



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 2024 – 2025 onwards)

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PROGRAMME EDUCATIONAL OBJECTIVES (PEOs) **(MASTER OF BUSINESS ADMINISTRATION M.B.A.)**

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)

(MASTER OF BUSINESS ADMINISTRATION M.B.A.)

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 highs.
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 (PG PROGRAMME)

SEMESTER	COURSES	NUMBER OF COURSES	HOURS	CREDITS	TOTAL CREDITS
I–IV	CORE	12	3–6	3–5	48
IV	CORE PROJECT	1	–	5	5
III	ELECTIVE	6	3-4	3	18
III	NON–MAJOR ELECTIVE (NME)	1	6	4	4
I	SBS (SKILL BASED SUBJECT)	1	4	2	2
II	EXTRA DISCIPLINARY	1	4	4	4
II–III	SOFT – SKILLS	2	2	2	4
III	INTERNSHIP	1	2	2	2
I–IV	VIVA –VOCE	2	–	1–5	6
IV	SELF – STUDY (OPTIONAL)	1	–	1	(1)
	TOTAL				93 (94)

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	60	40	100	2
7	24MBACV1	Comprehensive Viva-Voce	–	3	–	100	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: Applied Operations Research	4	3	25	75	100	4
2	24MBAC22	Core – 7: Human Resource Management	4	3	25	75	100	4
3	24MBAC23	Core – 8: Marketing Management	4	3	25	75	100	4
4	24MBAC24	Core – 9: Operations Management	4	3	25	75	100	4
5	24MBAC25	Core – 10: Financial Management	4	3	25	75	100	4
6	24MBAC26	Core – 11: Strategic Management	4	3	25	75	100	4
7	24MBAED1	Extra Disciplinary: International Business	4	3	25	75	100	4
8	24MBASS1	Soft Skills – I: Computing Skills	2	3	40	60	100	2
		TOTAL	30	24			800	30



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COURSE STRUCTURE – SEMESTER – III

S. No.	Course Code	Course Title	Hrs. / Week	Exam (Hrs.)	CA	SE	Total Marks	Credits
1	Major Elective *							
	Marketing Management							
	24MBAE3A	Digital Marketing	3	3	25	75	100	3
	24MBAE3B	Advertising Management and sales promotion	3	3	25	75	100	3
2	24MBAE3C	Services Marketing	3	3	25	75	100	3
	Major Elective *							
	Human Resource Management							
	24MBAE3D	Organizational Development	3	3	25	75	100	3
3	24MBAE3E	International Human Resource Development	3	3	25	75	100	3
	24MBAE3F	Compensation and Rewards Management	3	3	25	75	100	3
	Major Elective *							
	Finance Management							
4	24MBAE3G	Security Analysis and Portfolio Management	4	3	25	75	100	3
	24MBAE3H	Merchant Banking and Financial Services	4	3	25	75	100	3
	24MBAE3I	Capital Markets and Financial Services	3	3	25	75	100	3
	Major Elective *							
5	Logistics and Supply Chain Management							
	24MBAE3J	Supply Chain Management	3	3	25	75	100	3
	24MBAE3K	Principles and Practice of Logistics Management	3	3	25	75	100	3
	24MBAE3L	Export & Import Management	3	3	25	75	100	3
6	24MBAN31	NME: Employability skills	6	3	25	75	100	4
7	24MBASS2	Soft Skills – II: Leadership and Team Building Skills	2	3	25	75	100	2
8	24MBACV2	**Summer Internship & Viva – Voce	2	3	40	60	100	2
TOTAL			30				900	26

* Denotes that student should select any six subjects from the list of electives

** 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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IV – SEMESTER

S. No	Course Code	Course Title	Hours/ Week	Exam (Hrs.)	CA	SE	Total Marks	Credits
1	24MBAC41	Core – 12: Information Systems for Business	3	3	25	75	100	3
2	24MBACP1	Core – 13: Project Work	–	–	40	60	100	5
3	24MBACV3	Viva– Voce	–	–	40	60	100	5
4	24MBAZ41	<i>*Event Management (Self – Study)</i> (OPTIONAL)	–	–	25	75	100	1
		TOTAL	3				300(400)	13 (14)

*The interested students shall learn on their own and write this paper and earn extra credit.

CA – Class Assessment (Internal)

SE – Summative Examination

NME – Non –Major Elective

T – Theory

P – Practical

Total Credits: 24 + 30 + 26 + 13 (14) = 93 (94)



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COURSE STRUCTURE – SEMESTER – III

S. No.	Course Code	Course Title	Hrs. / Week	Exam (Hrs.)	CA	SE	Total Marks	Credits
1	Major Elective *							
	Marketing Management							
	24MBAE3A	Digital Marketing	3	3	25	75	100	3
	24MBAE3B	Advertising Management and sales promotion	3	3	25	75	100	3
2	24MBAE3C	Services Marketing	3	3	25	75	100	3
	Major Elective *							
	Human Resource Management							
	24MBAE3D	Organizational Development	3	3	25	75	100	3
3	24MBAE3E	International Human Resource Development	3	3	25	75	100	3
	24MBAE3F	Compensation and Rewards Management	3	3	25	75	100	3
	Major Elective *							
	Finance Management							
4	24MBAE3G	Security Analysis and Portfolio Management	4	3	25	75	100	3
	24MBAE3H	Merchant Banking and Financial Services	4	3	25	75	100	3
	24MBAE3I	Capital Markets and Financial Services	3	3	25	75	100	3
	Major Elective *							
5	Logistics and Supply Chain Management							
	24MBAE3J	Supply Chain Management	3	3	25	75	100	3
	24MBAE3K	Principles and Practice of Logistics Management	3	3	25	75	100	3
	24MBAE3L	Export & Import Management	3	3	25	75	100	3
6	24MBAN31	NME: Employability skills	6	3	25	75	100	4
7	24MBASS2	Soft Skills – II: Leadership and Team Building Skills	2	3	25	75	100	2
8	24MBACV2	**Summer Internship & Viva – Voce	2	3	40	60	100	2
TOTAL			30				900	26

* Denotes that student should select any six subjects from the list of electives

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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
24MBAE3A	DIGITAL MARKETING	ELECTIVE	3	–	3

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	III	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 in-depth understanding of digital marketing strategies, tools and trends in a highly connected and dynamic business environment.

COURSE OBJECTIVES:

- Understand the digital marketing space and acquire knowledge on digital marketing strategy
- To learn and comprehend on SEO and SEM
- To acquire knowledge on the various channels of SMM
- To learn, understand, and evaluate Search analytics and Web analytics
- To create awareness and understanding on google analytics

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	examine and explore the role and importance of digital marketing in today's rapidly changing business environment.	Upto K5
CO 2	focus on how digital marketing utilized by organizations and how its effectiveness can measured.	Upto K5
CO 3	know the key elements of a digital marketing strategy	Upto K5
CO 4	study how the effectiveness of a digital marketing campaign can be measured	Upto K5
CO 5	demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs.	Upto K5

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



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DIGITAL MARKETING

UNIT – I: DIGITAL MARKETING STRATEGY

Digital vs. Traditional marketing– Online marketing space – Significance of digital marketing – Online marketing mix – E-products – STP – E-price – E-Promotion – Affiliate marketing Online tools for Content Marketing – Market influence analytics in Digital Eco System

UNIT – II: SEO

Keyword strategy – SEO strategy – SEO success factors – On page and Off page techniques – Search Engine Marketing (SEM) – Working of Search Engine – SEM Components.

