



SOURASHTRA COLLEGE, MADURAI- 625004
(An Autonomous Institution Re-accredited with 'B' grade by NAAC)
MASTER OF BUSINESS ADMINISTRATION (M.B.A)
(Syllabus under CBCS w.e.f. 2017 – 2018 onwards)

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I SEMESTER

S. No	Sub. Code	Subject Title	Hours / Week	Duration of exams	CA	SE	Tot	Credits
1	17MBAC11	Management Theory and Practice	5	3	25	75	100	4
2	17MBAC12	Organizational Behaviour	5	3	25	75	100	4
3	17MBAC13	Managerial Economics	6	3	25	75	100	4
4	17MBAC14	Management Accounting	6	3	25	75	100	4
5	17MBAC15	Quantitative Techniques - I	6	3	25	75	100	4
6	17MBAWS1	Workshop on Managerial Skills I	2			50	50	1
7	17MBACV1	Comprehensive Viva Voce				50	50	1
		Total	30					22

Passed in the BOS Meeting
held on 15-3-2017

Signature of Chairman / HOD



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PART - III CORE	Title : MANAGEMENT THEORY AND PRACTICES	Subject Code : 17 MBA C11
Semester : I	HOURS : 5 hours / Week	CREDITS : 4

Objectives:

- To expose the students on Fundamentals on Management
- To make them understand various Functions of Management

Unit 1:- Management: Introduction, Meaning, Definition, Nature, characteristic and functions of management, Evolution or History of Management (Classical, Neo-classical And Modern Theory). Modern Management practices in the era of Globalization.

Unit 2:- Planning: Meaning, Objective, Definition, characteristics, Importance, Advantages of Planning, Planning Premises, Steps in Planning Process, Methods of planning, Objectives, MBO- Introduction, Definition, Features, Advantages, Decision making-Definition, Decision making process.

Unit 3: Organizing: Meaning, Definition, Functions, Nature or characteristics of Organizing, Classification of organization (Formal & Informal), Line / Staff Authority, Decentralization.

Unit 4:- Staffing: Definition, Element Functions, Process, HRP, Recruitment- Definition, Sources of Recruitment, Selection-Importance, Stages, Performance Appraisal- Meaning, Definition, Importance, Types of Performance Appraisal.

Unit 5:- Directing & Controlling: Introduction, Definition, Principles, Techniques, Motivation, (Introduction, Theories, Types), Leadership- Introduction, Definition, Approaches of Theories of Leadership, **Controlling:** Introduction, Definition, Steps, Techniques of Controlling.

Text Book:

1. Principles of Management – T. Ramasamy Himalaya Publishing House
2. Principles and practice of Management - L.M. Prasad Sultan chan and sons Publications

Recommended Text Books:

- 1) Management A Global Perspective -Heinz Wehrich McGraw Hill
Harold Koontz
- 2) Essentials of Management -Harlod Koontz Cyrill O' Donnell McGraw
Hill & Heinz weighrich

Chapter and Sections:

- Unit I - Principles of Management – T. Ramasamy Himalaya Publishing House
- Unit II - Principles and practice of Management - L.M. Prasad Sultan chan and sons Publications
- Unit III - Principles of Management – T. Ramasamy Himalaya Publishing House
- Unit IV -Principles and practice of Management - L.M. Prasad Sultan chan and sons Publications
- Unit V - Principles and practice of Management - L.M. Prasad Sultan chan and sons Publications



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PART - III CORE	Title : ORGANISATIONAL BEHAVIOUR	Subject Code : 17 MBA C12
Semester : I	HOURS : 5 hours / Week	CREDITS : 4

Objective:

- To introduce behavior of people at work
- To make them understand basics of OB

Unit 1:- Definition, various approaches to Organisational Behaviour, Hawthorne Studies, its major findings and limitations, Relevance in current day context. Historical and Scientific foundations of Organisational Behaviour- Globalization: of Business Managing Diversity and Promoting Ethical Behaviour.

Unit 2:- A. Foundations of Organisational Behaviour: Perception, Learning and Personality - Concepts, theories, Models, Inter-relationships between these topics.

Unit 3:-

Values, Attitudes, Job satisfaction - Motivation: Concepts, theories, Models, Foundations of Group Behaviour: Group Dynamics, Leadership, Communication and Decision making,

Unit 4:- Leadership, Power and Politics, Conflicts, Negotiations. Work Stress- Concepts, Theories, Models, Applications.

Unit 5:- Organisational Dynamics: Change and Organisational Development, Organisational Culture, Human Resource Policies and Practices.

Text Books:

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

Chapters & sections

- | | | |
|------------|-------------------------------------------------------------------|-------------------|
| Unit I - | Organisational Behaviour (Latest Edition) | Fred Luthans |
| Unit II - | Organisational Behaviour (Latest Edition) | Fred Luthans |
| Unit III - | Organisational Behaviour
Concepts, Controversies, applications | Stephen P Robbins |
| Unit IV- | Organisational Behaviour
Concepts, Controversies, applications | Stephen P Robbins |
| Unit V: | Organisational Behaviour | K. Aswathappa |



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PART - III CORE	Title : MANAGERIAL ECONOMICS	Subject Code : 17 MBA C13
Semester : I	HOURS : 6 hours / Week	CREDITS : 4

Objective:

- To make the students understand the Economic Concepts and Tools that aids the managers for decision making in different business situations.
- To expose them in Macroeconomic Environment.

Unit 1:

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

Demand Theory and Analysis:

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

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

Unit 2:-

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

Unit 3:-

Market Structure:

A. Perfect Competition: Features - short term equilibrium - long term equilibrium

B. Monopoly: Monopoly - Causes. Powers of Monopolist. Prices and Output Determinations in Monopoly Market.

C. Monopolistic Competition : Monopolistic Competition Characteristics: Prices and outputs determination in the Monopolistic Competition - Excess Capacity in Monopolistic Market.

D. Oligopoly: Characteristics, Price rigidity (The Kinked Demand Model), Interdependence, Cartel and Collusive Price leadership, Non Cooperative oligopoly, Strategic interaction in oligopoly markets.

Unit 4:-

Pricing : Meaning - Objectives of Pricing Policy - Pricing Strategies.



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Unit 5:-

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

Text Books:

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

Reference Books

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

Chapters and Sections:

- | | | |
|------------|----------------------|---------------------------------------------------------------------|
| For Unit I | Managerial Economics | Dr. S. Sankaran |
| Unit II | Managerial Economics | R L Varshnery & K L Maheshwari |
| Unit III | Managerial Economics | R. Cauvery, Dr. M Girija, Dr. R. Meenakshi
& Dr. U K Sudha Nayak |
| Unit IV | Managerial Economics | Dr. S. Sankaran |
| Unit V | Managerial Economics | R L Varshnery & K L Maheshwari |



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PART - III CORE	Title : MANAGEMENT ACCOUNTING	Subject Code : 17 MBA C14
Semester : I	HOURS : 6 hours / Week	CREDITS : 4

Objective:

- **The Main objectives is to make the student understand basic principles of Financial Accounting and Cost Accounting**
- **To make them learn how to apply the principles in Decision Making**

Unit 1:- Introduction to Financial Accounting:

Definitions of financial, cost and Management Accounting - Differences between cost and Management Accounting, financial Accounting and Management Accounting.. Functions and qualities of a Management Accountant - Financial Statements: Accounting Principles and Concepts - Preparation of Journals, Ledger, Trail Balance, Trading Account, Profit and Loss Account and Balance Sheet(with Adjustments).

Unit 2:- Fundamental of Cost Accounting:

Introduction to costing - Element of Cost - Different types of costing – Classification of cost.

Cost Volume Profit Analysis: Profit volume ratio, Break Even Point - Plotting of BEP charts and Margin of safety..

Marginal Costing and its Applications:

Decision making situations

Make / Buy / Subcontract, Sell / Process further, Pricing of product / Service, Adding / Dropping of product, Product lines, Closing down of divisions, changing product mix.

Unit 3:- Budgeting Profit Planning and Control:

Budgeting – Meaning Objectives of Budgetary Control – Classification of Budgets – Preparation of Flexible Budgets, Cash Budget, Production Budget, Sales Budget, and Overheads Budget.

Unit 4:-

Standard Costing and Variance Analysis: Comparison between budgeting and Standard Costing, Material Variances: Cost, price, usage, mix and Yield Variances. Labour Variances: Cost, Rate, Efficiency, mix and Yield Variances

Unit 5:-

Management Reporting System:

Management Reporting – Purpose of Reports - Steps in Preparation of a Management report - Qualities of a good management Report.



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Text Books:

1. Management Accounting Dr.N.P.Srinivasan and Dr.M.Sakthivel Murugan
(60% Problems and 40% Theory)

Suggested Reading:

1. Management Accounting R S N Pillai & Bagawathi
2. Management Accounting S N Maheshwari
3. Cost Accounting - Practice and Theory S P Jain and Narang
4. Cost Accounting -Problems and Solution Jain and Narang

Chapters and Sections:

1. For Unit I, II & III Management Accounting Dr.N.P.Srinivasan and
Dr.M.Sakthivel Murugan
2. Unit IV Management Accounting R S N Pillai & Bagawathi
3. Unit V Management Accounting R S N Pillai & Bagawathi



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PART - III CORE	Title : QUANTITATIVE TECHNIQUES - I	Subject Code : 17 MBA C15
Semester : I	HOURS : 6 hours / Week	CREDITS : 4

(80% Problems and 20% Theory)

Objectives:

- To impart students about the knowledge of basic statistical tools and techniques.
- To emphasis its application in Business Decision Process and Management.

Unit1:- Introduction to Mathematics: Sets, Permutation and Combination. Matrices and Determinants - Solution of Simultaneous equation, crammer’s Rule, Adjoint of a square matrix, Inverse of a square matrix

Unit2:- Measures of Central Tendency: Meanings, Objectives, Arithmetic Mean, Weighted Mean, Median, Mode Different Formulas, Comparison. , limitations

Unit3:- Measures of Central Dispersion: Range, quartile deviation, Mean deviation, Standard Deviation, Co-efficient of variation.

Unit 4:- Index Numbers: Definition, Un weighted Aggregates, Index weighted, Aggregate Index, Quantity and value Indices.

Unit 5:- Time Series Analysis: Introduction, Variations, Time Series, Trend Analysis, Cyclical Variation, Seasonal variation- methods of least square

Text Books:

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

Reference Books:

- | | |
|------------------------------|---------------------------|
| 1) Statistical Methods | Dr Wilson |
| 2) Business Mathematics | Sunderasan and Jayaseelan |
| 3) Statistics for Management | J.K.Sharma |

Chapter and Sections:

- | | | |
|--------------------------------|------------------------|------------------------|
| Unit I - Statistical Methods | S.P.Gupta | S.Chand Publication |
| Unit II - Statistics for Mgt. | Richard I Levin, Rubin | Prentice Hall of India |
| Unit III - Statistical Methods | S.P.Gupta | S.Chand Publication |
| Unit IV – Statistics for Mgt. | Richard I Levin, Rubin | Prentice Hall of India |
| Unit V - Statistical Methods | S.P.Gupta | S.Chand Publication |



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PART - III CORE	Title : WORKSHOP ON MANAGERIAL SKILLS - I	Subject Code : 17 MBA WS1
Semester : I	HOURS : 2	CREDITS : 1

OBJECTIVE:

- It is essentials for a student in Management Studies to know the Strengths and weakness of the members in the team.
- The aim of this syllabus is to make the student understand Group Dynamics and Its importance.

UNIT I - KNOW THYSELF: Success Formula ASK – Importance of knowing yourself – Process of Knowing Yourself - SWOT Analysis – Benefits – Using SWOT Analysis – SWOT Analysis Grid – Questions to complete grid - USP – Multiple Intelligences.

UNIT II - GOAL SETTING: What are Goals – Important of Goal Setting - Types of Goals - Steps of Goal Setting – SMART Principles.

UNIT III - ETIQUETTES: Dressing - Modes Of Greeting – Introducing, Requesting, Congratulating, Inviting, Thanking, Giving Opinion, Advice, Orders, Suggestions, Permission – Apology – Expression Of Agreement – Disagreement.

UNIT IV - NEGOTIATING SKILLS: Fundamental principles of Negotiations - Developing Negotiations package - Inter-Intra group Negotiations - Non-verbal cues in Negotiation - Styles of Negotiations - International Negotiations and ethics.

UNIT V - PUBLIC SPEAKING: Definition, objective and fears associated - Tips to start with confidence - Giving your first speech - Speech on topic of your choice.

Text Books / References:

- | | | |
|-------------------------------|-----------------|------------------------|
| 1. Communicating at work | Adier | McGraw Hill Publisher |
| 2. Successful Negotiators - | S L Rao | Wheeler Publishing |
| 3. The Essence of Negotiation | Team M, Hiltrop | Prentice Hall of India |
| 4. Public Speaking | Osborn & Osborn | AITBS Publishers |
| 5. Soft Skills | Dr.Alex | S.Chand Publishers |

CHAPTERS AND SECTIONS

UNIT I: Soft Skills, Dr.Alex, S.Chand Publishers.

UNIT II: Soft skills, Department of Business Administration, Sourashtra College Publication.

UNIT III: Soft Skills, Dr.Alex, S.Chand Publishers.

