivaneceovich, J.M., 12th Edition, Tata McGraw–Hill Education Pvt. Ltd., 2020

REFERENCE BOOKS:

1. *Human Resource Management*, Gary Dessler & Biju Varrkey, 16th Edition, Pearson India Pvt. Ltd., 2020.
2. *Human Resource Management*, DeCenzo, D.A., Robbins S.P., Susan L Verhulst, 11th Edition, Wiley India Pvt. Ltd., 2015.

DIGITAL TOOLS:

https://www.opentextbooks.org.hk/system/files/export/32/32088/pdf/Human_Resource_Management_32088.pdf

<https://www.drnishikantjha.com/booksCollection/hrm-basic-notes.pdf>

<https://open.umn.edu/opentextbooks/textbooks/71>

Mapping of CO with PSO

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO 1	2	2	2	3	2	3
CO 2	2	3	2	3	3	3
CO 3	3	3	2	3	3	3
CO 4	3	3	2	3	3	3
CO 5	3	3	2	3	3	3

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



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
25MBAC23	MARKETING MANAGEMENT	CORE – 9	4	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	II	25	75	100

Curriculum Design and Development	Employability		✓	Skill Oriented				Entrepreneurship			✓
	National	✓	Local	✓	Regional	✓	Global			✓	
Curriculum Enrichment	Professional Ethics	✓	Gender		Environment and Sustainability		Human Values	✓	Other Values	✓	

COURSE DESCRIPTION:

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

COURSE OBJECTIVES:

- To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied.
- To provide with opportunities to analyze marketing activities within the firm.
- To analyze and explore the buyer behavior pattern in marketing situations.
- To understand the branding, pricing and strategies in marketing a product.
- To upgrade the knowledge and awareness of Consumer Rights in the Market.

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 fundamental principles of marketing, marketing concepts and ideas.	Upto K5
CO 2	understand the organization's marketing strategy and marketing environment. Familiar with marketing research with forecasting techniques.	Upto K5
CO 3	understand the buyer behavior and market segmentation and competitive marketing strategies.	Upto K5
CO 4	think strategically about branding, pricing and marketing issues.	Upto K5
CO 5	be familiar with Promotion decisions along with awareness on Consumer Rights in the Market Place.	Upto K5

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



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MARKETING MANAGEMENT

UNIT – I: INTRODUCTION

Marketing Management Philosophies – What is marketing– The concepts of marketing– Marketing and Services – Digital Marketing – Social Media Marketing – Current marketing challenges; Rural Marketing International Marketing

UNIT – II: STRATEGIC MARKETING

Marketing Management Process – Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix Analysis of Macro and Micro environment Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting –Techniques. Marketing Tactics,

UNIT – III: MARKETING INFORMATION SYSTEMS

Marketing Information Systems– Customer Relationship Management (CRM) Customer Engagement Marketing – Sales force Automation– Marketing Analytics

UNIT – IV: BUYER BEHAVIOUR

Factors Influencing Consumer Behaviour – Buying situation– Buying Decision Process – Industrial Buyer Behaviour. Market Segmentation: Targeting and Positioning – Competitive Marketing Strategies. Customer Life Cycle – Customer Life time Value, Product Portfolio Management.

UNIT – V: PRODUCT POLICIES

Consumer and Industrial Product Decisions, Branding, Packaging and Labelling – New Product Development and Product Life Cycle Strategies, Pricing – Pricing Strategies and approaches Promotion Decisions: Promotion Mix – Integrated Marketing Communication – Advertising and Sales Promotion – Sales Force Decisions, Selection, Training, Compensation and Control – Publicity and Personal Selling

TEXT BOOK:

1. *Marketing Management*, Pillai & Baghawathy, S.Chand, 2010.
2. *Marketing Management: Indian Cases*, Gupta Prachi, Aggarwal Ashita 1st Edition, 2017

REFERENCE BOOKS:

1. *Marketing Management*; Indian Case Studies included, G.Shainesh Philip Kotler, 16th Edition, Pearson, 2022
2. *Global Marketing Management*, Warren J. Keegan, 8th Edition, Pearson, 2017.