UNIT – III: SOCIAL MEDIA MARKETING

Social Media Channels – Email marketing – SMS marketing – Social Media Strategy – Web PR and Online reputation management – Adwords – PPC Advertising – Video SEO Conversion Optimization Monitoring – trends analysis – dashboards segmentation – Navigation analysis (funnel reports, heat maps, etc.).

UNIT – IV: SEARCH AND WEB ANALYTICS

Search analytics Current trends & challenges – web analytics & Web 2.0, multi-channel marketing management, web mining & predictive analytics – Understanding the key fabric of the Web – Sources of data: clickstream data, online surveys, usability research – Clickstream data collection techniques web server log analysis – page tagging – Web metrics and Key Performance Indicators (KPIs): simple views, visitor counts, measuring content, engagement, conversions, etc. Framework for mapping business needs to web analytics tasks – Data collection architecture Introduction to OLAP, Web data exploration and reporting Introduction to Splunk.

UNIT – V: GOOGLE ANALYTICS

Key features and capabilities of Google analytics how Google analytics works – implementing Google analytics – getting up and running with Google analytics – navigating Google analytics using Google analytics reports – Google metrics – using visitor data to drive website improvement – focusing on key performance indicators integrating Google analytics with third-party applications.

TEXT BOOK:

E-Marketing: The Essential Guide to Digital Marketing, Rob Stokes, (2014), 5th edition, Quirk Education

REFERENCE BOOK:

Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity, Avinash Kaushik, (2009),

DIGITAL TOOLS:

<https://www.snhu.edu/about-us/newsroom/business/types-of-digital-marketing>

<https://emergentdigital.com/digital-marketing-seo-sem-smm/>

<https://blog.hubspot.com/marketing/guide-to-web-analytics-traffic-terms>

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	3	2	2	2	2
CO 3	2	2	3	2	2	2
CO 4	2	3	2	2	2	2
CO 5	3	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
24MBAE3B	ADVERTISING MANAGEMENT AND SALES PROMOTION	ELECTIVE	3	–	3

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	III	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 explores the strategic role of advertising and marketing. It focus on planning creating and evaluating advertising campaigns to build brand equity and consumer engagement

COURSE OBJECTIVES:

- To introduce students to advertising fundamentals
- To impart knowledge on advertising media and budget.
- To orient students on advertising agencies and its operations.
- To make students understand sales promotion campaigns.
- To enable students understand the relevance of sales promotion

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 and good understanding on the fundamentals of advertising	Upto K5
CO 2	have good understanding and knowledge on advertising media and budget	Upto K5
CO 3	have good orientation on advertising agencies and its operations.	Upto K5
CO 4	understand sales promotion campaigns.	Upto K6
CO 5	understand the relevance of sales promotion	Upto K6

K1–KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY,
K4–ANALYSE, K5–EVALUATE, K6–CREATE



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ADVERTISING MANAGEMENT AND SALES PROMOTION

UNIT – I:

Advertising: Advertising, objectives, task and process, market segmentation and target audience – Message and copy development

UNIT – II:

Media: Mass Media – Selection, Planning and Scheduling – Social Media Advertising – Web Advertising – Integrated programme and budget planning

UNIT – III:

Implementation: Implementing the programme coordination and control – Advertising agencies – Organization and operation

UNIT – IV:

Sales Promotion: Why and When Sales promotion activities, Consumer and sales channel oriented – planning, budgeting and implementing and controlling campaigns

UNIT – V:

Control: Measurement of effectiveness – Ethics, Economics and Social Relevance

TEXT BOOKS:

1. *Advertising Management and Sales Promotion*, S A Chunawalla, Himalaya Publishing, 2015
2. *Advertising and Sales Promotion Management*, Vv Rathna & S L Gupta, Sultan Chand, 2011

REFERENCE BOOKS:

1. *Advertising and Promotion: An Integrated Marketing Communications Perspective* (SIE) by George E Belch, Michael A Belch, Keyoor Purani, 12th edition, McGraw Hill Education, 2021
2. *Advertising, Promotion, and other aspects of Integrated Marketing Communications* (Mindtap Course List) by Terence Shimp and J. Craig Andrews, South-Western College Publishing, 2017.
3. *Strategic Advertising Management*, Percy, L. and Rosenbaum–Elliot, R., 4th Edition, Oxford University Press, 2012.

DIGITAL TOOLS:

https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA7010.pdf

https://oms.bdu.ac.in/ec/admin/contents/175_P16MBA4EM4_2020051909561946.pdf

Mapping of CO with PSO

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO 1	3	3	2	2	2	2
CO 2	3	3	2	2	2	2
CO 3	3	3	2	2	2	3
CO 4	3	2	2	3	3	2
CO 5	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
24MBAE3C	SERVICES MARKETING	ELECTIVE	3	–	3

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	III	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 the unique challenges and opportunities in marketing services and promote exceptional service experiences.

COURSE OBJECTIVES:

- To familiarize the students to the basic concepts of Services marketing and Service Sector and to provide insights on Marketing Mix In Service Marketing
- To throw light on Effective Management Of Service Marketing
- To elucidate on Quality of Services ,GAPS and factors influencing Services Marketing
- To create awareness and importance of various service sectors like Health, Hospitality, travel, hotels and Tourism ,Professional Service, Public Utility Services & Educational Services

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 and understanding on the basic concepts of managing Services marketing and Service Sector	Upto K5
CO 2	possess knowledge on Marketing Mix in Service Marketing	Upto K5
CO 3	have insights on Effective Management of Service Marketing	Upto K5
CO 4	learn Quality of Services, GAPS and factors influencing Services Marketing	Upto K5
CO 5	have better understanding on various service sectors like Health, Hospitality, travel, hotels and Tourism, Professional Service, Public Utility Services & Educational Services	Upto K5

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



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SERVICES MARKETING

UNIT – I:

Marketing Services: Introduction – Growth of the service sector – The Concept of Service – Characteristics of Service – Classification of Service – Designing of the Service, Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations.

UNIT – II:

Marketing Mix In Service Marketing: The Seven Ps: Product Decision, Pricing, Strategies And Tactics, Promotion Of Service And Placing Of Distribution Methods For Services. Additional Dimension In Services Marketing – People, Physical Evidence And Process

UNIT – III:

Effective Management of Service Marketing: Marketing Demand And Supply through Capacity Planning and Segmentation – Internal Marketing of Services – External versus Internal Orientation of Service Strategy.

UNIT – IV:

Delivering Quality Service: Causes of Service – Quality Gaps. The Customer Expectations versus Perceived Service Gap. Factors and Techniques to Resolve This Gap Customer Relationship Management. Gaps in Services – Quality Standards, Factors and Solutions – The Service Performance Gap – Key Factors and Strategies for Closing the Gap. External Communication to the Customers – The Promise versus Delivery Gap – Developing Appropriate and Effective Communication about Service Quality

UNIT – V:

Marketing Of Service With Special Reference: Financial Services – Health Service – Hospitality Services including travel, hotels and tourism – Professional Service – Public Utility Services – Educational Services

TEXT BOOKS:

1. *Services Marketing: The Indian Context*, R. Srinivasan, 4th Edition, PHI, Edition, 2014
2. *Services Marketing*, Bateman, J.E. and Hoffman, D., 4th Edition, Cengage Learning, 2011.

