DEGREE OF MASTER OF MANAGEMENT
CHOICE BASED CREDIT SYSTEM

SYLLABUS FOR
MASTER OF BUSINESS ADMINISTRATION
( M.B.A. )
( SEMESTER PATTERN )
( For Candidates admitted in the Colleges affiliated to Periyar University from 2017-2018 onwards )
REGULATIONS

1. ELIGIBILITY FOR ADMISSION:
Candidates for admission to the first year of the Master of Business Administration full-time degree programme shall be required to possess a Bachelor's Degree of any Recognized University.

2. DURATION OF THE PROGRAMME:
The programme shall extend over a period of two academic years consisting of four semesters. Each academic year will be divided into two semesters. The first semester will consist of the period from July to November and the second semester from December to March.

3. COURSE OF THE STUDY:
The candidates shall take 6 core courses (6 theory subjects) in the first semester, 5 core courses, 1 Extra Disciplinary Course and a Practical skill oriented course Institutional Training in the Second semester. During the vacation between I and II semesters the students have to undertake Institutional Training. Apart from this 1 Course on Human Rights will be taken in the II Semester. There shall be 2 core courses and 3 specialization courses and one EDC in the third semester. Fourth semester consists of 3 specialization courses and a project Study.

4. ATTENDANCE REQUIREMENT:
A candidate will be permitted to appear for the University examination only if he/she secures not less than 75% of attendance in each semester (Minimum number or working days in each semester shall be 90).

5. EXAMINATION:
University examinations will be conducted in November/December for odd and April/May for even semesters.

A candidate shall register for the University Examination (written and / or Project Work and Viva Voce) pertaining to the semester under progress and also for the arrears of earlier semester subjects, if any.

6. PASSING MINIMUM:
In the end semester examination, the candidate has to score 50% i.e., 38 out of 75 marks, for a pass. There is no minimum requirement for continuous internal assessment. Putting together (end semester examination and continuous internal assessment), the candidate has to score a minimum of 50 out of 100 marks for a pass in the course.
## COURSE OF STUDY AND SCHEME OF EXAMINATION

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Paper Code</th>
<th>Subject Title</th>
<th>University Examination</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Internal (25%)</td>
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</tr>
<tr>
<td>SEMESTER I</td>
<td></td>
<td></td>
<td>25</td>
<td>75</td>
</tr>
<tr>
<td>1</td>
<td>Core I</td>
<td>Fundamentals of Management and Communication</td>
<td>25</td>
<td>75</td>
</tr>
<tr>
<td>2</td>
<td>Core II</td>
<td>Economics for Managers</td>
<td>25</td>
<td>75</td>
</tr>
<tr>
<td>3</td>
<td>Core III</td>
<td>Organisational Behaviour</td>
<td>25</td>
<td>75</td>
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<tr>
<td>4</td>
<td>Core IV</td>
<td>Contemporary Accounting Practices</td>
<td>25</td>
<td>75</td>
</tr>
<tr>
<td>5</td>
<td>Core V</td>
<td>Business Law</td>
<td>25</td>
<td>75</td>
</tr>
<tr>
<td>6</td>
<td>Core VI</td>
<td>Business Research Methods</td>
<td>25</td>
<td>75</td>
</tr>
</tbody>
</table>

| SEMESTER II |            |                                                           | 25 | 75 | 100 |
| 1            | Core VII   | Operations Management                                     | 25 | 75 | 100 | 04 |
| 2            | Core VIII  | Financial Management                                      | 25 | 75 | 100 | 04 |
| 3            | Core IX    | Marketing Management                                      | 25 | 75 | 100 | 04 |
| 4            | Core X     | Human Resource Management                                 | 25 | 75 | 100 | 04 |
| 5            | Core XI    | Management Information System Theory - 60 Marks, Practical - 40 Marks | 100 | 04 |
| 6            | EDC        | Extra Disciplinary Course - 1                             | 25 | 75 | 100 | 04 |
| 7            | Common Paper | Human Rights                                         | 25 | 75 | 100 | 02 |
| 8            |            | Corporate Employability Skills                           | 50 | 02 |
| 9            |            | Institutional Training                                   | 50 | 02 |
The MIS practical will be evaluated out of (40 marks) on the basis of practical examination conducted by Periyar University. The external examiner will be deputed by the University. The practical examination should focus only on fourth and fifth units of this paper.

Theory examination will be conducted for the remaining 60 marks and the questions will be asked from all the five units of the syllabus. There is no internal marks for this paper.

