



# **SOURASHTRA COLLEGE, MADURAI – 625004**

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

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

**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

694

### **GRADUATE ATTRIBUTES**

1. An ability to apply knowledge of practice in management.
2. An ability to identify, critically analyze, formulate and solve problems.
3. An ability to select modern management tools and techniques and use them with appropriate skills.
4. An ability to design a system and process to meet desired needs within realistic constraints such as health, safety, security and manufacturability.
5. An ability to devise and conduct experiments, interpret data and provide well informed conclusions.
6. An ability to understand the impact of business solutions in a contemporary, global, economical, environmental, and societal context for sustainable development.
7. An ability to function professionally with ethical responsibility as an individual as well as in multidisciplinary teams with positive attitude.
8. An ability to communicate effectively.
9. An ability to appreciate the importance of goal setting and to recognize the need for lifelong learning.
10. To produce well informed socially responsible global citizen with sharp critical thinking skills having sound awareness about finance management, laws and human rights, ethics and values.

### **PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)**

<b>PEO 1</b>	To impart knowledge of the fundamentals of Management theory and its application in problem solving.
<b>PEO 2</b>	To develop capabilities in students to select and apply appropriate tools for decision making required for solving complex managerial problems.
<b>PEO 3</b>	To develop capabilities in students to independently conduct theoretical as well as applied research.
<b>PEO 4</b>	To develop sound knowledge of the entrepreneurial process and inculcate creativity and innovation among students.
<b>PEO 5</b>	To produce industry ready graduates with highest regard for Personal & Institutional Integrity, Social Responsibility, Teamwork and Continuous Learning.



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695

### **POSTGRADUATE (PG) PROGRAMME OUTCOMES (POs)**

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

### **PROGRAMME SPECIFIC OUTCOMES (PSOs)**

On completion of **MBA Programme**, the students are expected to

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



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696

### **M.B.A. – II YEAR**

### **COURSE STRUCTURE – III SEMESTER**

S. No	Subject Code	Subject Title	Hours/ Week	Exam (Hrs.)	CA	SE	Total Marks	Credits
1.	21MBAC31	<b>Core – 12:</b> Operations Research	5	3	25	75	100	4
2.	21MBAC32	<b>Core – 13:</b> Business Environment and Law	5	3	25	75	100	4
3.	<b>Major Elective * Human Resource</b>		4	3	25	75	100	4
	21MBAE31	Training and Development						
	21MBAE32	Compensation Management						
	21MBAE33	Talent And Knowledge Management						
4.	<b>Major Elective * Marketing</b>		4	3	25	75	100	4
	21MBAE34	Digital Marketing						
	21MBAE35	Brand Management						
	21MBAE36	Advertising & Sales Promotion Management						
5.	<b>Major Elective * Finance</b>		4	3	25	75	100	4
	21MBAE37	Indian Capital Markets						
	21MBAE38	International Trade, Financial Documentation						
	21MBAE39	Corporate Valuation and Restructuring						
6.	21MBAN31	Non –Major Elective Managerial Principles and Practices	5	3	25	75	100	4
7.	21MBAWS3	Workshop on Managerial Skills –III	3	3	40	60	100	2
8.	21MBACV3	Comprehensive Viva–Voce	–	–	40	60	100	–
		<b>Total</b>	<b>30</b>	<b>26</b>			<b>800</b>	<b>Total</b>



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697

### COURSE STRUCTURE – IV SEMESTER

S. No	Subject Code	Subject Title	Hrs./ Week	Exam (Hrs.)	CA	SE	Total Marks	Credits
1.	21MBAC41	<b>Core 14:</b> Entrepreneurship	8	3	25	75	100	4
2.	21MBAC42	<b>Core 15:</b> Strategic Management	8	3	25	75	100	4
3. & 4.	<b>Major Elective * Human Resource</b>		7	3	25	75	100	4
	21MBAE41	International Human Resource Management						
	21MBAE42	Organisational Development						
	21MBAE43	Labour Legislation						
	<b>Major Elective * Marketing</b>		7	3	25	75	100	4
	21MBAE44	Consumer Behaviour						
	21MBAE45	Services Marketing						
	21MBAE46	Retail Marketing						
	<b>Major Elective * Finance</b>		7	3	25	75	100	4
	21MBAE47	Merchant Banking and Financial Services						
	21MBAE48	Investment and Portfolio Management						
	21MBAE49	Fundamentals of Insurance Management						
5.	21MBACP1	Project Work and Viva – Voce	–	3	40	60	100	6
6.	21MBACV4	Comprehensive Viva–Voce	–	–	40	60	100	–
		<b>Total</b>	<b>30</b>				<b>600</b>	<b>22</b>



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698

### **COURSE STRUCTURE – III SEMESTER**

S. No	Subject Code	Subject Title	Hours/ Week	Exam (Hrs.)	CA	SE	Total Marks	Credits
1.	21MBAC31	<b>Core – 12:</b> Operations Research	5	3	25	75	100	4
2.	21MBAC32	<b>Core – 13:</b> Business Environment and Law	5	3	25	75	100	4
3.	<b>Major Elective * Human Resource</b>		4	3	25	75	100	4
	21MBAE31	Training and Development						
	21MBAE32	Compensation Management						
	21MBAE33	Talent And Knowledge Management						
4.	<b>Major Elective * Marketing</b>		4	3	25	75	100	4
	21MBAE34	Digital Marketing						
	21MBAE35	Brand Management						
	21MBAE36	Advertising & Sales Promotion Management						
5.	<b>Major Elective * Finance</b>		4	3	25	75	100	4
	21MBAE37	Indian Capital Markets						
	21MBAE38	International Trade, Financial Documentation						
	21MBAE39	Corporate Valuation and Restructuring						
6.	21MBAN31	Non –Major Elective Managerial Principles and Practices	5	3	25	75	100	4
7.	21MBAWS3	Workshop on Managerial Skills –III	3	3	40	60	100	2
8.	21MBACV3	Comprehensive Viva–Voce	–	–	40	60	100	–
		<b>Total</b>	<b>30</b>	<b>26</b>			<b>800</b>	<b>Total</b>

**CA** – Class Assessment (Internal)

**SE** – Summative Examination

Passed in the BOS Meeting held on 19/03/2022

Signature of the Chairman



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699

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
21MBAC31	OPERATIONS RESEARCH	CORE – 12	5	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	III	25	75	100

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

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

### **COURSE OBJECTIVES:**

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

### **COURSE OUTCOMES (COs):**

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

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	formulate linear programs and apply graphical and simplex methods to solve business problems.	Upto K3
CO 2	apply decision theory and decision making tools and techniques for making business decisions at different environments	Upto K3
CO 3	understand and apply Transportation	Upto K3
CO 4	formulate Game Theory and apply Dominance Principle methods to solve business problems.	Upto K3
CO 5	apply Markov chain and its applications to business.	Upto K3

K1– KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY



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700

### **OPERATIONS RESEARCH**

#### **UNIT – I:**

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

#### **UNIT –II:**

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

#### **UNIT – III:**

Transportation – Assignment Problems and Travelling Salesman Problem.

#### **UNIT – IV:**

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

#### **UNIT – V:**

Queuing models – Markov chain and its applications to business.

### **CHAPTER AND SECTIONS:**

**Unit I** – KantiSwaroop, 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** – KantiSwaroop, Gupta P.K. Man Mohan (2005), *Operations Research*, Sultan Chand and Sons.

**Unit IV** – KantiSwaroop, 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.

### **TEXT BOOK:**

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

### **DIGITAL TOOLS::**

1. <https://www.bbau.ac.in/dept/UIET/EMER-601%20Operation%20Research%20Queuing%20theory.pdf>
2. [https://ebooks.lpude.in/commerce/bcom/term\\_5/DCOM303\\_DMGT504\\_OPERATION\\_RESEARCH.pdf](https://ebooks.lpude.in/commerce/bcom/term_5/DCOM303_DMGT504_OPERATION_RESEARCH.pdf)

### **Mapping of CO with PSO**

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

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

**COURSE DESIGNER: Dr. N. M. PAVITHRA**





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701

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
21MBAC32	BUSINESS ENVIRONMENT AND LAW	CORE – 13	5	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	III	25	75	100

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

This course emphasises the corporate social responsibility of the business enterprises.

### **COURSE OBJECTIVES:**

1. The students will be able to understand the concept of business environment its meaning, scope and importance.
2. The course also inculcates various skills to manage the business issues.
3. To make the students to understand the various Environments and Laws which are affecting Business

### **COURSE OUTCOMES (COs):**

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

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	understand the concept and relationship of business environment & law and strategic management.	Upto K3
CO 2	analyse the different types of environment analysis	Upto K3
CO 3	understand the duties and functions of government bodies	Upto K3
CO 4	understand the concept of technology in business	Upto K3
CO 5	understand and analyse about liberalization and its impact on Indian business.	Upto K3

**K1– KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY**





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702

### BUSINESS ENVIRONMENT AND LAW

#### UNIT – I:

##### **Introduction to Business Environmental Law**

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

#### UNIT – II:

##### **Environmental Analysis and Forecasting**

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

#### UNIT – III:

##### **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 – IV:

##### **Technology and Business Development**

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

#### UNIT – V:

##### **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:

*Francis Cherunilam, Business Environment and Policy, Himalayan Publishers.*

#### CHAPTERS:

**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

#### DIGITAL TOOLS:

1. <https://www.ddegjust.ac.in/studymaterial/mcom/mc-103.pdf>
2. [https://backup.pondiuni.edu.in/storage/dde/dde\\_ug\\_pg\\_books/MCOM1006%20Business%20Environment%20and%20Law%20\(2\).pdf](https://backup.pondiuni.edu.in/storage/dde/dde_ug_pg_books/MCOM1006%20Business%20Environment%20and%20Law%20(2).pdf)

#### **Mapping of CO with PSO**

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

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

**COURSE DESIGNER: Dr. N. M. PAVITHRA**

Passed in the BOS Meeting held on 19/03/2022

Signature of the Chairman



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703

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
21MBAE31	TRAINING AND DEVELOPMENT	ELECTIVE	4	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	III	25	75	100

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

This course provides huge direction for HR students to succeed in Training field. This course also will equip students to develop training programmes.