REFERENCE BOOKS:

1. *Services Marketing*, Lovelock, C., Wirtz, J. and Chatterjee, J., 7th Edition, Pearson, 2019.
2. *Services Marketing: Indian Context*, Srinivasan, R., PHI Learning, 2012.

DIGITAL TOOLS

<https://www.indeed.com/career-advice/career-development/services-marketing>

<https://managementstudyguide.com>

www.hmpgloballearningnetwork.com

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	2	2	2	2	2
CO 3	2	2	3	3	2	2
CO 4	2	2	2	2	2	3
CO 5	2	2	2	3	3	2

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



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
24MBAE3D	ORGANIZATIONAL DEVELOPMENT	ELECTIVE	3	–	3

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	III	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 explores theories, practices and tools that help organization's growth and improve organization's performances.

COURSE OBJECTIVES:

- To generalize a fair comprehension of basic concepts on OD.
- To assimilate design elements of OD.
- To summarize the effects of Organizational culture and reinforcing techniques.
- To illustrate the effectiveness of working in teams.
- To interpret constructs of well-being and approaches to achieving a balance.

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	comprehend and justify basic concepts on OD.	Upto K5
CO 2	assimilate and design OD process.	Upto K5
CO 3	summarize Organizational culture and use reinforcing techniques.	Upto K5
CO 4	illustrate effectiveness of working in teams.	Upto K5
CO 5	interpret constructs of wellbeing and approaches to achieving a balance.	Upto K5

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



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ORGANIZATIONAL DEVELOPMENT

UNIT – I: INTRODUCTION

Introduction– evolution– basic values and assumptions foundations of OD– Process of OD – managing the phases of OD Organizational diagnosis – OD Techniques – Questionnaire, interview, work task force– collecting, analyzing– feedback of diagnostic information.

UNIT – II: APPROACHES

Key Organizational Designs – Procedures Differentiation & Integration – Basic Design – Dimensions Determination of Structure–Forces Reshaping Organization – Life Cycles in Organization.

UNIT – III: ORGANIZATIONAL CULTURE

Key Role of Organizational Culture Functions & Effects of Organizational Culture – Leaders role in shaping and reinforcing culture, Developing a Global Organizational Culture.

UNIT – IV: GROUPS & TEAMS

Work Groups & Teams – Preparing for the world of work Group Behavior – Emerging issues of Work Organization and Quality of Work Life – Career stage model – Moving up the career ladder

UNIT – V: WELLBEING

Stress and Well Being at Work: Four approaches to stress Sources of stress at work, consequences of stress – Prevalent Stress Management – Managerial implications

TEXT BOOKS:

1. ***Organization Development: The Process of Leading Organizational Change***, Anderson, D., 5th Edition, Sage Publication 2019.
2. ***Organization Development: A Process of Learning and Changing***, W. Warner Burke, Debra A. Noumair, 3rd Edition, Pearson FT Press, 2015

REFERENCE BOOKS:

1. ***Theory of Organization Development and Change***, Cummings, T., 9th Edition, South Western, 2011.
2. ***Organization Development: Accelerating Learning and Transformation***, Ramanarayan, S. and Rao, T.V., 2nd Edition, Sage India, 2011.

DIGITAL TOOLS:

<https://www.geektonight.com/organisational-development-and-change-notes/>
<https://www.aihr.com/blog/organizational-design/>
<https://www.achievers.com/blog/organizational-culture-definition/>
<https://www.scribd.com/document/471671280/Groups-and-Teams-in-Organisations>

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	2	2	2	2	2
CO 3	2	3	2	3	3	2
CO 4	2	2	3	3	3	2
CO 5	2	2	2	2	3	3

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



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 2024 – 2025 onwards)

599

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
24MBAE3E	INTERNATIONAL HUMAN RESOURCE DEVELOPMENT	ELECTIVE	3	–	3

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	III	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 explores the strategies, practices and frameworks for effective Human Resource Development in an international context.

COURSE OBJECTIVES:

- To summarize and comprehend the expanding role of global corporations
- To demonstrate the functioning of international assignments
- To elucidate development of global IHRD practices
- To interpret compliance norms of global organizations
- To introspect future of sustainable IHRD practices

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	demonstrate IHRD factors influential in global corporations	Upto K5
CO 2	design IHRD elements for global assignments	Upto K5
CO 3	critique and conclude developmental strategies for IHRD practices	Upto K5
CO 4	implement and audit compliance IHRD norms	Upto K5
CO 5	predict and appraise sustainable IHRD practices	Upto K5

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



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INTERNATIONAL HUMAN RESOURCE DEVELOPMENT

UNIT – I: IHRD

Scope of IHRD– Positivist and Interpretive views on Culture, Values, Power–Cross Cultural Management, Model, Dimensions; Comparison between HRD India and Globalization. Learning Theories globally and implications–Career development in multinational and multicultural environment–Schein's career anchors Holland's vocational preference inventory

UNIT – II: PROCESSES

Transfer of employment practices across borders–The four influences framework–IHRM approaches–Factors affecting–Implications. International Assignments and Employment practices – motives–Process Dimensions of success and failure. Expatriation – Developing International Staff and Multinational Teams, Approaches to International Compensation

UNIT – III: DEVELOPMENT & PRACTICES

Multinational companies and Host companies–Sustainable practices of host and divergent country employment arrangements–Global Employment Relations. Training & Development in global environment– Kirkpatrick's Taxonomy–Expatriate Training, PMS –Transition of Expats to global leaders–Global and local sourcing–Compliance to Labour Market Capitalist Vs Socialist Market economies

UNIT – IV: PRACTICES IN ECONOMIES

PMS in different economies– Total Rewards in International Context–Components–Complexities–approaches. Global Context: EEO–Gender Sensitivity–Diversity–Inclusivity On shoring, offshoring, Friend shoring–Models of strategic HRD.

UNIT – V: SUSTAINABILITY

Repatriation–issues–best practices; Sustainable practices through Ethics and CSR; Green HRD; Ethical Issues–dispute settlement International labour contract. Knowledge Management–Transfer; Changing and Future Trends: International labour standards, Managing Remote Work – issues–digital privacy and decent work.

TEXT BOOKS:

1. *International Human Resource Management*, K Ashwathappa, TATA McGraw Hill, 2nd Edition, 2017.
2. *International Human Resource Management*, Anne–Wil Harzing, Ashly Pinnington, SAGE, 4th Edition, 2014.

REFERENCE BOOKS:

1. *Handbook of International Human Resource Development: Context, Processes and People*, Thomas Garavan, Alma McCarthy, Ronan Carbery Edward Elgar Publishing, 3rd Edition, 2017
2. *International Human Resource Management*, Peter J. Dowling ,Marion Festing , Allen D. Engle CENGAGE INDIA, 7th Edition , 2017.

DIGITAL TOOLS:

<https://egyankosh.ac.in/bitstream/123456789/6591/1/Unit-15.pdf>

<https://www.elgaronline.com/display/edcoll/9781781954171/9781781954171.00007.xml>

<https://www.aihr.com/blog/human-resources-models/>

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



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SYLLABUS (Under CBCS based on OBE)

(For the students admitted from the academic year 2024 – 2025 onwards)

601

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
24MBAE3F	COMPENSATION AND REWARDS MANAGEMENT	ELECTIVE	3	–	3

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	III	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 knowledge of various methods and practices of compensation management. It enables the students to understand and perform job evaluation for various job positions.