DIGITAL TOOLS:

<https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/>

<https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html>

<https://www.ama.org/ama-academic-journals/>

<https://www.emerald.com/insight/publication/issn/0736-3761>

Mapping of CO with PSO

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

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



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
25MBAC24	OPERATIONS MANAGEMENT	CORE – 10	4	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	II	25	75	100

Curriculum Design and Development	Employability		Skill Oriented			Entrepreneurship		✓
	National	✓	Local	✓	Regional	✓	Global	✓
Curriculum Enrichment	Professional Ethics	✓	Gender		Environment and Sustainability	✓	Human Values	Other Values

COURSE DESCRIPTION:

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

COURSE OBJECTIVES:

- To understand the production function, production design & capacity planning,
- Exploring the Make or Buy decision, and thus understanding the role of inventory management
- To determine multiple plant location decisions and effective utilization of plant layout. To explain the models, concepts, and techniques adopted in the areas of inventory control and maintenance.
- To elucidate the importance and usefulness of work–study and quality control tools
- To provide insights on service operations management and waiting line 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 concepts of production and its design, capacity planning and make or buy decisions.	Upto K5
CO 2	be cognizant of the complexity involved in plant location decisions and utilization of plant layout.	Upto K5
CO 3	understand the inventory models and the importance of maintenance techniques.	Upto K5
CO 4	be aware of work–study procedures and the importance on quality control tools	Upto K5
CO 5	have insight on service operations, service delivery and waiting line analysis.	Upto K5

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

Passed in the BoS Meeting held on 27/02/2025

Signature of the Chairman



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OPERATIONS MANAGEMENT

UNIT – I: INTRODUCTION:

Operations Management– Nature, Scope, Historical Development, Functions– Long term Vs Short term issues– A Systems Perspective– Challenges– Manufacturing Trends in India–Production Design and Process Planning– Types of Production Processes– Plant Capacity–Capacity Planning– Make or Buy Decisions– Use of Crossover Chart for Selection Processes–Types of Charts used in Operations Management.

UNIT – II: FACILITY DESIGN:

Plant Location: Factors to be considered in Plant Location– Location Analysis Techniques– Choice of General Region, Particular community and Site– Multiple Plant Location Decision– Plant Location Trends. Layout of Manufacturing Facilities: Principles of a Good Layout– Layout Factors– Basic Types of Layout– Principles of Materials Handling– Materials Handling Equipment – Role of Ergonomics in Job Design

UNIT – III: INVENTORY CONTROL AND MAINTENANCE:

Basic Inventory Models– Economic Order Quantity– Economic Batch Quantity– Reorder Point– Safety Stock– Inventory Costs–Classification and Codification of Stock– ABC Classification– Materials Requirement Planning (MRP) – JIT– Implications of Supply Chain Management. Maintenance: Preventive Vs Breakdown Maintenance– Group Replacement Vs Individual Replacement– Breakdown Time Distribution– Maintenance of Cost Balance– Procedure for Maintenance.

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– Acceptance Sampling Quality Circles; TQM – Six Sigma, Kaizen

UNIT – V: SERVICE OPERATIONS MANAGEMENT:

Introduction to Services Management– Nature of Services– Types of Services– Service Encounter– Designing Service Organizations– Service Facility Location and Layout– Service Blueprinting– Waiting Line Analysis for Service Improvement– Service Processes and Service Delivery

TEXT BOOKS:

1. *Production and Operations Management*, Aswathappa K and Shridhara Bhat K, 2nd Edition, Himalaya Publishing House, 2021.
2. *Operations Management Theory and Practice*, Mahadevan .B 3rd Edition, Pearson Education, 2015.

REFERENCES:

1. *Operations and Supply Chain Management*, Russel and Taylor 8th Edition, Wiley, 2021.
2. *Operations Management*, William J Stevenson 14th Edition, McGraw Hill, 2021.

DIGITAL TOOLS:

www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt
<https://www.emerald.com/insight/publication/issn/0144-3577>

Mapping of CO with PSO

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

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



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
25MBAC25	FINANCIAL MANAGEMENT	CORE – 11	4	-	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	II	25	75	100

Curriculum Design and Development	Employability	✓	Skill Oriented			Entrepreneurship			✓
	National	✓	Local	✓	Regional	✓	Global		✓
Curriculum Enrichment	Professional Ethics	✓	Gender		Environment and Sustainability		Human Values		Other Values

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:

- To create an understanding and familiarize the students to the fundamentals of financial management and create awareness on the various sources of finance.
- To create awareness on the various investment techniques on the investment decision making.
- To throw light on the concept of cost of capital and familiarize on the technique of identifying the right source of capital.
- To educate on the concept of capital structure and the create understanding on the concept of dividend.
- To create an understanding on the concept of working capital, its need, importance, factors and forecasting technique

