# I SEMESTER

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


Text Book:
2. Principles and practice of Management - L.M. Prasad Sultan chan and sons Publications

Recommended Text Books:
   Harold Koontz

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

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

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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,


Text Books:
2. Organisational Behaviour Stephen P Robbins Prentice Hall of Concepts, Controversies, applications India

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

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

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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:

Demand Theory and Analysis:

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
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:
Unit 5:-


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 Varshney & 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 Varshney & K L Maheshwari

Passed in the BOS Meeting

held on 15-3-2017

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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:

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:
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
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.

Unit 1:- 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

Unit 2:- Measures of Central Tendency: Meanings, Objectives, Arithmetic Mean, Weighted Mean, Median, Mode Different Formulas, Comparison, limitations

Unit 3:- 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

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

Signature of Chairman / HOD
PART - III CORE

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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 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 V: Public Speaking , Osborn & Osborn, AITBS Publishers

Passed in the BOS Meeting Signature of Chairman / HOD held on 15-3-2017
II SEMESTER

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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.

Unit 1: Correlation: Simple, Karl Pearson’s, Coefficient of correlation and Rank-Correlation-Regression- Simple, Difference between Correlation and Regression.

Unit 2: 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.

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:
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 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

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


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


Text Book:

Chapters and Sections:
- Unit I, II, III - Financial Management - I M Pandy
- Unit IV, V - Financial Management - P. Periasamy

Reference Books:

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PART - III
CORE

Semester : II  
HOURS : 6 hours / Week  
CREDITS : 4

Title : OPERATIONS MANAGEMENT

Subject Code : 17 MBA C24

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

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

Unit - IV

Unit - V
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)

Text Books

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
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.

Text Books:

1. Personnel Management - Edwin B Flippo
3. Human Resource Management - Subba Rao

Chapters and Sections:

   Unit III, IV - Human Resource Management - Subba Rao
   Unit V - Human Resource Management - Vikas Arora, Seema Arora
### WORKSHOP ON MANAGERIAL SKILLS - II

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**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 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.


**TEXT BOOKS:**

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.

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Signature of Chairman / HOD
### III SEMESTER

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

Passed in the BOS Meeting

Signature of Chairman / HOD

held on 15-3-2017
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

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:

Reference Books:

Chapter and Sections:

Passed in the BOS Meeting
Signature of Chairman / HOD
held on 15-3-2017
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

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

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

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

Passed in the BOS Meeting
signed by Chairman / HOD
held on 15-3-2017
PART - III

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

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

Text Book:

Suggested Readings:

Passed in the BOS Meeting

Signature of Chairman / HOD

held on 15-3-2017
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:


Suggested Readings:

3. Andris A. Zoltners, Prabhakant Sinha, Sally E. Lorimer, “Sales Force Design for Strategic Advantage” Amazon Publication

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

Signature of Chairman / HOD
PART - III
ELECTIVE

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<th>Semester</th>
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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, McGram Hill
3. Rajendra Nargundkar (3rd edition), Service marketing, Himalaya publishing house
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 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:

Suggested Readings:

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

Signature of Chairman / HOD
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


Unit-II


Unit-III


Unit-IV


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:

2. Varshney, P.N., INDIAN FINANCIAL SYSTEM, Sultan chand & Sons 2000. REFERENCES
1. SEBI guidelines, Nabhi publications New Delhi.

Suggested Readings:

1. Understanding Futures Markets KOLB Prentice Hall
2. How the bond marketing Institute of Finance Prentice Hall
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

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

Signature of Chairman / HOD
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.


Text Book:

Suggested Readings:
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: -2:

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.


Text Book :

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

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

Signature of Chairman / HOD
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

Text Book

Suggested Readings:
PART - III
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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

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

Suggested Readings:

Passed in the BOS Meeting  
held on 15-3-2017
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
3. Managing retailing by Piyush Kumar Sinha and Dwarika Prasad Uniyal, Oxford Uni
Press, India
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:

Suggested Readings:
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.


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 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;
PART - IV  
NME  

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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:

UNIT 2: Planning:

UNIT 3: Organization:

UNIT 4: Staffing:

UNIT 5: Controlling:
Introduction – Definition – Areas or Scope of control – Steps in control process – requirements of effective control system – Techniques of control.

Text books

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.