### **COURSE OBJECTIVES:**

1. This course makes the students to understand about the various training methods and highlights the various skills to develop in the training field.
2. This course is structured to enable the students to effectively handle training programmes.

### **COURSE OUTCOMES:**

**After the completion of the course, the student will be able to**

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO1	understand the concept training and development	Upto K3
CO2	understand and apply various training functions and needs	Upto K3
CO3	understand the training pedagogy.	Upto K3
CO4	apply and analyse the different methods of on the job and off the job training methods.	Upto K3
CO5	understand and application of training evaluation process.	Upto K3

**K1– KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY**



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704

### TRAINING AND DEVELOPMENT

**UNIT – I:** Training: Meaning of Training and Development, Basic Concepts of Training in an Organization, Role, and Responsibilities & Challenges of Training Managers.

**UNIT – II:** Training Functions: Organization & Management of Training Functions, Systematic Approach to Training, Training Process, Training Need Assessment – Components of Training Need Assessment (Organizational, Task / Job Needs and Person Analysis), Classification of Training Needs – Democratic Needs, Diagnostic Needs, Compliance Needs, Analytical Needs, Action Research.

**UNIT – III:** Process of Learning in Training: Instructional Objectives & Lesson Planning – 5E Instructional Model, Learning Process. Learning Objectives (SMART) Training Climate & Pedagogy.

**UNIT – IV:** Training Modules: Developing Training Modules – Steps, Training Methods & Techniques – On-the-job & Off-the-job Training Methods, Training Aids & Training Communication.

**UNIT – V:** Training Evaluation: Principles, Criteria, Techniques, Tools, and Levels & Models for Training Evaluation. Training & Development in India, ROI of Training.

### TEXT BOOK:

*Training and Development*, Dr. Sunil Agrawal, Dr. Shaizal Batra, Thakur Publications.

### CHAPTERS:

**Unit I** – Chapter 1, **Unit II** – Chapter 2, **Unit III** – Chapter 3  
**Unit IV** – Chapter 4, **Unit V** – Chapter 5

### DIGITAL TOOLS:

- [https://www.shrm.org/certification/for-organizations/academic-alignment/facultyresources/Documents/09-0171%20Gusdorf\\_T%20and%20D%20FINAL.pdf](https://www.shrm.org/certification/for-organizations/academic-alignment/facultyresources/Documents/09-0171%20Gusdorf_T%20and%20D%20FINAL.pdf)
- [https://ebooks.lpude.in/management/mba/term\\_4/DMGT518\\_TRAINING\\_AND\\_DEVELOPMENT\\_SYSTEM.pdf](https://ebooks.lpude.in/management/mba/term_4/DMGT518_TRAINING_AND_DEVELOPMENT_SYSTEM.pdf)

### Mapping of Units with PSO

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

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

**COURSE DESIGNER: Dr. N. M. PAVITHRA**

Passed in the BOS Meeting held on 19/03/2022

Signature of the Chairman



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705

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
21MBAE32	COMPENSATION MANAGEMENT	ELECTIVE	4	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	III	25	75	100

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

1. This course will give idea about the essential elements of Compensation and Reward systems.
2. This course will highlight about the updated techniques of Job Evaluation.

### **COURSE OBJECTIVES:**

1. This course makes the students integrate recent technology in marketing.
2. The objectives of this course are to familiarize the students with the dynamics of Compensation System.
3. To create awareness about the various Compensation methods prevailing in India.

### **COURSE OUTCOMES:**

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

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	understand The Concept of Compensation Management and	Upto K3
CO 2	understand the Various <b>Compensation Decisions</b> .	Upto K3
CO 3	explain about <b>Job Evaluation</b> and <b>Component</b>	Upto K3
CO 4	understand about <b>National Policy</b>	Upto K3
CO 5	understand about Management of Employee and role	Upto K3

**K1– KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY**



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706

### **COMPENSATION MANAGEMENT**

#### **UNIT – I:**

Compensation: Meaning, Role, Economics and Behavioural issues, Wage Concept, Wage Theories.

#### **UNIT – II:**

Compensation Management: Compensation Decisions, Internal & Employee Equities.

#### **UNIT – III:**

Job Evaluation: Purpose, Methods, Component – Basic Salary, DA. Fringe Benefits, Bonus, Incentives, Performance, Link Reward System, Profit Sharing and Stock.

#### **UNIT – IV:**

National Policy: Wage Board & Pay Commission, Corporate Consideration in Compensations.

#### **UNIT – V:**

Management of Employee: Exit Options, Managing Organisational Exit, Workforce Managers CEO, Voluntary Retirement.

#### **TEXT BOOK:**

*Compensation & Reward System* by Dr. Shobha Chaturvedi & Dr. Kumud Chaturvedi, Thakur Publishers.

#### **CHAPTERS:**

**Unit I** – Chapter 1, **Unit II** – Chapter 2, **Unit III** – Chapter 3,  
**Unit IV** – Chapter 4, **Unit V** – Chapter 5

#### **DIGITAL TOOLS:**

1. <http://www.eiilmuniversity.co.in/downloads/Compensation-Management.pdf>
2. <https://www.studocu.com/in/document/bangalore-university/bachelor-of-businessadministration/compensation-management-lecture-notes-pdf/9327896>

#### **Mapping of CO with PSO**

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

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

**COURSE DESIGNER: Dr. N. M. PAVITHRA**

Passed in the BOS Meeting held on 19/03/2022

Signature of the Chairman



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707

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
21MBAE33	TALENT AND KNOWLEDGE MANAGEMENT	ELECTIVE	4	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	III	25	75	100

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

This course helps to understand the strategic and tactical management of the flow of talent through and organisation and highlights the importance of knowledge management within organisation.

### **COURSE OBJECTIVES:**

1. To Learn and acquire knowledge in Talent Management System.
2. To understand and apply Knowledge Management Framework in organisation.

### **COURSE OUTCOMES:**

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

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO1	know and Understand the concept Of Talent, Difference between Talent and Knowledge.	Upto K3
CO2	understand about Talent Management System and Emerging Trends in Talent Management	Upto K3
CO3	acquire skills on Talent Planning	Upto K3
CO4	understand and apply the Tools of Talent Management Information System.	Upto K3
CO5	understand Knowledge Management and analyse its Knowledge Management Metrics and Audit.	Upto K3

**K1– KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY**



# **SOURASHTRA COLLEGE, MADURAI – 625004**

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

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

**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

708

### **TALENT AND KNOWLEDGE MANAGEMENT**

#### **UNIT – I:**

Talent – Engine of New Economy – Difference between Talent and Knowledge Workers – Leveraging Talent – Talent Value Chain – Elements of Talent Friendly Organisations.

#### **UNIT – II:**

Elements, Benefits and Challenges of Talent Management System – Building Blocks of Talent Management: Competencies, Performance Management, Evaluating Employee Potential – Modern Practices in Talent Attraction, Selection, Retention and Engagement. Talent Management and Social Media – Emerging Trends in Talent Management.

#### **UNIT – III:**

Talent Planning – Succession Management Process – Cross functional Capabilities and Fusion of Talents – Talent Development Budget – Value Driven Cost Structure – Contingency Plan for Talent – Building Talent – Leadership Coaching.

#### **UNIT – IV:**

Return on Talent (ROT) – ROT Measurements – Optimising Investment in Talent – Integrating Compensation with Talent Management – Developing Talent Management Information System – Psychometrics for TM.

#### **UNIT – V:**

Knowledge Economy – Understanding Knowledge Management – Types of Knowledge – Knowledge Centric Organisations – Knowledge Management Framework – Knowledge Creation and Capture – Designing of Knowledge Management Strategy – Issues and Challenges in Knowledge Management – Implementing Knowledge Management Strategy – Knowledge Management Metrics and Audit.

#### **TEXT BOOK:**

*Talent & Knowledge Management* – By Prof. Deepak Singh MC & Kritika Dadheech, Thakur Publishers.

#### **CHAPTERS:**

**Unit I** – Chapter 1, **Unit II** – Chapter 2, **Unit III** – Chapter 3,

**Unit IV** – Chapter 4, **Unit V** – Chapter 5

#### **DIGITAL TOOLS:**

1. <https://www.bdu.ac.in/cde/docs/ebooks/mba/III/P16MBA15%20%20%20KNOWLEDGE%20MANAGEMENT.pdf>
2. [https://www.iare.ac.in/sites/default/files/IARE\\_TKM\\_ALL\\_UNITS\\_PPTS.pdf](https://www.iare.ac.in/sites/default/files/IARE_TKM_ALL_UNITS_PPTS.pdf)

#### **Mapping of CO with PSO**

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

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

**COURSE DESIGNER: Dr. N. N. SANGESH**

Passed in the BOS Meeting held on 19/03/2022

Signature of the Chairman





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

**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

709

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
21MBAE34	DIGITAL MARKETING	ELECTIVE	4	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	III	25	75	100

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

Digital Marketing and Social Media have transformed marketing and business practice across the globe. It explores the challenges of Interactive media, the online market place, and the creative challenges of communicating and retention strategies of customers through these media, the main search engines and the future trends in digital marketing.