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 production and its design, capacity planning and make or buy decisions.	Upto K5
CO 2	be cognizant of the complexity involved in plant location decisions and utilization of plant layout.	Upto K5
CO 3	understand the inventory models and the importance of maintenance techniques.	Upto K5
CO 4	be aware of work–study procedures and the importance on quality control tools	Upto K5
CO 5	have insight on service operations, service delivery and waiting line analysis.	Upto K5

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



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FINANCIAL MANAGEMENT

UNIT-I: INTRODUCTION

Financial management: Definition and scope – objectives of Financial Management – Profit Maximization – wealth maximization – functions and role of finance manager. Sources of finance – short term – Bank Sources – Long term – Shares – Debentures – Preferred stock – Debt: Hire purchase, Leasing, Venture Capital – Private equity.

UNIT-II: INVESTING DECISION

Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money– DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return– Problems – Risk analysis in Capital Budgeting– Introduction to Fintech – Digital Currency – Cryptocurrency

UNIT-III: COST OF CAPITAL

Cost of specific sources of capital – Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings – weighted average cost of capital. EBIT –EPS Analysis – Operating Leverage – Financial Leverage–problems

UNIT-IV: CAPITAL STRUCTURE

Factors influencing capital structure – optimal capital structure – capital structure theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani – Miller (MM) Approach – Traditional Approach – Practical Problems. Dividend and Dividend policy: Meaning, classification – sources available for dividends –Dividend policy general, determinants of dividend policy.

UNIT-V: 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– Financial Analytics

TEXT BOOK:

1. *Financial Management*, S.N.Maheswari Sulthan Chand & Sons, 15th Edition, 2019
2. *Financial Management*, I.M. Pandey Vikas Publishing House Pvt. Ltd., 11th edition, 2018.

REFERENCE BOOKS:

1. *Financial Management*, Periasamy, P., 4th Edition, Tata McGraw–Hill Education Pvt. Ltd., 2017.
2. *Financial Management*, Prasanna Chandra, 10th edition, Tata McGraw Hill, 2019

DIGITAL TOOLS:

<https://accountingexplained.com/managerial/capital-budgeting/>

<http://www.studyfinance.com/lessons/workcap/>

Mapping of CO with PSO

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

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



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
25MBAC26	STRATEGIC MANAGEMENT	CORE – 12	4	–	3

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	II	25	75	100

Curriculum Design and Development	Employability		✓	Skill Oriented			Entrepreneurship		✓
	National	✓	Local	✓	Regional	✓	Global		✓
Curriculum Enrichment	Professional Ethics		Gender		Environment and Sustainability	✓	Human Values		Other Values ✓

COURSE DESCRIPTION:

This course introduces a strategic orientation among the participants in formulating and implementing strategies at corporate level.

COURSE OBJECTIVES:

- To enable the students understand the importance of vision and mission in framing corporate strategy.
- To provide insights on how business is responsible socially and ethically.
- To highlight on the environmental analysis framework.
- To throw light on strategic formulation and strategic choice.
- To understand strategic implementation and strategic control.

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	frame vision and mission statements.	Upto K5
CO 2	be social and ethically responsible.	Upto K5
CO 3	possess insights on making environmental analysis.	Upto K5
CO 4	possess knowledge on learning strategic formulation & strategy choice.	Upto K5
CO 5	understand strategic implementation and control.	Upto K5

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



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(For the students admitted from the academic year 2025 – 2026 onwards)

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STRATEGIC MANAGEMENT

UNIT- I: INTRODUCTION

Strategy – Strategic Management Process – Developing a Strategic Vision –Mission– Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework– Corporate Governance– Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills.

UNIT- II: CORPORATE POLICY AND PLANNING IN INDIA:

Importance – Characteristics – Objectives – Policy Formulation and Development – Types of Business Policies–Implementation of Policies. Society and Business: Social Responsibility of Business –Corporate Governance and Ethical Responsibility.