UNIT IV: The Essence of Negotiation Team, M, Hiltrop, Prentice Hall of India
 Successful Negotiators, S L Rao, Wheeler Publishing.

UNIT V: Public Speaking , Osborn & Osborn, AITBS Publishers



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II SEMESTER

S. No	Sub. Code	Subject Title	Hours / Week	Duration of exams	CA	SE	Tot	Credits
1	17MBAC21	Quantitative Techniques - II	6	3	25	75	100	4
2	17MBAC22	Marketing Management	5	3	25	75	100	4
3	17MBAC23	Financial Management	6	3	25	75	100	4
4	17MBAC24	Operations Management	6	3	25	75	100	4
5	17MBAC25	Human Resource Management	5	3	25	75	100	4
6	17MBAWS2	Workshop on Managerial Skills II	2			50	50	1
7	17MBACV2	Viva Voce				50	50	1
		Total	30					22

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PART - III CORE	Title : QUANTITATIVE TECHNIQUES II	Subject Code : 17 MBA C21
Semester : II	HOURS : 6 hours / Week	CREDITS : 4

(80% Problems and 20% Theory)

Objectives:

- To make the students familiar with statistical Tools and Techniques.
- To Apply in Managerial Decision Making in key areas.

Unit1: Correlation: Simple, Karl Pearson’s, Coefficient of correlation and Rank-Correlation- Regression- Simple, Difference between Correlation and Regression.

Unit2: Probability Applications in Management: Basic concepts, Addition Theorem, Multiplication Theorem and Baye’s Theorem

Theoretical Distributions: Binomial, Poison, Normal distributions.

Unit 3: Estimation Theory and Hypothesis Testing – Standard Error – Errors in Hypothesis testing.

Significance test in attributes: - Testing Difference in numbers- Testing Difference in proportions.

Unit 4: Significance test in Variables (Large Samples) –Significance tests –

Significance test in Variables (Small Samples) – t Test for Difference of Means – Significance test for Dependent Samples or Paired Observations

Unit 5: Chi – Square test –Test for Goodness of Fit – Test for Independence of Attributes – **Analysis of variance** – Analysis in One way Classification – Analysis of variance in two way Classification.

Text Books:

- | | | |
|-------------------------------|------------|-------------------------|
| 1. Fundamentals of Statistics | DN Elhance | KITAB Mahal, Allahabad. |
| 2. Statistical Methods | S.P.Gupta | S.Chand Publication |

Reference Books:

- | | |
|-------------------------|---------------------------|
| 1. Statistical Methods | Dr Wilson |
| 2. Business Mathematics | Sunderasan and Jayaseelan |
| 3. Business Statistics | Dr.A.K.Gupta |

Chapter and Sections:

Unit I - Fundamentals of Statistics	DN Elhance	KITAB Mahal, Allahabad.
Unit II - Fundamentals of Statistics	DN Elhance	KITAB Mahal, Allahabad.
Unit III - Fundamentals of Statistics	DN Elhance	KITAB Mahal, Allahabad.
Unit IV – Statistical Methods	S.P.Gupta	S.Chand Publication
Unit V - Fundamentals of Statistics	DN Elhance	KITAB Mahal, Allahabad.



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PART - III CORE	Title : MARKETING MANAGEMENT	Subject Code : 17 MBA C22
Semester : II	HOURS : 5 hours / Week	CREDITS : 4

Objectives:

- To introduce the fundamental concepts and theories in the area of marketing and assist the student in marketing decision making.
- The syllabus will enlighten the students in the current issues in Global Marketing

Unit 1 :- Introduction : Marketing Management - Nature - Scope - Marketing Management Today - The Marketing Environment - The Customer, The Competition

Unit 2:- Assembling the Marketing Toolbox: Marketing Planning - Marketing Research and Information Systems - Consumer Behaviour - Organisational Buying Behaviour - Segmenting and Targeting - Market Metrics and Demand Forecasting

Unit 3:- Delivering Customer Value: Product Management - New Product Decisions - Brand Decisions - Pricing Decisions - Integrated Marketing Communications - Advertising Management - Sales Promotion - Personal Selling - Managing the Sales Force - Managing the Distribution Function - Retail Management - Direct Marketing

Unit 4:- Creating Sustainable Competitive Advantage: Marketing Strategy - Customer Relationship Management - Marketing Organisation - Marketing Performance and Control

Unit 5:- Current Issues: Global Marketing - Customer Service - Service Marketing - Rural Marketing - Green Marketing.

Text Books:

1. Marketing Management - Rajan Saxena TMH Education Pvt Ltd, New Delhi

Chapters and Sections:

For Unit I	Marketing Management	Rajan Saxena
Unit II	Marketing Management	Rajan Saxena
Unit III	Marketing Management	Rajan Saxena
Unit IV	Marketing Management	Rajan Saxena
Unit V	Marketing Management	Rajan Saxena

Reference Books

1. Fundamentals of Marketing - Edward W Cundiff Richard R Still & Norman A P Govoni
2. Principles of Marketing - Philip Kotler and Gary Amstrong PHI 7th Edition
3. Marketing Management Planning - V S Ramasamy and S Namakumari
4. Marketing Management - Philip Kotler 12 ed PHI

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PART - III CORE	Title : FINANCIAL MANAGEMENT	Subject Code : 17 MBA C23
Semester : II	HOURS : 6 hours / Week	CREDITS : 4

Objective:

- To provide a thorough understanding of concepts and theories and develop the skills to understand, analyze and interpret financial data and problems.
- Also to teach how to apply Financial Management to make better financial decisions.

Unit 1:- Introduction to Finance - Scope – Objectives - Finance Function – Financial Managers role - Profit maximization Vs Wealth maximization - Management accounting and Financial management.

Unit 2:- Financial Statements – Analysis and Interpretation of Financial Statements - Financial Ratio Analysis - Common size statements, Trend analysis, and comparative statement analysis - funds flow analysis and cash flow analysis.

Unit 3:- Capital Structure – Elements – NOI Approach – MM Hypothesis With Corporate and Without Taxes –The Trade of theory - Cost of capital - Equity, Preference, Debt, Retained earnings and other modes of finance - EBIT and EPS analysis - Debt- Financing and -Venture capital – Leverage.

Unit 4:- Investment decisions – Importance – Types - Evaluation - Discounting and Non-discounting Techniques - Capital Asset Pricing Model (CAPM).

Unit 5:- Working Capital Management – Characteristics -Types of Working capital – Determinants of Working Capital - Liquidity and its determinants – implications. EOQ model - Management of Receivables- Financing of current assets - Bank borrowing.

Text Book:

1. Financial Management - I M Pandey – 10th Edition – Vikas Publications

Chapters and Sections:

Unit I, II, III - Financial Management - I M Pandey

Unit IV, V- Financial Management - P. Periasamy

Reference Books:

1. Financial Management - P. Periasamy – 2nd Edition – Tata Mc Graw Hill
2. Financial Management Theory and Practice – Prasanna Chandra - – Tata Mc Graw Hill



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PART - III CORE	Title : OPERATIONS MANAGEMENT	Subject Code : 17 MBA C24
Semester : II	HOURS : 6 hours / Week	CREDITS : 4

Objectives:

- To impart the knowledge Operations Management in the context of changing business environment.
- To expose the different factors considered for taking decisions regarding Production
- To experience various techniques adopted at different levels of Production Management of an organization

Unit – I

Introduction to Operations Management – Model - Historical Background of Operations Management – Role of Operations Management in strategic Management – Types of Productive Systems - Forecasting - Use of forecasting- Forecasting vs Prediction - Methods of Forecasting.

Unit - II

Product Design and Development – Influencing factors, Approaches, Legal, Ethical and Environmental issues

Process Planning - Selection, Strategy, Major Decisions - Factors considered – Methods – Linkage to the Product Life Cycle.

Capacity Planning – Factors considered – Types – Capacity Requirement Planning

Facility/Plant Locational Decision – Factors considered – Recent Trends in location of Industries.

Plant Layout – Objectives, Types, Factors Affecting the Plant Layout Decision, Techniques for selection of Location..

Unit – III

Aggregate production planning – Approaches - Material Requirement planning (MRP) – Supply Chain Management – Decisions – Process – Models - Job shop Production

Unit - IV

Inventory Management – Objectives, Costs and Control techniques – EOQ Models - Overview of MRP, MRP II and ERP - Overview of JIT. Materials Management – Objectives – Importance.

Unit - V

Project Management – Scheduling Techniques, PERT, CPM, - Simple Problems – TQM Factors Affecting Quality – Lean – Six Sigma.



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Text Books

1. Production and Operations Management - Upendra Kacharu – Excel Books
2. Production and Operations Management - R.PanneerSelvam – PHILearning Private Limited
3. Production and Operations Management - K. Aswathappa K.Sridhara Bhatt Himalaya Publishing House.

Chapters and Sections:

- Unit I,IV - Production and Operations Management - Upendra Kacharu
Unit II,III - Production and Operations Management - K. Aswathappa K.Sridhara
Unit V- Production and Operations Management - K. Aswathappa K.Sridhara Bhatt

Reference Books:

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



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PART - III CORE	Title : HUMAN RESOURCE MANAGEMENT	Subject Code : 17 MBA C25
Semester : II	HOURS : 5 hours / Week	CREDITS : 4

Objective:

- To make the students to understand the importance of Human Resource and how best it can be utilized for the achievement of the Individual and Intuition development
- To provide an in depth understanding on the subject covering all the recent developments like entry of MNC's, strategic orientation and to highlight the changing of Human Resource Management.

Unit 1:- Introduction Definitions, History of HRM, Overview of HRM, HR Activities & Objectives, Functions, Policies, Importance & Approaches, Benefits & Barriers Current and Future challenges to HRM: Job and careers in HRM - Strategic HRM – Introduction, Concept and implication, Trends & Influence of HRM

Unit 2:- Human resource planning: **Definition, Purpose, Steps, Forecasting HR Demand** , Models for HRP. Job Analysis: Definition, scope and methods of job analysis, Strategic view and valuation –

Unit 3:- Recruitment and Selection and Performance Appraisal, Learning and Development and Employee Compensation

Unit 4:- Grievance Handling and Discipline- models, Grievance procedure, Need and concept of discipline - Standing orders - procedure / process of conducting domestic enquiry - Natural justice. Computers in HRM: Introduction to HRIS, acquiring and implementing HRIS, computer and HRIS uses in HRM

Unit 5: Industrial Relations: Objectives, Approaches of HR, Trade Unions: Definition, features & Objectives, Functions, collective Bargaining

1. The Factories Act.
2. ESI Act.
3. Provident Fund Act.
4. Gratuity Act.
5. Bonus Act.

Text Books:

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

Chapters and Sections:

1. Unit I,II - Human Resource Management - K. Aswathappa
 Unit III, IV - Human Resource Management - Subba Rao
 Unit V- Human Resource Management - Vikas Arora, Seema Arora



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699

PART - III CORE	Title : WORKSHOP ON MANAGERIAL SKILLS - II	Subject Code : 17 MBA WS2
Semester : II	HOURS : 2	CREDITS : 1

Objective:

- It is essential for a student in Management Studies to know the Strengths and weakness of the members in the team.
- The aim of this syllabus is to make the student understand Group Dynamics and Its importance.

Unit 1:-Time Management: Introduction – The 80:20 rule- Three Secrets of Time Management- Time management Matrix – Analysis of Time management matrix – Time wasters – Time savers – Time circle planner – Tips.

Unit II:- Team Building: Introduction – Meaning – Aspects of team building- Skills needed for team work – A model for team building – Team Vs Group – Characteristics for effective teams. – Tips.

Unit III: - Leadership: Introduction – Meaning of Leader – Roles - Qualities – How to become a Leader – Essential Leadership qualities - Tips.

UNIT IV:-Emotional Intelligence: Introduction – Meaning - What are Emotions - The Five Dimensions – Tips.

UNIT V: Effective Decision Making: Introduction – Why Decision is important – Importance of Decision Making - Types of Decision –Process of Decision Making - D A S S A E - 5 W + 1 H – Tips.

TEXT BOOKS:

1. D.K.Singh, Just in time, Ane Books Pvt Ltd, 2009.
2. Glenn M parker, Richard P Kroop – Team Building, Viva Books Pvt Ltd.
3. Len Speery, Effective Leadership, Brunner – Rouledge, Newyork.
4. Daniel Goleman, Emotional Intelligence, Bantam books.
5. Dena Michelli, E, Decision Making, Hodder & Stoughton.
6. Dr.Alex, Soft Skils, S.Chand Publishers.

CHAPTERS AND SECTIONS:

UNIT I: Dr.Alex, Soft Skils, S.Chand Publishers.

UNIT II: Dr.Alex, Soft Skils, S.Chand Publishers

UNIT III: Len Speery, Effective Leadership, Brunner – Rouledge, Newyork.

UNIT IV: Daniel Goleman, Emotional Intelligence, Bantam books.

UNIT V: Dena Michelli, E, Decision Making, Hodder & Stoughton.