COURSE OBJECTIVES:

- To familiarize the students to the basic concepts of compensation
- To provide insights on compensation planning
- To throw light on compensation Pay
- To elucidate on Executive compensation
- To create awareness and importance of Wage administration in India:

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 familiarized with compensation	Upto K5
CO 2	understand Compensation Planning	Upto K5
CO 3	design Executive Compensation	Upto K5
CO 4	understand Wage administration in India	Upto K5
CO 5	be aware of the importance of Wage administration in India	Upto K5

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



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602

COMPENSATION AND REWARDS MANAGEMENT

UNIT – I: COMPENSATION

Types of compensation, conceptual framework of compensation management, Theories of wages – criteria of wage fixation – Institutional and cultural factors on compensation practices – National differences in compensation – Compensation system design issues: Compensations Philosophies, compensation approaches – Strategic

UNIT – II: COMPENSATION PLANNING

Developing a total compensation strategy – Competitive Advantage – Job evaluation systems, the compensation structure– Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, fixing pay, significant compensation issues.

UNIT – III: VARIABLE PAY

Strategic reasons for incentive plans, administering incentive plans, individual incentive plans, group incentive plans ,team compensation, ESOPs, Performance measurement issues, incentive application and globalization, Managing Employee Benefits: Nature and types of benefits, employee benefits programs security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administrations, employee benefits required by law, discretionary major employee benefits, employee services designing a benefits package.

UNIT – IV: EXECUTIVE COMPENSATION

Elements of executive compensation and its management, Executive compensation in an international context, Wage Determination: Principles of wage and salary administration, methods of wage determination in India; internal and external equity in compensation systems.

UNIT – V: WAGE ADMINISTRATION IN INDIA

Wage policy in India, wage boards: structure, scope and functions, Pay Commissions. International Compensation, global convergence of compensation practices – Pay for performance for global employees –practices in different industries, Employee benefits around the world, CEO pay in a global context, beyond compensation.

TEXT BOOK:

Compensation Management in a Knowledge-Based World, Richard I. Henderson, Pearson Education, 10th Edition, 2011.

REFERENCE BOOKS:

1. *Compensation*, Malkovich, Newman & Gerhart, TMH, 10th Edition, 2011.
2. *Compensation*, Jerry M. Newman, Barry Gerhart & George T. Malkovich McGraw–Hill, 12th Edition, 2020.

DIGITAL TOOLS:

<http://hrmatters21.net> ,

<https://ebooks.inflibnet.ac.in>

Mapping of CO with PSO

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



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603

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
24MBAE3G	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	ELECTIVE	4	–	3

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	III	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 the fundamental of investment along with the analysis and strategies to become successful investor.

COURSE OBJECTIVES:

- To provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors in investment avenues and securities market.
- To provide an overview of the operation of the securities markets and the mechanics of trading securities in stock exchanges.
- To ensure acquaintance of in-depth understanding of fundamental analysis tools to make optimum investment decision.
- To analyze stock price behavior in market, that is affected by various factors by calculating various technical indicators using Technical 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 role of risk return propositions in securities analysis such as fixed income securities, preference shares and ordinary shares.	Upto K5
CO 2	explain the apprehend role, functions and key players in the securities market and the trading system of the stock market	Upto K5
CO 3	analyze the investment decisions with the help of fundamental analysis techniques	Upto K5
CO 4	appraise the stock price movements and its behavior with the help of technical analysis techniques.	Upto K5
CO 5	understand the importance played by the market portfolio.	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 2024 – 2025 onwards)

604

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

UNIT – I: INVESTMENT

Concept of investment–importance–alternate forms of investment – Growth adjusted value investing strategy; G–Secs; P–note investments. Concepts of risk and return, measurement of risk measured in terms of standard deviation and variance, the relationship between risk and return.

UNIT – II: SECURITIES MARKET

Investment Environment; Financial Market Segments – Types – Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges – SEBI. Funding of Social Sector; open interest volume and prices; free float in listed companies; Algo trading; Block Chain Technology.

UNIT – III: FUNDAMENTAL ANALYSIS

Economic Analysis – Forecasting techniques. Industry Analysis; Industry classification, Industry life cycle – Company Analysis. Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.

UNIT – IV: TECHNICAL ANALYSIS

Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns – Moving Average –Exponential moving Average –Oscillators – Market Indicators – Efficient Market theory

UNIT – V: PORTFOLIO MANAGEMENT

Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision – Portfolio Evaluation

TEXT BOOKS:

1. *Security Analysis and Portfolio Management*, Falguni, H. Pandya, PHI Learning, 2015
2. *Security Analysis and Portfolio Management*, Ambika Prasad Dash, I.K. International, 2009

REFERENCE BOOKS:

1. *Security Analysis & Portfolio Management*, Donald E. Fischer & Ronald J. Jordan, PHI Learning, New Delhi, 8th edition, 2018.
2. *Security Analysis and Portfolio Management*, Khatri, D.K., Macmillan Publishers India, First Edition, 2014.

DIGITAL TOOLS:

<https://www.managementstudyguide.com/security-analysis-and-portfolio-management.htm>

https://onlinecourses.nptel.ac.in/noc23_mg112/preview

<http://www.digimat.in/nptel/courses/video/110105035/L01.html>

Mapping of CO with PSO

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CO 5	3	2	2	2	2	3

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



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605

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
24MBAE3H	MERCHANT BANKING AND FINANCIAL SERVICES	ELECTIVE	4	–	3

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	III	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 the role and functions of merchant banks in the financial ecosystem.

COURSE OBJECTIVES:

- To enable a better understanding of the financial structure in India and various regulations in the Merchant Banking domain and also throw light on the rules and regulations governing the Indian securities market.
- To familiarize the students with public issue management mechanism, role of issue manager, SEBI guidelines and marketing of securities.
- To create an understanding on the trends in financial services, merger and acquisition, portfolio management services and credit rating.
- Provide exposure to fund based financial services such as leasing and hire purchasing, financial evaluation.

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	recognize the financial structure in India and various regulations in the Merchant Banking Domain. Recall the rules and regulations governing the Indian securities market	Upto K5
CO 2	identify the public issue management mechanism, various forms of issues, role of issue manager, SEBI guidelines and marketing of securities.	Upto K5
CO 3	appraise the recent trends in financial services, merger and acquisition, portfolio management services and credit rating.	Upto K5
CO 4	estimate on the fund based financial services such as leasing and hire purchasing, financial evaluation.	Upto K5
CO 5	plan on other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.	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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MERCHANT BANKING AND FINANCIAL SERVICES

UNIT – I:

Merchant Banking: Introduction–An Overview of Indian Financial System–Merchant Banking in India–Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank – Legal and Regulatory Framework –Relevant Provisions of Companies Act–SERA– SEBI Guidelines – FEMA, etc. –Relation with Stock Exchanges and OTCEI.

UNIT – II:

Issue management: Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments –Issue Pricing – Book Building – Preparation of Prospectus – Selection of Bankers – Advertising Consultants etc.– Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option–EIPO, Private Placement–Bought out Deals–Placement with FIs, MFs, FIIs, etc. Offshore Issues.–Issue Marketing–Advertising Strategies – NRI Marketing–Post Issue Activities.