UNIT- III: ENVIRONMENTAL ANALYSIS

Environmental Scanning – Industry Analysis – The Synthesis of External Factors – Internal Scanning – Value Chain Analysis – SWOT Audit –Scenario planning– Creating an Industry Matrix

UNIT- IV: STRATEGY FORMULATION AND ANALYSIS

Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) Portfolio Analysis – Business Strategy– TOWS Matrix– Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies; ETOP, TOWS

UNIT- V: STRATEGY IMPLEMENTATION

Strategy Implementation – Corporate Culture – Matching Organisation Structure to Strategy – Mergers and Acquisitions and Diversifications – Strategic Leadership Strategic Control: Measurement in Performance– Problems in Measurement of Performance– Strategy

TEXT BOOKS:

1. *Strategic Management Text and Cases*, V S P Rao 2nd edition 2013.
2. *Strategic Management and Business Policy*, Kazmi, A., 15th Edition, Tata McGraw–Hill Education, 2018.

REFERENCE BOOKS:

1. *Strategic Management*, Dess, G., Lumpkin, G.T. and Eisner, A., 8th Edition, Tata McGraw–Hill, 2018.
2. *Strategic Management: An Integrated Approach*, Hill, C.W.L. and Jones, G.R., 9th Edition, Cengage Learning, 2012.
3. *Strategic Management: Formulation, Implementation and Control*, Pearce II, J., Robinson, R.B. and Mittal, A., 12th Edition, McGraw–Hill, 2017.

DIGITAL TOOLS:

www.opentextbooks.org.hk

www.saylor.org

Mapping of CO with PSO

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO 1	2	2	2	3	2	3
CO 2	2	3	2	3	3	3
CO 3	3	3	2	3	3	3
CO 4	3	3	2	3	3	3
CO 5	3	3	2	3	3	3

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



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
25MBAED2	INTERNATIONAL BUSINESS	EXTRA DISCIPLINARY	4	–	3

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	II	25	75	100

Curriculum Design and Development	Employability		Skill Oriented			Entrepreneurship		✓
	National	✓	Local	✓	Regional	✓	Global	✓
Curriculum Enrichment	Professional Ethics	✓	Gender		Environment and Sustainability	✓	Human Values	Other Values

COURSE DESCRIPTION:

This course designed to provide students with an in–depth understanding of the global business environment.

COURSE OBJECTIVES:

- To understand and analyze international situations and evaluate international collaborative arrangements and strategic alliances
- To apply knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets
- To throw light on international trade theories and the management of business functional operations in an international context
- To analyze and evaluate barriers, opportunities, market entry modes and the process of internationalization and know about regional economic integration and contemporary issues in international business

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	be aware of international situations and evaluate international collaborative arrangements and strategic alliances.	Upto K5
CO 2	possess knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.	Upto K5
CO 3	know the various international trade theories and the management of business functional operations in an international context.	Upto K5
CO 4	evaluate barriers, opportunities, market entry modes and the process of internationalization.	Upto K5
CO 5	have better understanding on regional economic integration and issues in international business.	Upto K5

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



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INTERNATIONAL BUSINESS

UNIT– I: INTRODUCTION

Introduction to International Business: Importance, nature and scope of International business–International Business Vs. Domestic Business; Tariff and non-tariff barriers - Advantages and disadvantages of International business; Balance of Payments; Balance of Trade; Balance of Current Account - Modes of entry into International Business

UNIT– II: INTERNATIONAL BUSINESS ENVIRONMENT

International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing International Business environment. Differences in Culture: Introduction — Social Structure — Religion — Language — Education — Culture and the Workplace— Cross-cultural Literacy - Culture and Competitive Advantage.

UNIT– III: INTERNATIONAL TRADE THEORY

Introduction — Mercantilism, Neo-Mercantilism — Theory of Absolute Advantage — Theory of Comparative Advantage — Heckscher – Ohlin Theory — The New Trade Theory — National Competitive Advantage — Porter's Diamond — General Agreement on Tariff and Trade – World Trade Organization –GATS–UNCTAD– Trade Blocks; Customs Union– EU– PTA– European Free Trade Area –Central American Common Market –Latin American Free Trade Association – North American Free Trade Agreement

UNIT– IV: GLOBAL TRADING AND INVESTMENT ENVIRONMENT

Recent Trends in India's Foreign Trade– India's Commercial Relations and Trade Agreements with other countries – Export Assistance– Export Finance– Export Processing Zones – Special Economic Zones – Exports by Air, Post and Sea– Small Scale Industries (SSI) and Exports– Role of ECGC– Role of EXIM Bank of India– Role of Commodity Boards– Role of State Trading Agencies in Foreign Trade– STC, MMTC, etc. Foreign Exchange Market – Foreign Direct Investments; forms of FDI

UNIT– V: CONTEMPORARY ISSUES

Contemporary Issues in International Business– International Sales Contract– Major Laws– INCO terms– Standard Clauses of International Sales Contract– Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. Export Regulations: Procedure for export of goods– Quality Control and Pre- shipment Inspection– Customs Clearance– Port formalities– Exchange regulations for Export– Role of Clearing and Forwarding Agents.