Passed in the BOS Meeting
held on 15-3-2017

Signature of Chairman / HOD



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III SEMESTER

S. No	Sub. Code	Subject Title	Hrs / Week	Exam hrs	CA	SE	Tot	Crd
1.	17MBAC31	Operations Research	5	3	25	75	100	4
2.	17MBAC32	Business Environment and Law	5	3	25	75	100	4
3.	17MBAC33	Business Research Methods	5	3	25	75	100	4
4. & 5.*		MARKETING ELECTIVES						
	17MBAE3A	i) Personal Selling and Sales Management*	4	3	25	75	100	4
	17MBAE3B	ii) Services Marketing*	4	3	25	75	100	4
	17MBAE3C	iii) Advertising and Sales Promotion*	4	3	25	75	100	4
		FINANCE ELECTIVE						
	17MBAE3D	i) Indian Capital Markets*	4	3	25	75	100	4
	17MBAE3E	ii) International Trade Finance and Documentation*	4	3	25	75	100	4
		HUMAN RESOURCES						
	17MBAE3F	Training and Development*	4	3	25	75	100	4
	17MBAE3G	Wages and Salary Administration*	4	3	25	75	100	4
		EVENT MANAGEMENT						
	17MBAE3H	Fundamentals of Event Management	4	3	25	75	100	4
	17MBAE3I	Event Marketing	4	3	25	75	100	4
		RETAIL MANAGEMENT						
	17MBAE3J	Fundamentals of Retailing	4	3	25	75	100	4
17MBAE3K	Retail Store Management	4	3	25	75	100	4	
	BANKING							
17MBAE3L	Islamic Banking - I	4	3	25	75	100	4	
17MBAE3M	Banking Technology - I	4	3	25	75	100	4	
	Non -Major Elective							
6.	17MBAN31	Managerial Practices	5	3	25	75	100	4
	17MBAWS3	Workshop on Managerial Skills -III	2	-	-	50	50	1
	17MBACV3	Comprehensive Viva-Voce	-	-	-	50	50	1

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



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PART - III CORE	Title : OPERATIONS RESEARCH	Subject Code : 17 MBA C31
Semester : III	HOURS : 5 hours / Week	CREDITS : 4

Objectives:

- To enable students to make decisions under conditions of certainty and uncertainty.
- To improve the capability to formulate effective models in organizational decision making process.

UNIT 1

Introduction to OR and its applications – Resource allocation models: Linear Programming – Formulations of Managerial problems – Graphical and simplex methods.

UNIT 2

Duality and Dual Simplex methods - Integer programming – Enumeration method – Optimality Principle.

UNIT 3

Transportation - Assignment Problems and Travelling Salesman Problem.

UNIT 4

Game Theory – Pure and mixed strategies, Dominance Principle and Applications to Business.

UNIT 5

Queuing models – Markov chain and its applications to business.

Text Books:

1. Kanti Swaroop, Gupta P.K. Man Mohan(2005), “Operations Research”,. Sultan Chand and Sons.

Reference Books:

1. Sundaresan V Ganapathy Subramanian K S and Ganesan K (2002) Resource Management Techniques A R Publications 2002
2. Hamdy A. Taha(2008): Operations Research-An Introduction, Prentice Hall, 8th. Edition, 2008.
3. Srinivasan G (2000) Operations Research : Principles and Applications. Author. Publisher, PHI Learning Pvt. Ltd.

Chapter and Sections:

Unit I - Kanti Swaroop, Gupta P.K. Man Mohan(2005), “Operations Research”,. Sultan Chand and Sons.

Unit II - Sundaresan V Ganapathy Subramanian K S and Ganesan K (2002) Resource Management Techniques A R Publications 2002

Unit III - Kanti Swaroop, Gupta P.K. Man Mohan(2005), “Operations Research”,. Sultan Chand and Sons.

Unit IV - Kanti Swaroop, Gupta P.K. Man Mohan(2005), “Operations Research”,. Sultan Chand and Sons.

Unit V - Sundaresan V Ganapathy Subramanian K S and Ganesan K (2002) Resource Management Techniques A R Publications 2002.



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PART - III CORE	Title : BUSINESS ENVIRONMENT AND LAW	Subject Code : 17 MBA C32
Semester : III	HOURS : 5 hours / Week	CREDITS : 4

Objectives:

- To acquire a reasonable knowledge in Business.
- To make the students to understand the various Environments and Laws which are affecting Business.

Unit 1- Introduction to Business Environmental Law

Internal environment – External Environment – Micro Environment – Macro environment – Environmental Analysis and Strategic Management.

Unit 2- Environmental Analysis and Forecasting

Types of Environmental Analysis – Social – Cultural- Economic- Political – Geographical Environmental Analysis – Importance of environmental Analysis – Limitations.

Unit 3 – Acts and laws on Business Environment in India

The foreign exchange Management Act 1992 – SEBI Act – Consumer Protection Act – Environment Protection Act - Right To Information Act – Goods and Services Tax (GST)

Unit 4 – Technology and Business Development

Concept of Technology – Technology and Business Development – Social Responsibility of Business – Corporate Governance – Indian Corporate Culture- Socio Audit.

Unit 5- Liberalization

Economic Liberalization and its impact on Indian Business – Causes of the Breakdown of the public Sectors in Indian Business Development- Impact of Business on Emerging Middle class in India.

Text Book:

1. Francis Cherunilam, Business Environment and Policy, Himalayan Publisher

Reference Books:

1. S.Sankaran, Business Environment, Margham
2. K.R.Bulchandani, Business Law for management, Himalayan Publisher
3. C.B.Gupta, Business Environment and laws, Sultan Chand & sons.

Chapter and Sections:

Unit I - Francis Cherunilam, Business Environment and Policy, Himalayan Publisher

Unit II - K.R.Bulchandani, Business Law for management, Himalayan Publisher

Unit III - S.Sankaran, Business Environment, Margham

Unit IV - Francis Cherunilam, Business Environment and Policy, Himalayan Publisher

Unit V - Francis Cherunilam, Business Environment and Policy, Himalayan Publisher



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PART - III CORE	Title : BUSINESS RESEARCH METHODS	Subject Code : 17 MBA C33
Semester : III	HOURS : 5 hours / Week	CREDITS : 4

Objectives:

- To make the student understand the basis of Research and its importance.
- To give exhaustive knowledge in the field of Research that helps the student to gain knowledge which can be immediately applied during research.

Unit 1

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

Unit 2

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

Unit 3

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

Unit 4

Processing of Data- Types of Analysis – Statistics in Research - Data analysis- Specific applications of measures of Central tendency, Dispersion- Measures of Relationship: Correlation and Regression- Applications in research – Hypothesis : Meaning, Types, Errors and Testing of Hypothesis- Parametric and Non –parametric Tests

UNIT-5

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

Text Book:

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

Suggested Readings:

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



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PART - III ELECTIVE	Title : PERSONNEL SELLING AND SALES MANAGEMENT	Subject Code : 17MBA E3A
Semester : III	HOURS : 4 hours / Week	CREDITS : 4

Objectives:

- To give knowledge to the students to do effective Personnel Selling process.
- To provide an introduction to personal selling as a systematic process and to help the students to know about the basic activities of sales management: evaluation, budgeting.

Unit 1: Personal Selling: Personal Selling and Marketing Evaluation of Personal Selling (as an element of promotional mix) & other elements of promotion mix-sales promotion, advertising and publicity. Professional selling process - prospecting, pre-approach, sales presentation and demonstration, negotiating, sales resistance and objections, closing, follow-up.

Unit 2: Sales force management: Duties & responsibilities of Sales Executive – Co-Ordination & Inter relations with other Departments. - Distribution network relations.

Unit 3: Sales force management - personnel management in the selling field - Recruiting and Selecting sales personnel.

Unit 4: Sales training programmes: Planning, executing and evaluating sales training programmes - motivating sale personnel - compensating sales personnel - sales meeting and sales contests - evaluating and supervising sales personnel.

Unit 5: Controlling the sales efforts - The sales budgets - Quotas - Sales territories - Sales control and Cost analysis.

Text Book:

1. Still, Cundiff and Govoni (2008), "Sales Management Decisions, Strategies and Cases", Prentice Hall of India.

Suggested Readings:

1. Churchill, Ford Walker(2008), "Sales Force Management", Tata Mc Graw Hill
2. Keith Rosen(2009) Coaching Salespeople into Sales Champions: A Tactical Playbook for Managers and Executives, Wiley Publication.
3. Andris A. Zoltners, Prabhakant Sinha, Sally E. Lorimer, "Sales Force Design for Strategic Advantage" Amazon Publication



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PART - III ELECTIVE	Title : SERVICES MARKETING	Subject Code : 17MBAE3B
Semester : III	HOURS : 4 hours / Week	CREDITS : 4

Objectives:

- The objective of this syllabus is to make the student understand the importance of Services Marketing
- To make the student understand the importance of Services marketing with emphasis on various aspects of service marketing which make it different from goods-marketing.

Unit 1:- Introduction – Nature – Services marketing and Relationship marketing.

Unit 2:- Services marketing mix – 7 P's – barriers to marketing of services – marketing on the low ebb – beliefs, perceptions, and attitudes - Services Blueprint Concept.

Unit 3:- Developing an effective service mission – Services marketing segmentation.

Unit 4:- Positioning and differentiation of services – marketing plans for services.

Unit 5:- Marketing of some selected services in the Indian context – Personal care marketing – Entertainment marketing – Education marketing – Communication marketing – Bank marketing – Hotel marketing – Hospital marketing.

Text Book:

1. SM. Jha(1997), Services Marketing, Himalaya Publishing house

Suggested Readings:

1. Vasanthi Venugopal & Raghu V.N, Services Marketing,
2. P.N. Reddy and Appanaiah , Services marketing, McGraw Hill
3. Rajendra Nargundkar (3rd edition), Service marketing, Himalaya publishing house



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PART - III ELECTIVE	Title : ADVERTISING AND SALES PROMOTION	Subject Code : 17MBAE3C
Semester : III	HOURS : 4 hours / Week	CREDITS : 4

Objectives:

- To provide the students an opportunity to gain and understanding the importance of Advertisement to promote the sale.
- To make them familiarize with various Sale Promotion Strategies.

Unit 1: Introduction: Nature and scope of Advertising – Classification of Advertising- Types of Advertising- Role of Advertising in India's economic development- Social and Economic Aspects of Advertising.

Unit 2: Functions and Benefits of Advertising: Functions of Advertising- Commercial Functions- Social Functions- Economic Functions- Psychological Functions- Benefits of Advertising to Manufacturers, Wholesalers, Retailers, Salesman.

Unit 3: Social and Ethical Aspects of Advertising: Social issues in Advertising- Responsibility of the Advertiser- Positive social effects of Advertisement- Social ill effects of Advertisement- Controversial effects of Advertising.

Unit 4: Sales Promotion: Nature- Concept of Sales Promotion- Definition- Evolution- Objectives- Methods of Sales Promotion- Reasons for growth of Sales Promotion- Sales Promotion of Services.

Unit 5: Sales Promotion Strategies: Objectives- Communication- Medium of Reach- Budgets- Promotional Strategies- Evaluation of Sales Promotion Strategy.

Text Book:

1. Rathor , "Advertising Management", Himalaya Publishing House
2. P.Saravanavel, S.Sumathi, " Advertising And Salesmanship", Margham Publications.

Suggested Readings:

1. S H H Kazmi, Satish K Batra (2009), "Advertising And Sales Promotion", Excel Books India.
1. Churchill, Ford Walker(2008), " Advertisement Management", Tata Mc Graw Hill
2. George E. Belch & Michael A. Belch (2011)"Advertising and Promotion: An Integrated Marketing Communications Perspective, 9th Edition" Hardcover Publication/.



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PART - III ELECTIVE	Title : INDIAN CAPITAL MARKETS	Subject Code : 17MBAE3D
Semester : III	HOURS : 4 hours / Week	CREDITS : 4

Objectives:

- To know about the Indian financial system and its players
- To understand the security market regulations
- To keep abreast of recent financial services

Unit-1

Indian financial system – overview of financial markets in India – Capital markets – money market – government securities markets – foreign exchange market – derivative markets – financial sector reforms.

Unit-II

Structure and institutions in capital market and money market – new issues market – new instrument – role of new issues in industrial financing – floating of new issues – options and futures.

Unit-III

Securities market in India – origin and emergence – types of securities – investment environment -sources of investment information – stocks exchange in India – trading in stock exchange – listing of securities.

Unit-IV

Security market regulations: securities contract and regulation act, 1945 – regulation and control of stock exchanges, OTCEI, NSE and BSE – market intermediaries: stock brokers – underwriters. SEBI Act: guidelines relating to capital issues, pricing, insider trading and investor protection.

Unit-V

Overview of financial services – merchant banking – functions, regulation – leasing and hire purchasing, factoring, venture capital, mutual funds, credit rating agencies, depositories.

Text Book & References:

1. Khan M.Y., FINANCIAL SERVICES Tata MC Graw Hill 1998.
2. Varshney, P.N., INDIAN FINANCIAL SYSTEM, Sultan chand & Sons 2000. REFERENCES
1. SEBI guidelines, Nabhi publications New Delhi.
3. Gordon and Natarajan, FINANCIAL MARKETS AND SERVICES, Himalaya publishing House 2001.
4. Sontomero and Babbel, FINANCIAL MARKETS, INSTRUMENTS AND INSTITUTIONS , MC Graw Hill 1998. 103
5. Vasant Desai, THE INDIAN FINANCIAL SYSTEM, Himalaya publishing House.