UNIT – III:

Fee based financial services: Mergers and Acquisitions–Portfolio Management Services – Credit Syndication –Credit Rating – Business Valuation.

UNIT – IV:

Fund based financial services: Leasing and Hire Purchasing Basics of Leasing and Hire purchasing–Financial Evaluation.

UNIT – V:

Other fund based financial services: Consumer Credit – Credit Cards – Real Estate Financing–Bills Discounting – factoring and Forfeiting–Venture Capital.

TEXT BOOKS:

1. *Merchant Banking and Financial Services*, Swati Dawan, Mcgraw Hill Education, 2011
2. *Indian Financial System*, Pathak Barthi, 5th Edition, Pearson Education, 2018

REFERENCE BOOKS:

1. *Indian Financial System*, Machiraju Vikas Publishing House, 2nd Edition, 2010.
2. *A Manual of Merchant Banking*, J.C.Verma, Bharath Publishing House, New Delhi,
3. *Indian Financial System*, Varshney P.N &Mittal D.K Sultan Chand &Sons, New Delhi.

DIGITAL TOOLS:

<https://cleartax.in/glossary/merchant-banking/>

<https://www.sebi.gov.in/>

<https://www.nism.ac.in/merchant-banking/>

https://e-sarthi.lpcps.org.in/uploads/Notes/4/31/250/Unit%20I/Unit_1.2.pdf

Mapping of CO with PSO

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CO 1	3	2	2	2	2	2
CO 2	3	2	2	2	2	2
CO 3	3	2	2	2	2	2
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CO 5	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
24MBAE3I	CAPITAL MARKETS AND FINANCIAL SERVICES	ELECTIVE	3	–	3

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	III	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 a comprehensive understanding of capital market

COURSE OBJECTIVES:

- To acquire knowledge on Indian financial systems and its regulators
- To gain knowledge on listing and trading securities, Risk management in BSE & NSE, Index management.
- To understand leasing and hire purchase
- To familiarize with credit rating and securitization
- To know Depositories & Contemporary Issues

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	estimate the Indian financial systems and its regulators	Upto K5
CO 2	summarize the listing and trading securities, Risk management in BSE & NSE, Index management.	Upto K5
CO 3	explain the leasing and hire purchase	Upto K5
CO 4	prioritize the credit rating and securitization	Upto K5
CO 5	summarize the depositories & contemporary Issues	Upto K5

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



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CAPITAL MARKETS AND FINANCIAL SERVICES

UNIT – I: INDIAN FINANCIAL SYSTEM

Regulators: Finance Ministry, Securities Exchange Board of India, Reserve Bank of India, Forward Market Commission, Insurance Regulatory and Development Authority.

Primary Market: Role of Primary Market, Functions, Intermediaries, and methods of floatation of capital – IPO's, FPO's and Rights issues, Investor protection in primary market, recent trends in primary market. Book building process. Secondary Market: Functions, intermediaries, Demutualization structure, Major stock exchanges in India.

Indian Stock Exchanges: Market types, order types and books. BSE: BOLT System, NSE: NEAT system OTCEI – Need, Features, Participants, Listing procedure, Trading and Settlement. Legislative framework guiding the capital markets and intermediaries.

UNIT – II: LISTING AND TRADING OF SECURITIES

Listing requirements, procedure, fee– Listing conditions of BSE and NSE – Delisting. Legislations related to listing. Trading cycle: T+2, Pay in and Pay out, Bad Delivery, Short delivery, Auction, Clearing & Settlement: Different types of settlements –DEMAT settlement, Physical settlement, Institutional settlement and Funds settlement.

Risk Management system in BSE & NSE: Margins, Exposure limits, VAR, Circuit breakers and Surveillance system in BSE and NSE.

Index Management: Importance of index computation Methods: Weighted Aggregate Value method, Weighted Average of Price – Relatives method, Free Float method. Stock market indices in India

UNIT – III: LEASING AND HIRE PURCHASE

Lease and Hire purchase– – Meaning and Types of leasing – Legislative frameworks – Matters on Depreciation and Tax –Concepts and features – Tax and Depreciation implications Microfinance: Consumer Credit Factoring and Forfaiting

UNIT – IV: CREDIT RATING & SECURITIZATION

Credit rating: Definition and meaning– Process of credit rating of financial instruments – Rating methodology – Rating agencies – Rating symbols of different companies. Legislative framework guiding the CRAs. Securitization: Meaning–Features – Special Purpose Vehicle – Pass Through Certificate & mechanism – Benefits of Securitization – Issues in Securitization, Legislative framework guiding the securitization framework.

UNIT – V: DEPOSITORIES & CONTEMPORARY ISSUES

Depository services – Role of depositories and their services — Advantages of depository system – NSDL and CDSL – Depository participants and their role– Stock Broking Services including SEBI guidelines – Contemporary developments in capital market performance and implication of securitization in Indian scenario.



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TEXT BOOKS:

1. *Financial Services*, Khan M.Y, 8th edition, McGraw–Hill, 2015.
2. *Financial Services and System*, K Sasidharan, Alex. K Mathews, Tata McGraw Hill, 2008.

REFERENCE BOOKS:

1. *Banking and Financial Markets*, Stephen Cecchetti, Kermit Schoenholtz, Money, 4th edition, McGraw–Hill Education, 2014.
2. *Merchant Banking and Financial Services*, MadhuVij, Swati Dhawan , 1st edition, McGraw Hill, 2011

DIGITAL TOOLS:

<https://www.nseindia.com/learn/executive-mba-financial-markets>

<https://www.sebi.gov.in/>

<https://www.fitchratings.com/>

Mapping of CO with PSO

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



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610

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
24MBAE3J	SUPPLY CHAIN MANAGEMENT	ELECTIVE	3	–	3

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	III	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 supply chain management, principle, strategies and practices

COURSE OBJECTIVES:

- To familiarize the students to the basic concepts of Supply Chain management
- To provide insights on Supply chain synergies
- To throw light on Sales & Operation Planning
- To elucidate on Customer value and supply chain management
- To create awareness on supply chain analytics

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	familiarize the students to the basic concepts of Supply Chain management	Upto K5
CO 2	possess insights on Supply chain synergies.	Upto K5
CO 3	have insights on Sales & Operation Planning.	Upto K5
CO 4	learn about Customer value and supply chain management.	Upto K5
CO 5	have better understanding on supply chain analytics.	Upto K5

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



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SUPPLY CHAIN MANAGEMENT

UNIT – I:

Introduction to Supply Chain: Historical perspective Understanding Supply Chain key issues in supply chain management Objectives, importance, Decision phases –Examples of supply chains Supply chain strategies, The supply chain becomes value chain Supply chain as a competitive weapon

UNIT – II:

Supply chain synergies: Collaborate with supply chain partners Supply Chain Drivers and Design Drivers of supply chain performance: Framework for structuring Facilities, including warehouse, Inventory, Transportation, Information, Sourcing, and Pricing – Yield management /Revenue management

UNIT – III:

Sales and Operations Planning: Demand management Demand forecasting, Aggregate Planning and Managing Supply, Demand and Inventory Aggregate Planning in a Supply Chain: role, aggregate planning problems, strategies, role of IT, Implementation Responding to predictable variability in supply chain – Types of supply chains – creating responsive supply chains lean and agile supply chain their characteristics.