TEXT BOOK:

1. *International Business: Competing in the Global Marketplace (SIE)*, 11th Edition – 14th August 2018 by Charles W. L. Hill, G. Tomas M. Hult, Rohit Mehtani
2. *International Business, Fourth Edition*, By Pearson – 30 November 2017 by S. Tamer Cavusgil, Gary Knight, John Riesenberger



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REFERENCES BOOKS:

1. *International Business: Text and Cases*, Cherunilam, F., 5th Edition, PHI Learning, 2010.
2. *International Business*, Paul, J., 5th Edition, PHI Learning, 2010.

DIGITAL TOOLS:

www.internationalbusinesscorporation.com

www.business-ethics.org <https://www.jstor.org/journal/jintebusistud>

Mapping of CO with PSO

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

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



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
25MBASS3	COMPUTING SKILLS	SOFT SKILL – III	–	2	2

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
I	II	25	75	100

Curriculum Design and Development	Employability		Skill Oriented		✓	Entrepreneurship		✓
	National	✓	Local	✓	Regional	✓	Global	✓
Curriculum Enrichment	Professional Ethics	✓	Gender		Environment and Sustainability		Human Values	Other Values ✓

COURSE DESCRIPTION:

This course designed to enhance students interpersonal communication and technical abilities. The course emphasizes the importance of soft skills such as teamwork, leadership and problem solving along with essential computing skills.

COURSE OBJECTIVES:

- To create awareness and understanding on the basic functions of MS Excel
- To elucidate the students on the various advanced functions of MS Excel
- To educate the students on MS Access and its application in database management
- To enable the students to understand the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs
- To enable the students learn the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.

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	have awareness and understanding on the basic functions of MS Excel	Upto K5
CO 2	know the advanced functions of MS Excel	Upto K5
CO 3	possess knowledge on MS Access and its application in database management	Upto K5
CO 4	understand and possess knowledge on the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs	Upto K5
CO 5	understand and be aware of the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.	Upto K5

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



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COMPUTING SKILLS

UNIT – I: MS EXCEL

Basic Functions – Workbook – Building – modifying – navigating; Worksheet – Auto fill copying and moving cells, inserting and deleting rows, printing; Formulas and functions– Troubleshooting formulas, Functions and its forms like database, reference, Databases – creating, sorting filtering and linking

UNIT – II: MS EXCEL ADVANCED FUNCTIONS

Charts – Count – Count if – Sum – Sum if – Product – Sum product. Functions: Mathematical – Financial – logic – Text – Statistical

UNIT – III: MS ACCESS

Components, creating a database and project, import and exporting, customizing; Tables – creating and setting fields; Queries – types, creating, wizards – Reports – creating and layout

UNIT – IV: CLOUD BASED APPS

Google Drive, Google Sheets, Google Docs

UNIT – V: CLOUD BASED APPS

Google Forms, Google Slides – Google Cloud Print

TEXT BOOKS:

1. *Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books*, Gonda, C. M. (2016) First Edition.
2. *Business Etiquette A Guide For The Indian Professional*. Noula, Mehra, S. K. HarperCollins

REFERENCE BOOKS:

1. *The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success*, Pachter, B. (2013), New York: McGraw–Hill Education.
2. *Indian Business Etiquette: (First edition)*. Past, K. (2008). Ahmedabad Jaico Publishing House.
3. *Tech Etiquette: OMG*, Travis, R. (2013 2 Edition, RLT Publishing.

DIGITAL TOOLS:

<https://accountingexplained.com/managerial/capital-budgeting/>

<http://www.studyfinance.com/lessons/workcap/>

Mapping of CO with PSO

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO 1	2	2	2	3	2	3
CO 2	2	3	2	3	3	3
CO 3	3	3	2	3	3	3
CO 4	3	3	2	3	3	3
CO 5	3	3	2	3	3	3

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