Extra Disciplinary Course (EDC) offered by the MBA department are Entrepreneurship Development & Stress Management.

**Institutional Training**

The institutional training is the essential requirement and integral part of the curriculum for the successful completion of the MBA programme. It is designed for MBA students to improve their business skills and gain practical Experience. The essence of the institutional training is to help the student to develop the ability to apply multi-disciplinary concepts, tools and techniques to solve industrial problems.

**Supervision, Dates and Duration:**

Every student has to undergo an institutional training for a minimum period of 2 weeks after completion of the first semester and before the start of second semester.

All the students will have to submit their institutional training report within a period of 2 weeks on completion of the institutional training in the department. Each student will be attached with the faculty guide and the guide will evaluate the report for a maximum of 50 marks (Only Internal Evaluation and No External Evaluation) and the same will be sent to the controller of examinations, Periyar University immediately as the marks need to be incorporated in second semester.

**Mode of Evaluation for Corporate Employability Skills:**

Report Should be Prepared individually based on the Practical Assignments listed in the syllabus. This Paper will be introduced as a Practical Paper in second semester and Viva voce examination will be conducted by MBA Board with Internal and External Examiners. No Theory Examination will be conducted for this Paper.
### SEMESTER III

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Paper Code</th>
<th>Subject Title</th>
<th>Internal (25%)</th>
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<th>Credits</th>
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<tr>
<td>1</td>
<td>Core XII</td>
<td>Strategic Management</td>
<td>25</td>
<td>75</td>
<td>100</td>
<td>04</td>
</tr>
<tr>
<td>2</td>
<td>Core XIII</td>
<td>Global Business Management</td>
<td>25</td>
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<td>100</td>
<td>04</td>
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<tr>
<td>3</td>
<td>Elective I</td>
<td></td>
<td>25</td>
<td>75</td>
<td>100</td>
<td>04</td>
</tr>
<tr>
<td>4</td>
<td>Elective II</td>
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<td>25</td>
<td>75</td>
<td>100</td>
<td>04</td>
</tr>
<tr>
<td>5</td>
<td>Elective III</td>
<td></td>
<td>25</td>
<td>75</td>
<td>100</td>
<td>04</td>
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<tr>
<td>6</td>
<td>EDC</td>
<td>Extra Disciplinary Course - 2</td>
<td>25</td>
<td>75</td>
<td>100</td>
<td>04</td>
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</tbody>
</table>

In the third semester the student has to select any one of the following specializations and has to undergo all the three subjects of that specialization.

### ELECTIVES IN III SEMESTER

**AREA: FINANCE**

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Paper Code</th>
<th>Elective Subject Title</th>
<th>Internal (25%)</th>
<th>External (75%)</th>
<th>Total</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Elective I</td>
<td>Financial Services</td>
<td>25</td>
<td>75</td>
<td>100</td>
<td>04</td>
</tr>
<tr>
<td>2</td>
<td>Elective II</td>
<td>Security Analysis and Portfolio Management</td>
<td>25</td>
<td>75</td>
<td>100</td>
<td>04</td>
</tr>
<tr>
<td>3</td>
<td>Elective III</td>
<td></td>
<td>25</td>
<td>75</td>
<td>100</td>
<td>04</td>
</tr>
</tbody>
</table>
### AREA: HUMAN RESOURCE

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Paper Code</th>
<th>Elective Subject Title</th>
<th>University Examination</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Internal (25%)</td>
<td>External (75%)</td>
</tr>
<tr>
<td>SEMESTER III</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Elective I</td>
<td>Strategic Human Resource Management</td>
<td>25</td>
<td>75</td>
</tr>
<tr>
<td>2</td>
<td>Elective II</td>
<td>Labour Legislation</td>
<td>25</td>
<td>75</td>
</tr>
<tr>
<td>3</td>
<td>Elective III</td>
<td>Team Building and Conflict Management</td>
<td>25</td>
<td>75</td>
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</table>

### AREA: OPERATIONS

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Paper Code</th>
<th>Elective Subject Title</th>
<th>University Examination</th>
<th>Credits</th>
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<tbody>
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<td></td>
<td></td>
<td></td>
<td>Internal (25%)</td>
<td>External (75%)</td>
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<tr>
<td>SEMESTER III</td>
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<td></td>
</tr>
<tr>
<td>1</td>
<td>Elective I</td>
<td>Technology Management</td>
<td>25</td>
<td>75</td>
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<tr>
<td>2</td>
<td>Elective II</td>
<td>Total Quality Management</td>
<td>25</td>
<td>75</td>
</tr>
<tr>
<td>3</td>
<td>Elective III</td>
<td>Supply Chain Management</td>
<td>25</td>
<td>75</td>
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</tbody>
</table>
In the IV semester, the student has to avail 40 working days for project data collection and analysis in consultation with the faculty guide. The report has to be submitted before the last working day of the IV semester.