Suggested Readings :

1. Understanding Futures Markets KOLB Prentice Hall
2. How the bond marketing Institute of Finance Prentice Hall
3. Financial Management and Policy James C Van Horne Prentice Hall
4. Khan M.Y., FINANCIAL SERVICES Tata MC Graw Hill 1998



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PART - III ELECTIVE	Title : INTERNATIONAL TRADE FINANCE AND DOCUMENTATION	Subject Code : 17MBAE3E
Semester : III	HOURS : 4 hours / Week	CREDITS : 4

Objectives:

- To appraise the students on the basics of international trade and related concepts, policies and procedures
- To make them aware of the documentation done for exports and imports
- To familiarize them in financing of foreign trade in India

Unit 1:

Introduction: Export documentation; Foreign exchange regulations; ISO 9000 series and other internationally accepted quality certificates; Quality control and pre-shipment inspection ; Export trade control ; Marine insurance; Commercial practices.

Unit 2 :

Export Procedures: General excise clearances; Role of clearing and following agents; shipment of export cargo; Export credit; Export credit guarantee and policies; Forward exchange cover; Finance for export on deferred payment terms; Duty drawbacks.

Unit 3:

Import Procedures: Import licensing policy; Actual user licensing; Replenishment licensing; Import-export pass book; Capital goods licensing; Export houses and trading houses

Unit 4:

Export Incentives: Overview of export incentives-EPCG, Duty drawbacks, duty exemption schemes, tax incentives; Procedures and documentation.

Unit 5:

Trading Houses: Export and trading houses schemes – criteria, procedures and documentation; Policy and procedures for EOU/FTZ/EPZ/SEZ units

Text Books:

1. G Jeevanandam, Foreign Exchange - Practice, Concepts and Control, Sultan Chand

Suggested Readings:

1. Francis Cherunilam, International Trade & Export Management, Himalaya Publications
2. V.A.Avadhani, International finance, Himalaya Publications
3. M.L.Varma, International Trade, Vivek



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709

PART - III ELECTIVE	Title : TRAINING AND DEVELOPMENT	Subject Code : 17MBAE3F
Semester : III	HOURS : 4 hours / Week	CREDITS : 4

Objectives:

- The course is about the training and employee development and human performance improvement in organizations.
- To help the students to understand how to relate training to better job performance.

UNIT 1: Definition – Scope – Objectives - Benefits of training – The roles and Responsibilities of Training – A training process Model – Difference between training and development.

UNIT 2: Training Needs Analysis : - Organizational Analysis, Task analysis, Person Analysis – Requirements Analysis –Methods and Techniques of Training Needs and Assessment - Assessment of methods.

UNIT 3: Training Design – Factors affecting – Constraints in the Design – Organizational/ Environmental Constraints- Budgeting for Training – Types of Cost- Developing objectives- Facilitation of learning.

UNIT 4: Training Methods - off the job- on the job training methods: Lectures - Group Discussion Methods – Case Study Method – Role play Method- Management game Method- In-Basket Exercise Method- Sensitivity Training Method- Computer Based Training Method.

UNIT 5: Approaches to Management Development – Overview of the Managerial Job - Management Development implications - Sources of knowledge and skills - Evaluation – Types and methods – Rationale for Evaluation - Types of Evaluation Instrument - Types of Evaluation Data - Evaluation Designs - Training Audit.

Text Book:

1. Dr. B. Janakiraman (2007) "Training & Development: Indian Text Edition" Dreamtech Press.

Suggested Readings:

1. Rolf P Lynton, Udai Pareek (2005)“Training for Development” Vistar Publications.
2. Steve Truelove (2007)“Training and Development” Jaico Publications.



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PART - III ELECTIVE	Title : WAGES AND SALARY ADMINISTRATION	Subject Code : 17MBAE3G
Semester : III	HOURS : 4 hours / Week	CREDITS : 4

Objectives:

- The objectives of this course is to familiarize the students with the dynamics of Wages and Salary Administration.
- To create awareness on Wage legislation in India

Unit: - 1: Wage Concepts and Theories : Introduction- Wage Meaning- Minimum Wage- Need based minimum wage- Fair Wage- Living Wage- Payments : Time rate and piece rate system- Payment by BPR- Theories of Wages – Components of Wages – Factors influencing the determination of Wages.

Unit: -2:

Job Evaluation System – Definition – Methods of Job Evaluation – Pay determination : Pay problems of the business – Management’s approach to pay problems, Salary Administration of Top executives.

Unit:-3 : Wage Incentives : Incentive: Meaning- Principles and procedures for installing Incentive systems – Individual incentive plans, Group incentive plan.

Wage Fixation : Wage fixation through collective bargaining – Wage boards- Adjudication.

Unit: -4 : Wage Policy : Objective of Wage Policy – Need for Wage Policy – Recommendations on Wage Policy – National Wage Policy.

Unit:-5 : Wage Legislation : Payment of wages Act, 1936 – The minimum wages Act, 1948 – Payment of Bonus Act, 1965 – Equal Remuneration Act, 1976.

Text Book :

1. A.M.Sharma (2004), ‘Understanding Wage System’ Himalaya Publications

Suggested Readings:

1. Richard I. Derson, “Compensation Management”, Pearson Education,
2. Elizabeth Lanhen, Administration of Wages and Salaries
3. David W.Belcher , Wages and Salary Administration



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PART - III ELECTIVE	Title : FUNDAMENTALS OF EVENT MANAGEMENT	Subject Code : 17MBAE3H
Semester : III	HOURS : 4 hours / Week	CREDITS : 4

Objectives:

- To create awareness on the importance of Event management among the emerging middle class in India.
- To make the students learn and practice events for Their Self Employment

UNIT-1

Events and Event Management: Need, Scope, Definition of events, Types of event, Understanding Events, MICE – Meaning, Industry, Important statistics, India as MICE Destination, MICE Services, Types of MICE Services India offers

UNIT -2

Principles of event management planning, Creativity, Event feasibility, The competitive environment, Setting realistic objectives, Taking a brief, Time lines and budgeting.

UNIT-3

Marketing Event Management, Event marketing plan, The marketing mix, Branding, Promotion of Event and Market research

UNIT - 4

PR in Event Management, Creating a PR plan for events, Press and broadcast media relations, Briefing journalists, Preparing press releases, Commissioning and briefing photographers, Maximizing publicity opportunities for your event

UNIT -5

Event Management System: Use of Computers in Event Management, Event Management Softwares, Event Management Control with Budgets, CPM and PERT Techniques, Event Scheduling and Alternative & Support plan for Control.

Text Book

1. Razaq Raj, Paul Walters and Tahir Rashid(2013), Events Management Principles and Practice, Sage Publications.

Suggested Readings:

1. Kishore, Ganga Sagar Singhand Devesh Haran(2011), ' Event Management: A Blooming Industry and an Eventful Career' HaranChand Publications Pvt. Ltd. -
2. Swarup K. Goyal (2009)Event Management, Adhyayan Publisher
3. Savita Mohan (2008), Event Management & Public Relations, Enkay Publishing House.



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PART - III ELECTIVE	Title : EVENT MARKETING	Subject Code : 17MBAE3I
Semester : III	HOURS : 4 hours / Week	CREDITS : 4

Objectives:

- To make the students understand the need for event marketing and Branding.
- To train the students to effective in Event Marketing Communications.

UNIT – 1

Introduction to Event Marketing -The Objectives of Event Marketing, Role of CRM- Importance and Scope of CRM- Emerging Social Network marketing - Opportunities and Challenges in Marketing of Events in Social Network

UNIT – 2

Event and the Marketing Communications Environment, Event Marketing Planning and Creating your own event. Marketing Mix, 7 Ps, - Future of Event Marketing.

UNIT – 3

Communicating with the Customer - Business Presentation: Written and oral presentation – work – team presentation – Delivering the business presentation visual aids – slides – electronic presentation – hand-outs – delivering the presentation.

UNIT – 4

Introduction to PR – Concept, Nature, Importance, Steps, Limitations, Objectives Media – Types of Media, Media relations, Media Management PR strategy and planning – identifying right PR strategy, Brain Storming sessions, Event organization, writing for PR

UNIT – 5

Sponsorship, Core principles of sponsorship, Type of Sponsorship , Reason of companies sponsor, Importance- Elements of good sponsorship- Identifying appropriate sponsors and sponsorships- Managing sponsors relationships

Text Book

1. Saget Allison(2006), 'The Event Marketing Handbook' Wiley Publications

Suggested Readings:

1. Bruce E. Skinner, Vladimir Rukavina (2002), Event Sponsorship, Wiley Publications.
2. C. A. Preston (2005), Event Marketing: How to Successfully Promote Events, Festivals, Conventions, and Expositions, 2nd Edition, Wiley Publications.
3. Judy Allen (2005), "Event Planning: The Ultimate Guide To Successful Meetings, Corporate Events, Fundraising Galas, Conferences, Conventions, Incentives and Other Special Events, 2nd Edition, Wiley Publications.



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PART - III ELECTIVE	Title : FUNDAMENTALS OF RETAILING	Subject Code : 17MBAE3J
Semester : III	HOURS : 4 hours / Week	CREDITS : 4

Objectives:

- To create awareness on Indian Retail Industry and Its socio Economic Significance
- To make them to understand the Fundamentals of Retailing

Unit 1

Introduction: Definition and Meaning of Retailing, Overview of Indian Retail Industry Social and economic significance of retailing, Structure of retailing and distribution, Opportunities in retailing. Types of retailing, Retailing Formats, Challenges of effective retailing

Unit 2

Retail buying behaviour : The buying process, Types of buying decisions, Social factors influencing the buying process- Retailing strategy : Retail market strategy, Target market , Growth strategies, Global growth opportunities, The strategic retail planning process

Unit 3

Financial strategy and retail locations: Financial objectives and goals, Types of locations, Location and retail strategy, Legal considerations, Evaluating specific areas for locations, Evaluating a site for locating a retail store, Trade area characteristics, Estimating potential sales for a store site, Negotiating lease

Unit 4

Merchandise management : Merchandise management overview, Forecasting sales, Developing an assortment plan, Setting inventory and product availability levels, Establishing a control system for managing inventory, Allocating merchandise to stores, Analyzing merchandise management performance, Developing and sourcing private label merchandise, Negotiating with vendors

Unit 5

Store Management: Store management responsibilities, Recruiting , selecting, Motivating and managing store employees. Store design objectives, Store design elements, Visual merchandising, Creating an appealing store atmosphere, Strategic advantage through customer service, Customer service quality, Service recovery

Text Book

1. K.V.S.Mathan (2009), Fundamentals of Retailing. TMH

Suggested Readings:

1. Retailing management by Michael Levy Barton Weitz Ajay Pandit, M. G.Hills, 8th Edition (2012)
2. Retailing management by Swapana Pradhan, M. G.Hills, 4th Edition (2012)
3. Managing retailing by Piyush Kumar Sinha and Dwarika Prasad Uniyal, Oxford Uni Press, India



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PART - III ELECTIVE	Title : RETAIL STORE MANAGEMENT	Subject Code : 17MBAE3K
Semester : III	HOURS : 4 hours / Week	CREDITS : 4

Objectives:

- To make the Students understand about Retail Store Management.
- To familiarize the concepts in Store Management.

Unit 1

An Overview of retail operations, Stores organisation, Selection of right Location, Different layout & designs- Retail Arithmetic: Quantitative terms related with a retail store and its calculation

Unit 2

Pre-Store opening: Role of operations in opening a store, Filling the store with merchandise, Concept of Distribution centre, various activities at the distribution centers- Store opening and closing: Store opening and closing process.

Unit 3

Material identification system - Receiving and inspection, storage system- Preservation of materials in the storage- Stock management: Relevance of stock management to retail operations, Various types of stock checks, Taking care of quality inside a store

Unit 4

The store audit: Store appearance, presentation, stock, cleanliness, HR in operations- Store finance and controls: stock valuating, stock verification, Accounts receivable, cash management, budgeting, Day to Day cash management

Unit 5

Loss prevention and shrinkage control: Importance of security measures, Methods & ways to reduce shrinkage, reasons for shrinkage, Scrap and surplus management- The customer service desk, Exchange of defective products, Loyalty Programs for a store.

Text Book:

1. Iyer, B.Sriram., Retail Store Operations, Tata Mc Graw Hill, 2011

Suggested Readings:

1. Levy, Michale & Barton. A. Weitz, Retailing Management, Tata Mc Graw Hill.3rd ed
2. Menon, K. S., Stores Management, Macmillan India, 2 Ed., 2006



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PART - III ELECTIVE	Title : ISLAMIC BANKING - I	Subject Code : 17MBAE3L
Semester : III	HOURS : 4 hours / Week	CREDITS : 4

Objective:

- To define the scope and significance of Islamic Economics with special reference to the central problems of economic choice.
- To familiarize students with basic concepts used in Islamic finance

Unit I: Introduction

Islamic Economic System - Introduction to Economic Theories and Islamic Economic System - The Historical Development of Islamic Banking - Islamic Commercial law - The Basic Prohibitions - Qard and Dayn in Islamic banking - Principles of Islamic Commercial Contracts - Islamic law of Sale and Purchase

Unit II: Modes of Shari'ah-Compliant Transactions - Introduction to Islamic Modes of finance - Non-participatory Modes of finance - Participatory Modes of finance - Accessory Modes

Unit III: Islamic Banking Operations - Key Characteristics of Islamic Banking Operations - Islamic Retail Banking Services - Islamic Investment Management Services - Corporate Banking Services - Investment Banking in Islamic Banks - Treasury and International Banking

Unit IV: Governance, Regulation, Accounting Issues in Islamic Banking Social Responsibility and Internal Controls - Regulatory Compliance Functions - Risk Management in Islamic financial Institutions - Modern trends in Islamic Banking

Unit V: Introduction to Islamic Insurance (Takaful) - Insurance and the Introduction of Takaful - Takaful and Retakaful

Suggested Reading:

1. Ahmad, Habib (eds), Theoretical Foundation of Islamic Economics, Islamic Research and Training Institute, Islamic Development Bank, 2002.
2. Khan, W. Masood, Towards an Interest Free Islamic Economic System, Leicester, UK: The Islamic Foundation, 1985.
3. Siddiqi, M.N, Some Aspects of Islamic Economy, Delhi, M. M. I. Publishers, 2002.