UNIT – IV:

Leadership and Control: Customer value and supply chain management: Dimensions of customer value–value added services –customer value measures Push–pull boundary – mass customization and supply chain management outsource – Third and Fourth – Party Logistics providers – managing risk in supply chains – Creating a sustainable supply chain.

UNIT– V:

Supply chain analytics: Use of computer software in supply chain problems –Electronic commerce – emerging mega trends supply chain of the future –seeking structural flexibility–The multi–channel revolution 2020 vision.

TEXT BOOKS:

1. *Supply Chain Metrics that Matter*, Lora M. Cecere , 2014,wiley publication.
2. *The Supply Chain Revolution*, suman sarkar,2017, Amacom

REFERENCE BOOKS:

1. *Managing Supply Chain Operations*, Lei Lei , 2017, World scientific publications
2. *Essentials of Supply Chain Management*, Michael H. Hugos, 2018, wiley publication

DIGITAL TOOLS:

<https://sjce.ac.in/wp-content/uploads/2021/10/jnu-Supply-Chain-Management.pdf>

<https://mrce.in/ebooks/Supply%20Chain%20Management%20Essentials%205th%20Ed.pdf>

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
CO 3	2	3	2	2	2	2
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
24MBAE3K	PRINCIPLES AND PRACTICE OF LOGISTICS MANAGEMENT	ELECTIVE	3	–	3

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	III	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 explores the best practice of logistics management. It focuses on the efficient movement and storage of books and services and information within and across the organization

COURSE OBJECTIVES:

- To create an understanding on the concepts & functions of logistics.
- To explore the element of logistics & Inventory
- To explore the functions of transportation warehousing and distribution
- To understand the operational need on effective logistic performance.
- To understand logistics cost and need for integration.

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 familiar about concepts, evolution and functions of logistics management.	Upto K5
CO 2	understand the elements of logistics, warehousing and material handling	Upto K5
CO 3	have better understanding about transportation, distribution, packaging etc	Upto K5
CO 4	possess better understanding and knowledge about integrated logistics and linguistic information system	Upto K5
CO 5	understand logistics cost and need for integration in logistics facilities	Upto K5

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



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PRINCIPLES AND PRACTICE OF LOGISTICS MANAGEMENT

UNIT – I:

Concepts of Logistics – Evolution – Nature and Importance – Components of Logistics Management – Competitive Advantages of Logistics – Functions of Logistics management – principles – Logistics Network – Integrated Logistics system.

UNIT – II:

Elements of Logistics and Inventory carrying – Warehousing – Material handling – Order processing – Transportation – Demand Forecasting – Impact of Forecasts on Logistics and Performance measurements

UNIT – III:

Transportation – participants in Transportation Decisions – Modes of Transportation – Factors influencing Transport economics – documents in Transport Decision Making Warehousing/Distribution – Functions of Warehouse – benefits of Warehouse – Service – Warehousing Alternatives – Warehouse site selection – Factors while initiating Warehouse Operations – Warehouse Management System

UNIT – IV:

Packing and Materials Handling – Functions of packaging – Communication – Packaging cost – Types of Packaging Material – Unitization – Containerization – Designing a package factors affecting choice of packaging materials.

UNIT – V:

Organization for effective logistics performance – centralized and decentralized structures – stages of functional aggregation in organization, financial issues in logistics performance – Measures – Steps in ABC costing – Financial Gap Analysis integrated Logistics – Need for Integration – Activity Centers in Integrated Logistics Role of 3PL and 4PL – Principles of LIS.

TEXT BOOKS:

1. *Logistics Principles and Practice*, By Hessel Visser, 1st Edition 2007, Routledge.
2. *Logistics and Supply Chain Management* by Saikumari V, Purushothaman S, Sultan Chand.

REFERENCE BOOKS:

1. *Textbook of Logistics and Supply Chain Management*, Agarwal D K, Trinity publications, 2018.
2. *Logistics Management*, 3rd ED Paperback, 2012 by V.V Sople, Pearson publication.

DIGITAL TOOLS:

https://tnou.ac.in/wp-content/uploads/2023/01/LSM-11-E-SLM_merged_compressed.pdf
<https://archive.org/details/logisticsprincip0000viss>

Mapping of CO with PSO

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

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



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
24MBAE3L	EXPORT & IMPORT MANAGEMENT	ELECTIVE	3	–	3

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	III	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 the process regulations and strategies involved in managing export and import operation

COURSE OBJECTIVES:

- To give a foundation to participants who seek a career in International markets.
- To make the students understand Exim documentation.
- To give abstract on logistics and shipping characteristics.
- To give knowledge on logistics and shipping procedures and pricing.
- To give knowledge on role of IT 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	understand the role of logistics who seek a career in International markets	Upto K5
CO 2	understand Exim documentation process	Upto K5
CO 3	understand logistics and shipping characteristics	Upto K5
CO 4	understand logistics and shipping procedures and pricing	Upto K5
CO 5	understand the role of IT in International business	Upto K5

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



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EXPORT & IMPORT MANAGEMENT

UNIT – I:

Export & Import – Introduction, Definitions. Evolution of Export & Import. Foreign Trade Institutional Framework and Basics. Multinational Organizations & Structure, International Business Scenario

UNIT – II:

Export–Import—Documentation and Steps, Export–Import Strategies and Practice, Export Marketing, Business Risk Management and Coverage, Export Incentive Schemes

UNIT – III:

Logistics and Characteristics of Modes of Transportation, Characteristics of Shipping Industry, World Shipping, Containerization and Leasing Practices

UNIT – IV:

Export Procedures and Documents, Customs Clearance of Import and Export Cargo, Methods and Instruments of Payment and Pricing Inco terms, Methods of Financing Exporters

UNIT – V:

Information Technology and International Business, Export & Import with European continent, Africa, Middle East Countries, ASEAN Countries, Australia and New Zealand, China and Japan

TEXT BOOKS:

1. *Export Import Management*: Oxford University Press. Justin Paul & Rajiv Aserkar, 2010
2. *Export Import Procedures – Documentation and Logistics*: Rama Gopal 2007, New Age International.

REFERENCE BOOKS:

1. *Export Business–A Beginner's Guide*: A practical guide for starting export business: Notion Press, 2020
2. *India's Trade Analytics: Patterns And Opportunities*: Sage India Pvt Ltd.2019.

DIGITAL TOOLS:

<https://www.ettintl.com/blog/Why-Export-Import-Management-Course-Is-Important.html>

<https://in.sagepub.com/en-in/sas/export-and-import-management/book276434>

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	3	3	2	2
CO 3	3	2	2	3	2	2
CO 4	2	2	3	3	3	3
CO 5	3	2	3	2	3	2

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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
24MBAN31	EMPLOYABILITY SKILLS	NME	6	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	III	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:

Employability skills focuses on developing critical soft skills, professional attitudes and workplace competencies that enhance career readiness and adaptability.