Project report evaluation consists of report evaluation and the conduct of viva voce examination. Report evaluation (150 marks) will be undertaken by an external examiner and the faculty guide independently and the average of the two will be the final mark. Viva voce examination (50 marks) will be conducted by the external and the faculty guide together. Apart from the project report, the student has to select any one of the following specializations and has to undergo all the three courses of that specialization for a period of 50 working days in that semester.

**ELECTIVES IN IV SEMESTER**

**AREA: MARKETING**

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Paper Code</th>
<th>Elective Subject Title</th>
<th>University Examination</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Internal (25%)</td>
</tr>
<tr>
<td>1</td>
<td>Elective IV</td>
<td>Retail Management</td>
<td>25</td>
</tr>
<tr>
<td>2</td>
<td>Elective V</td>
<td>Services Marketing</td>
<td>25</td>
</tr>
<tr>
<td>3</td>
<td>Elective VI</td>
<td>Integrated Marketing Communication</td>
<td>25</td>
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</tbody>
</table>
## ELECTIVES IN IV SEMESTER
### AREA: SYSTEMS

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Paper Code</th>
<th>Elective Subject Title</th>
<th>University Examination</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Internal (25%)</td>
<td>External (75%)</td>
</tr>
<tr>
<td>1</td>
<td>Elective IV</td>
<td>System Analysis and Design</td>
<td>25</td>
<td>75</td>
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<tr>
<td>2</td>
<td>Elective V</td>
<td>Software Project Management</td>
<td>25</td>
<td>75</td>
</tr>
<tr>
<td>3</td>
<td>Elective VI</td>
<td>Decision Support Systems</td>
<td>25</td>
<td>75</td>
</tr>
</tbody>
</table>
QUESTION PAPER PATTERN
(for all MBA Subjects except Management Information System)

Time: 3 Hrs           Max. Marks: 75

Section - A

Answer all the questions
1.  (a) or  (b)   From Unit - I
2.  (a) or  (b)   From Unit - II
3.  (a) or  (b)   From Unit - III
4.  (a) or  (b)   From Unit - IV
5.  (a) or  (b)   From Unit - V

Section - B

Answer all the questions
6.  (a) or  (b)   From Unit - I
7.  (a) or  (b)   From Unit - II
8.  (a) or  (b)   From Unit - III
9.  (a) or  (b)   From Unit - IV
10. (a) or  (b)    From Unit - V

Section - C

11. Case study (Compulsory)
QUESTION PAPER PATTERN

(Management Information System of MBA Course only)

Time: 3 Hrs           Max. Marks: 60

Section - A

Answer all the questions  5X3=15 Marks
1. (a) or (b) From Unit - I
2. (a) or (b) From Unit - II
3. (a) or (b) From Unit - III
4. (a) or (b) From Unit - IV
5. (a) or (b) From Unit - V

Section - B

Answer all the questions  5X7=35 Marks
6. (a) or (b) From Unit - I
7. (a) or (b) From Unit - II
8. (a) or (b) From Unit - III
9. (a) or (b) From Unit - IV
10. (a) or (b) From Unit - V

Section - C

Answer all the questions  1X10=10 Marks
11. Case study (Compulsory)
MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER I

CORE I - FUNDAMENTALS OF MANAGEMENT AND COMMUNICATION

UNIT I:

UNIT II:

UNIT III:

UNIT IV:

UNIT V:
Non-Verbal Communication - Personal Appearance, Posture - Dyadic Communication-Face to Face Communication - Telephonic Conversation - Conducting Meetings - Procedure - Preparing Agenda, Minutes and Resolutions - Conducting Seminars and Conferences:-Regulating Speech- Procedure - Drafting Speech.
TEXT BOOK:
1. Manaement, Robbins and Coulter, Pearson Education.