Passed in the BOS Meeting  
held on 15-3-2017  
Signature of Chairman / HOD
PART - III
CORE
Title : WORKSHOP ON MANAGERIAL SKILLS - III
Subject Code : 17 MBA WS3

Semester : III 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: BODY LANGUAGE

UNIT II: STRESS MANAGEMENT

UNIT III: PREPAREING CV/ RESUME

UNIT IV: GROUP DISCUSSION
UNIT V: INTERVIEW SKILLS

Reference Book: Soft Skills Dr.K.Alex S.CHAND
### Master of Business Administration (M.B.A)

**IV Semester**

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

Passed in the BOS Meeting

Signature of Chairman / HOD

held on 15-3-2017
PART - III
CORE
Semester : IV

Title : ENTREPRENEURSHIP
Subject Code : 17MBAC41
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

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:

Suggested Readings:
1. Entrepreneurship: New Venture Creation - David H. Holt
2. Entrepreneurship - Hisrich Peters
3. Dynamics of Entrepreneurship Development - VasantDesai
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 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 5:- Strategic control and operational Control. Organisational systems and Techniques of strategic evaluation. Ethics and Social Responsibility issues related to strategic management.

Passed in the BOS Meeting

Signature of Chairman / HOD

held on 15-3-2017

Suggested Readings:
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.


Text Book:

Suggested Readings:
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 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:**

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

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

Signature of Chairman / HOD
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 – 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:


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

Signature of Chairman / HOD
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.


References:
2. OAG, CONSULTANT, IATA, Geneva AIR TARIFF BOOK
3. Stephen Shaw, AIRLINE IN SHIFTS & MANAGEMENT, Ashgate Pub., USA, 2004
4. IATA GUIDE, Geneva
6. Sikdar K., ALL AYOU WANTED TO KNOW ABOUT AIRLINES FUNCTION

Passed in the BOS Meeting of Chairman / HOD held on 15-3-2017
MBA - INTERNATIONAL LOGISTICS MANAGEMENT

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:


References:

4. SHIPPING DOCUMENTS AND REPORTS, UNCTAD.
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 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

Suggested Readings

Passed in the BOS Meeting
Signature of Chairman / HOD
held on 15-3-2017
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:

Unit 2:

Unit 3:

Unit 4 :

Unit 5 :

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

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held on 15-3-2017

Signature of Chairman / HOD
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.


Basic Text Book & References:
1.Joseph Anbarasu, Global Financial Management, Ane, Delhi, 2010
2.Kevin S, Fundamentals of International Financial Management, Phi, Delhi, 2010
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
Successful Repatriation. Industrial Relation in International Context: Mature- Approaches – Key
players- Key issues in IR- IHRM trends and Future Challenges

Text Book
Cengage Learning.

Suggested Readings:
1. IHRM: Managing Peolple in a Multinational Context:
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:


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:


Text book:


Suggested Readings:


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Signature of Chairman / HOD

held on 15-3-2017
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:

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

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
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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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 – 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 – 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.

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

Signature of Chairman / HOD
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 Tassiopoulous
3. Planning & Managing a Corporate Event. by Karen Lindsey - by Karen Lindsey
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)
PART - III ELECTIVE

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Objectives:

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

UNIT 1:


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


Suggested Readings:


Passed in the BOS Meeting

Signature of Chairman / HOD

held on 15-3-2017
PART - III
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OBJECTIVES:
- Students will be able to familiarize the students with the Event marketing and Branding.
- To understand the potential Trade promotions.


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 – 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.
3) Event Marketing second edition by C.A. Preston
4) Experiential Marketing by Schmitt, Bernd H.
PART - III
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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

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

Text Book

Suggested Readings:
3. Pradhan Swapana, Retailing Management, Tata Macgraw Hill

Passed in the BOS Meeting

Signature of Chairman / HOD

held on 15-3-2017
PART - III
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<td>4</td>
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</tbody>
</table>

**Title**: MALL MANAGEMENT  
**Subject Code**: 17MBAE4P

**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:**

**Suggested Readings:**
1. Hala Refaat and Hala Refaat , Shopping Mall Management, Amazon Digital Services, Inc.
2. 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
3. Shopping Centers and Other Retail Properties: Investment, Development, Financing, and Management : John Robert White, Kevin D. Gray
### PART - III
**ELECTIVE**

<table>
<thead>
<tr>
<th>Title</th>
<th>RETAIL STORAGE AND WAREHOUSING MANAGEMENT</th>
<th>Subject Code</th>
<th>17MBAE4Q</th>
</tr>
</thead>
<tbody>
<tr>
<td>Semester</td>
<td>IV</td>
<td>HOURS</td>
<td>6 hours / Week</td>
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</tbody>
</table>

**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**

**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**

**Suggested Readings**
2. Emiko Bonafield, Harnessing Value in the Supply Chain, Johnwiley: Singapors, 1999
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.
PART - III
ELECTIVE
Semester : IV
HOURS : 6 hours / Week
CREDITS : 4

Objective:
- 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 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.


Basic Text Book & References:
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

UNIT II

UNIT III

UNIT IV

UNIT V

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

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

Signature of Chairman / HOD