COURSE OBJECTIVES:

- To learn about the employability skills
- To understand dimensions of task oriented skills
- To study on critical problem–solving techniques
- To develop employability skills
- To understand the logical and reasoning skills

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	acquire employability skills	Upto K5
CO 2	understand dimensions of task oriented skills	Upto K5
CO 3	study on critical problem–solving techniques	Upto K5
CO 4	develop employability skills	Upto K5
CO 5	understand the logical and reasoning skills	Upto K5

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



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EMPLOYABILITY SKILLS

UNIT – I: INTRODUCTION TO EMPLOYABILITY SKILLS

Meaning – Definition – Hard skills and soft skills –Employability skills and vocational skills – Employability and employment – Employability attributes.

UNIT – II: UNPACKING EMPLOYABILITY SKILLS

Embedded employability skills – Dimensions of competency – Task skills –Task Management skills – Contingency Management skills – Job/Role Environment skills.

UNIT – III: INTER – RELATIONSHIPS OF EMPLOYABILITY SKILLS

Communication – Teamwork – Problem solving – Initiative and Enterprise – Planning and Organizing – Self–management – Learning – Technology.

UNIT – IV: RESUME WRITING

Meaning – Features of good resume – Model (Exercise). Etiquettes – Dress, Cleanliness, Etiquettes to be followed inside the employment seeking proc

UNIT – V: INTERVIEW SKILLS

Basic Etiquettes of Interviews – Preparation – Clear communication – Body Language. Ways to upload resume in Job Web Portal.

TEXT BOOK:

A Modern Approach to Verbal and Non– Verbal Reasoning, R. S. Aggarwal. Fafinski, S., Finch, E. (2014).

REFERENCE BOOKS:

1. *Winning Interview Skills*, Compiled & Edited by J.K. Chopra.
2. *Employability Skills for Law Students*. United Kingdom: OUP Oxford. Thought, F. (2017).

DIGITAL TOOLS:

<https://www.jobjumpstart.gov.au/article/what-are-employability-skills>

<https://www.simplilearn.com/why-are-employability-skills-important-article>

Mapping of CO with PSO

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO 1	3	2	2	3	2	2
CO 2	3	2	2	3	2	2
CO 3	3	2	2	3	2	2
CO 4	3	2	2	3	2	2
CO 5	3	2	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
24MBASS2	LEADERSHIP AND TEAM BUILDING SKILLS	SOFT SKILLS – II	2	–	2

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	III	25	75	100

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

COURSE DESCRIPTION:

Comprehensive understanding of leadership principles and team dynamics, focusing on effectively lead, influence, and inspire teams to achieve organizational goals.

COURSE OBJECTIVES:

- To understand the characteristics, style, traits of leaders, and theories of leadership.
- To learn more about self-leadership and developing team-building skills through case studies and examples.
- To understand how to form, manage and lead the team.
- To understand the measures of conflict in a team
- To explore team roles & processes in developing and managing a team

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	acquire employability skills	Upto K5
CO 2	understand dimensions of task oriented skills	Upto K5
CO 3	study on critical problem-solving techniques	Upto K5
CO 4	develop employability skills	Upto K5
CO 5	understand the logical and reasoning skills	Upto K5

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



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LEADERSHIP AND TEAM BUILDING SKILLS

UNIT – I: LEADERSHIP THEORIES

Nature of leadership theories & models of leadership – attributes of effective leaders – traits of leadership – interpersonal competence & leadership

UNIT – II: LEADERSHIP STYLES

Leadership qualities – styles of leadership – attitudes role models & new leadership – cultural differences and diversity in leadership – leader behaviour leadership in different countries – leadership ethics & social responsibility

UNIT – III: LEADERSHIP SKILLS

Leadership skills – Leadership & management – transactional & transformational in leadership – Strength based leadership in practice – Tasks & Relationship approach in leadership – influence tactics of leaders – motivation and coaching skills. Establishing constructive climate – listening to out group members – communication and conflict resolution skills.

UNIT – IV: TEAM WORK

Working in group & teams – characteristics of effective team – types – team development: Tuckman's team development stages Belbin team roles – Ginnett – team effectiveness leadership model.

UNIT – V: EXPLORING TEAM ROLES & PROCESSES

Mapping the stages of group development – Building: and developing teams – overcoming resistance coping and conflict and Ego – leading a team managing meetings.

TEXT BOOKS:

1. *Leadership and Team Building*, D.K. Tripathy, Uday Kumar Haldar Team Building and Leadership with Texts and Cases, Himalaya Publishing House, 2014
2. *Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills* Embassy Books, Gonda, C. M. 2016, First Edition.

REFERENCE BOOKS:

1. *Business Etiquette A Guide For The Indian Professional*. Noola, Mehra, S. K. (2012) HarperCollins
2. *The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success* Pachter, B., 2013 1st edition New York: McGraw–Hill Education.

DIGITAL TOOLS:

<https://www.jobjumpstart.gov.au/article/what-are-employability-skills>
<https://www.simplilearn.com/why-are-employability-skills-important-article>
<https://blog.hubspot.com/marketing/employability-skills>
<https://www.indeed.com/career-advice/finding-a-job/employability-skills>

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	2	2	2	3	3	3
CO 3	2	3	2	3	3	3
CO 4	2	2	2	3	3	3
CO 5	2	2	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
24MBACV2	SUMMER INTERNSHIP & VIVA – VOCE	PROJECT	2	–	2

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	III	40	60	100

COURSE DESCRIPTION:

About the Summer Training:

The Students will undergo 30 days of summer training in business organizations immediately after their second semester examination.

COURSE OBJECTIVES:

To give Exposure to Industrial Environment.

The students will allotted with a faculty for guiding the internship. The Student has to submit the confirmation letter to the department from the organization after getting the internship. After the completion of the internship, he/she has to document the work and submit the report (3 copies – one to the controller's office, one to the department library and one to the Faculty)



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COURSE STRUCTURE – IV SEMESTER

S. No	Course Code	Course Title	Hours/ Week	Exam (Hrs.)	CA	SE	Total Marks	Credits
1	24MBAC41	Core – 12: Information Systems for Business	3	3	25	75	100	3
2	24MBACP1	Core – 13: Project Work	–	–	40	60	100	5
3	24MBACV3	Viva– Voce	–	–	40	60	100	5
4	24MBAZ41	<i>*Event Management (Self – Study)</i> (OPTIONAL)	–	–	25	75	100	1
		TOTAL	3				300(400)	13 (14)

***The interested students shall learn on their own and write this paper and earn extra credit.**

CA – Class Assessment (Internal)

SE – Summative Examination

T – Theory

P – Practical



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
24MBAC41	INFORMATION SYSTEMS FOR BUSINESS	CORE – 12	3	–	3

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	IV	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:

The course focuses on the strategic role of information Systems in modern organizations. It explores business leverage technology.

COURSE OBJECTIVES:

- To enable students to understand the fundamentals of information system and its role of information in managerial decision making
- To throw light on fundamentals of information systems like TPS, DSS, and EIS.
- To manage system applications and data to best support functional areas of business
- To provide insights in securely managing database and information using the process of
- To elucidate the need and importance of ERP, its selection and implementation in workplace

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	learn the importance of data and information in managerial decision making.	Upto K5
CO 2	possess on the various IS and the its relevance to Organizational environment	Upto K5
CO 3	understand the application of IS on the various functions like Accounting, Finance, Marketing, Operations and HR	Upto K5
CO 4	study the various models and new technologies	Upto K5
CO 5	be exposed on the importance of selecting the appropriate ERP and its implementation	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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INFORMATION SYSTEMS FOR BUSINESS

UNIT – I: INTRODUCTION TO INFORMATION SYSTEM

The management, structure and activities– Information needs and sources–Types of management decisions and information need. System classification Elements of system, input, output, process and feedback.

UNIT – II: TRANSACTION PROCESSING INFORMATION SYSTEM, OFFICE AUTOMATION SYSTEM (OAS)

Knowledge workers System (KWS); MIS; Information system for managers, Intelligence information system –Decision support system–Executive information systems.

UNIT – III: FUNCTIONAL MANAGEMENT INFORMATION SYSTEM

Production/Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system.

UNIT– IV: SYSTEM ANALYSIS AND DESIGN

The work of a system analyst– SDLC System design – AGILE Model – Waterfall Model – Spiral Model – Iterative and Incremental Model – RAD Model – Requirement analysis–Data flow diagram, relationship diagram, design Implementation–Evaluation and maintenance of MIS, Database System: Overview of Database– Components–advantages and disadvantages of database; Data Warehousing and Data Mining; Business Intelligence; Artificial Intelligence; Expert System; Big Data; Cyber Safety and Security– Cryptography; RSA Model of Encryption; Data Science – Block Chain Technology; E–commerce and E–Business models; IOT – RFID

UNIT– V: ENTERPRISE RESOURCE PLANNING (ERP)

System, Benefits of the ERP, ERP how different from conventional packages , Need for ERP , ERP components , Selection of ERP Package, ERP implementation, Customer Relationship management. Organisation & Types, Decision Making, Data & information, Characteristics & Classification of information, Cost & value of information, various channels of information and MIS; Information system audit and control – E–Governance.

TEXT BOOK:

Management Information Systems, Managing the Digital Firm, Laudon,K., Laudon,J. and Dass, R., 11th Edition, Pearson, 2010.

REFERENCE BOOKS:

1. *Management Information System*, Azam, M., McGrawHill Education, 2012
2. *Information Systems for Modern Management*, Murdick, R.G., Ross, J.E. and Claggett, J.R PHI, 3rd Edition, 2011.

DIGITAL TOOLS:

https://www.vssut.ac.in/lecture_notes/lecture1428551142.pdf

https://www.tutorialspoint.com/software_engineering/index.htm

Mapping of CO with PSO

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
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(For the students admitted from the academic year 2024 – 2025 onwards)

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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
24MBACP1	PROJECT WORK	CORE – 13	–	–	5

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	IV	40	60	100

COURSE OBJECTIVE:

The objective of the project work is to carry out as an independent research and to emphasis on the area of specialisation of the student.

GUIDELINES:

1. It is an Individual Project work for the students.
2. In fourth semester for the period from December to April.
3. The student will be allotted with a faculty for guiding the project. Students must undertake the project work under the guidance of a faculty member.
4. The Student has to submit the confirmation letter to the department after getting the acceptance from the organization.
5. The Student has to submit the completion letter to the department after completing the project work from the organization.
6. After the completion of the project, he/she has to document the work and submit the report (3 copies – one to the controller's office, one to the department library and one to the Faculty)
7. The Internal test mark is 40 Marks and the criteria is as follows:
 - I. Presentations – 20 Marks
 - II. Progressive Report – 10 Marks
 - III. Internal Viva-voce – 10 Marks
8. The maximum marks for the external examinations is 60 and it may be divided into the following components:
 - I. Project Report – 20 Marks
 - II. Project Presentation – 20 Marks
 - III. Project Viva-voce – 20 Marks
9. The Examination will be jointly conducted by both Internal and External examiners.



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(For the students admitted from the academic year 2024 – 2025 onwards)

625

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
24MBACV3	VIVA –VOCE	–	–	–	5

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	IV	40	60	100

Course Objectives:

1. To assess the understanding and knowledge of project work undergone.
2. To develop communication and analytical skills of management students.
3. To inculcate practical approach in students to solve business problems.

Guidelines:

1. The Project viva voce scheduled at the end of semester to assess the application of the knowledge by the students in their project work.
2. The examiners asks different questions from the area of research–work done by the student.
3. The viva voce is of 100 marks (60 External and 40 Internal) to be conducted by the both External and Internal examiners.



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COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDIT
24MBAZ41	EVENT MANAGEMENT	SELF – STUDY (OPTIONAL)	–	–	1

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	IV	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:

The course focuses on the Organizing an Event and managing in the modern organizations. It develops the capability to begin an Event Management Business.

COURSE OBJECTIVES:

- To enable students to understand the fundamentals of Event management.
- To understand the various dimensions of event management & their impact.
- To qualify students to understand the essentials of planning an event.
- To empower students to get knowledge of legal and ethical issues involved in event management.
- To cognize the importance of human resources in the event 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 fundamental concepts, categories, and objectives of event management and analyze the need for creativity in event execution.	Upto K5
CO 2	evaluate the key elements of event planning, including celebrity coordination, sponsorship, backstage, brand, and budget management.	Upto K5
CO 3	design effective event-related materials such as invitations, mementos, and publicity content; and manage event communication, guest relations, and media effectively.	Upto K5
CO 4	demonstrate the ability to script programs, manage public relations, select appropriate venues, and apply social and business etiquette in event settings.	Upto K5
CO 5	critically examine various types of events such as exhibitions, tourism, sporting, and leisure events, and develop plans through space and theme-based planning.	Upto K5

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



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EVENT MANAGEMENT

UNIT – I:

Introduction to the Event Management – Categories & Definitions – Need of Event Management – Objectives of Event Management – Creativity – implications of Events

UNIT – II:

Event Planning – Arranging Chief Guest/Celebrities – Arranging Sponsors – Back Stage Management – Brand Management – Budget Management – Types Of Leadership For Events & Organizations

UNIT – III:

Designing (a) Backdrop b) Invitation Card c) Publicity Material d) Mementos– Event Decoration – Guest and Celebrities Management – Making Press Release – Marketing communication – Media Research & Management – Participation according to the theme of the Event – Photography/ Video coverage management.

UNIT – IV:

Program Scripting – Public Relation – electing a Location – Social and Business Etiquette – Speaking Skills – Stage decoration – Team Spirit – Time management

UNIT – V:

Concept of Exhibition – Space Planning – ITPO – Sporting Events – Tourism Events– Leisure Events.

TEXT BOOKS:

The Complete Guide to Successful Event Planning – Shannon Kilkenney, Publisher: Wiley & Sons, India (May 1992)

REFERENCE BOOKS:

1. *Successful Event Management* – Anton Shone & Bryn Parry, Publisher: Cengage Learning Business Press; Edition (April 22, 2004) Isbn–10: 1844800768
2. *Management Of Event Operations (Events Management)* – Julia Tum, Philippa Norton, J. Nevan Wright, Publisher: Atlantic Publishing Company (Fl); Pap/Cdr Edition (January 8, 2007)
3. *Professional Event Coordination (The Wiley Event Management Series)* – Julia Rutherford Silvers and Joe Goldblatt, Publisher: Wiley, John & Sons, Incorporated.

DIGITAL TOOLS:

<https://study.com/academy/lesson/what-is-event-management-definition-function.html>
<https://www.linkedin.com/learning/topics/event-budgeting>
https://www.youtube.com/results?search_query=event+photography+tips
<https://www.linkedin.com/learning/topics/public-speaking>
<https://www.eventmarketer.com/>