REFERENCE BOOKS:
2. Management, Stoner, Freeman & Gilbert, Pearson Education.
MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER I

CORE II - ECONOMICS FOR MANAGERS

UNIT I:
Managerial Economics: Meaning, Definition, Functions (Decision Making and Forward Planning), Nature and Scope of Managerial Economics - Roles and responsibilities of Managerial Economist.

UNIT II:
Demand Analysis: Meaning, Definitions, Determinants and types of demand-Demand distinctions - Elasticity of Demand – Demand Forecasting - Methods of Demand Forecasting - Supply Function.

UNIT III:

UNIT IV:

UNIT V:

Question Paper Pattern
Proportion of Theory and Problem has to be 80 :20
TEXT BOOK

Managerial Economics, R.L. Varshney and K.L. Maheshwari, Sultan Chand & Sons.

REFERENCE BOOKS:

UNIT I:
Meaning and Definition of Organisational Behaviour (OB) - Scope and Importance of OB - OB and other similar fields of studies – Disciplines Contributing to OB - Models of OB - Historical Evolution of OB - Hawthorne's Experiments and its Implications

UNIT II:

UNIT III:

UNIT IV:
Conflict-nature-process-levels. Stress-meaning-models-sources.

UNIT V:
Organisational Change and Development – Importance - Types - Integration of TQM and Re-engineering - Effectiveness of OD

TEXT BOOKS

REFERENCE BOOKS:
2. Organizational Behaviour, Uma Sekaran, TATA McGraw Hill Company.
3. Organizational Theory and Behaviour, B.P. Singh, T.N. Chhabra,
UNIT I:

UNIT II:

UNIT III:

UNIT IV:

UNIT V:

Question Paper Pattern
Proportion of Theory and Problem has to be 60 :40
MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

TEXT BOOKS

REFERENCE BOOKS:
1. Management Accounting, R.S.N.Pillai And Bagavathi, S.Chand & Company.New Delhi.
2. Accounting for Management,Dr.V.R.Palanivelu,University Science Press,New Delhi.
3. Management Accounting, Dr. S.N. Maheswari, Sultan Chand & Sons.
5. Management Accounting, Don Rickettes, Jackgaray Houghton Mibblin Company, Boston.
MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER I

CORE V - BUSINESS LAW

UNIT I:

The Contract Act, 1871


UNIT II:

Sales of Goods Act, 1930


UNIT III:

The Companies Act, 1956


UNIT IV:

UNIT V:

The Information Technology Act, 2000


TEXT BOOK:

Business Law, Kapoor N.D., Sultan Chand and Sons.

REFERENCE BOOKS:

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

SEMESTER I

CORE VI - BUSINESS RESEARCH METHODS

UNIT I:

UNIT II:

UNIT III:
Data Processing – Coding – Editing – Univariate Analysis – Correlation and Regression Analysis - Multivariate Analysis (Theory Only) – Factor Analysis – Cluster Analysis – Discriminate Analysis

UNIT IV:

UNIT V:

Question Paper Pattern
Proportion of Theory and Problem has to be 60 :40

TEXT BOOK:
Business Research Methods, Donald R.Cooper and Pamela S.Schindler, Tata Mc Graw Hill.

REFERENCE BOOKS:
1. Research Methodology, Methods and Techniques, C.R.Kothari, New Age International Publishes.
4. Research Methods, Donald H.Burney, Thomson Asia.
MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER II

CORE VII - OPERATIONS MANAGEMENT

UNIT I:


UNIT II:


UNIT III:

Definition and purpose of inventory – inventory costs – independent and dependent demand – inventory systems – economic order quantity – fixed order quantity models and fixed period time models – ABC analysis-VED analysis–FSN analysis.

Material handling-Material Requirement planning – master production schedule – MRP system structure.

UNIT IV:


Project Management: elements – project formulation .

UNIT V:

Question Paper Pattern

Proportion of Theory and Problem has to be 80 :20

TEXT BOOK:

Production and Operation Management, R.Panner Selvam, PHI learning.