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PART - III ELECTIVE	Title : BANKING TECHNOLOGY - I	Subject Code : 17MBAE3M
Semester : III	HOURS : 4 hours / Week	CREDITS : 4

Objectives:

- To define Banking Operations for the Students
- To familiarize students with basic concepts used in Banks

Unit I : Branch Operation and Core Banking - Introduction and Evolution of Bank Management – Technological Impact in Banking Operations – Total Branch Computerization – Concept of Opportunities – Centralized Banking – Concept, Opportunities, Challenges & Implementation

Unit II : Delivery Channels - Overview of delivery channels – Automated Teller Machine (ATM) – Phone Banking – Call centers – Internet Banking – Mobile Banking – Payment Gateways – Card technologies – MICR electronic clearing

Unit III: Back office Operations - Bank back office management – Inter branch reconciliation – Treasury Management – Forex Operations – Risk Management – Data centre Management – Network Management – Knowledge Management (MIS/DSS/EIS) – Customer Relationships Management (CRM)

Unit IV: Interbank Payment System - Interface with Payment system Network – Structured Financial Messaging system – Electronic Fund transfer – RTGS – Negotiated Dealing Systems & Securities Settlement Systems – Electronic Money – E Cheques

Unit V: Contemporary Issues in Banking Techniques – Analysis of Rangarajan Committee Reports – E Banking - Budgeting – Banking Softwares – Case study: Analysis of Recent Core Banking Software.

Basic Text Book & References:

1. Financial Services Information Systems - Jessica Keyes Auerbach publication;
2. 2nd edition (March 24, 2000)(Text Book) 2. Kaptan S S & Choubey N S., “E-Indian Banking in Electronic Era”, Sarup & Sons, New Delhi, 2003
3. 3. Vasudeva, “E – Banking”, Common Wealth Publishers, New Delhi, 2005



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PART - IV NME	Title : MANAGERIAL PRACTICES	Subject Code : 17MBAN31
Semester : III	HOURS : 5 hours / Week	CREDITS : 4

Objectives:

- The subject will provide a fundamental exposure to the theories in management and practice by contemporary executives with international perspective.
- To make them understand the nature of management and its components.

UNIT 1: Nature of Management : Introduction – Meaning of Management – Definition of Management – Features or characteristics of Management – Functions of management – Importance of management – Administration and management – Difference between administration and management.

UNIT 2: Planning : Introduction – Meaning – Definition - characteristics of planning – Objectives of planning – Nature of planning – Forecasting - Importance of planning – Advantages of planning – Steps in planning process.

UNIT 3: Organization :

Introduction – Meaning – Definition – Functions of Organization – Principles of Organization – Nature or characteristics of Organization – Importance / Advantages of Organization – Classification of Organization.

UNIT 4: Staffing :

Introduction – Definition – Elements of staffing – Functions of staffing – Processing of staffing – Proper staffing – Advantages of proper staffing – Recruitment: Meaning – Definition – Sources of Recruitment.

UNIT 5: Controlling:

Introduction – Definition – Areas or Scope of control – Steps in control process – requirements of effective control system – Techniques of control.

Text books

1. T.Ramasamy – Principles of Management – Himalaya Publishing House.

Suggested Readings:

1. Stephen P. Robbins- Organizational Behavior - prentice Hall of Indian Pvt., Ltd., New Delhi
2. Dr. T. Ramasamy – Principles of Management.
3. K. Aswathappa – Organizational behavior.



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PART - III CORE	Title : WORKSHOP ON MANAGERIAL SKILLS - III	Subject Code : 17 MBA WS3
Semester : III	HOURS : 2	CREDITS : 1

Objective:

- It is essential for a student in Management Studies to know the Strengths and weakness of the members in the team.
- The aim of this syllabus is to make the student understand Group Dynamics and Its importance.

UNIT I: BODY LANGUAGE

Introduction – body talk – voluntary and involuntary body language – forms of body language – parts of body language – origin of body language – uses of body language – body language in building interpersonal relations – body language in building industrial relations – reasons to study body language – improving your body language – types of body language – gender difference – female interest and body language – shaking hands with women – interpreting body language – developing confidence with correct body language .

UNIT II: STRESS MANAGEMENT

Introduction – meaning – at one level stress may be a positive aid to performance – at one level stress may be a negative aid to performance – effects of stress – kinds of stress – source of stress – few other common source of stress – case study – behaviour identified with stress – assessing the existing of stress – what are the signs of stress? – Spotting stress in you – stress management tips teenage stress – make the morning memorable.

UNIT III: PREPARING CV/ RESUME

Introduction – meaning- difference among bio-data, CV and resume – the terms- the purpose of CV writing – types of resumes – interesting facts about resume – CV writing tips – CV / resume preparation – the dos – CV/resume preparation-the don'ts – resume checkup – design of a CV – entry level resume – the content of the resume – electronic resume tips – references – power words – common resume blunders – key skills that can be mentioned in the resume – cover letters – cover letter tips.

UNIT IV: GROUP DISCUSSION

Introduction – meaning of GD – why group discussion ? – characters test in a GD – Tips on GD - types of GD – skills required in GD – consequences of GD – behaviour in a GD – essential elements of GD – different characters in GD – traits tested in a GD – GD etiquette – areas to be concentrated while preparing for GD – initiating a GD – techniques to initiate GD – nonverbal communication in GD – movement and gestures to be avoided in GD – topics for GD.



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UNIT V: INTERVIEW SKILLS

Introduction – why an interview? – types of interview – interview panel – types of questions asked – reasons for selecting a candidate – reasons for rejecting a candidate – on the day of interview table – attending job fair – common mistakes that you wouldn't want to do- questions the candidate should not ask during the interview – post interview etiquette – how does one follow up? – telephonic interview – dress code at interview – typical questions asked – interview mistakes – quick tips – how to present well in interview – tips to make a good impression in an interview – job interview – basic tips – how to search for job effectively – interview quotations.

Reference Book: Soft Skills Dr.K.Alex S.CHAND



IV SEMESTER

S. No	Sub. Code	Subject Title	Hrs / Week	Exam hrs	CA	SE	Tot	Crd
1.	17MBAC41	Entrepreneurship	6	3	25	75	100	4
2.	17MBAC42	Strategic Management	6	3	25	75	100	4
3, 4 & 5.*		MARKETING ELECTIVE						
	17MBAE4A	i) Buyer Behaviour*	6	3	25	75	100	4
	17MBAE4B	ii) Industrial Marketing*	6	3	25	75	100	4
	17MBAE4C	iii) Tourism Management	6	3	25	75	100	4
	17MBAE4D	iv) Airlines Management	6	3	25	75	100	4
	17MBAE4E	v) International Logistics Management	6	3	25	75	100	4
		FINANCE ELECTIVE						
	17MBAE4F	i) Merchant Banking and Financial Services*	6	3	25	75	100	4
	17MBAE4G	ii) Investment and Portfolio Management *	6	3	25	75	100	4
	17MBAE4H	ii)Global Financial Management	6	3	25	75	100	4
		HUMAN RESOURCES*						
	17MBAE4I	International Human Resource Management*	6	3	25	75	100	4
	17MBAE4J	Organisational Development *	6	3	25	75	100	4
	17MBAE4K	Human Resource Accounting*	6	3	25	75	100	4
		EVENT MANAGEMENT*						
	17MBAE4L	Special Events	6	3	25	75	100	4
	17MBAE4M	Event Production and Logistics*	6	3	25	75	100	4
	17MBAE4N	Event Marketing and Branding*	6	3	25	75	100	4
		RETAIL MANAGEMENT						
	17MBAE4O	Visual Merchandising*	6	3	25	75	100	4
	17MBAE4P	Mall Management*	6	3	25	75	100	4
	17MBAE4Q	Retail Storage And Warehousing Management	6	3	25	75	100	4
		BANKING						
17MBAE4R	Islamic Banking –II	6	3	25	75	100	4	
17MBAE4S	Banking Technology - II	6	3	25	75	100	4	
17MBAE4T	International Banking	6	3	25	75	100	4	
17MBACP1	PROJECT WORK				100	100	5	
17MBACV4	Comprehensive Viva-Voce	-	-	-	50	50	1	

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



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PART - III CORE	Title : ENTREPRENEURSHIP	Subject Code : 17MBAC41
Semester : IV	HOURS : 6 hours / Week	CREDITS : 4

Objectives:

- To make them to understand the meaning of Entrepreneurship on the basis of various definition and theories.
- To motivate the students to become entrepreneur in the changing Economic Environment.

Unit 1:- Introduction to Entrepreneurship-Entrepreneurship Process- Entrepreneur – Types of Entrepreneurs-The Entrepreneurial Mindset - Intrapreneurship or Corporate Entrepreneurship.

Unit 2:- Business Modeling, Business Planning, Business Creation – Financial and Technical Evaluation – Project Appraisal – Common Errors in Project Formulation.

Unit 3:- Evolution of a Start-Up- Collaboration- Networking- Intellectual Property -Innovation for Business Growth -Knowledge Management- Human Resource- Leadership and Governance.

Unit 4:- Entrepreneurial Growth Strategies- Franchising, Sickness & Revival and Exiting the Venture – Women Entrepreneurship -Rural Entrepreneurship- Social Entrepreneurship- Family Business and Entrepreneurship- Technology Driven Entrepreneurship.

Unit 5:- Institutional Framework for Entrepreneurship – Role of funding agencies in the Entrepreneurship Development - District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship(NEN) & National Institute of Entrepreneurship Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB) - Schemes - PMRY, JRY.

Text Book:

1. Entrepreneurship: Theory and Practice by Raj Shankar, TMH Publication, New Delhi

Suggested Readings:

1. Entrepreneurship: New Venture Creation - David H. Holt
2. Entrepreneurship - Hisrich Peters
3. Dynamics of Entrepreneurship Development -VasantDesai



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PART - III CORE	Title : STRATEGIC MANAGEMENT	Subject Code : 17MBAC42
Semester : IV	HOURS : 6 hours / Week	CREDITS : 4

Objectives:

- To provide a critical overview about business implications and opportunities arising from growing New Socio - Economic and Environmental concerns.
- To enhance the ability to integrate special concerns into business operations & to evolve corporate strategies.

Unit 1:- Definition, nature, scope, and importance of strategy; and strategic management (Business policy). Strategic decision-making. Process of strategic management and levels at which strategy operates. Role of strategists. Defining strategic intent: Vision, Mission, Business definition, Goals and Objectives, Balanced score card Approach to Objectives.

Unit 2:- Internal Appraisal – The internal environment, organizational capabilities in various Functional areas and Strategic Advantage Profile. Methods and techniques used for organizational appraisal (Value chain analysis, Financial and non financial analysis, historical analysis, Industry standards and benchmarking, Balanced scorecard and key factor rating). Identification of Critical Success Factors (CSF). Environmental Appraisal—Concept of environment, components of environment. Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS)

Unit 3:- Corporate level strategies-- Stability, Expansion, Retrenchment and Combination strategies. Corporate restructuring. Concept of Synergy. Business level strategies—Porter's framework of competitive strategies; Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies. Location and timing tactics. Concept, Importance, Building and use of Core Competence. Competitor Analysis- Outsourcing Strategy

Unit 4:- Strategic Analysis and choice—Corporate level analysis (BCG, GE Nine-cell, Hofer's Product market evolution and Shell Directional policy Matrix). Industry level analysis ; Porters's five forces model. Qualitative factors in strategic choice. Strategy implementation: Resource allocation, Projects and Procedural issues. Organization structure and systems in strategy implementation. Leadership and corporate culture, Values, Ethics and Social responsibility. Operational and derived functional plans to implement strategy. Integration of functional plans.

Unit 5:- Strategic control and operational Control. Organisational systems and Techniques of strategic evaluation. Ethics and Social Responsibility issues related to strategic management.



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Text Book: 1. Azar Kazmi, (2010) Strategic Management: , New Delhi, Tata mc Graw Hill Publication.

Suggested Readings:

1. Thomson and Stricland (2003), Strategic Management: Concept and Cases, New Delhi, Tata Mc Graw Hill Publication.
2. Pearce, Robinson and Mital(2008), Strategic Management: Formulation, Implementation and Control, New Delhi, Tata mc Graw Hill Publication.
3. Hitt. Ireland and Hoskisson(2012): Strategic Management: Competitiveness and Globalization: Concept and Cases, USA, Thomson Higher education.