### **COURSE OBJECTIVE:**

To make the students understand the Concept of Digital Marketing and its Components.

### **COURSE OUTCOMES:**

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

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	understand the Concept of Digital Marketing and its components.	Upto K3
CO 2	understand various Digital Marketing Research techniques and the Internet and its uses.	Upto K3
CO 3	acquire skills on Search Engine Marketing	Upto K3
CO 4	understand about Social Media	Upto K3
CO 5	understand various Strategies and apply Tools of Online Reputation.	Upto K3

**K1– KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY**



# SOURASHTRA COLLEGE, MADURAI – 625004

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

SYLLABUS (Under CBCS based on OBE)

(with effect from 2021 – 2022)

710

### DIGITAL MARKETING

#### UNIT – I:

**Introduction:** Digital Marketing and its Significance. Traditional Marketing V/s Digital Marketing. Marketing in Digital Environment, Introduction to E-commerce, and Types of E-commerce & Business Models, Advantages & Disadvantages, Online media and Types.

#### UNIT – II:

**Digital Marketing Research:** Features of Marketing Research, Steps in Marketing Research, Methods of Digital Marketing Research, Audience Profiling and Segmentation.

**The Internet:** Uses, Purposes, Online Consumer Behaviour, Direct Marketing. Online Research Methods, Behavioural Targeting, Blogs and Types, Building Customer Profiles, Competitor Analysis, Integrating Online Strategies, Offline Marketing Strategies.

#### UNIT – III:

**Search Engine Marketing:** Introduction, E-mail Campaign Creation and Management, Search and Display on Search Engines, Pricing Models, Page Rankings, Search Engine Optimization (SEO) and Process, Key Words, Search Engine Marketing (SEM), Paid and Natural Search, Search Methodology.

#### UNIT – IV:

**Social Media:** Introduction to Social Media, Facebook, LinkedIn, Twitter, Youtube, Creating a Channel on Youtube, Social Media Measuring, Forums and Discussion Boards, Forums and Communities, Blogs, Viral Campaigns.

#### UNIT – V:

**Online Reputation and Recent Trends:** Introduction, Reputation Management Process, Features of Online Reputation Management, Strategies and Tools of Online Reputation Management, Handling Negative Comments, Recent Trends in Digital Marketing.

#### TEXT BOOK:

*Digital and Social Media Marketing* By Dr. Mahesh Suresh Chopde & Prof. Manoj Bharatram Pandey, Thakur Publishers.

#### SUGGESTED READING:

1. *E-Marketing* – Prof. Vinod V. Sople– Dreamtech publications.
2. *Understanding Digital marketing*– Damian Ryan and Calvin Jones – Kogan Page India Pvt Ltd.

#### CHAPTERS:

**Unit I** – Chapter 1, **Unit II** – Chapter 2, **Unit III** – Chapter 3,

**Unit IV** – Chapter 4, **Unit V** – Chapter 5

#### DIGITAL TOOLS:

1. <https://digitalfireflymarketing.com/wp-content/uploads/2017/02/Big-Book-of-Digital-Marketing.pdf>
2. <https://www.digitalmarketer.com/digital-marketing/assets/pdf/ultimate-guide-to-digital-marketing.pdf>

#### Mapping of CO with PSO

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

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

COURSE DESIGNER: Dr. N. N. SANGESH



# **SOURASHTRA COLLEGE, MADURAI – 625004**

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**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

711

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
21MBAE35	BRAND MANAGEMENT	ELECTIVE	4	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	III	25	75	100

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

The purpose of the Product and Brand Management class is to give a fundamental understanding of how to build, measure, and manage a brand. This course makes the students integrate recent technology in marketing.

### **COURSE OBJECTIVES:**

1. The objective of this course is to familiarize the students with the brand management and Brand Valuation.
2. To create awareness on Brand Positioning and Leveraging Brands.

### **COURSE OUTCOMES:**

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

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO1	understand the Concept of brand and its Types with its Components.	Upto K3
CO2	understand various Brand Positioning and Buying Decision Perspectives on Consumer Behaviour	Upto K3
CO3	understand Brand Equity	Upto K3
CO4	understand and apply The Tool of Search Engine Marketing and Online Advertising.	Upto K3
CO5	understand Brand Valuation and its Methods of Valuation	Upto K3

**K1– KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY**



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

**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

712

### **BRAND MANAGEMENT**

#### **UNIT – I:**

Concept of a Brand – Evolution, Perspectives, Anatomy, Types of Brand Names, Brand Name Associations, Brands versus Products, Advantages of Brands to Consumers and Firms. Brand elements: Components and Choosing Brand Elements, Branding Challenges and Opportunities.

#### **UNIT – II:**

Brand Positioning – Basic Concepts – Alternatives – Risks – Brands and Consumers – Strategies for Positioning the Brand for Competitive Advantage – Points of Parity – Points of Difference – Buying Decision Perspectives on Consumer Behaviour.

#### **UNIT – III:**

Brand Image, Image Dimensions, Brand Associations and Image, Brand Identity – Perspectives, Levels, and Prisms. Managing Brand Image – Stages – Functional, Symbolic and Experiential Brands. Brand Equity – Sources of Equity. Brand Equity Models, Brand Audits. Brand Loyalty and Cult Brands.

#### **UNIT – IV:**

Leveraging Brands – Brand Extensions, Extendibility, Merits and Demerits, Line Extensions, Line Trap – Co-branding and Licensing Brands. Reinforcing and Revitalization of Brands – Need, Methods, Brand Architecture – Product, Line, Range, Umbrella and Source Endorsed Brands. Brand Portfolio Management.

#### **UNIT – V:**

Brand Valuation – Methods of Valuation, Implications for Buying and Selling Brands. Applications – Branding Industrial Products, Services and Retailers – Building Brands Online. Idealization of Foreign Brands and Taking Indian Brands Global – Issues and Challenges.

#### **TEXT BOOK:**

*Brand Management* – Bhanu Prakash Verma and Akshara Singh, Thakur Publishers.

#### **CHAPTERS:**

**Unit I** – Chapter 1, **Unit II** – Chapter 2, **Unit III** – Chapter 3,

**Unit IV** – Chapter 4, **Unit V** – Chapter 5

#### **DIGITAL TOOLS:**

1. <http://www.eiilmuniversity.co.in/downloads/Brand-Management.pdf>
2. [https://ebooks.lpude.in/management/mba/term\\_4/DMGT508\\_PRODUCT\\_AND\\_BRAND MANAGMENT.pdf](https://ebooks.lpude.in/management/mba/term_4/DMGT508_PRODUCT_AND_BRAND_MANAGEMENT.pdf)

#### **Mapping of Units with PSO**

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

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

**COURSE DESIGNER: Dr. N. N. SANGESH**

**Passed in the BOS Meeting held on 19/03/2022**

**Signature of the Chairman**



# **SOURASHTRA COLLEGE, MADURAI – 625004**

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**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

713

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
21MBAE36	ADVERTISING & SALES PROMOTION MANAGEMENT	ELECTIVE	4	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	III	25	75	100

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

The purpose of this course is to make the students aware of the nature, scope, advertising media, Promotional activities and current challenges in Advertisement. It also aims at acquainting the students with the latest concepts and practices through evaluation techniques.

### **COURSE OBJECTIVE:**

To make the students get a thorough knowledge on Advertising & Sales Promotion Management

### **COURSE OUTCOMES (COs):**

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

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	understand the Concept of Advertising and its types of advertisement.	Upto K3
CO 2	understand various Objectives and functions of Advertising.	Upto K3
CO 3	acquire skills on Advertisement Budgets and Effectiveness.	Upto K3
CO 4	understand and apply Sales Promotion.	Upto K3
CO 5	understand various Publicity and Public Relations and analyse Public relations officer roles and functions.	Upto K3

**K1– KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY**



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**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

714

### **ADVERTISING & SALES PROMOTION MANAGEMENT**

#### **UNIT – I:**

**Advertising:** Meaning, Role of advertising, types of advertisement, industrial, institutional, retail, trade and professional, marketing mix, Advertising department and advertisement manager.

#### **UNIT – II:**

**Organising for Advertising:** Objectives and functions – Role and functions of advertisement agencies. Advertising agency and services, client agency relationship. Visual layout, art work, production traffic copy, effective use of words, devices to get greater readership interrelation.

#### **UNIT – III:**

**Advertisement Budgets and Effectiveness:** Types, optimal expenditure, decision models, sales response and decay, competitive share, Pre-testing, post testing, experimental designs.

#### **UNIT – IV:**

**Sales Promotion:** Importance and scope; Need and objectives of sales promotion; Consumer promotion; channel promotion; Timing of sales promotion; Measurement of impact of sales promotion; sales promotion budgeting.

#### **UNIT – V:**

**Publicity and Public Relations:** Scope and importance. Methods of publicity, Power of Publicity, advantages and disadvantages of Publicity, Process of Public relations– Marketing public relations functions; Public relations officer– role and functions.

#### **TEXT BOOK:**

*Advertising & Sales Promotion Management* – Mr. V. Mohammed Mustafa, Thakur Publishers.

#### **CHAPTERS:**

**Unit I** – Chapter 1, **Unit II** – Chapter 2, **Unit III** – Chapter 3,

**Unit IV** – Chapter 4, **Unit V** – Chapter 5

#### **Mapping of CO with PSO**

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

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

**COURSE DESIGNER: Dr. N. N. SANGESH**



# **SOURASHTRA COLLEGE, MADURAI – 625004**

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

**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

715

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
21MBAE37	INDIAN CAPITAL MARKETS	ELECTIVE	4	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	III	25	75	100

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

The course offers a comprehensive outlook on the financial institutions and in particular develops the profound knowledge on Stock Market and Money Market.

### **COURSE OBJECTIVE:**

This course aims to enhance the ability of students to explicate the stock market operations and analyse the financial services activities.

### **COURSE OUTCOMES (COs):**

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

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO1	understand the structure, functions & operations of Indian financial system	Upto K3
CO2	understand the role and policy measures of Development Financial Institutions	Upto K3
CO3	understand the Analysis of securities market and investment environment	Upto K3
CO4	understand the securities market regulations, Market intermediaries and SEBI Act	Upto K3
CO5	understand the financial services, Merchant banking and its Regulations	Upto K3

**K1– KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY**





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**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

716

### **INDIAN CAPITAL MARKETS**

#### **UNIT – I:**

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:**

*Financial Markets and Services* – Gordon and Natarajan, Himalaya publishing House.

#### **CHAPTERS:**

**Unit I** – Chapter 1, **Unit II** – Chapter 2, **Unit III** – Chapter 3,  
**Unit IV** – Chapter 4, **Unit V** – Chapter 5

#### **DIGITAL TOOLS:**

1. <https://ncert.nic.in/textbook/pdf/lebs202.pdf>
2. <http://uafulucknow.ac.in/wp-content/uploads/2020/05/fms-notes-MBA-4.pdf>

#### **Mapping of Units with PSO**

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

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

**COURSE DESIGNER: Dr. K. CHINNACHAKKRAVARTHI**



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**(with effect from 2021 – 2022)**

717

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
21MBAE38	INTERNATIONAL TRADE AND FINANCIAL DOCUMENTATION	ELECTIVE	4	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	III	25	75	100

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

The goal of this course is to engage students in active discovery of foreign exchange and risk management principles. Students will be prepared to function in a business environment, developing an awareness of the challenges, the tools, and the process of designing and implementing foreign exchange system and risk management.

### **COURSE OBJECTIVE:**

This course aims to appraise the concepts of international trade and familiarize them in financing of foreign trade in India.

### **COURSE OUTCOMES (COs):**

**After the completion of the course, the student will be able to**

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO1	understand the basics of international trade and related concepts, policies and procedures	Upto K3
CO2	understand the concepts of exporting procedures and documentation during shipment	Upto K3
CO3	be aware of Import license policy and its procedures	Upto K3
CO4	get an overview of Export incentives in EPCG, Duty drawbacks, duty exemption schemes	Upto K3
CO5	discuss the Export and trading houses schemes and procedures for EOU/FTZ/EPZ/SEZ units	Upto K3

**K1– KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY**



# **SOURASHTRA COLLEGE, MADURAI – 625004**

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**(with effect from 2021 – 2022)**

718

### **INTERNATIONAL TRADE AND FINANCIAL DOCUMENTATION**

#### **UNIT – I:**

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 – II:**

Export Procedures: General excise clearances; Role of clearing and forwarding 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 – III:**

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

#### **UNIT – IV:**

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

#### **UNIT – V:**

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

#### **TEXT BOOKS:**

1. *Foreign Exchange* – G Jeevanandam, Sultan Chand Publications
2. *International Trade & Export Management* – Francis Cherunilam, Himalaya Publications

#### **CHAPTERS:**

**Unit I** – Chapter 27 (*International Trade & Export Management* – Francis Cherunilam)

**Unit II** – Chapter 26 & 27 (*Foreign Exchange* – G Jeevanandam)

**Unit III** – Chapter 28 (*International Trade & Export Management* – Francis Cherunilam)

**Unit IV** – Chapter 27 (*International Trade & Export Management* – Francis Cherunilam)

**Unit V** – Chapter 29 (*Foreign Exchange* – G Jeevanandam)

#### **DIGITAL TOOLS:**

[https://backup.pondiuni.edu.in/storage/dde/dde\\_ug\\_pg\\_books/MCOM2006%20International%20Trade%20and%20Finance.pdf](https://backup.pondiuni.edu.in/storage/dde/dde_ug_pg_books/MCOM2006%20International%20Trade%20and%20Finance.pdf)

#### **Mapping of Units with PSO**

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

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

**COURSE DESIGNER: Dr. K. CHINNACHAKKRAVARTHI**

Passed in the BOS Meeting held on 19/03/2022

Signature of the Chairman

**SOURASHTRA COLLEGE, MADURAI – 625004**

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**MASTER OF BUSINESS ADMINISTRATION (M.B.A)****SYLLABUS (Under CBCS based on OBE)****(with effect from 2021 – 2022)**

719

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
21MBAE39	CORPORATE VALUATION AND RESTRUCTURING	ELECTIVE	4	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	III	25	75	100

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

This course hones up the dexterity of the strategic approach to mergers and acquisitions. It also widens the analytical skills of learners on valuation of mergers.

**COURSE OBJECTIVE:**

This course aims to improve the mastery of mechanism, valuation and challenges in Merger & Acquisition.

**COURSE OUTCOMES (COs):**

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

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	understand the role of Valuation in Business Acquisition and Corporate Finance, Valuation Process.	Upto K3
CO 2	explain the Direct Comparison and Peer Group Approach, Contingent Claim Valuation.	Upto K3
CO 3	understand the Valuation of Debentures, Valuation of Equity Shares, and Valuation of Preference Shares.	Upto K3
CO 4	explain the Amalgamation, Absorption, Tender Offer, Asset Acquisition and Joint Venture.	Upto K3
CO 5	understand the Concepts of Value in Context of Mergers & Acquisitions.	Upto K3

K1– KNOWLEDGE(REMEMBERING), K2–UNDERSTANDING, K3–APPLY



# SOURASHTRA COLLEGE, MADURAI – 625004

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(with effect from 2021 – 2022)

720

### CORPORATE VALUATION AND RESTRUCTURING

#### UNIT – I:

Introduction, Purpose of Valuation, Distinction between Price and Value, Principles and Techniques of Valuation, Role of Valuation, Key Areas of Valuation, Concepts of Value: Market Value, Fair Value, Book Value, Intrinsic Value, Investment Value, Liquidation Value, Replacement Value. Role of Valuation in Business Acquisition and Corporate Finance, Valuation Process.

#### UNIT – II:

Approaches/Methods of Valuation: Asset-Based Approach, Earnings Based Approach (Earnings–Capitalisation Method, P/E Ratio), DCF Approach: Market Value Based Approach, Market Value Added Approach. Enterprise DCF Valuation: Two Stage and Three Stage Growth Models, Relative Valuation –Direct Comparison and Peer Group Approach, Contingent Claim Valuation.

#### UNIT – III:

Valuation of Firm in Pieces: Valuation of Debentures, Valuation of Equity Shares, Valuation of Preference Shares. Equity DCF Model (Dividend Discount Model and FCFE Model), Adjusted Present Value (APV) Model, Economic Profit Model.

#### UNIT – IV:

Introduction and Types of Corporate Restructuring. Expansion: Amalgamation, Absorption, Tender Offer, Asset Acquisition and Joint Venture. Contraction: Spinoff, Split Ups, Equity Carve out Divestiture, Asset Sale. Corporate Controls: Going Private, Equity Buyback, Leveraged Buyouts, Anti–Takeover Defence.

#### UNIT – V:

Concepts of Value in Context of Mergers & Acquisitions. Approaches to Valuation in Case of M&A: Process of Selecting Target Companies, Forms of Consideration and Terms of Acquisitions, Implications of Regulations for Business Combinations, Post Merger Integration Process, Types of Exit Strategies and their Implications, Shareholder Value Analysis, Exchange Ratio–Bases Used for Computation.

#### TEXT BOOK:

Dr. Govindappa, Papanna.C, *Corporate Valuation and Restructuring*, Thakur Publishers.

#### CHAPTERS:

Unit I – Chapter 1, Unit II – Chapter 2, Unit III – Chapter 3,

Unit IV – Chapter 4, Unit V – Chapter 5

#### DIGITAL TOOLS:

- <https://www.bustudymate.in/2020/01/bangalore-university-m-b-a-3rd-sem-study-material-corporate-value-and-restructuring.html>
- [http://uafulucknow.ac.in/wp-content/uploads/2020/03/Corporate-Finance\\_MBA-II.pdf](http://uafulucknow.ac.in/wp-content/uploads/2020/03/Corporate-Finance_MBA-II.pdf)

#### Mapping of Units with PSO

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

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

COURSE DESIGNER: Dr. K. CHINNACHAKKRAVARTHI



# **SOURASHTRA COLLEGE, MADURAI – 625004**

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

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

**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

721

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
21MBAN31	MANAGERIAL PRINCIPLES AND PRACTICES	NME	5	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	III	25	75	100

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

Management Principles gives a broad guideline for managerial decision making and behaviour of employees towards organization. This subject helps to analyse the nature of goals and objectives and why they are important in an organization.

### **COURSE OBJECTIVE:**

This course provides an introduction to the basic management processes in organization.

### **COURSE OUTCOMES (COs):**

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

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO1	understand the concept of Management theories and its evolution	Upto K3
CO2	understand the concepts of planning and will be able to apply	Upto K3
CO3	understand and compare various Organisational Structures	Upto K3
CO4	understand and apply the Staffing Process and Appraisal	Upto K3
CO5	summarize the directing and controlling process.	Upto K3

**K1– KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY**



# SOURASHTRA COLLEGE, MADURAI – 625004

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

SYLLABUS (Under CBCS based on OBE)

(with effect from 2021 – 2022)

722

### MANAGERIAL PRINCIPLES AND PRACTICES

#### UNIT – I:

**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 – II:

**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 – III:

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

#### UNIT – IV:

**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 – V:

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

#### TEXT BOOK:

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

#### CHAPTERS:

**Unit I** – Chapter 1: T.Ramasamy – *Principles of Management* – Himalaya Publishing House.

**Unit II** – Chapter 2: T.Ramasamy – *Principles of Management* – Himalaya Publishing House.

**Unit III** – Chapter 3: T.Ramasamy – *Principles of Management* – Himalaya Publishing House.

**Unit IV** – Chapter 4: T.Ramasamy – *Principles of Management* – Himalaya Publishing House.

**Unit V** – Chapter 5: T.Ramasamy – *Principles of Management* – Himalaya Publishing House.

#### DIGITAL TOOLS:

- [https://gurukpo.com/Content/MBA/Principles\\_and\\_Practices\\_of\\_Management.pdf](https://gurukpo.com/Content/MBA/Principles_and_Practices_of_Management.pdf)
- <https://vou.ac.in/slm/bag/BAG-604-%20Principle%20&%20Practice%20of%20Management.pdf>

#### Mapping of Units with PSO

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

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

**COURSE DESIGNER: Dr. N. N. SANGESH**

Passed in the BOS Meeting held on 19/03/2022

Signature of the Chairman





# **SOURASHTRA COLLEGE, MADURAI – 625004**

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

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

**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

723

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
21MBAWS3	WORKSHOP ON MANAGERIAL SKILLS –III	SBS – III	3	–	2

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	III	40	60	100

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

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

### **COURSE OBJECTIVES:**

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

### **COURSE OUTCOMES (COs):**

**After the completion of the course, the student will be able to**

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	know and deal with Conflicts	Upto K3
CO 2	understand and develop Assertiveness skill	Upto K3
CO 3	apply Creativity in business	Upto K3
CO 4	know and apply how to plan Business	Upto K3
CO 5	make use of Memory techniques	Upto K3

**K1– KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY,**



# SOURASHTRA COLLEGE, MADURAI – 625004

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(with effect from 2021 – 2022)

724

### WORKSHOP ON MANAGERIAL SKILLS – III

#### UNIT – I:

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

#### UNIT – II:

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

#### UNIT – III:

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

#### UNIT – IV:

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

#### UNIT – V:

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

**Transaction analysis:** Definition – Ego states – complementary, crossed & Ulterior Transaction – PAC – Johari window.

#### TEXT BOOK:

*Soft skills* – S. Hariharan, N. Sundararajan, S.P. Shanmugapriya.

#### DIGITAL TOOLS:

1. <http://kamarajcollege.ac.in/Department/BBA/II%20Year/e006%20Skill%20Based%20Core%20II%20-%20Managerial%20Skill%20Development%20-%20IV%20Sem.pdf>
2. <https://www.mbaknol.com/management-concepts/managerial-skills-and-roles/>

#### Mapping of Units with PSO

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

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

COURSE DESIGNER: Dr. N. N. SANGESH

Passed in the BOS Meeting held on 19/03/2022

Signature of the Chairman



# **SOURASHTRA COLLEGE, MADURAI – 625004**

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

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

**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

725

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
21MBACV3	COMPREHENSIVE VIVA-VOCE	–	–	–	–

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	III	40	60	100

### **Course Objectives:**

1. To assess the understanding and knowledge of various subjects of management.
2. To develop communication and analytical skills of management students.
3. To inculcate interdisciplinary approach in students to solve business problems.

### **Guidelines:**

1. The comprehensive viva voce is scheduled at the end of semester in order to assess the understanding as well as application of the knowledge gained by the students by the end of the year.
2. The examiners asks different questions covering all the subjects and basic areas of management in order to judge whether the student remembers what he has studied and is able to explain the same to others.
3. This is also to see the articulation of what is being learnt by them.
4. The idea is to see the response of students towards what is being taught in this curriculum and see their relevance not only in the practical field but also it's inter relationship.
5. The viva voce is of 100 marks (60 External and 40 Internal) to be conducted by the both External and Internal examiners.



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

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**(with effect from 2021 – 2022)**

726

### **COURSE STRUCTURE – IV SEMESTER**

S. No	Subject Code	Subject Title	Hrs./ Week	Exam (Hrs.)	CA	SE	Total Marks	Credits
1.	21MBAC41	<b>Core 14:</b> Entrepreneurship	8	3	25	75	100	4
2.	21MBAC42	<b>Core 15:</b> Strategic Management	8	3	25	75	100	4
3. & 4.	<b>Major Elective * Human Resource</b>		7	3	25	75	100	4
	21MBAE41	International Human Resource Management						
	21MBAE42	Organisational Development						
	21MBAE43	Labour Legislation						
	<b>Major Elective * Marketing</b>		7	3	25	75	100	4
	21MBAE44	Consumer Behaviour						
	21MBAE45	Services Marketing						
	21MBAE46	Retail Marketing						
	<b>Major Elective * Finance</b>		7	3	25	75	100	4
	21MBAE47	Merchant Banking and Financial Services						
	21MBAE48	Investment and Portfolio Management						
	21MBAE49	Fundamentals of Insurance Management						
5.	21MBACP1	Project Work and Viva – Voce	–	3	40	60	100	6
6.	21MBACV4	Comprehensive Viva –Voce	–	–	40	60	100	–
		<b>Total</b>	<b>30</b>				<b>600</b>	<b>22</b>

**CA – Class Assessment (Internal)**

**SE – Summative Examination**

**Passed in the BOS Meeting held on 19/03/2022**

**Signature of the Chairman**



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**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

727

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
21MBAC41	ENTREPRENEURSHIP	CORE – 14	8	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	IV	25	75	100

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

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

### **COURSE OBJECTIVE:**

The objective of this course is to provide the fundamental of being an Entrepreneur.

### **COURSE OUTCOMES (COs):**

**After the completion of the course, the student will be able to**

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	understand the concept of Entrepreneurship	Upto K3
CO 2	know and understand the concepts of Entrepreneurial Development Agencies	Upto K3
CO 3	understand and apply Project Management	Upto K3
CO 4	understand and apply Entrepreneurial Development Programmes	Upto K3
CO 5	understand and summarize the Role of Entrepreneur & Women Entrepreneurship	Upto K3

**K1– KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY,**



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**(with effect from 2021 – 2022)**

728

### **ENTREPRENEURSHIP**

#### **UNIT – I:**

Concept of Entrepreneurship: Entrepreneurship – Meaning – Types – Qualities of an Entrepreneur – Classification of Entrepreneurs – Factors Influencing Entrepreneurship – Functions of Entrepreneurs.

#### **UNIT – II:**

Entrepreneurial Development Agencies – Commercial Banks – District Industries Centre – National Small Industries Corporation – Small Industries Development Organisation – Small Industries Service Institute. All India Financial Institutions – IDBI – IFCI – ICICI – IRDBI.

#### **UNIT – III:**

Project Management – Business Idea Generation Techniques – Identification of Business Opportunities – Feasibility Study – Marketing, Finance, Technology and Legal Formalities – Preparation of Project Report – Tools of Appraisal.

#### **UNIT – IV:**

Entrepreneurial Development Programs (EDP) – Role, Relevance and Achievements – Role of Government in Organising EDPs – Critical Evaluation.

#### **UNIT – V:**

Economic Development and Entrepreneurial Growth – Role of Entrepreneur in Economic Growth – Strategic Approaches in the Changing Economic Scenario for Small Scale Entrepreneurs – Networking, Niche Play, Geographic Concentration, Franchising/Dealership – Development of Women Entrepreneurship.

#### **TEXT BOOK:**

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

#### **CHAPTERS:**

**Unit I** – Chapter 1, **Unit II** – Chapter 2, **Unit III** – Chapter 3,

**Unit IV** – Chapter 4, **Unit V** – Chapter 5

#### **DIGITAL TOOLS:**

1. <http://www.simplynotes.in/e-notes/mbabba/entrepreneurship-development/>
2. <https://theintactone.com/2019/02/26/rmb402-entrepreneurship-development/>

#### **Mapping of CO with PSO**

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

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

**COURSE DESIGNER: Dr. K. CHINNACHAKKRAVARTHI**

Passed in the BOS Meeting held on 19/03/2022

Signature of the Chairman



# **SOURASHTRA COLLEGE, MADURAI – 625004**

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

**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

729

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
21MBAC42	STRATEGIC MANAGEMENT	CORE – 15	8	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	IV	25	75	100

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

The primary concern of this course is to introduce a strategic orientation among the participants in formulating and implementing strategies at corporate level.

### **COURSE OBJECTIVE:**

The objective of this course is to provide an insight on strategies in all functional areas.

### **COURSE OUTCOMES (COs):**

**After the completion of the course, the student will be able to**

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	get a detailed framework on Strategic Management concept	Upto K3
CO 2	understand the concepts of Strategic Formulation in relation with the analysis of SWOT, ETOP, etc.	Upto K3
CO 3	understand the Corporate level strategies and Core competence concept	Upto K3
CO 4	understand Strategic Analysis and choice and Implementation	Upto K3
CO 5	understand and analyse the framework of evaluating strategic and control.	Upto K3

**K1– KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY**





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**(with effect from 2021 – 2022)**

730

### **STRATEGIC MANAGEMENT**

#### **UNIT – I: Strategic Management:**

Concepts – Difference between Strategy and Tactics – Three Levels of Strategy, Strategic Management Process – Benefits, TQM and Strategic Management Process, Social Responsibility, Social Audit.

#### **UNIT – II: Strategic Formulation:**

Corporate Mission: Need –Formulation, Objectives: Classification – Guidelines, Goals: Features – Types, Environmental Scanning – Need– Approaches – SWOT Analysis–ETOP–Value Chain Analysis.

#### **UNIT – III: Choice of Strategy:**

BCG matrix–The GE Nine Cell Planning Grid – Corporate Level Generic Strategies: Stability, Expansion, Retrenchment, and Combination Strategies.

#### **UNIT – IV: Strategic Implementation:**

Role of top Management–Process – Approaches, Resource Allocation–Factors – Approaches, McKinsey's 7's Framework, Strategic Positioning– Four Routes to Competitive Advantage.

#### **UNIT – V: Strategic Evaluation:**

Importance – Criteria – Quantitative and Qualitative Factors, Strategic Control: Process – Criteria–Types, Essential Features of Effective Evaluation and Control Systems.

#### **TEXT BOOK:**

Azar Kazmi, (2010) *Strategic Management*: New Delhi, Tata MC Graw Hill Publication.

#### **CHAPTERS:**

**Unit I** – Chapter 1, **Unit II** – Chapter 2, **Unit III** – Chapter 3,

**Unit IV** – Chapter 4, **Unit V** – Chapter 5

#### **DIGITAL TOOLS:**

1. <http://www.rjspm.com/PDF/Strategic-Management-Notes-PDF.pdf>
2. <https://bit.ly/3F1jrkn>

#### **Mapping of CO with PSO**

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

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

**COURSE DESIGNER: Dr. N. M. PAVITHRA**

Passed in the BOS Meeting held on 19/03/2022

Signature of the Chairman



# **SOURASHTRA COLLEGE, MADURAI – 625004**

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

**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

731

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
21MBAE41	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	ELECTIVE	7	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	IV	25	75	100

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

This course intends to improve the familiarity of learners on the HRM practices in the international context. It enables the students to face the HRM challenges in the International context.

### **COURSE OBJECTIVE:**

This course seeks to enhance the mastery of HRM practices and challenges in International context.

### **COURSE OUTCOMES (COs):**

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

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	formulate approaches to IHRM and identify role of HRM in international firms.	Upto K3
CO 2	demonstrate different cultures and its values.	Upto K3
CO 3	plan recruitment & selection practices in MNCs and design T&D components.	Upto K3
CO 4	apply performance appraisal and compare approaches to Compensation Management.	Upto K3
CO 5	assess comparative practices of Industrial relations internationally.	Upto K3

**K1– KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY**



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**(with effect from 2021 – 2022)**

732

### **INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

#### **UNIT – I:**

International Human Resource Management – Approaches to IHRM – IHRM Model – Difference between Domestic and International Human Resource Management – Expanding role of HRM in International firms — Managing people in an International context.

#### **UNIT – II:**

Culture in International Context – Defining Culture in International context – Cultural values – Human Resource Practices in different cultures (America, Japan, Russia and Middle East).

#### **UNIT – III:**

Recruitment & Selection: Practices in MNCs – Executive nationality staffing policies – Issues in staff selection – Expatriation selection and repatriation – Training and Development – Expatriate training – Components of effective pre-departure training.

#### **UNIT – IV:**

Performance Management – Factors affecting individual performance and appraisal – Criteria used for performance Appraisal of International employees – Compensation – Objectives – Key components of international compensation – Approaches to compensation management.

#### **UNIT – V:**

Industrial relations – Labour relations policies and practices of multinational firms – Industrial relations comparative practices (USA, Japan, India, Europe) – Impact of globalization on Industrial relations.

#### **TEXT BOOK:**

Bhatia, S.K., *International Human Resource Management: A Global*

#### **DIGITAL TOOLS:**

1. <https://www.ftms.edu.my/images/Document/MOD001055%20%20International%20Business/CHAPTER%208.pdf><https://www.longdom.org/open-access/international-human-resource-management-2167-0358-1000203.pdf>
2. <https://mlritm.ac.in/assets/img/INTERNATIONAL%20HUMAN%20RESOURCE%20MANAGEMENT.pdf>

#### **Mapping of CO with PSO**

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

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

**COURSE DESIGNER: Dr. N. N. SANGESH**

Passed in the BOS Meeting held on 19/03/2022

Signature of the Chairman



# **SOURASHTRA COLLEGE, MADURAI – 625004**

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

**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

733

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
21MBAE42	ORGANISATIONAL DEVELOPMENT	ELECTIVE	7	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	IV	25	75	100

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

The development of an organization is becoming more critical as an organization attempts to survive in an increasingly turbulent, dynamic, and competitive global marketplace. This course will examine the role and problems in maintaining an organization's competitive position in today's environment.

### **COURSE OBJECTIVE:**

To enable the students to understand the principles and practice of developing organisations.

### **COURSE OUTCOMES (COs):**

**After the completion of the course, the student will be able to**

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	describe the features, role and problems of Organisation Development.	Upto K3
CO 2	explain the Organisation Development process and organisational change.	Upto K3
CO 3	discuss various Organisation Development intervention strategies.	Upto K3
CO 4	analyse the role of different people in Organisations	Upto K3
CO 5	understand the concept of Organisation Climate and assess Organisational Effectiveness and explain the Organisation Development process and organisational change.	Upto K3

**K1– KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY**



# **SOURASHTRA COLLEGE, MADURAI – 625004**

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

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

**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

734

### **ORGANISATIONAL DEVELOPMENT**

#### **UNIT – I:**

Organisational Development – Concept– Definitions – Features–Importance – Difference between Management Development and Organisational Development – Role of Organisational Development– Importance Triggers for Organisational Development – Problems in Organisational Development.

#### **UNIT – II:**

Process of Organisational Development – Action Research Model of OD – OD and the Role of Consultants – Ethics and Values of OD Professionals – OD and Different Organisational Change Approaches.

#### **UNIT – III:**

Organisational Development Interventions – Designing Intervention Strategy – Types of OD Interventions – Human Process Interventions – Techno–structural Interventions – Human Resource Interventions – Strategic / Organisation Transformation Intervention.

#### **UNIT – IV:**

Roles in Organisational Development – Role of Change Manager – Change Agent – HRD Manager – Trade Union – Implications for OD Manager. Organisation Climate – Concept – Dimensions – Impact – Determinants.

#### **UNIT – V:**

Organisational Effectiveness – Concept –Approaches to Measure Organisational Effectiveness – Goal Approach – Behavioural Approach – System – Resource Approach – Strategic Constituencies Approach – Criteria for Organisational Effectiveness.

#### **TEXT BOOK:**

Wendell L. French, Cecil H. Bell and Jr. Veena Vohra, *Organisation Development*, Prentice Hall India Private Ltd.

#### **DIGITAL TOOLS:**

<https://backup.pondiuni.edu.in/sites/default/files/organizatinal–development–260214.pdf>

<https://www.msuniv.ac.in/download/pdf/f7f39b9c7e81426>

#### **Mapping of CO with PSO**

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

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

**COURSE DESIGNER: Dr. N. N. SANGESH**

**Passed in the BOS Meeting held on 19/03/2022**

**Signature of the Chairman**



# **SOURASHTRA COLLEGE, MADURAI – 625004**

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

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

**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

735

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
21MBAE43	LABOUR LEGISLATION	ELECTIVE	7	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	IV	25	75	100

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

This course focuses at providing a wide knowledge to students about the various Acts in relation with Labour Legislation. It also exposes students to identify the provisions in the Industrial Disputes Act. It helps the students to get an idea about the relationship between management and Indian Labour legislation.

### **COURSE OBJECTIVE:**

This course seeks to develop knowledge about Indian legal environment relevant to labour legislation.

### **COURSE OUTCOMES (COs):**

**After the completion of the course, the student will be able to**

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	discuss the concept and principles of legislation and the role of Labour Welfare Officer	Upto K3
CO 2	explain the various Acts relevant to labour legislation	Upto K3
CO 3	discuss some of the relevant Acts in relation with Labour Legislation	Upto K3
CO 4	create an idea about the Acts that are relevant to Laws	Upto K3
CO 5	identify the provisions Industrial Disputes Act	Upto K3

**K1– KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY**



# **SOURASHTRA COLLEGE, MADURAI – 625004**

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

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

**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

736

### **LABOUR LEGISLATION**

#### **UNIT – I:**

Introduction: Concept of labour legislation. Need for labour legislation, Principles of labour legislation. Labour administration in India – Administrative agencies – role of labour welfare officer – The ILO and India.

#### **UNIT – II:**

Factories Act 1948, Mines Act 1952, Plantations Act 1951, Motor Transport workers Act 1961, Tamil Nadu Shops and commercial establishment Act 1958.

#### **UNIT – III:**

Payment of wages Act 1936 – Minimum wages 1948 – Payment of bonus Act 1965 – Equal remuneration Act 1976.

#### **UNIT – IV:**

Workmen's compensation Act 1923, Payment of Gratuity Act 1972, Maternity benefit Act 1961, Employees State Insurance Act 1948, Employees P.F. and Miscellaneous provisions Act 1976.

#### **UNIT – V:**

Industrial Disputes Act 1947, Trade Unions Act 1926. Industrial Employment (Standing Order Act) 1946, Apprentices Act 1961, Employment Exchanges (Compulsory Notification of Vacancies) Act 1959.

#### **TEXT BOOK:**

Ajay Garg, *Labour Laws*. New Delhi: V. K. Puri, 2005.

#### **DIGITAL TOOLS:**

1. [https://ebooks.lpude.in/management/mba/term\\_3/DMGT516\\_LABOUR\\_LEGISLATION\\_S.pdf](https://ebooks.lpude.in/management/mba/term_3/DMGT516_LABOUR_LEGISLATION_S.pdf)
2. <https://www.msuniv.ac.in/Download/Pdf/01ef65aec8a741f>

#### **Mapping of CO with PSO**

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

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

**COURSE DESIGNER: Dr. N. N. SANGESH**





# **SOURASHTRA COLLEGE, MADURAI – 625004**

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

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

**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

737

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
21MBAE44	CONSUMER BEHAVIOUR	ELECTIVE	7	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	IV	25	75	100

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

This course aims at enabling students understand why and how consumers make consumption decisions. This would enable them to make better strategic marketing decisions.

### **COURSE OBJECTIVE:**

This course provides an introduction to the basic management processes in organization.

### **COURSE OUTCOMES (COs):**

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

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	understand the concept of Consumer Behaviour	Upto K3
CO 2	understand Social and Cultural Environment	Upto K3
CO 3	understand and compare various Organisational Structure	Upto K3
CO 4	understand and apply the Staffing Process and Appraisal	Upto K3
CO 5	summarise the directing and controlling process.	Upto K3

**K1– KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY**



# **SOURASHTRA COLLEGE, MADURAI – 625004**

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

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

**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

738

### **CONSUMER BEHAVIOUR**

#### **UNIT – I: Introduction to Consumer Behaviour:**

Understanding consumers and market segments – Consumer behaviour and marketing strategy, Psychographic Dimensions–consumer motivation, Perception, personality, Information processing, Attitude formation and attitude change.

#### **UNIT – II: Social and Cultural Environment:**

Economic, Demographic, Cross Cultural and socio – cultural influences, Social Stratification, Reference Groups and family influences, personal influence.

#### **UNIT – III: Communication and Consumer Behaviour:**

Process, designing persuasive communication and diffusion of Innovations – Models of Buyer behaviour– Howard – Sheth Model, EKB Model, Webster and Wind Model.

#### **UNIT – IV: Consumer Decision Process:**

High and Low Involvement, Pre–purchase processes, Purchase, post purchase process, Consumption and Evaluation, Brand Loyalty and Repeat Purchase Behaviour.

#### **UNIT – V: Consumerism:**

The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism, and marketer responses to consumer issues – Consumer protection Act 1986, Consumer disputes Redressal agencies and Commission.

#### **TEXT BOOK:**

*Consumer Behaviour* – Mohd. Farook Azam, Amit Kumar, Thakur Publishers.

#### **CHAPTERS:**

**Unit I** – Chapter 1, **Unit II** – Chapter 2, **Unit III** – Chapter 3,

**Unit IV** – Chapter 4, **Unit V** – Chapter 5

#### **DIGITAL TOOLS:**

1. [https://backup.pondiuni.edu.in/sites/default/files/Consumer%20Behaviour200813\\_0.pdf](https://backup.pondiuni.edu.in/sites/default/files/Consumer%20Behaviour200813_0.pdf)
2. <https://www.gopalancolleges.com/gcem/course-material/mba/marketing-subjects/consumer-behaviour-14MBAMM301.pdf>

#### **Mapping of CO with PSO**

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

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

**COURSE DESIGNER: Dr. N. N. SANGESH**

Passed in the BOS Meeting held on 19/03/2022

Signature of the Chairman



# **SOURASHTRA COLLEGE, MADURAI – 625004**

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

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

**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

739

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
21MBAE45	SERVICES MARKETING	ELECTIVE	7	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	IV	25	75	100

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

This course introduces to the students the unique features and characteristics of Services and the marketing challenges.

### **COURSE OBJECTIVE:**

To enable the students apply marketing concept in various service industries.

### **COURSE OUTCOMES (COs):**

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

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	understand the concept in Services marketing	Upto K3
CO 2	analyse and develop Marketing plan and Service Marketing Mix	Upto K3
CO 3	understand and compare various Strategies	Upto K3
CO 4	understand and Analyse service offers	Upto K3
CO 5	understand the concept and importance of Promotion Mix	Upto K3

K1– KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY



# **SOURASHTRA COLLEGE, MADURAI – 625004**

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

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

**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

740

### **SERVICES MARKETING**

#### **UNIT – I:**

Services marketing – Reasons for growth in service sector – Types – Characteristics – Constraints in services marketing – Difference between goods & services.

#### **UNIT – II:**

Marketing Management process for services – organizing marketing planning –Analysing opportunities – target market – Developing the services marketing Mix.

#### **UNIT – III:**

Strategies for managing capacity to match demand – Strategies for managing demand to match capacity – Services Marketing Mix elements.

#### **UNIT – IV:**

Service product – analysis of the service offer – service planning – factors affecting pricing decisions – special issues of service pricing.

#### **UNIT – V:**

Promotion Mix for services – place in service – Identifying and Evaluating major channel alternating – physical factices – physical environment.

#### **TEXT BOOK:**

*Services Marketing* – Saroj Kumar & Supriya Singh, Thakur Publishers.

#### **CHAPTERS:**

**Unit I** – Chapter 1, **Unit II** – Chapter 2, **Unit III** – Chapter 3,

**Unit IV** – Chapter 4, **Unit V** – Chapter 5

#### **DIGITAL TOOLS:**

1. [https://ebooks.lpude.in/management/mba/term\\_4/DMGT510\\_SERVICES\\_MARKETING.pdf](https://ebooks.lpude.in/management/mba/term_4/DMGT510_SERVICES_MARKETING.pdf)
2. [https://gurukpo.com/Content/BBA/Service\\_Marketing.pdf](https://gurukpo.com/Content/BBA/Service_Marketing.pdf)

#### **Mapping of CO with PSO**

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

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

**COURSE DESIGNER: Dr. N. N. SANGESH**



# **SOURASHTRA COLLEGE, MADURAI – 625004**

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

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

**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

741

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
21MBAE46	RETAIL MARKETING	ELECTIVE	7	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	IV	25	75	100

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

This course introduces to the students the unique features and characteristics of Services and the marketing challenges.

### **COURSE OBJECTIVE:**

To enable the students apply marketing concept in various service industries.

### **COURSE OUTCOMES (COs):**

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

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	understand the concept in Services marketing	Upto K3
CO 2	analyse and develop Retail Formats	Upto K3
CO 3	analyse and understand and various Retailing Decisions.	Upto K3
CO 4	understand and apply Retail Shop Management	Upto K3
CO 5	know and understand the Retail Shopper Behaviour	Upto K3

K1– KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY



# **SOURASHTRA COLLEGE, MADURAI – 625004**

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

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

**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

742

### **RETAIL MARKETING**

#### **UNIT – I:**

An Overview of Global Retailing – Challenges and Opportunities – Retail Trends in India – Socio Economic and Technological Influences on Retail Management – Government of India Policy Implications on Retails.

#### **UNIT – II:**

Organized and Unorganized Formats – Different Organized Retail Formats – Characteristics of Each Format – Emerging Trends in Retail Formats – MNC's Role in Organized Retail Formats.

#### **UNIT – III:**

Choice of Retail Locations – Internal and External Atmospherics – Positioning of Retail Shops – Building Retail Store Image – Retail Service Quality Management – Retail Supply Chain Management – Retail Pricing Decisions.

#### **UNIT – IV:**

Visual Merchandise Management – Space Management – Retail Inventory Management – Retail Accounting and Audits – Retail Store Brands – Retail Advertising and Promotions.

#### **UNIT – V:**

Understanding of Retail Shopper Behaviour – Shopper Profile Analysis – Shopping Decision Process – Factors influencing Retail Shopper Behaviour – Complaints Management – Retail Sales Force Management – Challenges in Retailing in India.

#### **TEXT BOOK:**

*Retail Marketing* – Dr. A. Murugan, Thakur Publishers.

#### **CHAPTERS:**

**Unit I** – Chapter 1, **Unit II** – Chapter 2, **Unit III** – Chapter 3,

**Unit IV** – Chapter 4, **Unit V** – Chapter 5

#### **DIGITAL TOOLS:**

1. <https://backup.pondiuni.edu.in/sites/default/files/Retail%20Marketing200813.pdf>
2. <http://sim.edu.in/wp-content/uploads/2018/02/RETAIL-MANAGEMENT-Notes.pdf>

#### **Mapping of CO with PSO**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
<b>CO 1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>		<b>1</b>
<b>CO 2</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>		<b>1</b>
<b>CO 3</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>		<b>1</b>
<b>CO 4</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>		<b>1</b>
<b>CO 5</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>		<b>1</b>

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

**COURSE DESIGNER: Dr. N. N. SANGESH**

**Passed in the BOS Meeting held on 19/03/2022**

**Signature of the Chairman**



# **SOURASHTRA COLLEGE, MADURAI – 625004**

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

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

**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

743

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
21MBAE47	MERCHANT BANKING AND FINANCIAL SERVICES	ELECTIVE	7	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	IV	25	75	100

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

This course enables the students to become familiarized with the roles of merchant bankers in fund raising and evaluation of performance of mutual funds.

### **COURSE OBJECTIVES:**

1. To outline the linkage between Merchant Banking, Retail Banking and central banking
2. To expose the important legislations affecting merchant banking activities
3. To identify the various segments of merchant banking industry

### **COURSE OUTCOMES (COs):**

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

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	understand the concept of merchant banking and trends in its growth and development	Upto K3
CO 2	understand the securities contract regulation act and company act	Upto K3
CO 3	explain the SEBI guidelines and underwriting of issues	Upto K3
CO 4	understand the concept of mutual fund and evaluation of performance	Upto K3
CO 5	understand the activities of other financial service providers	Upto K3

**K1– KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY**





# **SOURASHTRA COLLEGE, MADURAI – 625004**

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

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

**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

744

### **MERCHANT BANKING AND FINANCIAL SERVICES**

#### **UNIT – I:**

Financial system – Introduction, Contemporary Trends in its growth and Development – Regulatory Framework – Financial Services : Nature and Introduction, Evolution of specialized Institutions – Merchant Bankers – Fund Managers – 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 – II:**

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 – III:**

New Issues – SEBI guidelines for public issues – pricing of issue, promoter's 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 – IV:**

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 – V:**

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



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**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

745

### **TEXT BOOK:**

*Financial Services* – S. Gurusamy, Tata McGraw Hill, 2008.

### **CHAPTERS:**

**Unit I** – Chapter 1,      **Unit II** – Chapter 2,      **Unit III** – Chapter 3,

**Unit IV** – Chapter 4,      **Unit V** – Chapter 5

### **DIGITAL TOOLS:**

1. <http://www.sasurieengg.com/e-course-material/MBA/II-Year-Sem-3/BA7022%20MERCHANT%20BANKING%20AND%20FINANCIAL%20SERVICES.pdf>
2. <http://vskub.ac.in/wp-content/uploads/2020/04/Notes-6.1.1-1.pdf>

**Mapping of Units with PSO**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
<b>CO 1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>
<b>CO 2</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>
<b>CO 3</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>
<b>CO 4</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>
<b>CO 5</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>

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

**COURSE DESIGNER: Dr. K. CHINNACHAKKRAVARTHI**



# **SOURASHTRA COLLEGE, MADURAI – 625004**

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

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

**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

746

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
21MBAE48	INVESTMENT AND PORTFOLIO MANAGEMENT	ELECTIVE	7	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	IV	25	75	100

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

This course enables the students to acquaint and understand the Investment and different approaches of asset pricing model. The course hones up the portfolio analysis and its performance.

### **COURSE OBJECTIVE:**

To help the students acquire knowledge about stock market and to make them learn the use of fundamental and technical analysis in the security market.

### **COURSE OUTCOMES (COs):**

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

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	understand the concepts of investment and factors influencing investment.	Upto K3
CO 2	understand the concept of risk and sources of risk in investment	Upto K3
CO 3	explain the fundamental of analysis and its different approaches	Upto K3
CO 4	become familiarize with portfolio analysis and its models.	Upto K3
CO 5	understand and apply the capital asset pricing model	Upto K3

**K1– KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY**



# **SOURASHTRA COLLEGE, MADURAI – 625004**

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

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

**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

747

### **INVESTMENT AND PORTFOLIO MANAGEMENT**

#### **UNIT – I:**

Concepts of investments, Investment vs. Speculation, Gambling and Arbitrage: Forms of investment—investment in physical and financial assets; investment alternatives, investment objectives, constraints; investment process: direct and indirect investment – Macro-economic factors influencing investment, Investment environment in India.

#### **UNIT – II:**

Concept of Risk, Sources of Risk, Types of Risk—Systematic and unsystematic Risk

#### **UNIT – III:**

Fundamental Analysis – E–I–C approach – Variables used in E–I–C analysis – Dow theory and Elliott wave theory.

#### **UNIT – IV:**

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 – V:**

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

#### **BOOK RECOMMENDED:**

*Investment Analysis and Portfolio Management* – Dr. Saroj Kumar & Prof. Prathap B N, Thakur Publications.

#### **CHAPTERS:**

**Unit I** – Chapter 1, **Unit II** – Chapter 2, **Unit III** – Chapter 3,

**Unit IV** – Chapter 4, **Unit V** – Chapter 5

#### **DIGITAL TOOLS:**

1. [https://www.bcci.bg/projects/latvia/pdf/8\\_IAPM\\_final.pdf](https://www.bcci.bg/projects/latvia/pdf/8_IAPM_final.pdf)
2. <https://backup.pondiuni.edu.in/sites/default/files/investment%26portfolio-260214.pdf>

#### **Mapping of CO with PSO**

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

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

**COURSE DESIGNER: Dr. K. CHINNACHAKKRAVARTHI**

Passed in the BOS Meeting held on 19/03/2022

Signature of the Chairman



# **SOURASHTRA COLLEGE, MADURAI – 625004**

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

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

**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

748

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
21MBAE49	FUNDAMENTALS OF INSURANCE MANAGEMENT	ELECTIVE	7	–	4

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	IV	25	75	100

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

The course enables the learners to acquaint understanding on Insurance policies and familiarise the mechanism of Insurance services. The course hones up the skills of managers to compute insurance premiums and bonuses.

### **COURSE OBJECTIVE:**

This course seeks to develop knowledge on insurance mechanism of various policies.

### **COURSE OUTCOMES (COs):**

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

No.	Course Outcomes	Knowledge Level (According to Bloom's Taxonomy)
CO 1	outline the concepts of risk in 'life insurance' and explain the fundamentals of agency law and explain the fundamentals of agency law	Upto K3
CO 2	explain life insurance plans and identify insurance companies in India	Upto K3
CO 3	compute premiums and bonuses for insurance policies	Upto K3
CO 4	evaluate general insurance business and its forms	Upto K3
CO 5	assess other types of general insurance	Upto K3

**K1– KNOWLEDGE (REMEMBERING), K2–UNDERSTANDING, K3–APPLY**



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**(with effect from 2021 – 2022)**

749

### **FUNDAMENTALS OF INSURANCE MANAGEMENT**

#### **UNIT – I:**

Definition – History – Concept of Risk – Mechanism of Insurance – Business of Insurance – Role of Insurance in Economic Development. Principles – Utmost Good faith – Material Fact – Fundamentals of agency law – Agents – Insurance Documents.

#### **UNIT – II:**

Term insurance – Pure Endowment – Whole life insurance – Endowment – Assurance – Annuities – Unit linked policies – Rider option & guarantee – Group insurance policies – Insurance companies in India.

#### **UNIT – III:**

Basics of determining Premium – Extra Premium – Rider premium – Computation of Benefit – Underwriting.

#### **UNIT – IV:**

General Insurance Business Act 1972 – History of General Insurance – Insurance forms – Proposals – Cover notes – Personal Accident Insurance – Health Insurance – Rural Insurance.

#### **UNIT – V:**

Scope of standard policies – Fire – Marine – Motor – Aviation Engineering – Agricultural Insurance – Special Classes of Insurance – Oil and Energy – Satellite Insurance.

#### **TEXT BOOK:**

Gupta, PK., *Insurance and Risk Management* –2nd ed., Mumbai: Himalaya Publishing House, 2017.

#### **CHAPTERS:**

**Unit I** – Chapter 1, **Unit II** – Chapter 2, **Unit III** – Chapter 3,

**Unit IV** – Chapter 4, **Unit V** – Chapter 5

#### **DIGITAL TOOLS:**

1. [https://sist.sathyabama.ac.in/sist\\_coursematerial/uploads/SBAA1505.pdf](https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA1505.pdf)
2. [http://oms.bdu.ac.in/ec/admin/contents/86\\_16MBECM5\\_2020052002345220.pdf](http://oms.bdu.ac.in/ec/admin/contents/86_16MBECM5_2020052002345220.pdf)

#### **Mapping of CO with PSO**

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

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

**COURSE DESIGNER: Dr. K. CHINNACHAKKRAVARTHI**

**Passed in the BOS Meeting held on 19/03/2022**

**Signature of the Chairman**



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**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

750

COURSE CODE	COURSE TITLE	CATEGORY	T	P	CREDITS
21MBACP1	PROJECT WORK AND VIVA - VOCE	–	–	–	6

YEAR	SEMESTER	INTERNAL	EXTERNAL	TOTAL
II	IV	40	60	100

### **COURSE OBJECTIVE:**

The objective of the project work is to carry out an independent scientific inquiry and emphasis on the area of specialisation.

### **GUIDELINES:**

1. It is an Individual Project work.
2. Students must undertake the project work under the guidance of a faculty member.
3. The students must submit 2 copies (1 With Bond Paper + 1 with Normal A4 Sheets for Department Library) of their Project Report two weeks before the external examination.
4. The Internal test mark is 40 Marks and the criteria is as follows:
  - I. Presentations - 20 Marks
  - II. Progressive Report - 10 Marks
  - III. Internal Viva-voce - 10 Marks
5. The maximum marks for the external examinations is 60 and it may be divided into the following components:
  - I. Project Report - 20 Marks
  - II. Project Presentation - 20 Marks
  - III. Project Viva-voce - 20 Marks
6. The Examination will be jointly conducted by both Internal and External examiners.





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**SYLLABUS (Under CBCS based on OBE)**

**(with effect from 2021 – 2022)**

751

<b>COURSE CODE</b>	<b>COURSE TITLE</b>	<b>CATEGORY</b>	<b>T</b>	<b>P</b>	<b>CREDITS</b>
<b>21MBACV4</b>	<b>COMPREHENSIVE VIVA –VOCE</b>	–	–	–	–

<b>YEAR</b>	<b>SEMESTER</b>	<b>INTERNAL</b>	<b>EXTERNAL</b>	<b>TOTAL</b>
<b>II</b>	<b>IV</b>	<b>40</b>	<b>60</b>	<b>100</b>

### **Course Objectives:**

1. To assess the understanding and knowledge of various subjects of management.
2. To develop communication and analytical skills of management students.
3. To inculcate interdisciplinary approach in students to solve business problems.

### **Guidelines:**

1. The comprehensive viva voce is scheduled at the end of semester in order to assess the understanding as well as application of the knowledge gained by the students by the end of the year.
2. The examiners asks different questions covering all the subjects and basic areas of management in order to judge whether the student remembers what he has studied and is able to explain the same to others.
3. This is also to see the articulation of what is being learnt by them.
4. The idea is to see the response of students towards what is being taught in this curriculum and see their relevance not only in the practical field but also it's inter relationship.
5. The viva voce is of 100 marks (60 External and 40 Internal) to be conducted by the both External and Internal examiners.