REFERENCE BOOKS:

2. Operations Management, Lee J.Krajewski, PHI.
3. Production and Operational Management, Kanishhka Bedi, Oxford University Press.
5. Production and Operations Management, R.B.Khanna, PHI.
UNIT I:

UNIT II:
Capital Expenditure Evaluations – Methods of Appraisals – Pay back period, Net Present Value, Internal Rate of Return, Accounting Rate of Return, Profitability Index – Capital rationing

UNIT III:

UNIT IV:

UNIT V:
Leverages – Operating leverage – Financial leverage and Combined leverage – Earnings Before Interest and Tax (EBIT) – Earnings Per Share (EPS) Return On Investment (ROI) and Return on Equity (ROE).
**Question Paper Pattern**

Proportion of Theory and Problem has to be 60 : 40

**TEXT BOOK:**

- Financial Management – Dr. V.R. Palanivelu - S. Chand Company Ltd - New Delhi
- Financial Management, Pandey I.M., Vikas Publishing House

**REFERENCE BOOKS:**

5. Financial Management, Kuchchal S.C.
UNIT I:

UNIT II:

UNIT III:

UNIT IV:

UNIT V:
TEXT BOOK:

REFERENCE BOOKS:
3. Marketing Management, Dr.C.B.Gupta, Dr.N.Rajan Nair, Sultan Chand & Sons.
MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER II

CORE X - HUMAN RESOURCE MANAGEMENT

UNIT I:

UNIT II:

UNIT III:

UNIT IV:

UNIT V:
Industrial Relations - Collective bargaining - process, Trade unions - Workers participation in Management - Grievance handling - Redressal committees - Ethics in HRM - Global HRM

TEXT BOOK:

REFERENCE BOOKS:
1. Human Resource Management, V.S.P.Roa
4. Human Resource Management, Biswajeet Pattanayak
MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER II

CORE XI - MANAGEMENT INFORMATION SYSTEM

UNIT I:
Management Information Systems - Need, Purpose and Objectives - Contemporary Approaches to MIS - Information as a strategic resource - Use of information for competitive advantage - MIS as an instrument for the organizational change. The process of MIS Development - MIS Organization - Information Dynamics

UNIT II:

UNIT III:
DSS, EIS models: The decision making process - Structured, semi structured and Unstructured problems; What if analysis, sensitivity analysis, Goal seeking Analysis and Optimizing Analysis.

Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations - Denial of service, spooling - Ethics for IS professional - Social challenges of Information technology. ERP- SAP.
MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER II

PRACTICAL - MANAGEMENT INFORMATION SYSTEM

UNIT IV:

M.S. OFFICE
- DOCUMENT CREATION AND BASIC OPERATIONS IN M.S. WORD
- MAIL MERGE USING M.S. WORD
- CREATION OF PRESENTATION USING M.S. POWER POINT.
- CHART PREPARATION USING M.S. EXCEL

UNIT II:

ORACLE WITH VISUAL BASIC
- CREATION OF DATABASES AND VARIOUS OPERATIONS ON THEM
- PAY ROLL
- PERSONAL INFORMATION SYSTEM FOR AN ORGANISATION WITH QUERY
- STUDENT INFORMATION SYSTEM
- LIBRARY INFORMATION SYSTEM.

TEXT BOOK:
1. Management Information Systems, Laudon and Laudon, Pearson Education Asia / PHI.

REFERENCE BOOKS:
5. Management Information Systems, Davis and Olson, Tata McGraw Hill.
MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER II

CORPORATE EMPLOYABILITY SKILLS
(Practical Oriented)

UNIT I:
Communication – Meaning and Significance for Managers – Public Speaking – Speaking in Meeting – Workplace communication – One to one Communication – Different Styles of Communication – Interpersonal and Intrapersonal Skills – Reading ability – Importance of listening in Communication

UNIT II:
Presentation Skills – writing oral presentations – using visual aids in oral Communication – communicating across cultures – 7 Cs of communication – Body Language – Tips on how to create a Power Point and other Presentations

UNIT III:
Goal Setting – creating individual action Plans – Article Writing – SWOT analysis – Event Management – (Training Students to Organize Events and present a report on Event organized)

UNIT IV:
Case Study – Case analysis – Discussion and Presentation – Team Building and team work – Innovation and Creativity – Emotional intelligence – Self Management.

UNIT V:
Business and corporate Etiquettes – Overview of Interview – Self introduction at various forums and during Interview – Mock Interview – CV Preparation – Group Discussion
List of Practical Assignments for Record and Viva voce

- Public Speaking
- Different styles of Communication (Role Play)
- Presentation Using Visual aids (Power Point Presentation)
- Goal Setting (Preparing individual action Plans including Short term and Long term)
- Article Writing
- SWOT Analysis (Individual SWOT)
- Event Management (Present a report about any Events organized by Student Group)
- Case Study analysis (Individual & Group Discussion about Case )
- Emotional Intelligence (Analyzing individual Students EQ)
- Etiquette for Managers (Practicing different etiquettes in classroom)
- Interview preparation
- Mock Interviews( Activity)
- Self Introduction
- CV Preparation

TEXT BOOKS

1. Bovee, Thill, Schatzman, (2005), Business communication Today ,Pearson Education

REFERENCE BOOKS:

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

SEMESTER III

CORE XII - STRATEGIC MANAGEMENT

UNIT I:
Strategic planning and strategic management: Strategic planning: strategic, operational and tactical planning - Evolution and levels of strategic planning- dimension of strategic decisions-challenges- Strategic management process.