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PART - III ELECTIVE	Title : BUYER BEHAVIOUR	Subject Code : 17MBAE4A
Semester : IV	HOURS : 6 hours / Week	CREDITS : 4

Objectives:

- The main objective of this syllabus is to develop and understand the aspects of buyers behaviour.
- To understand the buyer behaviour and their motives and the ways and means to handle them.

Unit 1:- Introduction – The diversity of consumer behavior – Consumer research – Market segmentation

Unit 2:-The consumer as an individual – Consumer needs and Motivation – Consumer Personality – Consumer perception.

Unit 3:- Consumer learning - Memory - Consumer Involvement – Consumer attitudes –Attitude Changes Strategies – Marketing Communication Process.

Unit 4:-Consumer & Cultural Influences – Social Class Influences & Consumer Behaviour – Group Influences.

Unit 5:- Consumer Decision Process – Problem Recognition – Information Search – alternatives & Selections – Outlet section & Purchases – Post purchase action.

Text Book:

1. Leon G. Schiffman, Leslie Lazar Kanuk, S.Ramesh Kumar(2010) "Consumer Behaviour" Paerson Education.

Suggested Readings:

1. Suja R Nair (2001), " Consumer Behaviour" Himalaya Publishing House.
2. Satish K Batra , SHH Kazmi (2008) " Consumer Behaviour" Excel Books.
3. Martin M. Evans, Gordon Foxall, Ahmad Jamal (2009)" Consumer Behaviour" Paperback – Unabridged.



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PART - III ELECTIVE	Title : INDUSTRIAL MARKETING	Subject Code : 17MBAE4B
Semester : IV	HOURS : 6 hours / Week	CREDITS : 4

Objectives:

- To make the students to develop skills in identifying and industrial marketing problems and help them to creating awareness in critically analyze.
- The specific industrial marketing issues.

Unit 1:- The industrial marketing system – the industrial marketing concept – types of industrial goods – nature of demand for industrial goods – industrial buyer motives – purchasing process – industrial buying situation – segmentation of industrial goods – value addition in industrial marketing.

Unit 2:- Industrial product - Assessing market opportunities – estimation of market potential – developing product strategy – strategic formation – technology and industrial market places – planning industrial product lines – pre – sales & post sales service – value analysis – vendor analysis.

Unit 3:- Industrial product pricing – Industrial product pricing determinants – pricing objectives – pricing decision analysis – pricing strategies – leasing of industrial products.

Unit 4:- Marketing channels – marketing channel participants – marketing channel strategy – marketing logistics: physical distribution and customer service.

Unit 5:- Industrial product promotion – personal selling – developing industrial sales force – planning, organizing & counseling, selling function – direct marketing – advertising – sales promotion – public relations and publicity – relationships marketing;

Text Book:

1. P.K. Ghosh (2005) Industrial Marketing, Oxford University Press .

Suggested Readings:

1. Industrial Marketing - Michael D. Hutt & Thomas W. Spoh.
2. Industrial Marketing - Francis Cherunilam
3. Industrial Marketing - Richard M Hill, Ralph S Alexender and James S. Cross



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PART - III ELECTIVE	Title : TOURISM MANAGEMENT	Subject Code : 17MBAE4C
Semester : IV	HOURS : 6 hours / Week	CREDITS : 4

Objectives

- To realize the potential of tourism industry in India;
- To understand the various elements of Tourism Management; and

Unit – I Tourism: an overview: Elements, Nature and Characteristics - Typology of Tourism – Classification of Tourists - Tourism network - Interdisciplinary approaches to tourism - Historical Development of Tourism - Major motivations and deterrents to travel.

Unit – II Tourism Industry: Structure and Components: Attractions – Accommodation – Activities – Transportation - F&B – Shopping - Entertainment - Infrastructure and Hospitality – Emerging areas of tourism - Rural, Eco, Medical, MICE, Literary, Indigenous, Wellness, Film, Golf, etc., – Ideals of Responsible Tourism - Alternate Tourism.

Unit – III Tourism Impacts : Tourism Area Life Cycle (TALC) - Doxey's Index - Demonstration Effect – Push and Pull Theory - Tourism System - Mathieson and Wall Model & Leiper's Model - Stanley Plog's Model of Destination Preferences - Demand and Supply in tourism - Tourism regulations - Present trends in Domestic and Global tourism – MNC's in Tourism Industry.

Unit – IV Tourism Organizations: Role and Functions of World Tourism Organization (WTO), Pacific Asia Travel Association(PATA), World Tourism & Travel Council (WTTC) - Ministry of Tourism, Govt. of India, ITDC, Department of Tourism, Govt. of Puducherry, FHRAI, IHA, IATA, TAAI, IATO.

Unit – V Overview of Five Year Plans with special reference to Eleventh Five Year Plan for Tourism Development and Promotion, National Action Plan, National Tourism Policy - Code of conduct for safe and Sustainable Tourism for India.

References:

1. Chuck Y. Gee, James C. Makens & Dexter J. L. Choy (1989), THE TRAVEL INDUSTRY, Van Nostrand Reinhold, New York.
2. Page J. Stephen & Brunt Paul (2007), TOURISM- A MODERN SYNTHESIS, Thomson Pub, London.
3. Ray Youell (1998), TOURISM-AN INTRODUCTION, Addison Wesley Longman, Essex.
4. Sunetra Roday, et al (2009), TOURISM OPERATIONS AND MANAGEMENT, Oxford.



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PART - III ELECTIVE	Title : AIRLINES MANAGEMENT	Subject Code : 17MBAE4D
Semester : IV	HOURS : 6 hours / Week	CREDITS : 4

Objectives:

- To understand the structure and dynamics of airline industry;
- To understand the airport and airlines management linkages
- To study the international airfares, regulations and formalities to travel, and
- To study different organizations and their contributions to airlines management.

Unit – I : Role of IATA and its functions – ICAO; role and functions – Airport Authority of India – Open sky Policy _ International Conventions: Warsaw Convention, Chicago Convention.

Unit – II: Management of Airlines: Types of Airlines – Airline personnel and revenue earning – Airport Management – Study of aircraft parts – The aircraft turnaround The control tower- Airport facilities and special passengers _ Airport access _ Check in facilities – Landing facilities for departing passengers – In-flight services – cabin component – Audio and video projection equipments – Emergency equipments for disembarkation – In-flight entertainment – Class of service with more comfort.

Unit – III: Familiarization with OAG: Three letter city and airport code, airline designated code – minimum connecting time – Global indicators – Familiarization with Air tariff: Currency regulation, NUC conversion factors, General rules, Planning itinerary by air, Introduction to fare construction – Mileage principles – Fare construction with Extra Mileage allowances (EMA) – Extra Mileage surcharge (EMS).

Unit – IV: One Way and Return Trip – Circle trip journey – Open Jaw – Add-on mixed class journey- HIP check – Back Haul Minimum Check (BHC) – CTM check – Indirect Travel Limitation – Around the World fare – Special fares.

Unit – V: Issue of manual ticket – reservation procedure – MPD, MCO, PTA and their purposes – Universal Air Travel Plan: Types of air travel cards – Billing and Settlement Plan (BSP).

References:

1. Jagmohan Negi, AIR TRAVEL TICKETING AND FARE CONSTRUCTION, Kaniska, New Delhi, 2005.
2. OAG, CONSULTANT, IATA, Geneva AIR TARIFF BOOK
3. Stephen Shaw, AIRLINE IN SHIFTS & MANAGEMENT, Ashgate Pub., USA, 2004
4. IATA GUIDE, Geneva
5. Doganis R., AIRPORT BUSINESS, Routledge Publishing, London, 2002
6. Sikdar K., ALL AYOU WANTED TO KNOW ABOUT AIRLINES FUNCTION

Passed in the BOS Meeting
held on 15-3-2017

Signature of Chairman / HOD



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PART - III ELECTIVE	Title : INTERNATIONAL LOGISTICS MANAGEMENT	Subject Code : 17MBAE4E
Semester : IV	HOURS : 6 hours / Week	CREDITS : 4

Objectives:

- To make the students understand the concept of International Logistics Management.
- To make the students familiar with various types of Cargo Transportation.

Unit I: Marketing Logistics: Concept, Objectives and Scope; System elements; relevance of logistics in international marketing; International supply chain management and logistics; Transportation activity- Internal transportation, inter-state goods movement; Factors influencing Distribution Logistics.

Unit II: Transportation: Containerization; CFS and inland container depots; Dry ports; Road-Multi-modal transportation and CONCOR; Role of intermediaries including freight booking, shipping agents, C&F agents.

Unit III: General Structure of Shipping: Characteristics- Types of shipping- linear and tramp operations; Conference Chartering operation- Freight structure and practices; Chartering principles and practices; UN convention on shipping information – Documents for shipping of goods.

Unit IV: Air Transport: Air transportation- Total cost concept, advantages, freight structure and operations; Carrier consignee liabilities- Cargo handling- Information support system.

Unit V: Inventory control and Warehousing: Inventory management- Concepts and application to international marketing; Significance and types of warehousing facilities; Total cost approach to logistics.

Text book:

1. Asopa, V.N SHIPPING MANAGEMENT CASES AND CONCEPTS, Macmillan, New Delhi.

References:

1. Desai, H.P INDIAN SHIPPING PERSPECTIVES , Anupam publishing, Delhi.
2. Khanna, K.K. PHYSICAL DISTRIBUTION, Himalaya Publishing, Delhi.
3. Lambert, D et al STRATEGIC LOGISTIC MANAGEMENT, Tata McGraw Hill, New Delhi.
4. SHIPPING DOCUMENTS AND REPORTS, UNCTAD.



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PART - III ELECTIVE	Title : MERCHANT BANKING AND FINANCIAL SERVICES	Subject Code : 17MBAE4F
Semester : IV	HOURS : 6 hours / Week	CREDITS : 4

Objectives:

- To outline the linkage between Merchant Banking, Retail Banking and central banking
- To expose the important legislations affecting merchant banking activities
- To identify the various segments of merchant banking industry
- To identify the scope and opportunities in the field of Foreign Exchange and Investments

UNIT 1: Financial system - Introduction, Contemporary Trends in its growth and Development - Regulatory Framework – Financial Services : Nature and Introduction, Evolution of specialized Institutions – Merchant Bankers – Fund Mangers – NBFCs – Leasing Companies – Factors – Venture Capital Funds - Merchant Banking – Functions, Merchant Banking in India, SEBI guidelines for Merchant Bankers - Role of merchant bankers in fund raising -Managing public issue- Pre and Post issue –Book Building - private placement-raising of Funds through Bonds and public deposits.

UNIT 2: Security Markets – Legal Environment: SEBI Act, 1992, Securities Contract Regulation Act 1956, Companies Act 1956 (various provisions relating to securities), RBI rules and guidelines for FII’ - Types of Markets: Primary and Secondary market, primary market – its role and functions-Methods of selling securities in primary market-New financial instruments.

UNIT 3: New Issues - SEBI guidelines for public issues – pricing of issue, promoters contribution, appointment and role of merchant bankers, underwriters, brokers, registrars and managers, bankers etc., Underwriting of issues: Allotment of shares, Procedures for new issues, e-trading.- Secondary market - Role, importance, organization of stock exchanges- listing of securities in stock exchanges; Trading mechanism-Screen based trading: insider trading; Take-over: Internet based trading.

UNIT 4: Mutual Funds – Types – Schemes – Role of private and Public sector Funds – Evaluation of Performance of Fund Manager – SEBI Guidelines on Mutual Funds - Depositories - Role and need: The depositories Act 1996; SEBI (Depositories and Participants Regulation) 1996; SEBI (Custodian of securities) Regulation 1996; National Securities Depository Ltd. (NSDL); Depository participant.

UNIT 5: Activities of Other Financial Service Providers - Credit Rating Agencies – Nature – Factors considered – Rating procedure – Instruments rated – Revisions in rating ; Leasing Companies – Lease rental determination – Break even lease rentals – Factoring Service – Recourse and Non Recourse factoring; Venture Capital Funds – Role and Progress in India

Text Books

1. M.Y. Khan, Financial Services, 4th Edition, Tata McGraw Hill, 2008.

Suggested Readings

1. S. Gurusamy, Financial Services, Tata McGraw Hill, 2008
2. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition 2002.
3. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi, 200



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PART - III ELECTIVE	Title : INVESTMENT AND PORTFOLIO MANAGEMENT	Subject Code : 17MBAE4G
Semester : IV	HOURS : 6 hours / Week	CREDITS : 4

Objectives:

- To acquire knowledge about stock market and to learn the use of fundamental and technical analysis in the security market
- To apply fundamental and technical analysis for security valuation
- To analyze and understand economic and industry information

Unit 1:

Investment Basics of Investment – Investment, Speculation and Gambling – Investment Categories – Stock Market Functions – Primary Markets and Secondary Markets – Processes of Buying and Selling Securities – Secondary Market Indicators.

Unit 2:

Risk – Return Framework : Security Returns – Measurement of Returns – Risk – Systematic and Unsystematic Risk.

Unit 3:

Fundamental Analysis Basics of Economic, Industry Analysis – Company analysis – Financial and Non-Financial Parameters – Analysis of Financial Statements – Technical Analysis – The Dow Theory – Technical indicators – Charting Techniques.