UNIT II:
Environmental analysis: external and internal environment, components of external and internal environment, environmental scanning.
Industry analysis-Competitive analysis-Internal analysis: Resource Based view, SWOT analysis, Value Analysis, concept of synergy.

UNIT III:

UNIT IV:
Strategic analysis and choice: Portfolio Analysis-BCG Growth-Share Matrix, GE Business Screen, Shell's Directional Policy Matrix, International Portfolio Analysis; Corporate Parenting.
Strategic implementation: Steps-structural issues- behavioral issues- strategic leadership

UNIT V:
Strategic evaluation and control: Strategic evaluation- importance, barriers, evaluation criteria, Strategic control-operational control-process –techniques-effective control system.Strategic management in Public sector corporate entrepreneurship, non-profit organizations –Business ethics and corporate social responsibility.
MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

TEXT BOOK:

REFERENCE BOOKS:
MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER III

CORE XIII - GLOBAL BUSINESS MANNAGEMENT

UNIT I:

UNIT II:

UNIT III:

UNIT IV:
Industrial Relations – Collective bargaining – process, Trade unions – Workers participation in Management - Grievance handling - Redressal committees - Ethics in HRM - Global HRM.

UNIT V:

TEXT BOOK:

REFERENCE BOOKS:
UNIT I:

UNIT II:

UNIT III:

UNIT IV:
UNIT V:


TEXT BOOK:

1. Financial Services and system K.Sasadharan and Alex K Mathews, Tata McGraw-Hill.

REFERENCE BOOKS:

3. Lease Financing and Hire Purchase including Consumer Credits, Vinod Kothari, Wadhara & Company.
5. AMFI & SEBI Guidelines.
UNIT I

UNIT II

UNIT III
The Random-Walk Theory , Efficient Market Theory- Weak Form, Semi-strong Form, Strong Form

UNIT IV
UNIT V

Portfolio Evaluation: Mutual Fund, Sharpe's Performance Index, Treynor's Performance Index, Jensen's Performance Index


Question Paper Pattern

Proportion of Theory and Problem has to be 60:40

TEXT BOOK:


REFERENCE BOOKS:

2. Investment Analysis and Portfolio Management, Ranaganathan and Madhumathi, Pearson Education.
MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER - III

AREA - FINANCE

ELECTIVE III - STRATEGIC FINANCIAL MANAGEMENT

UNIT I

INTRODUCTION

Financial Planning – Analysing Financial Performance – Approaches to Financial Planning – Short & long term Financial planning, as model for SFM.

Health care models – medical health prevention and promotion model, integrative model and developmental model; holistic approach to health; alternative system of health – yoga naturopathy.

UNIT II

CORPORATE RESTRUCTURING


UNIT III

CORPORATE EXPANSION


UNIT IV

STRATEGIC COST MANAGEMENT

UNIT V

CORPORATE SICKNESS


Question Paper Pattern

Proportion of Theory and Problem has to be 80 : 20

TEXT BOOK:

1. Mergers, Restructuring & Corporate Control, FRED WESTON/KWANG CHUNG.


REFERENCE BOOKS:


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

SEMESTER III

AREA - HUMAN RESOURCE

ELECTIVE I - STRATEGIC HUMAN RESOURCE MANAGEMENT

UNIT I


UNIT II


UNIT III


UNIT IV


Strategic HRD Systems practices and facilitators – Strategic HRD practices – Strategic HRD facilitators.
UNIT V


TEXT BOOK:


REFERENCE BOOKS:

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

SEMINER - III

AREA - HUMAN RESOURCE

ELECTIVE II - LABOUR LEGISLATIONS

UNIT I

Industrial Disputes Act, 1947:-
Definitions of Industry, Workman and Industrial Dispute - Authorities under the Act
- Procedure, Powers and Duties of Authorities – Strikes and Lock outs – Lay off and
Retrenchment – Special Provisions relating to Layoff, Retrenchment and Closure

UNIT II

Factories Act, 1948:-
Meaning, objectives and applicability- Health, Safety and Welfare measures- Working
hours, Holidays and annual leave- Special provisions regarding Employment of
Women, Young persons and Dangerous operations.
Employee state Insurance Act, 1948.

UNIT III

Workmen’s Compensation Act, 1923 and its objectives- Disablement under the Act-
Accidents out of employment and course of employment- quantum of compensation.

UNIT IV

Payment of Gratuity Act, 1972- Scope, applicability, minimum gratuity, nomination,
rights of Employer and duties of Employee.
Payment of Bonus Act, 1965
Minimum Wages Act, 1948
Payment of Wages Act, 1936

UNIT V

Trade Union Act, 1926- Functions, Registration, Applicability - International Labour
Organization - Modern trend and Industrial Legislation.

TEXT BOOK:

Industrial Relations and Labour Legislation M.R. Sreenivasan, Margam Publications

REFERENCE BOOKS:

1. Industrial Law, N.D. Kapoor, Sultan Chand & Sons, New Delhi.
MASTER OF BUSINESS ADMINISTRATION (M.B.A.)
SEMESTER - III
AREA - HUMAN RESOURCE
ELECTIVE III - TEAM BUILDING AND CONFLICT MANAGEMENT

UNIT I
Group dynamics – Importance - Functions of groups - Group Decision Making.

UNIT II
Team working - team roles - types of teams - team building - stages of team development - team effectiveness - Dynamics of power and politics.

UNIT III
Interpersonal communication - Communication process - Communication effectiveness - using feedback - Transactional Analysis

UNIT IV
Conflict Management - Role of conflict - Sources of conflict – Consequences – classification of conflicts-approaches to conflict management

UNIT V
Collaboration –Functions -Bases- Intervention for collaboration
Case studies related to Team building and Conflict management

TEXT BOOK:
Organisational Behavior, L.M.Prasad, Sultan Chand and sons.

REFERENCE BOOKS:
UNIT I


UNIT II


UNIT III


UNIT IV


UNIT V

**TEXT BOOK:**


**REFERENCE BOOKS:**

5. Technological Forecasting, Rohatgi P.K et al, Tata McGraw-Hill.
MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER - III

AREA - OPERATIONS

ELECTIVE II - TOTAL QUALITY MANAGEMENT

UNIT I


UNIT II


UNIT III


UNIT IV


UNIT V

Importance of employee participation - Historical foundation of employee involvement programs classical and industrial engineering approaches, SQC, Behavioral management innovations, Quality circles - Self managed teams - Implementing Employee Involvement programs.
TEXT BOOK:


REFERENCE BOOKS:

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

SEMESTER - III
AREA - OPERATIONS
ELECTIVE III - SUPPLY CHAIN MANAGEMENT

UNIT I

UNIT II

UNIT III

UNIT IV

UNIT V

TEXT BOOK:

REFERENCE BOOKS:
MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER - IV

AREA - MARKETING

ELECTIVE I - RETAIL MARKETING

UNIT I

UNIT II
Retail Model and Theories of structural changes in retailing – Classification of retailers and retail markets – Life cycle and phase in growth of retail markets – Methods of customer interaction.

UNIT III
Retail location strategy – Retail location theories Importance of location decision – Types of location decision and its determining factors – Site selection analysis – Selection of shopping centre or market — Location assessment procedures.

UNIT IV
Retail in India – Evaluation and Size of retail in India – Drivers of retail change in India – Foreign Direct Investment in retail – Challenges to retail developments in India – Recent Trends in Retailing in India - On line Retailing

UNIT V
Global retail market: Strategic planning process for global retailing – Challenges facing global retailers – Challenges and threats in global retailing – Factors affecting the success of a global retailing strategy.

TEXT BOOK:

REFERENCE BOOKS:
MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

SEMESTER - IV

AREA - MARKETING

ELECTIVE II - SERVICE MARKETING

UNIT I


UNIT II


UNIT III


UNIT IV


UNIT V


TEXT BOOK:

1. Services Marketing, The Indian Context, R.Srinivasan, PHI.

REFERENCE BOOKS:

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

SEMESTER - IV

AREA - MARKETING

ELECTIVE III - INTEGRATED MARKETING COMMUNICATION

UNIT I

Integrated Marketing Communication (IMC) – An integrated marketing communication plan – Value of IMC plan – Globally integrated marketing communication.