Unit 4 :

Portfolio Analysis : Portfolio Returns and Risk – Mean Variance Criterion – Markowitz Diversification – Efficient Frontier – Dominance Principle – Capital Market Line – Optimal Portfolio – Sharpe’s Single Index Model – Characteristic Line.

Unit 5 :

Asset Pricing Model Capital Asset Pricing Model (CAPM) – Security Market Line – Assumptions – Arbitrage Pricing Model (APT) – Portfolio Performance Models Basic.

Text Book:

1. Security Analysis and Portfolio Management - Donald Fisher Ronald Jordan
Prentice Hall of India

Suggested Readings:

1. Investment Analysis and Management - Jack Clark Francis McGraw Hill
2. Management of Investment - Jack Clark Francis McGraw Hill



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PART - III ELECTIVE	Title : GLOBAL FINANCIAL MANAGEMENT	Subject Code : 17MBAE4H
Semester : IV	HOURS : 6 hours / Week	CREDITS : 4

Objectives

- To have exposure on International Monetary System
- To understand about Balance of Payments and currency Exposure and
- To introduce and familiarize the International Financial Markets and Instruments.

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

UNIT-II: Balance of Payments – The Current Account – The Capital Account – significance - Balance of Payments in the World – Balance of Payments Account of India.

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

UNIT-IV: Currency Risk and Exposure – Types of Currency Risk – Management of Currency Risk – Concept and Measurement of Transaction Exposure - Techniques of Transaction Exposure Management – Translation Exposure – methods – Transaction Exposure Vs. Translation Exposure – Exchange Risk Management – Operating Exposure – measuring and managing Operating Exposure.

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

Basic Text Book & References:

1. Joseph Anbarasu, Global Financial Management, Ane, Delhi, 2010
2. Kevin S, Fundamentals of International Financial Management, Phi, Delhi, 2010
3. Jeff Madura, International Financial Management, Cengage Learning, Delhi, 2008



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PART - III ELECTIVE	Title : INTERNATIONAL HUMAN RESOURCE MANAGEMENT	Subject Code : 17MBAE4I
Semester : IV	HOURS :6 hours / Week	CREDITS : 4

Objectives: 1. To make the students understand the problem and prospects of Human Resource at international Level.

2. To help the students to understand the variables affecting human resources performance at domestic level and at international level.

Unit 1:

Globalisation – Drivers of Globalisation – Multiculturalism- Cultural Presispositions- International Dimensions of HRM – Stages of Internationalization and approaches to HRM – Issues in International HRM -Defining International HRM- Difference Between Domestic and International HRM- Variables that moderate difference between HRM and IHRM- Morgan’s Model of IHRM- Global Perspective

Unit 2

Approaches to staffing (Ethnocentric, Geocentric, Polycentric and Regiocentric) – Role of Expatriates – Types (HCN, PCN and TCN), Merits and Demerits of PCN, HCN and TCN - ,HR Planning- Recent Trends in Staffing

Unit 3

Recruitment, Selection, Training and Development: - Issues in staff selection- Facors moderating performance- Selection Criteria- Issue of Dual Career Couples and Female Expatriates- Role of expatriate training- adjustment problems in new cultures – developing managers for global careers- CCT, HCN, TCN Training Process- Emerging Trends in Training for competitive Advantage -

Unit 4

Performance management and Compensation- Setting Performance goals-Identifying variables affecting performance- Appraising the performance- Feedback – Linking rewards and results- Issues in Managing performance in the Global Context – Objectives of international compensation- key components of international compensation program- Approaches to international Compensation-Variance influencing Compensation – Issues in International compensation.

Unit 5

Repatriation – Process-Challenges of re entry- Managing repatriation- Strategies for Succesful Repatriation. Industrial Relation in International Context: Mature- Approaches – Key players- Key issues in IR- IHRM trends and Future Challenges

Text Book

1. Peter J Dowling and Denice E.Welch (2012) ‘International Human Resource Management’, Cengage Learning.

Suggested Readings:

1. IHRM: Managing People in a Multinational Context:
2. IHRM: Text and Cases: Asawthappa K and Sadhana Dash: Tata Mc Graw Hill
3. HRM – A critical text by John storey – Routledge Publicaiton.



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PART - III ELECTIVE	Title : ORGANIZATIONAL DEVELOPMENT	Subject Code : 17MBAE4J
Semester : IV	HOURS : 6 hours / Week	CREDITS : 4

Objectives:

- To teach the importance of Organisational Development.
- To enhance skills in facilitation on OD skills, group process , communication, collaboration , and to increase awareness of different tools that are used to diagnose organizations as well as interventions used through hands on experience.

Unit 1:

Meaning and Definition - Need for OD – Concept – Nature – Origin / History — Unique Characteristics – Second Generation OD.

Unit 2:

Process of OD – Collection of data – diagnosis - Marvin Six Box Model – Action – OD Interventions & Nature of OD Interventions - Program Management – Phases – Model for Managing change - Application of OD – Lewin’s three phase.

Unit 3:

OD Interventions - Types – Classifying - Intervention Strategies and tactics – Change Laboratory Model.

Unit 4:

Managerial Grid – Grid Management by Objectives – OD Strategies at work – Critical Evaluations.

Unit 5:

Organisation Climate & Culture - Conditions and Techniques for Successful OD – Effects – Future Prospects.

Text book:

1. Wendell L French, Cecil H. Bell, Jr (2001) "Organisation Development Behavioural Science Interventions for Organisation improvement" Person Education.

Suggested Readings:

1. Marfulies, Newton, Raja and P. Anthony (2005) "Organisation Development values, process Technology" Nelson.
2. Michael Mc Gill (2006) "Organisation Development for Management" , Wiley.
3. Cumming & Worley (2005) Indian Edition: " Theory Of Organization Development and change" Cengage (Akash press)
3. Cumming & Worley (2005) Indian Edition: " Theory Of Organization Development and change" Cengage (Akash press)

Passed in the BOS Meeting
held on 15-3-2017

Signature of Chairman / HOD



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PART - III ELECTIVE	Title : HUMAN RESOURCE ACCOUNTING	Subject Code : 17MBAE4K
Semester : IV	HOURS : 6 hours / Week	CREDITS : 4

Objectives:

- To introduce the basic concepts ,functions and process of human resources accounting
- To create an awareness of Human resources accounting in India.

Unit- 1: Human Resources Accounting-An Introduction Human Resource- Its Importance Nature of Human Resources ,Human Resources Accounting-Definition and scope ,Objective of Human Resources Accounting Need for Human Resources Accounting.

Unit-2: Accounting – An Information system for Management

Accounting Concepts and conventions ,Financial Statements ,Profit and loss account or Income Statement ,Balance sheet, The concept of Revenue and Capital Expenditure.

Unit-3: Human Resource Accounting :

Cost-Based Methods – Historical, Replacement & Opportunity Cost Methods ,Economic Value Models – Goodwill, Lev and Schewardz, Flamholtz Methods.

Unit-4: Human Resources accounting in India

Human Resource Accounting in India , Human Resources Accounting in the Public Sector, Human Resources Accounting in the private sector , Practical difficulties in the implementation of Human resources Accounting.

Unit-5: The nature and scope of Human Engineering

Introduction , Definitions , Objectives of Human Engineering , Man-Machine Systems , The stage in the Human Engineering Process.

Text Book:

1. Eric Flamholtz, Human Resources Accounting, HPH

Suggested Readings

1. Edwin H caplan and Stephen Landekish, Human Resources accounting, past, present and future, TMH
2. R.M Blair C.W Whitson, Elements of industrial Systems Engineering, TMH
3. C.B.Gupta, Human Resource Management, Sultan Chand



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PART - III ELECTIVE	Title : SPECIAL EVENTS	Subject Code : 17MBAE4L
Semester : IV	HOURS : 6 hours / Week	CREDITS : 4

Objectives:

- Students will be able to: To familiarize the students with the Special Event Management
- To understand the potential Wedding Planning , Live Events , Exhibition Management , Conference Management , Corporate Events.

Unit – I: Wedding Planning – About Wedding Industry, Why Wedding Planner Required, Job Responsibilities of Wedding Planner, Skills required for wedding planner, Career as wedding Planner, Wedding arrangements, budgeting, Understanding Rituals and Customer, Understanding Wedding Flow, Creating Blue Print, Designing Wedding Plan, Understanding entertainment requirements, Celebrity management in wedding.

Unit – II: Live Events – About Live Show Industry, Planning Live Show Job Responsibilities of Live Show Planner, Live Show arrangements, budgeting, Live Show Flow, Creating Blue Print, and Designing Live Show Plan, Understanding technical requirements, Celebrity management in Live Show.

Unit – III: Exhibition Management – Exhibitions Industry, requirement of exhibitions, Job Responsibilities of exhibition organizer, exhibition arrangements, exhibition budgeting, Understanding exhibition Customer, Understanding exhibition Flow, exhibition safety, Creating Blue Print, Designing exhibition Plan, Understanding entertainment requirements, Celebrity management in exhibition.

Unit – IV: Conference Management – About conference management Industry, Planning conference, Job Responsibilities of conference management company, congruence arrangements, budgeting, Live Show Flow, Creating Blue Print, Designing conference Plan, Understanding technical requirements.

Unit – V: Corporate Events – Corporate Events, planning corporate event, Job Responsibilities of corporate event organizer, arrangements, budgeting, Understanding Customer, Understanding Flow, safety, Creating Blue Print, Designing Plan, Understanding entertainment requirements, Celebrity management in corporate events, Understanding need of entertainment in corporate events.



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REFERENCES

1. Festival and Special Event Management - by Johnny Allen, William O'toole, Robert Harris
2. Event Management: A Professional and Developmental Approach by Dimitri Tassiopoulos
3. Planning & Managing a Corporate Event. by Karen Lindsey - by Karen Lindsey
4. Meetings, Expositions, Events & Conventions - 3rd Edition - George Fenich - Mar 2011 - ISBN13: 9780132719919
5. Wedding Planning For Dummies, Second Edition by Marcy Blum
6. The Everything Wedding Organizer: Checklists, Charts, And Worksheets for Planning the Perfect Day! (Everything: Weddings) by Shelly Hagen
7. The Ultimate Wedding Planner & Organizer by Alex Lluch
8. A Comprehensive Indian Wedding Planner - Sarbjit K. Gill (Author)
9. Professional Event Coordination (Wiley Desktop Editions) - Julia Rutherford Silvers (Author)



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PART - III ELECTIVE	Title : EVENT PRODUCTION AND LOGISTICS	Subject Code : 17MBAE4M
Semester : IV	HOURS : 6 hours / Week	CREDITS : 4

Objectives:

- Students will be able to: To familiarize the students with the Event Production and Logistics.

UNIT 1:

Introduction, Event Strategic Planning, Management Of Human Resources And Time Challenges Of Teamwork, Developing And Implementing The Design For Your Event, Coordinating Catering Operations, Coordinating Technical Resources, Audio-Visual Effects, Conducting And Analyzing: The Site Inspection, Determining The Production Schedule, Anticipating and Resolving Operational Conflicts

UNIT – 2:

Introduction to Event Production- Event Space Considerations – Tenting - Event Technology – Audio-visual, lighting, sounds, special effects – Entertainment - Other Logistical Considerations – Transportation, guest services, ancillary programs - Catering and Cuisine - Coordinating the Production Process

UNIT – 3

I Phase of Event Production - Select the date, time and location of event – No of Participation – Type of Audience – Nature of Host – Event Process Idea and Delivery of Event- Budgeting of Events: Total Cost/Cost per Person,etc – Sponsorship Identification, Fund Justifications- Proposal of Sponsorship-Identification of Suppliers -Time Line chart of Events

UNIT – 4

II Phase of Event Production - Invitation- Design-Printout- Supporting Printing and Brochure Materials- Presentation ideas – Power points-Location confirmation and modification- Media Briefing Content- Material- Ordering for audio-video support services- Designing and ordering of Mementos- Rearrange Time Line chart of Events-Reviews

UNIT – 5

III Phase of Event Production -Invitation Delivery- Confirmation of Availability, Registration-Confirmation of Guest Speakers-Reminder to necessary audience-Publication in local media-Ordering for special arrangements- Check in check out- Venue Management – Delivery of Events IV Phase of Production: Thanks Note to Event stakeholders-Review of Overall performance, Participant and Client Feedbacks-Follow up

Text Book

1. George G. Fenich(2014), Production and Logistics in Meeting, Expositions, Events and Conventions, Prentice Hall.

Suggested Readings:

1. D.G. Conway(2009), Event Manager's Bible 3e: The Complete Guide to Planning and Organising a Voluntary or Public Event, How To Books publisher.
2. Joe Goldblatt(2011) Special Events: Creating and Sustaining a New World for Celebration, 7th Edition, , Wiley Publications
3. Julia Rutherford Silvers, Professional Event Coordination, 2nd Edition, Wiley Publication



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PART - III ELECTIVE	Title : EVENT MARKETING & BRANDING	Subject Code : 17MBAE4N
Semester : IV	HOURS : 6 hours / Week	CREDITS : 4

Objectives:

- Students will be able to familiarize the students with the Event marketing and Branding
- To understand the potential Trade promotions.

Unit – I: Introduction To Marketing - Definition & Functions of Marketing, Core concepts of marketing – a) Need, Want, Desire, Benefits, Demand, Value, Exchange, b) Goods – Services Continuum, Product, Market c) Customer Satisfaction, Customer Delight. d) Approaches to Marketing – Product – Production - Sales – Marketing – Societal – Relational.

Unit – II: Market Segmentation - Definition, Need & Benefits. Bases for market Segmentation of consumer goods, industrial goods and services. Segment, Niche & Local Marketing, Effective segmentation criteria, Evaluating & Selecting Target Markets, Concept of Target Market and Concept of positioning – Value Proposition & USP.

Unit – III: Marketing Mix - Definition of each of the Four P's. Components of each P. Extended 7Ps for services. Significance in the competitive environment. Marketing Planning - Contents of Marketing Plan - Developing Marketing Plan for variety of goods and services.

Unit – IV: Event Marketing - The objectives of Event Marketing, Advertising as a part of marketing. Brand name, Product Design, Post-self support. Event Promotion, Tools of Promotion, Advertising, Public Relations, Tips on writing a New Release, What is a Media kit, Direct Marketing, Word of Mouth, Hospitality, Websites, The Promotion Schedule, Planning a Promotion Campaign for an Event.

Unit – V: Trade Promotion: On site Promotion, Trade Promotion, Other Considerations. Promotion And Publicity Tips, Event Promotion - Tools of Promotion, Advertising, Public Relations, Data collection, List ideas.

Text Book:

Kevin Lane Keller, Strategic Brand Management, PHI/Pearson, New Delhi

REFERENCE:

- 1) Kapferer, Strategic Brand Management, Kogan Page, New Delhi.
- 2) Harsh Varma, Brand Management, Excell Books, New Delhi.
- 3) Event Marketing second edition by C.A. Preston
- 4) Experiential Marketing by Schmitt, Bernd H.



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PART - III ELECTIVE	Title : VISUAL MERCHANDISING	Subject Code : 17MBAE40
Semester : IV	HOURS : 6 hours / Week	CREDITS : 4

Objectives:

- To provide complete picture about Visual merchandising, which is the key factor in retail management.

Unit 1

Visual merchandising: Definition and functions, Image Mix and Store Exteriors and Interiors: Elements of Display, All I Do Can Sell (AIDCS)- Retail Store—Site and Design, Image Mix: The Top Six Elements, Store Exteriors, Store Interiors

Unit 2

The Basics of Visual Merchandising- Display Basics, Design Basics, Principles of Design, Colour Blocking— Signage, Understanding Materials- Store Planning and Fixtures-The Purpose of Planning Fixtures, Types of Fixtures-

Unit 3

Circulation Plan and Types of Circulation Plans, Meaning and Purpose of a Planogram, Benefits of a Planogram, Implementation and Maintenance of a Planogram- Merchandise Presentation-Meaning and Principles, Categories in Merchandise Presentation, Dominance Factor in Merchandise Presentation, Cross Merchandising-

Unit 4

Window Displays -Meaning and Scope, Types of Setting, Promotional Display Vs. Institutional Display, Window Display-Display Calendar, Sales Tracking, Handling the Mannequin, Props, Lighting, Organising an In-store Event, VM Tool Kit, Quality and Process in Visual Merchandising, Standard Operating Procedures (SOPs)

Unit 5

Experiential Retail -Brand Experience—Brand-centric to Customer-centric, Experience Design—Beyond Visual Merchandising, Generation C—The Changing Consumer, The Magic of Augmented and Mixed Realities , Experiential Retail—The New Retail Scenario

Text Book

- Tony Morgan (2011)Visual Merchandising, Laurence King Publishing; 2nd edition

Suggested Readings:

- Judith Bell and Kate Ternus (Author)(2011), Silent Selling: Best Practices and Effective Strategies in Visual Merchandising, Amazon Books
- Swati Bhalla and Anurag S, Visual merchandising, Tata Mc Graw Hill, 2010
- Pradhan Swapana, Retailing Management, Tata Macgraw Hill



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PART - III ELECTIVE	Title : MALL MANAGEMENT	Subject Code : 17MBAE4P
Semester : IV	HOURS : 6 hours / Week	CREDITS : 4

Objectives:

- To provide knowledge on development of shopping malls and techniques involved in management of the shopping malls.

Unit 1

Emergence of organized retail in India- Evolution of Shopping Malls- Mall management –Factors stimulating growth of malls in India- Challenges of mall development in India- Definition of Shopping mall -Concept of Shopping Mall- Shopping centres v/s mall – Significance of shopping Malls- Types of Shopping Malls- Emerging Trends

Unit 2

Comparison of Western and Indian shopping malls- Introduction to mall development process –Planning and Designing decisions- sites for shopping mall –Mall design process- Capital source of Malls – source of revenue- strategic decisions in Mall financing.

Unit 3

Introduction to Tenant Mix – Zoning –concept of tenant Mix – Five attributes of Tenant Mix –Benefits of tenant Mix- Types of Retail Tenants –Tenant categorization –Tenant Mix modification- Anchor Tenants- Temporary tenants -Future direction of tenant mix management – Handling Anchor Tenants-Popular anchor tenants in Indian Retail malls

Unit 4

Leasing Administration –Types of lease – major provisions related to lease –Leasing process –Best Leasing Practices- Classification marketing activities in Mall-Marketing and promotion during planning, construction and launching phases- Targeting Retail Tenants-Mall promotion calendar-

Unit 5

Facilities offered in mall - Mall Maintenance- Floor Management- Security and Surveillance- Emergency Procedure- In Mall Coordination – Regulatory framework for shopping malls(Introduction, objectives and major provisions of Shop and Establishment Act, other labour laws concerning malls)- Challenges before shopping malls-Life cycle stages of shopping malls

Text Book:

- Harvinder Singh and Srini R Srinivasan(2012) -Mall Management: Operating in Indian Retail Space, Tata McGraw Hill Education Private Limited.

Suggested Readings:

- Hala Refaat and [Hala Refaat](#) , Shopping Mall Management, Amazon Digital Services, Inc.
- Paco Underhill(2005), “Call of the Mall: The Geography of Shopping by the Author of Why We Buy’, Simon & Schuster
Shopping Centers and Other Retail Properties: Investment, Development, Financing, and Management : John Robert White, Kevin D. Gray
- Shopping Centers and Other Retail Properties: Investment, Development, Financing, and Management : John Robert White, Kevin D. Gray



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PART - III ELECTIVE	Title : RETAIL STORAGE AND WAREHOUSING MANAGEMENT	Subject Code : 17MBAE4Q
Semester : IV	HOURS : 6 hours / Week	CREDITS : 4

Objectives:

- To provide knowledge on warehouse management in retailing perspective.

Unit 1

Warehousing: Meaning and need for warehousing, Types of warehouse, Characteristics of an ideal warehouse, Functions of warehousing, Advantages of warehousing.

Unit 2

Storage: Importance and functions of storage. Location and layout of stores, Management of receipts and issue of materials from stores and Warehousing costs and Stock verification.

Unit 3

Logistic System: Concepts of Logistics, Scope and Objectives of Logistics, System Elements, Importance of Logistics, Relevance of Logistics to Expert Management, Logistics Excellence. Distribution Channel:, Concept, Importance, Types and Primary Distributors.

Unit 4

Cost Reduction Methods: Classification, codification, standardization, simplification and variety reduction, Value Engineering. Disposal of waste and scrap, Materials handling and Materials information system.

Unit 5

Inventory Control: Concept, various costs of inventory, EOQ models, buffer stock, lead time reduction, re-order point / re-order level fixation, exercises –numerical problem solving , ABC, SDE / VED Analysis, Just-In-Time and Kanban System of Inventory management.

Text Book

1. Scott Keller and Brian Keller(2013), “The Definitive Guide to Warehousing: Managing the Storage and Handling of Materials and Products in the Supply Chain (Council of Supply Chain Management Professionals) Pearson Education.

Suggested Readings

1. Raghuram (I.I.M.A.), Logics and Supply Chain Management Macmillan, 2000
2. Emiko Bonafield, Harnessing Value in the Supply Chain, Johnwiley: Singapor, 1999
3. James Tompkins and Jerry Smith (1998) The Warehouse management Hand Book, Tompkins Press.



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PART - III ELECTIVE	Title : ISLAMIC BANKING II	Subject Code : 17MBAE4R
Semester : IV	HOURS : 6 hours / Week	CREDITS : 4

Objectives

- To familiarize students with basic concepts used in Islamic finance
- To provide basic understanding of working of Islamic banks and financial institutions
- To introduce Islamic finance instruments used in shariah compliant transaction

Unit I: Introduction

Introduction to financial markets: basic functions; types of markets and profiles; financial Instruments: Islamic financial system: an overview;

- Shariah & Fiqh: Sources and Development
- Important concepts and principles of Fiqh
- Major norms in Islamic finance;

Unit II: Islamic Financial Contracts

- Conditions of contract: Waad, Muwaada, Aqd
- Elements of contract: Contracting parties, subject matter, offer and acceptance.
- Types of contracts

Unit III: Islamic Commercial Banking

- Islamic appraisals of conventional banking
- Operating structure of Islamic banks
- Models of Islamic banking; Sources and application of funds

Unit IV: Islamic Capital Market

- Introduction to capital market
- Types of market & kinds of products
- Islamic appraisal of capital market
- Stock market: shariah screening methods, purification and zakah
- Islamic securities (Sukuk)

Unit V: Islamic Insurance (Takaful)

- Islamic appraisal of conventional insurance.
- Structure and models of Islamic insurance.
- Types of insurance products. General and family takaful. Reinsurance and re-takaful.

Suggested Readings:

1. Iqbal, Munawar and Molyneux, Thirty Years of Islamic Banking: History, Prospects and Performance, Philip, 2005.
2. Iqbal, Zubair and Mirakhor Abbas, 'Islamic Banking', International Monetary Fund, Washinton DC: (Occasional Paper No.49), 1987
3. Khan, S. Mohsin, 'Islamic Interest Free Banking: A Theoretical Analysis', International Monetary Fund Staff Papers, (Washington DC), Vol. 33, No, 1, 1986.



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PART - III ELECTIVE	Title : BANKING TECHNOLOGY II	Subject Code : 17MBAE4S
Semester : IV	HOURS : 6 hours / Week	CREDITS : 4

Objectives:

- To Understand the students about the Banks internal Functions
- To acquaint the knowledge of Bank Marketing and Customer Relationship

Unit 1: Credit Management - Cardinal principles of sound bank lending – Formulating loan policy – Factors influencing loan policy – Contents of loan policy – Evaluating credit applicant – Loan supervision.

Unit 2: Investment Management - Nature and significance of investment management in commercial banks – Fundamental principles of security investment by commercial bank – Management of security investment – Reviewing investment portfolio – Organization of investment function.

Unit 3: Asset Liability Management and Non-Performing Assets - Concept of ALM – Objectives – Functions – Process – Measurement and Management of Risks Concept of NPAs, NPAs in Indian commercial banks, Causes, Suggestions and steps for containing NPAs, Prudential norms.

Unit 4: Concept of bank marketing - Formulating and implementing marketing strategies for a commercial bank .

Unit 5: Relationship banking- Concept, Distinguishing features, Utility, Fundamentals of relationship banking, Process of developing relationship with customers, Formulating relationship banking strategy

Basic Text Book & References:

1. Srivastava, Divya Nigam, Management of Indian Financial Institutions, Himalaya Publishing House.
2. M. Y. Khan, Indian Financial System , Tata McGraw Hill.
3. Bharati Pathak, Indian Financial System,
4. Gerald Hatler, Bank Investments and Funds Management, Macmillan



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MASTER OF BUSINESS ADMINISTRATION (M.B.A)
(Syllabus under CBCS w.e.f. 2017 – 2018 onwards)

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PART - III ELECTIVE	Title : INTERNATIONAL BANKING	Subject Code : 17MBAE4T
Semester : IV	HOURS : 6 hours / Week	CREDITS : 4

Objectives:

- To have exposure on International Banking System
- To understand about Foreign Exchange and Institutions

UNIT I International Banking vis – a – vis Domestic Banking – Foreign Trade Financing – International Financial Transactions: Lending and Borrowing across borders.

UNIT II Foreign Exchange: Market; rate and Currency – Exchange rate determination under Fixed exchange rate and Floating exchange rate regimes – Determination of exchange rates :Spot and Forward – Basic exchange arithmetic – Forward Cover and Hedging.

UNIT III International Financial Institutions and Functions: World Bank :IMF: Asian Development Bank – International Financial Corporation: International Development Association.

UNIT IV Sources of Foreign Exchange – Export Earnings – Invisible Export Earnings – Role of NRI Remittances – Foreign Direct Investment – Foreign Institutional Investment – External Commercial Borrowings – Global Depositors Receipts – Offshore Borrowings.

UNIT V Foreign Exchange Management – Composition of Foreign Exchange Reserves : Foreign Currencies – Gold and SDR – Current Account Convertibility – Capital Account Convertibility and Precautions.

Basic Text Book & References:

1. International Banking – IIB
2. International Corporate Finance – IIB
3. Frederic S. Mishkin, —Understanding Financial Crisis : A Developing Country
4. Introduction to Foreign Trade, Foreign Exchange Risk Management – IIB