Promotion opportunity Analysis – Communication market analysis – Establishing a Communication budget – Types of budget.

UNIT II

Advertising management – Advertising and the IMC process – Choosing an agency – Advertising planning and research – Advertising goals.

Advertising design – Advertising theory – Types of advertising appeals – Structure of an advertisement agency.

UNIT III


UNIT IV

UNIT V


TEXT BOOK:

1. Integrated Advertising, Promotion and Marketing Communication, Clow Baack, PHI Learning

REFERENCE BOOKS:


ELECTIVE I - SYSTEM ANALYSIS AND DESIGN

UNIT I
Project Team Roles and Skills. Project Initiation: Identifying Business Value,
Feasibility Analysis. Project Management: Creating a Work Plan, Project Staffing,
Controlling the Project.

UNIT II
Systems Analysis: Developing an Analysis Plan. -Process Modeling: Data
FlowDiagrams (Gane and Sarson, DeMarco and Yourdan), UseCase Diagrams. Data
Diagrams, Physical Entity Relationship Diagrams. Architecture Design: Computing

UNIT III
User Interface Structure Design: User Interface Design Principles and Processes,
User Interface Design Components. Data Storage Design: File and Database Formats,
Optimization for Data Storage and Data Access. Program Design: Structure
Chart, Program Specification.

UNIT IV
Construction: System Construction Process, Managing Programming, Designing
Tests, Developing Documentation. Installation: System Installation Process,
Conversion Strategies, Change Management, Post- Implementation Activities.

UNIT V
the Unified Modeling Language, Use Case Diagrams, Sequence Diagrams, Class
Diagrams, Statechart Diagrams.
MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

TEXT BOOK:


REFERENCE BOOKS:


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

SEMESTER - IV

AREA - SYSTEMS

ELECTIVE II - SOFTWARE PROJECT MANAGEMENT

UNIT I


UNIT II

DOMAIN PROCESSES


UNIT III

SOFTWARE DEVELOPMENT


UNIT IV

SCHEDULING ACTIVITIES

UNIT V

QUALITY ASSURANCE


TEXT BOOK:

Quality Software


REFERENCE BOOKS:

2. Software Project Management – A concise study, SA Kelkar – PHI.
UNIT I
Managerial decision making and information systems - Requirement for decision support for decision making and other executive work - Human decision making heuristics and bounded rationality - Types of Decision Support Systems.

UNIT II
Decision support systems - Introduction and overview - From human decision making to DSS - DSS architecture - Decision modeling and analysis - Decision Support Developments - Executive Information Systems - Data warehousing, access, analysis, mining and visualization.

UNIT III

UNIT IV
Intelligent Decision support systems - Knowledge-based decision support systems Knowledge acquisition and validation - Knowledge representation - Inference techniques.

Decision Making Under Uncertainty - Introduction and overview - Understanding risk in making decisions - Managerial risk taking and organizational decision making - Modeling uncertainty

UNIT V
Advanced Techniques - Neural Network fundamentals - Neural Network Architecture Simple Neural Network applications - Genetic Algorithm - Fuzzy Logic - Fuzzy Sets in decision making - Intelligent software agents and creativity - System integration and future of DSS.
MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

TEXT BOOK:


REFERENCE BOOKS:


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

EXTRA DISCIPLINARY COURSE

EDC I - ENTREPRENEURSHIP DEVELOPMENT

UNIT I
Concept of Entrepreneur and Entrepreneurship – Major Entrepreneurial Competencies – Qualities of Successful Entrepreneur – Types of Entrepreneur – Knowledge and Skills Required for an Entrepreneur.

UNIT II
Entrepreneurial Environment – Economic and Non-Economic Factors – Entrepreneurial Motivation – Need for EDPS.

UNIT III

UNIT IV

UNIT V

REFERENCE BOOKS:
UNIT I


UNIT II

Common Stress Factors Time And Career Plateauing: Time Management – Techniques – Importance of Planning the day – Time Management Schedule – Developing Concentration – Organizing the Work Area – Prioritizing – Beginning at the start – Techniques for conquering procrastination – Sensible delegation – Taking the right breaks – Learning to say 'No'.

Career Plateauing – Identify career plateaus – Structural and content plateauing – Making a fresh start – Importance of sabbaticals – Counseling out – Executive leasing – Sustaining a marketable career.

UNIT III


UNIT IV


UNIT V

REFERENCE BOOKS:


