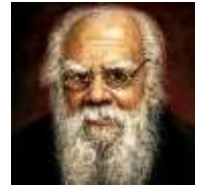




PERIYAR UNIVERSITY

Periyar Palkalai Nagar,
Salem-636011
(Reaccredited with 'A++' Grade by the NAAC)



DEPARTMENT OF MANAGEMENT STUDIES

MASTER OF BUSINESS

ADMINISTRATION [CHOICE BASED CREDIT SYSTEM]



OB REGULATIONS AND SYLLABUS

(Effective from the academic year 2022-2023 onwards)

**MASTER OF BUSINESS
ADMINISTRATION[CHOICE BASED CREDIT SYSTEM
M(CBCS)]**

OBJECTIVE REGULATIONS AND SYLLABUS

(Effective from the academic year 2022-2023 onwards)

PREAMBLE

Department of Management Studies is one of the upcoming management institutes in the Southern region of the country. Department of Management Studies offers two year full-time MBA program with a difference (CBCS – Choice Based Credit Systems) since its inception in 2005. The institute also offers M.Phil full-time and Ph.D. both full-time and part-time programmes to promote research activities. Department of Management Studies is an active Institutional member of All India Management Association.

Students are selected for MBA Programme based on their performance in Graduation, Group Discussion, Personal Interview and TANCET/MAT Score as per Government Norms. The academic, professional practice and performance standards of the Institute match with the world class business schools. Students of Department of Management Studies are being imparted management education in a very cohesive, disciplined and professional environment. The institute leaves no stone unturned to prepare its students as perfect decision-makers and path finding managers.

The institute is located in a separate spacious, lush green campus in the Salem-Bangalore national highway and is equipped with sprawling infrastructure and instructional facilities. The institute has separate hostel facilities for boys and girls within the University premises.

The institute provides the contemporary Audio-Visual learning equipments for lectures and has developed its enduring relationship with the industries for providing practical training to the students through industrial visits, summer placement and guest lecture's of executives from corporate world.

The University has employed highly experienced and professionally qualified young faculty members with background from industries and education who are dynamic and possess management skills as a trainer.

The interactive and participating methods of learning have been introduced and the students are assessed for their comprehensive skills at the end of each semester. The students

are encouraged to make maximum use of library and computer lab which are available to them round the clock. The learning environment is always continuous and inculcates in the students the best skills of communication and personality development.

The faculty members of Department of Management Studies are actively involving themselves in research and extension activities, paper and book publications. Attending and presenting papers at national and international level seminars, conferences and taking up consultancy services.

The students are provided assistance for the Summer Training and Job Placement in leading organizations.

The Institute strongly emphasis on quality education, effective teaching pedagogies and real industry interface to propel to a better career. The institute will ever look for long term benefits where it equips the students with required employable skills and Managerial traits.

VISION

Imparting the knowledge to the society through formal and informal modes and contributing to nation building.

MISSION

- To institute specialized research centers of Excellence
- To design courses and to train students to improve academic excellence
- To enhance academia-industry interaction
- To involve in extension and outreach programmes
- To make the University globally known academic and research institution
- To inculcate values, ethics, scientific temper and environmental awareness

MBA–PROGRAMME OUTCOME(PO)

After the successful completion of M.B.A. Program, the students are expected to

1. Making students acquire a comprehensive foundation in the fundamentals of business, the global environment in which they will function, and the analytical tools for managerial decision-making.
2. Training students to acquire required theoretical and relational abilities and feeling of social reasons for administrative leadership

3. Developing initiative capacities among students to go about as change specialists and be a wellspring of inspiration in the business organizations they work in.
4. Enabling the students to become through professionals to fulfill and exceed expectations of Corporate, Government and Society at large without compromising the uprightness, trustworthiness and moral values.
5. Equipping students to become rational decision makers and take decisions based on the factual information by applying appropriate managerial tools and techniques.
6. Enabling students to have research related skills
7. Equipping students with digital literacy
8. Have problem solving skills
9. Express moral and ethical awareness
10. Have good critical thinking

MBA-PROGRAM SPECIFIC OUTCOMES (PSOs)

Program specific Outcomes (PSOs)	
After the successful completion of M.B.A. Program, the students are expected to	
PSO1	Have developed knowledge and skill in key functional areas namely Finance, Marketing, Human Resource, Systems, Production & Entrepreneurship
PSO2	Have equipped in current conceptual models and trends in domestic & international business administration
PSO3	Have understood the differences in business practices around the globe.
PSO4	Have developed understanding of the impact of these differences and applying them from a domestic perspective.
PSO5	Have developed verbal and written communication to adapt to evolving virtual organisations.
PSO6	Have developed effective work culture and team spirit.
PSO7	Have developed understanding of the diverse and dynamic business environment
PSO8	Have developed analytical decision making techniques
PSO9	Have ability to analyse and evaluate ethical problems of business
PSO10	Have acquired Industry 4.0 perspective in every programme

PROGRAMME PATTERN

This programme is offered under Choice Based Credit system (CBCS). Students can earn more credits than the stipulated minimum of 90 credits, through Extra Credit Courses via Interdisciplinary (Supportive) Courses).

CANDIDATE'S ELIGIBILITY FOR ADMISSION

A pass in a recognized Bachelor's Degree of Minimum of 3 years duration and obtained at least 50% marks (45% in the case of candidates belonging to reserved category) in the qualifying degree examination and TANCET/MAT/CAT Score/Entrance Examinations specifically conducted from the Department of Management Studies or any other equivalent admission test score (For above said exam scores, only the latest entrance exam test score will be considered), Group Discussion and Personnel Interview.

CBCS-STRUCTURE OF THE PROGRAMME

The programme structure comprises of two parts.

Course Component	No. of Courses	Credits
Core Courses	15	60
Elective Courses (Optional)	06	24
Practical Course	01	04
Supportive Courses (Optional)	01	04
Project (Experiential Learning)	01	08
Internship	01	-
Swayam Course	01	02
Human Rights	01	02
Total	26	104

SEMESTER:01						
Course Code	Course Title	Credits /Instruction hours (perweek)	ExamDuration	Internal Marks	External Marks	Total Marks
22UPMBA1C01	Concepts of Management and Communication	4	3	25	75	100
22UPMBA1C02	Organizational Behavior	4	3	25	75	100
22UPMBA1C03	Managerial Economics	4	3	25	75	100
22UPMBA1C04	Financial And Management Accounting Practices	4	3	25	75	100
22UPMBA1C05	Quantitative Techniques for Managers	4	3	25	75	100
22UPMBA1C06	Research Methodology for Social Science	4	3	25	75	100
Sub-total		24	-	150	450	600
SEMESTER:02						
22UPMBA1C07	Operations Management	4	3	25	75	100
22UPMBA1C08	Marketing Management	4	3	25	75	100
22UPMBA1C09	Financial Management	4	3	25	75	100
22UPMBA1C10	Human Resources Management	4	3	25	75	100
22UPMBA1C11	Operations Research	4	3	25	75	100
22PHR01	Human Rights and Duties	2	3	25	75	100
22UPMBA1SW1	SWAYAM Course	2	-	-	-	-
Sub-total		28	-	175	525	700
SEMESTER:03						
22UPMBA1C12	Legal Aspects of Business	4	3	25	75	100
22UPMBA1C13	Entrepreneurship	4	3	25	75	100
-	Elective-1	4	3	25	75	100
-	Elective-2	4	3	25	75	100
-	Elective-3	4	3	25	75	100
22UPMBA1P01	Project Work and Viva Voce	8	3	50	150	200
22UPMBA1I01	Internship Training	-	-	-	-	-
-	Supportive Course offered to Non-MBA's	4	3	25	75	100
Sub-total		32	-	175	525	700
SEMESTER:04						
22UPMBA1L01	Management Information System and Lab	4	3	40	60	100
22UPMBA1C14	Strategic Management	4	3	25	75	100
22UPMBA1C15	Employability Skills	4	3	25	75	100
-	Elective-4	4	3	25	75	100
-	Elective-5	4	3	25	75	100
-	Elective-6	4	3	25	75	100
Sub-total		24	-	165	435	600
Grand-total		104	-	665	1935	2600

LIST OF ELECTIVE PAPERS

SEMESTER3	
SPECIALIZATION: FINANCIAL MANAGEMENT	
22UPMBA1EF1	Merchant Banking and Financial Services
22UPMBA1EF2	Investment Analysis and Portfolio Management
22UPMBA1EF3	Multinational Financial Management
SPECIALIZATION: HUMAN RESOURCES MANAGEMENT	
22UPMBA1EH1	Human Resource Training & Development
22UPMBA1EH2	International Human Resource Management
22UPMBA1EH3	Human Resources Information System
SPECIALIZATION: PRODUCTION AND OPERATIONS MANAGEMENT	
22UPMBA1EP1	Supply Chain Management
22UPMBA1EP2	Total Quality Management
22UPMBA1EP3	Materials Management
SEMESTER4	
SPECIALIZATION: MARKETING MANAGEMENT	
22UPMBA1EM1	International Marketing Management
22UPMBA1EM2	Services Marketing
22UPMBA1EM3	Brand Management
SPECIALIZATION: SYSTEMS MANAGEMENT	
22UPMBA1ES1	Systems Management
22UPMBA1ES2	Information Technology & Business Application
22UPMBA1ES3	E-Commerce
SPECIALIZATION: ENTREPRENEURSHIP	
22UPMBA1EE1	Entrepreneurship Development
22UPMBA1EE2	Export Entrepreneurship
22UPMBA1EE3	Rural Entrepreneurship

LIST OF SUPPORTIVE COURSES OFFERED FOR OTHER DEPARTMENT STUDENTS

SEMESTER:02	
21UPMBA1S01	Introduction to Export Management
21UPMBA1S02	Fundamentals of Marketing
21UPMBA1S03	Fundamentals of Entrepreneurship
21UPMBA1S04	Retail Marketing and Small Business Management

PROJECTWORK&VIVA VOCE (EXPERIENTIAL LEARNING COURSE)

During the summer vacation, the student has to avail 4&6 weeks (i.e. May & June) for project data collection and analysis in consultation with the faculty guide. There port has to be submitted on the specified date during III semester.

On completion of the course, the students are required to submit a report. The departmental committee on the basis of certificate from host industry/organization, training report and viva voce will assess the student's performance and marks will be Awarded.

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.

INTERNSHIP TRAINING

The internship training (minimum two weeks duration) is mandatory for first year vacation period. After the completion of such training by all the students and same shall be intimated to Controller of Examinations to print it in the 3rd semester mark sheet indicating the status of completion.

PRACTICAL

Management Information System Lab is practical in nature with 25 marks for internal and 75 marks for external practical with internal and external examiner.

INTERNAL ASSESSMENT:

Model Examination	-	10
Marks Assignment (Min 2) / Seminar / Case Analysis	-	5
Marks Unit / Class Tests (2 Numbers)	-	5 Marks
Attendance & Class Participation	-	5 Marks
Total	:	<u>25 Marks</u>

QUESTION PAPER PATTERN FOR MBAS YLLABUS 2021-2022

Time: 3 Hours

Max. Marks: 75

Section	Approaches	Mark Pattern	CO Coverage
A	One word (Answer all questions)	20X1=20 (Multiple Choice Questions)	CO1-20%, CO2-20%, CO3-20%, CO4-20 % and CO5-20%
B	100 to 200 words (Answer Any three out of five questions)	3X5=15	CO1-20%, CO2-20%, CO3-20%, CO4-20 % and CO5-20%
C	500 to 1000 words (Essay type questions)	5X8=40	CO1-20%, CO2-20%, CO3-20%, CO4-20 % and CO5-20%

CREDIT CALCULATION

Method of teaching	Hours	Credits
Lecture	1	1
Tutorial/Demonstration	1	1
Practical/Internship/	1	1

ONLINE COURSES (OPTIONAL)

The students are instructed to register for SWAYAM Courses in each semester by registering in the online education portal (SWAYAM).

UGC–NET COACHING/PLACEMENT TRAINING

The students are given coaching to prepare for UGC – NET Examination and pre-placement workshops are given to the students to prepare for placements.

BRIDGE COURSE CUM ORIENTATION

The first year students are instructed on curriculum framework, SWOT analysis of the Department, Basic Skill training on skill and entrepreneurship to the students for the growth and fame of the Department as bridge course Cum Orientation.

PLACEMENT/SOFT SKILL/REMEDIAL COACHING

In order to improve the knowledge, skills and linguistic proficiency of students who need special attention, remedial coaching/Placement/ Soft Skill classes on

- Placement Techniques
- Soft Skills
- Basic laboratory techniques
- Oral presentation skills
- Note taking and exam preparation techniques

Is conducted for Two hours in a week by faculty members in the Department as **extra workload for teaching**. The extra workload hours will be mentioned in the time table to motivate the students to attend the remedial classes, placement and soft skill classes.

MENTOR-MENTEES SYSTEM

The students of Department of Management Studies are supported by all faculties in the

Department personally and professionally through mentor and mentee system.

GRADING SYSTEM

Evaluation of performance of students is based on ten-point scale grading system as given below.

Ten Point Scale			
Grade of Marks	Grade points	Letter Grade	Description
90-100	9.0-10.0	O	Outstanding
80-89	8.0-8.9	D+	Excellent
75-79	7.5-7.9	D	Distinction
70-74	7.0-7.4	A+	Very Good
60-69	6.0-6.9	A	Good
50-59	5.0-5.9	B	Average
00-49	0.0	U	Re-appear
ABSENT	0.0	AAA	ABSENT

CONDONATION

Students must have 75% of attendance in each semester to appear for the examination. Students who have attendance between 65% and 74% shall apply for condonation in the prescribed form with the prescribed fee to write the examination in the same semester. Students who have attendance between 50% and 64% shall apply for condonation in prescribed form with the prescribed fee along with the Medical Certificate in the current semester but they can write their examination only in the next semester. Students who have attendance below 50% are not eligible to appear for the examination. They shall re-do the semester(s) in the next academic year to acquire required attendance for appearing examinations.



First Semester

22UPMBA1C01-CONCEPTS OF MANAGEMENT AND COMMUNICATION

CourseCode	22UPMBA1C01	Credits	04
CourseTitle	Concepts of Management and Communication	Hours/Week	04
CourseObjectives	This course aims at making the students to understand 1. The course enhances in knowing the concept of management and its evolution. (CO1) 2. It covers the planning and decision making process of an organization. (CO2) 3. To provide an insight in organizational structure and its control techniques. (CO3) 4. The course enhances the students to have understanding about the various concepts of communication that may help them to carry out the managerial functions effectively and efficiently. (CO4) 5. Further, to give clear understanding on communication media and various tools. (CO5)		
CourseOutcome	Upon successful completion of the requirements for this course, students will be able to: 1. To familiarize with the concept of Management, Importance and Role of managers and their Contributions and identifying the fundamentals of Management Thought. (K2) 2. To develop an understanding of Planning and Decision Making which they can implement in their job. (K2, K6) 3. To familiarize you with the concept of principles of Organization and its effectiveness. (K3) 4. The students can better understand the communication process which helps them in achieving the managerial needs in their upcoming business career. (K5) 5. Comprehend the concept of communication media and to implement in the business to enrich their career goals. (K3)		
Unit I	Concept of Management: Meaning and definition – Nature of Management – Scope of Management – Is Management Art or Science? – Functions of Management – Professionalisation of Management – Role and qualities of Managers – Evolution of Management Thought : Contributions of F.W. Taylor and Henri Fayol		
Unit II	Planning and Decision Making Nature and importance of Planning – Need for planning – Principles of planning – Planning Process – Types of Plans – MBO – MBE – Decision making: Characteristics of Decision Making – Types of Decisions – Decision Making Process – Characteristics of Effective Decisions – Rationality in Decision Making – Limits on Rationality – Issues.		
Unit III	Principles of Organisation Meaning and definition – Organisation Structure – Principles of Organisation – Management's Attitude towards Informal Organisation – Differences between Formal and Informal Organisation – Types of Organisation – Span of Management – Decentralisation – Delegation – Directing – Controlling and Coordinating		
Unit IV	Concepts of Communications Meaning and definition – objectives of communication – communication process – Forms of communication – Communication Roadblocks and Overcoming them – Overcoming Communication Barriers – Principles of effective communication – Types of communication: Formal Vs. Informal – Downward, Upward, horizontal, Diagonal and Informal communication.		

UnitV	CommunicationMedia: RoleofVerbal& Non-verbalSymbolsincommunication–Listening–SpokenCommunication–GroupDiscussion&Interviews–Meetings–FormsofCommunicationinWrittenmode–Jobapplications&Resume–Face-to-Face communication – Visual communication – Business letter –Modern communicationtools.
TextBooks	1. Andrew J Dubrin, Essential of Management, Thomson Southwestern, 9 th edition,2012. 2. SamuelC.CertoandTervisCerto,ModernManagement:Conceptsandskills,PearsonEducation, 12 th edition 2012. 3. HaroldKoontzandHeinzWehrich,EssentialofManagement:AnInternational&Leadership Perspective,9 th Edition,Tata Mcgraw-HillEducation 2012. 4. Singh&T. N.Chabra,ManagementConcepts&Practices
Reference Books	1. Don Hellriegel, Susan E Jackson and John W Slocum, Management – A competencybasedapproach,ThompsonSouthWestern,11 th edition2008. 2. Heinz Wehrich, Mark V Cannice and Harold Koontz, Management- A globalentrepreneurialperspective, Tata McgrawHill,12 th edition, 2008
Relatedonlinecontents(MOOC,Swayam,NPTEL,Websitesetc.,)	
CourseDesignedBy:Dr.J.SenthilVelmurugan	

MappingwithProgrammeOutcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	L	M	S	S	S	M	S	M	S
CO3	M	L	S	S	M	S	M	S	M	S
CO4	S	M	L	L	S	S	S	S	M	M
CO5	S	M	L	L	S	S	S	M	L	S
*S–Strong; M–Medium;L–Low										

22UPMBA1C02-ORGANIZATIONAL BEHAVIOR

CourseCode	22UPMBA1C02	Credits	04
CourseTitle	Organisational Behaviour	Hours/Week	04
Course Objectives	To provide an overview of theories and practices in organizational behavior in individual, group and organizational level. 1. To provide a basic knowledge of concepts related to organizational behavior (CO1) 2. To provide an insight on key theories relating to individual behavior (CO2) 3. To make students to understand on the concepts and theories related to group behavior. (CO3) 4. To identify the various leadership traits and understand why conflicts in an organization and how to deal with it. (CO4) 5. To maintain the organizational environment favorable for the work. (CO5)		
Course Outcome	1. Human Behavioural patterns will be established in the organization, for instilling favorable working environment. (K1) 2. Individual behavior will rejuvenate human being as a perfect person. (K4) 3. Understand group and group dynamics. (K2) 4. Easy to Handle uncertain conflict situations in simple way. (K3) 5. Improve and develop strategies about organizational change and development. (K6)		
Unit I	OB FOCUS AND PURPOSE Historical background of OB - Concept Relevance of OB – Contributing disciplines - to the field of OB - Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Cognitive Model – Reinforcement Model – Psycho analytical Model – Evolution and challenges of OB.		
Unit II	FOUNDATIONS OF INDIVIDUAL BEHAVIOR Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Classical, Operant and Social Cognitive Approaches. Perception: Meaning – Process – Factors influencing perception – Attitudes – Characteristics – Components – Formation – Measurement Values.		
Unit III	GROUP BEHAVIOUR Motivation – Meaning, importance, techniques – Maslow’s need Hierarchy Theory – Herzberg’s Two Factor Theory – Organization Structure: Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Team building - Interpersonal relations – Communication – Barriers to Communication – Guidelines for Effective Communication.		
Unit IV	LEADERSHIP Leadership – Trait, Behavioural and Contingency theories, Leaders vs Managers - Power and Politics: Sources of Power – Political Behaviour in Organisations – Managing Politics. Conflict and Negotiation: Sources and Types of Conflict – Negotiation Strategies – Negotiation Process.		
Unit V	ORGANIZATIONAL CULTURE Understanding Organizational Cultures, Managing Organizational Culture – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – Organizational Development and Change: Characteristics – objectives – Organizational effectiveness – Work Stress – Work Life Integration Practices.		
Text Books	1. John R. Schermerhorn, Jr., Richard N. Osborn, Mary Uhl-Bien, James G. Hunt, “Organizational Behavior” John Wiley & Sons Inc (12th Edition), 2012 2. Stephen Robbins, Timothy A. Judge, (2014), Organizational Behaviour, 16th edition, Prentice Hall India Pvt. Ltd. 3. Fred Luthans, Organisational Behavior, McGraw Hill, 11th Edition, 2001.		
Reference Books	1. Mc Shane & Von Glinov, Organisational Behaviour, 4th Edition, Tata Mc Graw Hill, 2007.		

	2. John W. Newstrom, "Organizational Behaviour: Human Behavior at Work" Tata McGraw Hill (14th Edition) 3. Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning and teaching. Cengage Learning. 2nd edition. 2012 4. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 7th edition, Tata McGraw Hill, 2008. 5. Udai Pareek, Understanding Organisational Behaviour, 3rd Edition, Oxford Higher Education, 2011. 6. Jerald Greenberg, Behaviour in Organization, PHI Learning, 10th edition. 2011
Course Designed By: Dr. R. Subramaniya Bharathy	

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	L	M	S	S	S	M	S	M	S
CO3	M	M	S	S	M	M	M	S	M	S
CO4	S	M	L	L	S	S	S	S	M	M
CO5	S	M	L	L	S	S	S	M	L	S
*S–Strong; M–Medium; L–Low										

22UPMBA1C03-MANAGERIALECONOMICS

Course Code	22UPMBA1C03	Credits	04
Course Title	Managerial Economics	Hours/Week	04
Course Objectives	1. To familiarize the economic theory which are applied in Managerial Decision Making.(CO1) 2. To understand the environmental factors that affect the effective functioning of the firm. (CO2) 3. To improve overall efficiency of the firm by improving sales and controlling cost, keeping in mind the demand and supply conditions in the market for a commodity.(CO3)		
Course Outcome	Upon completion of the course, students will be able to 1. Enumerate the basic economic principles which are key to effective managerial decision making.(K1) 2. Examine the cost concepts which has bearing on profit maximization and also to estimate the supply aspects of a product in the market.(K5) 3. Categorize the market structure based on its characteristics and also to formulate the right pricing strategy.(K3) 4. Analyse economic indicators prevailing in the country for effective identification of business opportunities.(K4) 5. Chart out effective business plans and objectives based on the macroeconomic factors and government policies.(K3)		
Unit I	Managerial Economics Concepts, Demand Analysis & Forecasting Managerial Economics: Meaning, Nature, and Scope of Managerial Economics – Relationship between Managerial Economics and other disciplines – Role and Responsibilities of Managerial Economist. Demand Analysis: Meaning, Determinants and Types of Demand – Demand Distinctions – Elasticity of Demand – Demand Forecasting – Purposes – Criteria – Methods of Demand Forecasting.		
Unit II	Cost, Profit, Production and Supply Analysis Cost Concepts, Classifications and Determinants – Cost Output Relationship – Break Even Analysis – Production Function – Supply Analysis – Economies and Diseconomies of Scale – Cost control and Cost reduction.		
Unit III	Price and Output Decisions under different Market Structures, Pricing policies & practices Features, Pricing and Output Decisions of Perfect Competition, Monopoly, Monopolistic and Oligopoly Market Structures. Factors influencing price – Pricing Objectives – Pricing Methods – Price Discrimination.		
Unit IV	Capital Management and Macro-Economics Capital Budgeting – Business Cycles: Phase, Causes and Effects – Inflation and Deflation: Types, Causes and Effects – Balance of Trade and Balance of Payments.		
Unit V	Macroeconomic concepts and Government Policies National Income: Definition – Concepts of National Income – Methods and Difficulties of Calculating National Income – Monetary Policies – Fiscal Policies.		
Text Books	1. Varshney & Maheshwari – Managerial Economics, Sultan Chand & Sons.		
Reference Books	1. Samuelson & Nordhaus – Economics, Tata McGraw Hill. 2. Gupta. G.S. – Managerial Economics, Tata McGraw Hill. 3. Joel Dean – Managerial Economics, Mote & Paul. 4. Dwivedi. D.N. – Managerial Economics, Vikas Publishing House. Seventh Edition 5. Wali and Kalkundrikar – Managerial Economics' 6. William A. McEachern & Simrit Kaur – MicroECON-CENGAGE		

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	L	S	S	S	S	M	S	M	S
CO3	S	L	S	S	S	S	M	S	M	S
CO4	S	M	L	L	S	S	S	S	M	S
CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M –Medium; L–Low										

22UPMBA1C04-FINANCIALANDMANAGEMENTACCOUNTINGPRACTICES

CourseCode	22UPMBA1C04	Credits	04
CourseTitle	Financial andManagementAccountingPractices	Hours/Week	04
CourseObjectives	1. Tolearnbasicaccountingconceptsandconventionswhichareapplicableforbusiness decision making(CO1) 2. Toequipthestudentsto independentpreparationoffinancialstatement.(CO2) 3. Todeveloptheideaandmethodologyfortheanalysisoffinancial statementwithappropriatefinancialtools.(CO3) 4. ToLearnBudgettechniquesandpreparation.(CO4) 5. ToapplytheBreak-EvenAnalysiswithBusinessproblems.(CO5)		
CourseOutcome	1. Tounderstandthebasisaccountingconceptsandconventionwhicharerelavantetot heFinancialAccountingandcostaccounting. Thestudentsareensured toin dependpreparationoffinancialstatement.(K2) 2. Toemployvariousfinancialtoolsfortheanalysisoffinancialstatementwhichareuse d to develop the interpretation andanalysis.(K3) 3. Toencouragethestudentstodevelopment budgetingtechniquesandsalso to ensurepreparationofdifferenttypesofbudgetswithrealbusinessorganization.(K3) 4. ToexaminetheBreakEvenPointwithapplications toexistingandnewBusinessconcerns(K4) 5. Tounderstandthestandardcostinganditsrole.Toencouragethestudentsfortheappli cations of standardcostingin realbusinessproblems.(K2)		
UnitI	Introduction Introductionto Accounting: Accounting-Meaning-Functions of Financial Accounting- accountingconceptsandconventions-BranchofAccounting– Financial,Management,CostAccounting-Objectives,Limitations. PreparationofFinalAccount–TrialBalance-TradingAccount-ProfitandLossAccount- BalanceSheet-Problems withadjustments.		
UnitII	FinancialAnalysis FinancialAnalysis:Meaning–Advantages-Ratio,FundFlowAnalysis– Meaning,Advantages,Limitations,Problems.		
UnitIII	BudgetsandBudgetaryControl BudgetsandBudgetaryControl-Meaning-Advantages-Disadvantages- EssentialsofSoundBudgetarycontrol-classificationofBudget-ProblemsinCash,Budget– Cashbudget,Flexiblebudget, Salesbudget andproduction budget-Casestudies.		
UnitIV	MarginalCosting Marginal Costing : Meaning-Advantages-Limitations-PracticalApplications ofMarginalCosting-CostVolumeProfitAnalysis-BreakEvenAnalysis- Problems		
UnitV	StandardCosting Standard Costing Meaning- Advantages-Limitations-Determination of StandardCosts-VarianceAnalysis–Material, Labor,SalesVariances- Problems,ComputerizedaccountinginBusiness		
TextBooks	1. Maheswari.Dr.S.N.,SultanChand&Sons, IntroductiontoComputerizedAccounting,NewDelhi. 2. Palanivelu.Dr.V.R.,AccountingforManagement,universitySciencePress.,NewDelhi.		
Reference Books	1 Brown andHoward,ELBS,Khan&Jain,ManagementAccounting.,TataMcGrawHill,NewDelhi. 2 Jain.S.P.&Narang,FinancialAccountingandAnalysis,,KalyaniPublishers,Ludhiyana. 3 Pandey.I.M.,ElemntsofManagementAccounting, VikasPublishingHouse.		
CourseDesignedBy:Dr.V.R.Palanivelu			

MappingwithProgrammeOutcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	L	M	S	S	S	M	S	M	S
CO3	M	L	S	S	M	S	M	S	M	S
CO4	S	M	L	L	S	S	S	S	M	M
CO5	S	M	L	L	S	S	S	M	L	S
*S–Strong; M –Medium;L–Low										
Unit Wise Question Paper Pattern										
Time: 3.00 hrs Marks: 75										
Part-A										
ANSWER THE QUESTIONS 20*1=20										
UNIT	Q.NO									
I	1 to 4		2 Questions Problems							
			2 Question Theory							
II	5 to 8		3 Questions Problems							
			1 Question Theory							
III	9 to 12		3 Questions Problems							
			1 Question Theory							
IV	13 to 16		3 Questions Problems							
			1 Question Theory							
V	17 to 20		2 Questions Problems							
			2 Questions Theory							
Part-B										
ANSWER ANY THREE QUESTIONS 3*5=15										
Unit	Q.No									
I	21		Theory							
II	22		Problem							
II	23		Theory							
IV	24		Problem							
V	25		Problem							
Part-C										
ANSWER ALL THE QUESTIONS 5*8=40										
Unit	Q.No									
I	26		Problem							
			(Or)							
	27		Theory							
II	28		Problem							
			(Or)							
	29		Theory							
III	30		Problem							
			(Or)							
	31		Thoery							
IV	32		Problem							
			(Or)							
	33		Problem							
V	34		Problem							
			(Or)							
	35		Problem							

22UPMBA1C05-QUANTITATIVE TECHNIQUES FOR MANAGERS

CourseCode	22UPMBA1C05	Credits	04		
CourseTitle	QuantitativeTechniquesForManagers	Hours /Week	L	T	P
			3	1	-
CourseObjectives: 1. Themainobjectiveofthiscourseisfocusingtoinculcate and enhancethe data analyticalskill anddecision-makingabilityamongthe students(CO1) 2. Tomakethestudents tounderstandthe mathematicaland statistical concepts,toolsandtechniques(CO2) 3. Tomakethem tounderstand thevariousmeasuresofdata andinterpretation(CO3) 4. Toteach thestudents toapplyhypothesistestingforparametricandnon-parametric dataanalysis(CO4) 5. Toenablethemtounderstandtimeseriesandvariableanalysislikeregressionandcorrelation(CO5) 6. Toenhancetheirknowledgeonprobabilitydistributionsand applicationon businessproblems(CO6) 7. To prepare the students to apply their learnings of quantitative techniques for business decisionmaking(CO7)					
ExpectedCourseOutcomes				BTKL	
Onsuccessfulcompletionofthiscourse: 1.The students are able to comprehend, analyse, compare and handlequantitativedataanddrawinterpretationandconclusionaboutthedata				K2,K3, K4	
2.The students will learn to apply various techniques like regression,correlation, time series analysis, hypothesis testing and probabilitydistributionofdataanalysisforeffectivebusiness decisionmaking				K4,K5	
3.Theycanbeabletoapplyquantitativetoolsandtechniquesfor researchdataanalysis and makefindingsfrom them scientifically				K4,K5	
4.The students will become employable in business data analysis and surveyrelatedjobs				K2,K3, K4	
UNITI:DataclassificationandMeasures				8Hours	
Classification of Data: Ungrouped and Grouped Data, Discrete and Continuous data, Finite andInfiniteData; BasicofDataAnalysis:Uni-Variate,Bi-VariateandMultivariateDataAnalysis(NoProblems); Measures of Central Tendency: Mean, Median and Mode; Measures of Dispersion:Varianceand Standard Deviation; ApplicationofCoefficient ofVariation					
UNITII:Hypothesistesting –ParametricData				8Hours	
Hypothesis Testing: Meaning, Types, Errors and Procedure; Parametric Tests: Z -Test for LargeSamples (One Sample and Two Samples tests for Population Mean), t-Test for Small Samples (OneSampleand Two Samples); ANOVA (Oneway)					
UNITIII:HypothesisTesting–Non-ParametricData				8Hours	
Sign Test for Paired Data; Rank Sum Tests – Mann-Whitney U Test (Two Samples); Kruskal WallisTest(Morethan two samples); Chi-SquareTest– Conditions and Applications					
UNITIV:DataRelationshipandTimeSeriesAnalysis				8Hours	
Regression Analysis – Linear Bivariate Regression Model; Correlation Analysis – Types ofCorrelation- Karl Pearson’s and Spearman’s Rank Correlation Methods; Time Series Analysis – ComponentsofTimeSeries–Trend,Cyclical,Seasonaland Irregular;ApplicationofTrendAnalysis					
UNITV:ProbabilityDistributions				8Hours	
Basics of Probability (No problems), Probability Distributions – Discrete Probability Distributions - Binomial Distribution, Poisson Distribution; Continuous Probability Distribution – NormalDistribution;ApplicationProblems					

Total	40Hours
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Question Papers:	
-	75% of the questions should be problems
-	25% of the questions should be theory
Text Books:	
1.	S.P. Gupta & M.P. Gupta, 'Business Statistics', Sutan Chand & Sons Publications, 2018
2.	J.K. Sharma, 'Business Statistics', S. Chand Publications, 2020
3.	P.N. Arora, 'Managerial Statistics', S. Chand Publications, 2010
Reference Books:	
1.	Amir D. Aczel, Jayavel Sounderpandian, P. Saravanan, 'Complete Business Statistics', Tata McGraw-Hill Publishing Company, 2017
2.	David M. Levine, David F. Stephan and two more, 'Business Statistics: A First Course', Pearson Education Asia, 2017
3.	Business Statistics by Prof. Mukesh Kumar Barua, NPTEL
Course Designed By: Dr. P. Thirumoorthi	

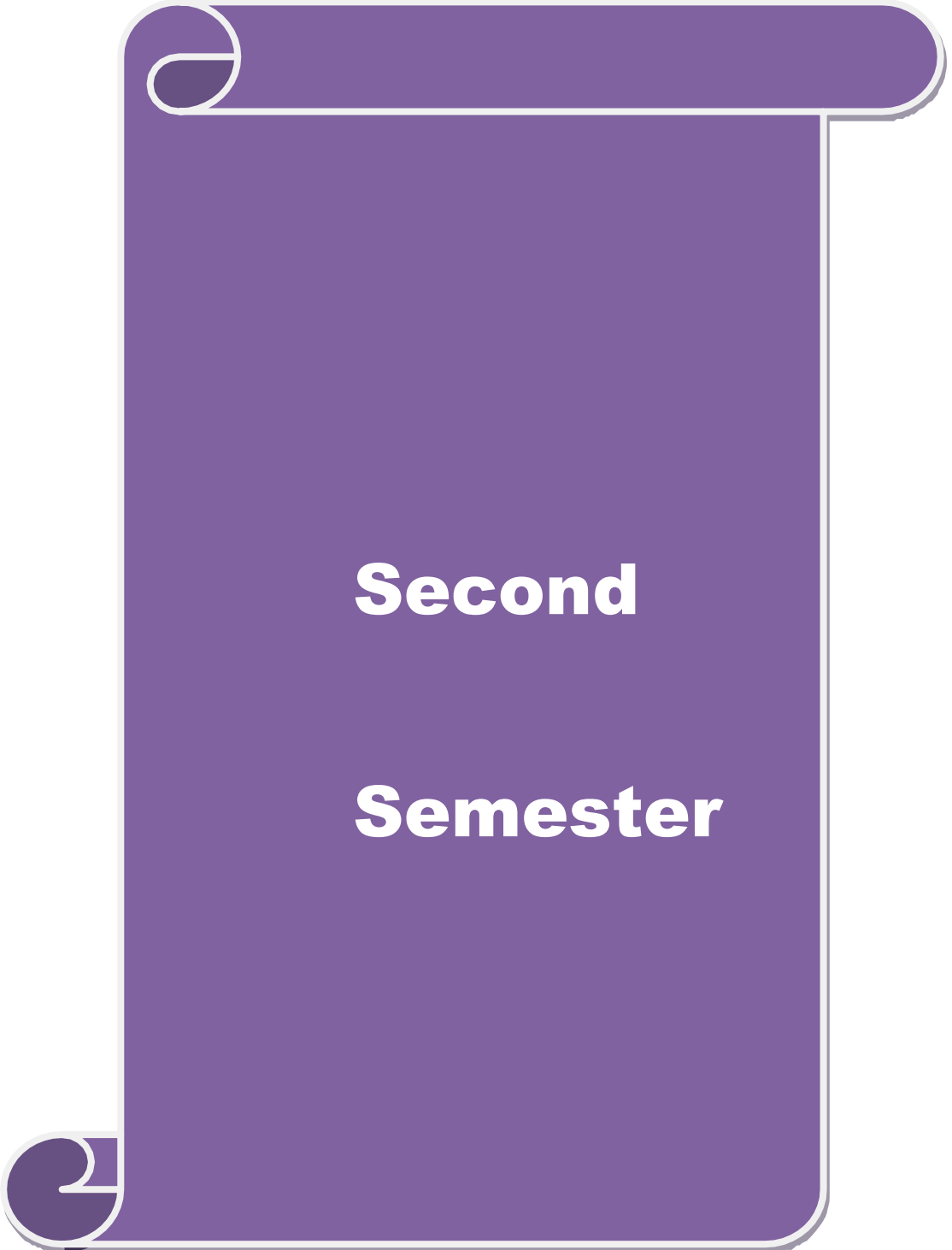
Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	S	M	S	M	S	M	S
CO2	S	M	S	S	S	S	L	M	M	S
CO3	S	L	S	S	S	S	L	M	M	S
CO4	S	L	S	S	M	S	M	M	M	S
CO5	S	M	M	S	M	S	L	M	M	S
S– Strong; M–Medium; L–Low										

22UPMBA1C06-RESEARCH METHODOLOGY FOR SOCIAL SCIENCES

Course Code	22UPMBA1C06	Credits	04
Course Title	Research Methodology For Social Sciences	Hours/Week	04
Course Objectives	• To learn basic research methods in social science (CO1) • To familiarize the students on how to identify problem (CO2) • To know about the measurement and scaling techniques (CO3) • To know about statistical analysis and report (CO4) • To know about editing and organizing research report (CO5)		
Course Outcome	Students will be able to • Understand about the basics of research. (K1) • Understand how to write research problem and concepts of sampling. (K2) • Understand about the scaling techniques and the basics of questionnaire. (K2) • Understand editing and application of statistical techniques. (K2) • Learn how to organize a free (Plagiarism) research report and its presentation. (K1)		
Unit I	Basics of Research Basics of Research: Research Meaning, Objectives of Research and motivation in research – Types of Research – Research Vs. Research Methodology – Importance of Knowing how research is done – Research Process – Criteria for Good Research – Problems Encountered by researchers in India		
Unit II	Problem Identification and sampling What is Research Problem, how to select a problem – Techniques involved in selecting a problem, Hypothesis - Development of Research Hypothesis and its types – Nature of Research Design – Formulation of research design process – Sampling concepts – uses of sampling in real life – Sampling Error Vs Non-Sampling error – sample vs census – sampling design and its types – determination of sample size		
Unit III	Scaling Techniques and basics of questionnaire Attitude Measurement and Scaling – Classification of scales – Sources of error in measurement – Classification of Data – Benefits and Drawbacks of secondary data – Observation Method – Content Analysis – Focus Group Method: Key Elements of FG – Types of FG – criteria for Questionnaire Design – Questionnaire design procedure – determine type of questions – pilot testing of the questionnaire – physical characteristics of the questionnaire		
Unit IV	Editing and Application of Statistical Techniques Field work validation – data editing – centralized in house editing – What is Coding? – How to Code Closed-ended Structured Questions – How to Code Open-ended Structured Questions – Collection of Data Through questionnaires – statistical software packages – SPSS Commands For Chi-Square Test, ANOVA, Correlation and Regression [only theory]		
Unit V	Report Writing Steps in writing report – Need for Effective Documentation – Types of Research Reports – Report Preparation and Presentation – The Significance Report – Report Structure – Types of Reports – Precautions for Writing Research Reports, Plagiarism Check – Need, Importance.		
Text Books	1. Dr. Deepak Chawla, Dr. Neena Sondhi – Research Methodology concepts and cases 2 nd Edition, 2015 2. Kothari. C. R., Gaurav Garg – Research Methodology – Methods and Techniques 4 th Edition, 2018.		
Reference	1. Cooper – Business Research Methods Tata McGraw Hill Education 9 th Edition 2006.		

Books	2. Donald Cooper, Pamela Schnider – Business Research Methods, McGraw Hill Higher Education, 12 th Edition 2013. 3. William J. Goode P.K. Hatt – Methods in Social Research McGraw Hill Inc, 1952.
Web References	1. https://www.ox.ac.uk/students/academic/guidance/skills/plagiarism 2. https://www.indiatoday.in/education-today/news/story/plagiarism-in-research-papers-will-be-punished-ugc-rules-html-1225507-2018-05-03
Open Source E-Content Links	 1)  2)  3)  4)  5)  6)  7)  8)  9)  10)  11)
<i>Course Designed By: Dr. M. Suryakumar</i>	

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	M	S	S	S	S	M	S	M	S
CO3	S	L	L	S	M	S	M	S	M	S
CO4	S	M	L	L	S	L	S	S	M	S
CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M–Medium; L–Low										



Second

Semester

22UPMBA1C07-OPERATIONSMANAGEMENT

CourseCode	22UPMBA1C07	Credits	04
CourseTitle	OperationManagement	Hours/Week	04
Course Objectives	1. To classify the various types of Production Systems and Plant Layout. (CO1) 2. To enumerate the different functions of Production Planning and Control. (CO2) 3. To study the importance of efficient Materials Management and Inventory Control tools. (CO3) 4. To understand the techniques of Quality Control and to introduce the concept of SCM and ERP. (CO4) 5. To learn the aspects relating to Work Environment and Method Study. (CO5)		
Course Outcome	1. Categorize the various types of Production Systems and Plant Layout. (K1) 2. Understand the various functions of Production Planning and Control. (K2) 3. Identify the functions of effective Materials Management and Inventory Control. (K3) 4. Employ the various techniques of Quality Control and Six Sigma approaches. (K4) 5. Examine the aspects of conducive Work Environment and Method Study for better work efficiency. (K5)		
Unit I	Title:		
	Production Management – Definition – Scope and Functions – Production System and Types of Production Systems – Plant Location – Factors influencing Plant Location – Plant Layout – Principles and Criteria of Plant Layout – Types of Plant Layout – Value Analysis and its procedure.		
Unit II	Title :		
	Production Planning and Control – Objectives – Functions – Requirements of effective Production Planning and Control – Product design and Process selection - Aggregate Planning Strategies.		
Unit III	Title :		
	Inventory Control – Techniques – EOQ Analysis – ABC Analysis – Material Requirement Planning – Just in Time System – Lean Manufacturing. Material Management: Objectives – Functions – Purchase Management – Vendor Rating.		
Unit IV	Title:		
	Quality Control – Objectives – Importance – Inspection – Kinds of Inspection – KAIZEN – Key Elements of KAIZEN – Steps in Implementation – Quality Circles – Total Quality Management – Introduction to SCM and ERP - Six Sigma- Approaches for Six Sigma- Types and benefits of Six Sigma.		
Unit V	Title :		
	Work Environment – Worker Safety – Major Components of Work Study – Method Study – Work Measurement – Business Process Reengineering – Steps Involved for Conducting Time Study – Steps in Method Study – Principles of Motion Economy.		
Text Books	1. Panneer Selvam. R., Production and Operations Management, Prentice Hall of India, New Delhi.		

Reference Books	1. Saravanel.PandSumathi.S,ProductionandMaterialsManagement,MarghamP ublications, Chennai. 2. RamaMurthy.P, Production and Operations Management, New AgeInternational. 3. Aswathappa.K,SridharBhat.K,ProductionandOperationsManagement,Himalay a PublishingHouse. 4. Aggarwal, Kanna.L.N., Production Planning and Control, K.C. JainPublications. 5. Khanna.R.B.,ProductionandOperationsManagement,PHI. 6. Gupta.Dr.C.B.,OperationsManagementandControl,SultanChandandSons,New Delhi. 7. Khanna.P.O, Industrial Engineering and Management, DhantPatRaiPublicationsPvt. Ltd. 8. Chunawalla.S.A.andPatel.D.R.,ProductionandOperationsManagement,Himala ya PublishingHouse.
CourseDesignedBy:Dr.T.Sarathy	

MappingwithProgrammeOutcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	M	S	S	S	S	M	S	M	S
CO3	S	L	L	S	M	S	M	S	M	S
CO4	S	M	L	L	S	L	S	S	M	S
CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M –Medium;L–Low										

22UPMBA1C08-MARKETINGMANAGEMENT

CourseCode	22UPMBA1C08	Credits	04
CourseTitle	MarketingManagement	Hours/Week	04
CourseObjectives	1. To instill the concepts, environment and decision that underlies in marketing activities. (CO1) 2. Develop a disciplined approach to the analysis of product & pricing related problems and diagnosis thereof. (CO2) 3. To understand, plan and develop decision skills that bring creativity in distribution and communication. (CO3) 4. To understand the logic behind between customer selecting or rejecting a product/service. (CO4) 5. Build critical analysis and creative relationship management among students to help them in identifying key issues related to customer retention. (CO5)		
Course Outcome	1. To understand the changing marketing environment and nurture their analytical and strategic decision making skills in solving marketing related problems. (K1) 2. To identify the scope and significance of pricing. (K2) 3. To examine marketing concepts and phenomenon to current marketing communication. (K3) 4. To coordinate the various marketing buying behavior. (K4) 5. To illustrate market research skills for designing innovative marketing strategies for business firm and CRM. (K5)		
Unit I	UNDERSTANDING OF MARKET & MARKETING Marketing: Definition, importance and scope – Core Concepts of Marketing- Marketing Environment- Marketing Mix- Market Segmentation Targeting and Positioning- Marketing in global environment – Prospects and Challenges.		
Unit II	MANAGING PRODUCT & PRICE Product characteristics- classifications – differentiation – Product mix and product line Decisions- Product life cycle strategies, New product development Pricing: Understanding pricing – Objective – Pricing Methods & strategies – Pricing strategic decision – Internal and External Considerations affecting Price Decisions.		
Unit III	PRODUCT DISTRIBUTION & MARKETING COMMUNICATION Physical distribution: Marketing channels and value networks – Role of marketing channels – Channel design decisions – Channel management decisions. Marketing communication – Developing effective communication – Deciding the communication mix- Advertising & Public Relations- Personal Selling & Sales Promotion - Direct Marketing.		
Unit IV	BUYING BEHAVIOR Understanding industrial and individual buyer behavior- Influencing factors – Buyer Behaviour Models – Online buyer behaviour- Building and measuring customer satisfaction.		
Unit V	CUSTOMER RELATIONSHIP MANAGEMENT Emergence of CRM practice, CRM Cycle, Framework, Stakeholders, Significance of CRM, Attributes of CRM, Behavioural dimensions, Strategic issues, Components of CRM Programme, CRM process, IDIC model- Customer cycle measures. E-CRM practices.		
Text Books	1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14th Edition, 2012 2. V.S. Ramasamy & S. Namakumari “Marketing Management: Global Perspective Indian Context”, McGraw Hill Education (India) P. Ltd (5th Edition) 2013. 3. KS Chandrasekar, “Marketing management- Text and Cases”, Tata McGraw Hill- Vijay Nicole, First edition, 2010.		

	4. Rajan Sexena, "Marketing Management", McGraw Hill (5th edition) 2017. 5. Paul Baines, Chris Fillard and Kelly Page, Marketing, Oxford University Press, 2nd Edition, 2011. 6. Lamb, Hair, Sharma, McDaniel – Marketing – An Innovative approach to learning and teaching A South Asian perspective, Cengage Learning — 2012
Reference Books	1. Micheal R. Czinkota & Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, 2000. 2. Lamb, Hair, Sharma, Ms Daniel MKTG – A South Asian Perspective, Cengage Learning 2018. 3. Micheal Etzel, Bruce Walker, William Stanton, Ajay Pandit Marketing, Tata McGraw Hill Publishing company limited 2009.
Course Designed By: Dr. S. Balamurugan	

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	M	S	S	S	S	M	S	M	S
CO3	S	L	L	S	M	S	M	S	M	S
CO4	S	M	L	L	S	L	S	S	M	S
CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M –Medium; L–Low										

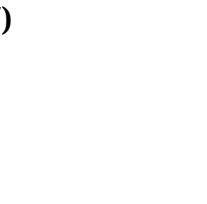
22UPMBA1C09-FINANCIAL MANAGEMENT

CourseCode	22UPMBA1C09	Credits	04
CourseTitle	FinancialManagement	Hours/Week	04
CourseObjectives	1. To learn basic financial concepts and business finance. (CO1) 2. To understand the role and responsibilities of financial manager in different industrial sector. (CO2) 3. To understand the need and importance of capital budgeting and techniques for preparation. (CO3) 4. To equip the students in the cost of capital for the different sources of financing. (CO4) 5. To study the leverages and capital structure in real cases. (CO5) 6. To equip the students to individually prepare working capital statement at different sectors (CO6)		
CourseOutcome	1. Students are equipped the fundamental financial concepts and able to acquire the financial manager function role and responsibility at different sector of economy. (K1) 2. To ensure the students for the independent preparation of capital budgeting of business organization. (K2) 3. To equip the students for independent financial policy formulation with application of cost capital techniques. (K4) 4. The students can better understand in the leverages and capital structure for financial decision making. (K2) 5. Students are equipped to individual preparation of working capital statement for different projects. (K2)		
UnitI	Introduction Finance–Meaning-Importance of Finance-Business Finance–Meaning-Purpose of Business Finance-Financial Management–Meaning-Definition–Objectives of Financial Management–Theories of Finance-Finance Manager–Role and Functions, Recent trends in Financial Management		
UnitII	Capital Budgeting Capital Budgeting- Meaning –Concept of Capital Expenditure-Importance of Payback Capital Budgeting-Limitations of Capital budgeting-Capital budgeting Appraisal Methods–Payback Method-ARR, IRR –Discounted Cash Flow Method-Profitability Index Method-Problems-Casestudies		
UnitIII	Cost of Capital Cost of Capital: Introduction–Meaning-Definition of Cost of Capital–Importance of Cost of Capital in Decision Making–Determination of Cost of Capital–Computation of Cost of Capital-Computation of Cost of Each Specific Sources of Finance-Computation of Weighted Average Cost of Capital-Problems-Casestudies		
UnitIV	Leverages & Capital Structure Capital Structure-Meaning-Patterns of Capital Structure-Theories of Capital Structure-Computation of Valuation of Firms-Problems.		
UnitV	Working Capital Working Capital: Meaning–Types of Working-Factors Determining the working capital Requirements-Methods of Estimating working capital requirements-Problems-Casestudies.		
Text Books	1. Pandey. I. M., Financial Management, Vikas Publishing House 2. Palanivelu. Dr. V. R., Financial Management, S. Chand & Company Ltd., New Delhi.		
Reference Books	1. James C. Van Horne, Fundamentals of Financial Management, Person, New Delhi. 2. Kulkarni. P. V., Financial Management, Himalaya Publishing House, Mumbai. 3. Prasanna Chandra, Financial Management Theory and Practice, Tata McGraw Hill Publishing Co. Ltd., New Delhi. 4. Tulsian. Dr. P. C., Financial Management, S. Chand & Company Ltd., New Delhi		
Course Designed By: Dr. V. R. Palanivelu			

MappingwithProgrammeOutcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	M	S	S	S	S	M	S	M	S
CO3	S	L	L	S	M	S	M	S	M	S
CO4	S	M	L	L	S	L	S	S	M	S
CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M –Medium;L– Low										
Unit Wise Question Paper Pattern Time: 3.00 hrs Marks: 75 Part-A ANSWER THE QUESTIONS 20*1=20 UNIT Q.NO I 1 to 4 Theory II 5 to 8 2 Questions Problems 2 Question Theory III 9 to 12 3 Questions Problems 1 Question Theory IV 13 to 16 3 Questions Problems 1 Question Theory V 17 to 20 2 Questions Problems 2 Questions Theory Part-B ANSWER ANY THREE QUESTIONS 3*5=15 Unit Q.No I 21 Theory II 22 Problem II 23 Problem IV 24 Theory V 25 Problem Part-C ANSWER ALL THE QUESTIONS 5*8=40 Unit Q.No I 26 Theory (Or) 27 Theory II 28 Problem (Or) 29 Problem III 30 Problem (Or) 31 Problem IV 32 Problem (Or) 33 Theory V 34 Problem (Or) 35 Problem										

22UPMBA1C10-HUMANRESOURCEMANAGEMENT

CourseCode	22UPMBA1C10	Credits	04
CourseTitle	HumanResourcesManagement	Hours/Week	04
Course Objectives	• This course aims to help the students in acquiring knowledge on the Nature,scope of Human Resource Management and the Role of HR manager in anOrganizationalcontexts.(CO1) • ToanalyzetheframeworkofHR Planning(CO2) • Toknowabouttheorientationof employees(CO3) • Toknowabouttheperformanceevaluationmethods injob(CO4) • To knowabout theemployeebenefits and work lifebalance(CO5)		
Course Outcome	• To impart knowledge about management issues related to staffing, training,performance,compensation,organizationalqualityandcompliancewithh umanresourcerequirements. (K3) • To foster the knowledge on HR planning and Process of HRM that can helpthem in managingorganizational activities. (K1) • To Discuss the concepts of training and compensation plan in HRM that helpsinanalyzingthe standardoutcomesof an Organization.(K4) • To inculcatetheknowledgeonPerformanceevaluationandindustrialpracticesthat canhelp them inhandlingthe careeractivities. (K3) • The students can better understand and analyze the concepts of employeebenefitsand work lifebalance. (K2)		
UnitI	Introduction What Is Human Resource Management - , Nature, Scope, Objectives and functions ofHRM – Motivation and HRM - Why Is Human Resource Management Important toAll Managers? – Influencing factors in HRM – The New Human Resource Manager-what is HR Audit?		
UnitII	HumanResourcePlanning Human Resource Planning – factors affecting human resource planning – sources ofinformation for manpower planning – HR & Technology Trends – Basics of JobAnalysis – uses of job analysis information– Methods for Collecting Job AnalysisInformation- Recruitment- Steps inrecruiting –Typesof recruitment- – Selectionandits procedure		
UnitIII	Training OrientingandOn-boardingNewEmployees- EmployeeEngagementGuideforManagers:On-boardingatToyota-ADDIEFive-StepTrainingProcess–Implementing Management Development Programme – On the Job Training and OfftheJob Training-Lewin’sChangeProcess		
UnitIV	Methodofperformanceevaluation PerformanceManagement:Aimsofperformancemanagement– benefitsofperformancemanagement–purposeofperformancemanagementsystem– performanceappraisalmethods- Employeeseparation- Typesofemployeeseparation –RequirementofEffectiveControlSystemsGrievances		
UnitV	Employeebenefits and worklifebalance EmployeeBenefits-TypesofEmployeeBenefits– WorkersParticipationinManagement,functions,natureandbenefits.– Factorsattributingtoincreasedawarenessforworklifebalance– Worklifebalanceintervention–Typesofprovisions		
TextBooks	1. GaryDessler(FloridaInternationalUniversity)– HumanResourceManagement,Pearson16 th Edition, 2018 2. SeemaSanghi-HumanResourceManagement– MacmillanPublishersIndiaLtd2 nd Edition, 2012.		
Reference	1.Agarwal,A.N.,2001IndianEconomy;Nature,ProblemsandProgress,Vikas		

Books	BirajPraksah,NewDelhi 2. Aswathappa.K,HumanResourcesandPersonnel ManagementTMH,NewDelhi. 3. LuisR.Gomez- Mejia,DavidB.Balkin,RobertLCardy,ManagingHumanResource,PHILearning.2012 4. Bernadin,HumanResourceManagement,TataMcgraw Hill,8thedition2012. 5. Ivancevich,HumanResourceManagement,McGrawHill2012
OtherE-content References	 1)   2)   3)   4)   5)   6)   7)   8)  9)  10)
<i>CourseDesignedBy:Dr.M.Suryakumar</i>	

MappingwithProgrammeOutcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	M	S	S	S	S	M	S	M	S
CO3	S	L	L	S	M	S	M	S	M	S
CO4	S	M	L	L	S	L	S	S	M	S
CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M–Medium; L–Low										

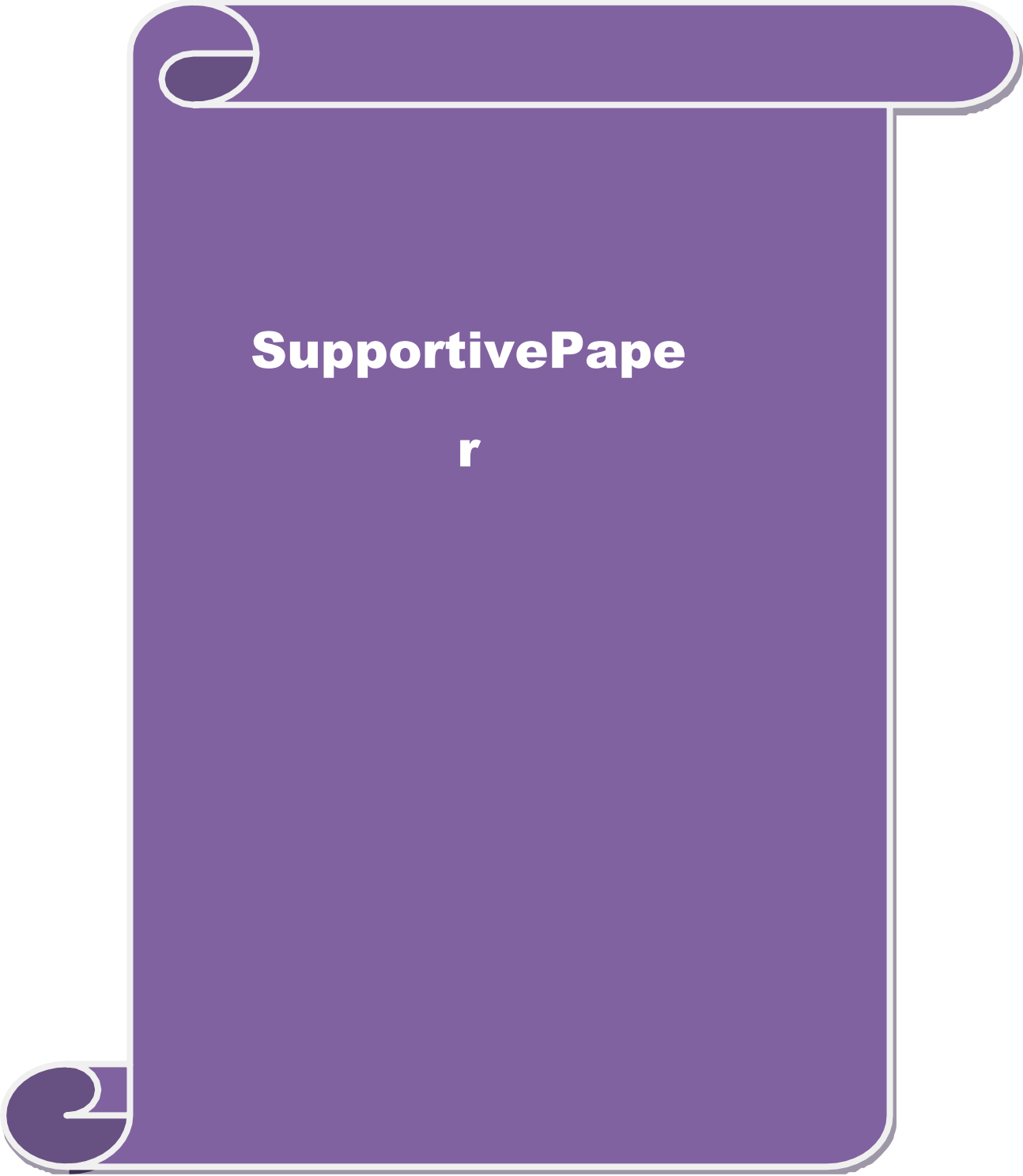
22UPMBA1C11-OPERATIONSRESEARCH

CourseCode	22UPMBA1C11	Credits	04		
CourseTitle	OperationsResearch	Hours/ Week	L	T	P
			3	1	-
Course Objectives: The course is designed in such a way that it develops and enhances theskills of students to plan and execute optimum allocation of resources to various alternativeusesin business and career.					
1. Tointroducetheconceptofoperationsresearch,ORmodelsandformulationoflinearprogramm ingand solution of LP usinggraphicalmethod(CO1)					
2. Tonurture,amongthestudents,operationsresearchthinkingabilitywhilemakingbusinessdecisi ons(CO2)					
3. Tomakethestudentstoapplyoperationsresearchtechniquesontransportation,assignment,queu ing,game theoryand sequencingfor business solutions(CO3)					
4. Toenhancethedecision-makingskillsusingdecisiontheory,simulationandnetworkmodels (CO4)					
5. Toencouragestudentstoapplyresourcemanagementconceptsforoptimizationofutilizingthe resources(CO5)					
ExpectedCourseOutcomes					BTKL
Onsuccessfulcompletionofthiscourse:					K2,K3, K4
1. Thestudentswillbeabletocomprehend,understandandapplythe OptimizationconceptsandORtechniquesappliedinbusinessdecision making					
2.The students will learn the knowledge to apply various techniques like linearprogramming, transportation, assignment, game theory, queuing, sequencingforeffectivebusiness decision making					K4,K5
3.Theycanapplytheoptimizationtechniquesofsimulation,decisiontheoryandnetwork analysis for resourceplanningandmanagement					K4,K5
4.Thestudentswillgetjobopportunitiesintheareasofresourcemanagement dueto their knowledge and skills inOR models					K2,K3, K4
UNITI:OperationsResearchandLinearProgramming					8Hours
Introduction to Operations Research – Mathematical Models (Deterministic and ProbabilisticModels) – OR and Optimization models – Business applications of OR – Limitations – LinearProgramming–Formulation–GraphicalSolution–DualofLPP– ManagerialApplications ofLPP					
UNITII:TransportationandAssignmentModels					8Hours
Transportation Model: Initial Basic Feasible Solution – North West Corner Method, LeastCost Method & Vogel’s Approximation Method – Test for Optimality – MODI Method –AssignmentModel–SimpleAssignmentModel–HungarianAlgorithm–Application problems					
UNITIII:GameTheoryandDecisionTheory					8Hours
Game Theory – Characteristics and Applications – Two Person Zero Sum Game – SaddlePoint – Principle of Dominance – Algebric and Graphical solution – Decision Theory – DecisionMakingEnvironments–Pay-offtables-Decisionmakingunderuncertainty– Criterion–ApplicationProblems					
UNITIV:QueuingTheoryandSequencingModels					8Hours

Queuing Theory–General Structure of Queuing System–Characteristics and applications of
Queuing System–M/M/1 Model–Business Problems–Sequencing Model–Johnson’s Algorithm–
Processing N Job through 2 Machines–Processing N Job through 3 Machines

–Application problems	
UNIT V: Network Analysis and Simulation Model	8 Hours
Network Model – Network Diagrams – Critical Path Method (CPM) – Time Estimates – Programme Evaluation and Review Technique (PERT) – Application Problems – Crashing (Only Theory – No Problems) – Simulation – Characteristics and business applications – Monte Carlo Simulation – Procedure – Application Problems in Inventory, Waiting Line and Maintenance	
Total	40 Hours
Question Papers: - 75% of the questions should be problems - 25% of the questions should be theory	
Text Books: 4. Sharma J.K., Operations Research, Theory and Applications, Macmillan Publishers India Ltd., 6th Edition 2013 5. V.K. Kapoor, Operations Research (Quantitative Techniques for Management), Sultan Chand & Sons, 2018	
Reference Books: 4. Hamdy A. Taha, Operations Research: An Introduction, Pearson Education India, 2017 5. Kanti Swarup, PK Gupta & Man Mohan, Operations Research, Sultan Chand and Sons, 2020 Edition 6. G. Srinivasan, Operations Research – Principles and Applications, PHI, 2010	
Related Online Contents (MOOC, SWAYAM, NPTEL, Websites etc...)	
Course Designed By: Dr. P. Thirumoorthi	

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	S	S	M	S	M	S	M	S
CO2	S	M	S	S	S	S	L	M	S	S
CO3	S	L	S	S	S	S	M	M	M	S
CO4	S	L	S	S	M	S	M	S	M	S
CO5	s	M	S	S	M	S	M	M	M	S
S– Strong; M–Medium; L–Low										



Supportive Paper

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22UPMBA1S01-INTRODUCTIONTOEXPORTMANAGEMENT

CourseCode	22UPMBA1S01	Credits	04
CourseTitle	IntroductiontoExportManagement	Hours/Week	04
CourseObjectives	1. To understand the meaning of Export Management(CO1) 2. To know the need for export management (CO2) 3. To explain the functions of Export Manager (CO3) 4. To understand the concept of Export organizational structural design(CO4)		
Course Outcome	1. Students will have appreciation of the role of export/import process in the globalized world market. (K1) 2. Students will have a broad overview of the export-import process and its related literature and research streams. (K1) 3. The student will be able to create export and import plans. (K6) 4. To understand the Pricing techniques in Export (K4) 5. To create Export promotional ideas. (K6)		
Unit I	Introduction		
	Meaning-Definition-Need for Export Management-Features of Export Management-Functions of Export manager-Problems and issues of export management-Importance of Exports to the economy-		
Unit II	Export Procedures and Incentives		
	Stages in Export procedure-shipping and customs formalities-Banking procedure-Major incentives available to Indian exporters		
Unit III	Export Finance		
	Importance of Export finance- Methods and sources of export finance- Pre and post shipment finance- Methods of payments in Export- Institutional support for export finance		
Unit IV	Export Pricing		
	Introduction-Pricing Factors-Factors influencing International pricing decisions-Pricing objectives and policies- Forms of pricing policy and strategy- Determination of Export price-Various methods of pricing approaches.		
Unit V	Export Promotion Council		
	Introduction-Importance of Export promotion- Export promotion council-functions of the council-Advantages to exporters registered with the council		
Text Books	1. Rai, Usha Kiran; Export-Import and Logistics Management (Prentice-Hall of India).		
Reference Books	2. John D. Daniels, Radebaugh & Sullivan: International Business: Environments and Operations (Pearson Education) 3. Foreign Trade Policy, Ministry of Commerce, Govt. of India (Various Issues). 4. Agrawal, Raj; International Trade, Excel Books 5. Nabhi's How to Export; How to Import. 6. Export Marketing- Francis Cherunilam 7. Export Management-T. A. S Balagopal 8. Export Import Procedure- Documentation and Logistics- C. Ramagopal 9. Export Import Finance: Parasram		
Course Designed By: Dr. V.R. Palanivelu			

MappingwithProgrammeOutcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	M	S	S	S	S	M	S	M	S
CO3	S	L	L	S	M	S	M	S	M	S
CO4	S	M	L	L	S	L	S	S	M	S
CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M –Medium;L–Low										

22UPMBA1S02- FUNDAMENTALSOFFMARKETING

CourseCode	22UPMBA1S02	Credits	04
CourseTitle	Fundamentals of Marketing	Hours/Week	04
CourseObjectives	1. To instill the concepts, environment and decision that underlies in marketing activities. (CO1) 2. Develop a disciplined approach to the analysis of product & pricing related problems and diagnosis thereof. (CO2) 3. To understand, plan and develop decision skills that bring creativity in distribution and communication. (CO3) 4. To understand the logic behind between customer selecting or rejecting a product/service. (CO4) 5. Build critical analysis and creative relationship management among students to help them in identifying key issues related to customer retention. (CO5)		
CourseOutcome	1. To understand the changing marketing environment and nurture their analytical and strategic decision making skills in solving marketing related problems. ((K1) 2. To understand the changing marketing environment and nurture their analytical and strategic decision making skills in solving marketing related problems. (k1). 3. To examine marketing concepts and phenomenon to current marketing communication. (K3) 4. To coordinate the various marketing buying behavior. (K4) 5. To illustrate market research skills for designing innovative marketing strategies for business firms and CRM. (K5)		
UnitI	UNDERSTANDING OF MARKET & MARKETING Marketing: Definition, importance and scope – Core Concepts of Marketing- Marketing Environment- Marketing Mix- Market Segmentation Targeting and Positioning.		
UnitII	MANAGING PRODUCT & PRICE Product characteristics- classifications – differentiation – Product mix and product line Decisions- Product life cycle strategies, New product development Pricing: Understanding pricing – Objective – Pricing Methods & strategies – Pricing strategic decision – Internal and External Considerations affecting Price Decisions.		
UnitIII	PRODUCT DISTRIBUTION & MARKETING COMMUNICATION Physical distribution: Marketing channels and value networks – Role of marketing channels – Channel design decisions – Channel management decisions. Marketing communication – Developing effective communication – Deciding the communication mix- Advertising & Public Relations- Personal Selling & Sales Promotion - Direct Marketing.		
UnitIV	BUYING BEHAVIOR Understanding industrial and individual buyer behavior - Influencing factors – Buyer Behaviour Models – Online buyer behaviour - Building and measuring customer satisfaction.		
UnitV	CUSTOMER RELATIONSHIP MANAGEMENT Emergence of CRM practice, CRM Cycle, Framework, Stakeholders, Significance of CRM, Attributes of CRM, Behavioural dimensions, Strategic issues, Components of CRM Programme, CRM process, IDIC model- Customer cycle measures.		
TextBooks	1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14th Edition, 2012 2. V.S. Ramasamy & S. Namakumari “Marketing Management: Global Perspective Indian Context”, McGraw Hill Education (India) P. Ltd (5th Edition) 2013. 3. KS Chandrasekar, “Marketing management- Text and Cases”, Tata McGraw Hill- Vijay Nicole, First edition, 2010.		

	4. RajanSexena,“MarketingManagement”,McGrawHill(5thedition)2017. 5. PaulBaines,ChrisFillandKellyPage,Marketing,OxfordUniversityPress,2ndEdition, 2011. 6. Lamb,hair,Sharma,McDaniel–Marketing– AnInnovativeapproachtolearningandteachingA south Asianperspective, CengageLearning— 2012
Reference Books	1. MichealR.Czinkota&MasaakiKotabe,MarketingManagement,VikasThomsonLearning, 2000. 2. Lamb,Hair,Sharma,MsDanielMKTG-ASouthAsianPerspective,CengageLearning2018. 3. MichealEtzel,BruceWalker,WilliamStanton,AjayPanditMarketing,TataMcGrawHill Publishingcompanylimited 2009.
CourseDesignedBy: Dr.V.R.Palanivelu	

MappingwithProgrammeOutcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	M	S	S	S	S	M	S	M	S
CO3	S	L	L	S	M	S	M	S	M	S
CO4	S	M	L	L	S	L	S	S	M	S
CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M –Medium;L- Low										

22UPMBA1S03-FUNDAMENTALS OF ENTREPRENEURSHIP

CourseCode	22UPMBA1S03	Credits	04
CourseTitle	Fundamentals of Entrepreneurship	Hours/Week	04
CourseObjectives	1. The purpose of the course is that the students acquire necessary knowledge and skills required for organizing and carrying out entrepreneurial activities, to develop the ability of analyzing and understanding business situations in which entrepreneurs act and to master the knowledge necessary to plan entrepreneurial activities.(CO1) 2. The objective of the course is, further on, that the students develop the ability of analyzing various aspects of entrepreneurship – especially of taking over the risk, and the specificities as well as the pattern of entrepreneurship development and, finally, to contribute to their entrepreneurial and managerial potentials(CO2)		
CourseOutcome	After the completion of the course, the students will be able to: 1. Have the ability to discern distinct entrepreneurial traits.(K4) 2. Know the parameters to assess opportunities and constraints for new business ideas(K2) 3. Understand the systematic process to select and screen a business idea(K2) 4. Design strategies for successful implementation of ideas(K6) 5. Write a business plan Develop idea generation, creative and innovative skills(K3)		
UnitI	Introduction Concept of Entrepreneur and Entrepreneurship – Characteristics of Successful Entrepreneurs – Entrepreneurial Decision Process – Functions of Entrepreneurs – Types of Entrepreneurs – Growth of Entrepreneurship in India – Women Entrepreneurship		
UnitII	Entrepreneurship Cell Meaning and Concept of E- Cell- Advantages to join E- Cell- Significance of E- Cell- Various activities conducted by E- Cell- Tamil Nadu Startup and Innovation Policy 2018-2023.		
UnitIII	Family Business Meaning – Family Business in India - Types of Family Business – Advantages and Disadvantages of Family Business – Major Challenges faced by the Family Business in India – Factors for Effective Family Business.		
UnitIV	Forms of Ownership Introduction – Sole Proprietorship – Partnership – Company – Cooperatives – Selection of an Appropriate Form of Ownership Structure.		
UnitV	Entrepreneurship Development Programme Meanings – Need and Objectives of EDP – Entrepreneurship Development Programmes (EDPs) in India – Phases of EDP – Evaluation of EDP’s – Case Study.		
Text Books			
Reference Books	1. Vasanth Desai "Dynamics of Entrepreneurial Development and Management Himalaya Publishing House. 2. N.P.Srinivasan & G.P.Gupta, "Entrepreneurial Development", Sultanchand & Sons. 3. P.Saravanavelu "Entrepreneurship Development", Eskapee Publications. 4. Satish Taneja, Entrepreneur Development", New Venture Creation. 5. Robert D.Hisrich, Michael P.Peters, "Entrepreneurship Development, Tata McGraw Hill edition 6. Marcus Wagner (ed.), Entrepreneurship, Innovation and Sustainability., Greenleaf Publishing 7. Entrepreneurship: New Venture Creation, David H.Holt		
Course Designed By: Dr. V.R.Palanivelu			

MappingwithProgrammeOutcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	M	S	S	S	S	M	S	M	S
CO3	S	L	L	S	M	S	M	S	M	S
CO4	S	M	L	L	S	L	S	S	M	S
CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M –Medium;L–Low										

22UPMBA1S04-RETAILMARKETINGANDSMALLBUSINESSMANAGEMENT

CourseCode	22UPMBA1S04	Credits	04
CourseTitle	Retail Marketing and Small BusinessManagement	Hours/Week	04
CourseObjectives	1. To understand the role of Retailer's in marketing.(CO1) 2. To know various types of Retailer's in distribution channel.(CO2) 3. To understand the role basic of Small Scale Industries.(CO3)		
CourseOutcome	After the successful completion of this course, the candidates will gain; 1. To understand Various types of Retailer's and their role in distribution channel.(K2) 2. To know Modes of retail communication mix and its process models.(K1) 3. To Analyze the importance and financial institutions for Small Scale industries.(K4) 4. To understand the retail communications.(K2) 5. To understand the financial institutional for SSI(K2)		
Unit I	Introduction to Retailing: Retailing: Meaning, Role of Retailer's in a Supply chain, Significance of Retailing, Opportunities in Retailing.		
Unit II	Types of Retailers: Trends in Supermarket Retailing, Supercenters, Warehouse Clubs, Department Stores, Discount Stores, Specialty Stores, Drug Stores, Category Specialists, Off-price Retailers. Types of Ownership: Independent establishments, Corporate Chains, and Franchises.		
Unit III	Retail Communication: Retail marketing communication – Meaning, Retail Marketing Communications Mix modes, Retail Marketing Communication Process models. Steps in developing effective retail communications, factors in setting the retail marketing communications.		
Unit IV	Introduction to Small Scale Industries: Small Scale Industries: Introduction, Meaning, Definition, Importance and Advantages. Role of SSI in economic development.		
Unit V	Financial Institutional for Small Scale Industries: Factors influencing Small Scale Industries, Financial institutions and their role in developing Small Scale Industries. SFCs, SIDBI, IFCI, IDBI.		
Text Book	1. Michael Levy, et.al., “Retailing Management”, McGraw Hill Education, Eighth Edition. 2. Khanka S.S., “Entrepreneurial Development”, S.Chand and Company Limited, New Delhi.		
Reference Books	1. Barry Berman, et.al., “Retail Management: A Strategic Approach”, Pearson Prentice Hall, Eleventh Edition. 2. Arvind Chaudhary, “Retail Management”, Random Publications, New Delhi, First Edition. 3. Jain P.C., “Hand Book for New Entrepreneur”, Oxford University Press, New Delhi.		
Course Designed By: Dr.P.Karthikeyan			

MappingwithProgrammeOutcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	M	S	S	S	S	M	S	M	S
CO3	S	L	L	S	M	S	M	S	M	S
CO4	S	M	L	L	S	L	S	S	M	S
CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M –Medium;L- Low										



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22UPMBA1C12-LEGALASPECTS OFBUSINESS

CourseCode	22UPMBA1C12	Credits	04
CourseTitle	LegalAspectsofBusiness	Hours/Week	04
CourseObjectives	1. To understand the various aspects of Commercial Law and to learn the provisions of the Indian Contract Act (CO1) 2. To illuminate the provisions of Sale of Goods Act, so the students can learn and become aware in business practices. (CO2) 3. To instill and make students understand on Company Law and Industrial Law provisions. (CO3) 4. To learn the fundamentals and its background of Goods and Services Act (CO4) 5. To learn and apply the different aspects of Consumer Protection Act (CO5)		
Course Outcome	1. Legal insight will be established in the business practices according to the situation of change in environment. (K2) 2. Know rights and duties under various legal Acts. (K1) 3. Understand consequences of applicability of various laws on business situations. (K1) 4. Develop critical thinking through the use of law cases. (K6) 5. Analyze the company and Industrial law. (K4)		
Unit I	THE INDIAN CONTRACT ACT 1872 Introductory – Nature of Contract, essential elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts – Contract of Agency: Creation and types of agents, Authority, liability, Rights and duties of principal and agents, termination of agency.		
Unit II	THE SALE OF GOODS ACT 1930 Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller – Negotiable Instruments Act 1881: Nature and requisites of negotiable instruments. Types of negotiable instruments. Discharge of negotiable instruments.		
Unit III	COMPANY LAW & INDUSTRIAL LAW COMPANY LAW: Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance. INDUSTRIAL LAW: The Factories Act, 1948 Definitions: {a} Worker {b} Factory {c} Occupier {d} Approval Provisions Relating to: {a} Inspecting Staff {b} Health {c} Safety {d} Welfare {e} Working Hours. The Industrial Disputes Act, 1947 Definitions of Industry - Definitions of Industrial Disputes – Authorities for settlement of Industrial Disputes – Strike and Lock Outs – Layoffs and Retrenchment.		
Unit IV	DIRECT & INDIRECT TAX Direct Tax: Income, agricultural income, person, assessee, assessment year, previous year, gross total income, total income, Computation of Income under different heads Profits and gains of business or profession; Capital gains; Income from other sources. Indirect Tax: The Central GST Act 2017- Background- Introduction, Overview and Evolution of GST- Registration under GST- Supply under GST and Valuation of Supply- Input Tax Credit under GST & Returns- Custom Duty and Indirect Taxation:		
Unit V	CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS		

Consumer Protection Act – Consumer rights, Procedures for Consumer grievancesredressal, Types of consumer Redressal Machineries and Forums.IT Act 2000 and2002,Introduction ofCyberLaw.

TextBooks	1. N.D.Kapoor,ElementsofMercantileLaw,SultanChandandCompany,India,RevisedEdition,2020. 2. AkhileshwarPathack,LegalAspectsofBusiness,7thEdition,TataMcGrawHill,2018
Reference Books	1. P.P.S.Gogna,MercantileLaw,S.Chand&Co.Ltd.,India,EleventhEdition,2015. 2. Majumdar,A.K.andKapoor,G.K.,CompanyLawandPractice,17thEdition,TaxmannPublications Pvt.Ltd., 2012. 3. BalachandranV., Legal Aspectsof Business,TataMcGrawHill,2012. 4. RavinderKumar–LegalAspectofBusiness.–CengageLearning,2ndEdition-2011.
CourseDesignedBy:Dr.S.Balamurugan	

MappingwithProgrammeOutcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	M	S	S	S	S	M	S	M	S
CO3	S	L	L	S	M	S	M	S	M	S
CO4	S	M	L	L	S	L	S	S	M	S
CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M –Medium;L–Low										

22UPMBA1C14–ENTREPRENEURSHIP

Course Code	22UPMBA1C14	Credits	04
Course Title	Entrepreneurship	Hours/Week	04
Course Objectives	Students will be able to 1. To Understand The Requisites Of A Successful Entrepreneur.(CO1) 2. To Analyze The Factors That Shape Entrepreneur(CO2) 3. To Identify And Evaluate The Entrepreneurs(CO3) 4. To Examine The Role And Functions Of Family Business.(CO4) 5. To Discuss About Business Incubation And Industry Sickness(CO5)		
Course Outcome	Students will 1. Acquire The Knowledge And Skills Required For A Entrepreneur.(K1) 2. Assess The Strategies For An Entrepreneur(K3) 3. Evaluate And Have Innovation And Problem Solving Qualities In Entrepreneur(K5) 4. Understand About The Family Business(K2) 5. Understand concepts of business incubation And Curb Industrial Sickness.(K4)		
Unit I	Concept of Entrepreneur and Entrepreneurship Concept of Entrepreneur and Entrepreneurship – Characteristics of Entrepreneur- Leadership Characteristics of Entrepreneur – Chris Gardener’s 10 successful tips for entrepreneurs - Types of Entrepreneur – Knowledge and Skills required for Entrepreneur – Women Entrepreneur – struggles of women entrepreneurs – factors affecting women entrepreneurs – How Entrepreneurship think – Elon Musk – The Iron Man Entrepreneur		
Unit II	Entrepreneurial Strategy Entrepreneurial Environment – Factors of Entrepreneurial Environment -Economic and NonEconomic Factors– Entrepreneurial Motivation– Need, Objectives, Contents, Phases and Evaluation of EDPs. Entry Strategy For New Entry Exploitation		
Unit III	Product Planning And Financial support New Product Development: stages, examples, characteristics. Tips for improving NPD. – E-Commerce And Business Start-Up – Opportunity Recognition And The Opportunity Assessment Plan. Financial Support: SIDBI, SISI, DIC, SIDCO, SIPCOT and ITCOT		
Unit IV	Family Business Family Business: Definition, key point in family business- classic systems (Types) of family enterprise- Enterprise Governance- Family governance – Owner Governance- Characteristics of Family Enterprises- Challenges in family enterprise- Comparison of Family Systems and Enterprise Systems- Differences in family enterprise.		
Unit V	Business Incubation What is Business Incubation – Classifications of Incubators – What differentiates technology business incubators from other incubators? – Technology Based Incubation in India – Options to Avoid Infringement- Checklist for Minimizing Patent Risks – Monitoring and Evaluation of small Business- Industrial Sickness – Causes & Consequences – Preventing Sickness.		
Text Books	1. Robert D. Hisrich, Michael P. Peters and Dean A. Shepherd, Entrepreneurship, McGraw Hill Education 10th Edition, 2017 2. Wiley, Family Enterprise, The Family Firm Institute Inc., Published by John Wiley & Sons, Inc., Hoboken, New Jersey 3. S.S. Khanka, Entrepreneurial Development, S. Chand and Company Limited, New Delhi.		

Reference Books	1. Agarwal, A.N., 2001 Indian Economy; Nature, Problems and Progress, Vikas Biraj Praksah, New Delhi 2. Aswathappa. K., Human Resources and Personnel Management TMH, New Delhi. 3. Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resource, PHI Learning. 2012 4. Bernadin, Human Resource Management, Tata Mcgraw Hill, 8th edition 2012.
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	5.Ivancevich,HumanResourceManagement,McGrawHill2012
InternetReferences	1) https://www.nstedb.com/fsr-tbi09/images/chapter1.pdf 2) https://www.googlesir.com/characteristics-of-entrepreneurial-environment/#:~:text=%20Characteristics%20of%20Entrepreneurial%20Environment%20%20Integral,keep%20himself%20regular%20in%20contact%20with...%20More%20 3) https://gargicollege.in/wp-content/uploads/2020/03/environmentalfactorsaffectingentrepreneurialdevelopment-new-170827101301-1.pdf 4) https://www.tcgen.com/product-development/new/#tradeoff 5) https://www.brainkart.com/article/Monitoring-and-Evaluation-of-Small-Business_7091/
OtherE-ContentReferences	       
CourseDesignedBy:Dr.M.Suryakumar	

MappingwithProgrammeOutcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	M	S	S	S	S	M	S	M	S
CO3	S	L	L	S	M	S	M	S	M	S
CO4	S	M	L	L	S	L	S	S	M	S
CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M –Medium;L–Low										

**3rd
Semester Finance
Electives**

22UPMBA1EF1-MERCHANT BANKING AND FINANCIAL SERVICES

Course Code	22UPMBA1EF1	Credits	04
Course Title	Merchant Banking And Financial Services	Hours/Week	04
Course Objectives	- To familiarise the students with the concepts of merchant banking. - To provide an in-depth knowledge about regulatory framework of merchant banking. (CO1) - To understand the process of issue management and SEBI guidelines related to issue management activity. (CO2) - To provide an in-depth insight into the various financial services. (CO3) - To acquaint the students in respect to recent developments in financial services. (CO4)		
Course Outcome	- Gain depth knowledge about regulatory framework of merchant banking, framework of merchant banking, SEBI regulations and guidelines and also about the code of conduct for merchant bankers. (K1) - Have thorough understanding and about the functions and activities involved in public issue management. (K2) - Understand the various financial services offered by the Merchant Banker. (K2) - Understand about the recent development in the financial services sector in India and also the international level. (K2) - Create awareness on merchant banking. (K5)		
Unit I	Title: Merchant banking – introduction		
	Merchant banking - introduction: finance – meaning – definition – functions – corporate counseling services – projects counseling services – issue management and underwriting services – portfolio management services – fixed deposit brokering services.		
Unit II	Title: Merchant banking – regulatory framework		
	Merchant banking – regulatory framework : introduction – SEBI regulation – registration of merchant bankers – general obligations and responsibilities – procedures for inspection - procedure for action in case of default - code of conduct for merchant bankers – SEBI guidelines		
Unit III	Title: Public Issue Management		
	Public issue management : meaning – definition - functions - mechanism - categories of securities issues – issue manager – role of issue manager – activities involved in public issue management		
Unit IV	Title: Financial Services		
	An overview of Mergers and Acquisitions advisory Services, Electronic Financial Services, Stock Broking Services, Credit Rating Services.		
	Title: Recent development in financial services		

Unit V	Recent development in financial services : introduction – consumer finance – hirepurchase finance – leasing - mutual fund - bill financing – credit syndication – factoring and for factoring
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Text Books	Khan.M.Y., Financial Services, Tata McGraw Hill Publishing Co-Ltd. Gurusamy.Dr.S., Merchant Banking and Financial Services, Thomson, Chennai. Gurusamy.Dr.S., Financial Markets and Institutions, Thomson, Chennai.
Course Designed By: Dr. T. Sarathy	

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	M	S	S	S	S	M	S	M	S
CO3	S	L	L	S	M	S	M	S	M	S
CO4	S	M	L	L	S	L	S	S	M	S
CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M –Medium; L–Low										

22UPMBA1EF2 -INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

CourseCode	22UPMBA1EF2	Credits	04		
CourseTitle	InvestmentAnalysisAndPortfolio Management	Hours/	L	T	P
		Week	4	-	-
CourseObjectives: Thiscourseisdesignedtoteachthefundamentalsofinvestmentsalongwiththea nalysisand strategies tobecome successful investor. 1. Tointroducethestudentsabouttheconceptsofinvestment,stockandcommoditymarketsand investment alternatives(CO1) 2. Tomakethemtounderstandthefundamentalanalysisandtechnicalanalysis(CO2) 3. Tofamiliarisetheconceptsofcommoditymarketandprocess atgloballevel(CO3) 4. Toenhancethe knowledgeon portfoliotheory,risk andreturn oninvestment(CO4) 5. Toinculcatetheconceptsonmutualfunds,fundmanagementcompanyandcomputationof NAV(CO5)					
ExpectedCourseOutcomes					BTKL
Onsuccessfulcompletionofthiscourse: 1.Thestudentswillbeabletounderstandandassesstheifferentinvestmentavenues and their risk and return					K2,K3, K4
2.The students can learn and applythe tools and techniques of fundamentalandtechnicalanalysis					K4,K5
3.Theycangetlearningsaboutcommodity,bondandmutualfundmarkets andbecomesuccessfulinvestors intheseavenues					K4,K5
4.Thestudentcanbecomesuccessfulinvestorandinvestmentconsultant asacareer choiceon their own					K2,K3, K4
UNITI:InvestmentandStockMarket					8Hours
Investment - characteristicsofinvestments- investment opportunities–Investmentprocess– RiskandReturn–Measuresofreturn–Sourcesofrisk–Measuringrisk-Riskpremium- FunctioningofSecuritiesMarkets-PrimaryandSecondaryMarkets-Types ofMarkets,TypesofOrders- IndianStockMarkets-StockMarketIndices					
UNITII:Fundamental AnalysisandTechnicalAnalysis					8Hours
Fundamental Analysis – Industry Analysis: Industrial classification according to businesscycle –Industry life cycle analysis –key characteristics in an industry analysis – qualitativeaspectsofindustryanalysis–companyanalysisfundamentals- Technicalanalysis,toolsand techniques.					
UNITIII:PortfolioManagement					8Hours
Introduction to Portfolio Management – Measurement of Expected Risk and Returns ofPortfolio - Alternative measures of Risk - Capital Assets Pricing Model - Overview andAssumptions-CapitalMarketTheory-SecurityMarketLineandCapitalMarketLine- ZeroBetaModel					
UNITIV:Commodity MarketandBondMarket					8Hours
Commodity Market – Evolution and Fundamentals – Trading Process – Commodity marketsin Indian and Global Context – Risks and returns in Commodity market – Bond market -Bond valuation and Equity valuation - Bond value theorems – Dividend discount model –P/Emodel – Relative valuation ratios					

UNIT V: Mutual Fund Investment	8 Hours
Mutual Fund – Meaning, Formation, and Characteristics – Types of Mutual Funds – Open Ended and Close Ended – Relative features and Benefits – Risks and Returns of Mutual Fund investment – Fund management company and Fund Managers – Roles and Responsibilities – SEBI Guidelines on MF – Computation of NAV	
Total	40 Hours
Text Books: 1. Prasanna Chandra, Investment Analysis and Portfolio Management, 2. Donald E Fischer and Ronald J Jorden, Security Analysis and Portfolio Management, Prentice Hall India Limited, 6th Edition, New Delhi	
Reference Books: 3. Sharpe, Alexander and Bailey, "Investments", Prentice Hall India Limited, 2nd Edition, New Delhi. 4. Punithavathi Pandian, Security Analysis and Portfolio Management, Vikas Publishing House 5. Vanita Tripathi, security Analysis & Portfolio Management, Text and Cases, Taxmann Publishers, 2019	
Related Online Contents (MOOC, SWAYAM, NPTEL, Websites etc...)	
Course Designed By: Dr. P. Thirumoorthi	

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M	M	S	S	M	S	L	S	M	S
CO2	S	M	S	S	S	S	L	M	M	S
CO3	S	L	M	S	S	S	M	M	M	S
CO4	S	L	S	M	M	S	M	S	M	S
CO5	M	M	S	M	M	S	M	M	M	S
S– Strong; M–Medium; L- Low										

22UPMBA1EF3 -INTERNATIONALFINANCIALMANAGEMENT

CourseCode	22UPMBA1EF3	Credits	04
CourseTitle	MultinationalFinancial Management	Hours/Week	04
CourseObjectives	1. To know the nature of exposure and risk (CO1) 2. To impart on the structure of the foreign exchange market (CO2) 3. To learn the application of futures and options (CO3) 4. To make students understand the various types of foreign exchange exposure (CO4) 5. To teach students about long term borrowing instruments (CO5)		
Course Outcome	1. Students will be able to know the foundation of multinational financial management (K1) 2. Students will have a better understanding of the foreign exchange market (K2) 3. Students will be able to propose suitable F&O strategies to hedge FOREX risks (K3) 4. Students will be able to analyse various types of exposures (K4) 5. Students will be able to suggest appropriate long term borrowing instruments (K5)		
Unit I	Basics of Multinational Financial Management The rise of the multinational corporation – Evolution of the MNC – The process of overseas expansion – The global manager – The multinational financial system – Criticisms of the MNC – The role of the financial executive. The foreign exchange market: organization – participants – (Concept only) Spot market, Spot quotation, forward market & forward quotation. Futures contract – Difference between forward and futures contracts – Currency options – Elementary option strategies. Alternative exchange rate system – History of international monetary system.		
Unit II	Balance of Payments & Accounting Exposure Balance of payments categories – Coping with current-account deficit – The bottom line on current-account deficits and surpluses. Alternative currency translation methods. Transaction exposure – Managing transaction exposure – Managing translation exposure – Fund adjustment – Evaluating alternative hedging mechanisms – Designing a hedging strategy – Centralization versus decentralization.		
Unit III	Economic Exposure & Short term financing An overview of Operating exposure management – Marketing management of exchange risk. Key factors in short-term financing strategy – Short term financing objectives – Short term financing options.		
Unit IV	International Cash Management International Cash Management – Organization – Collection and disbursement of funds – Payments netting in international cash management – Management of the short term investment portfolio – Optimal worldwide cash levels – Cash planning and budgeting – Bank relations. The value of the multinational financial system – Intercompany fund-flow mechanisms: Costs and benefits – Tax factor – transfer pricing – Re-invoicing centers – Fees and Royalties – Leading and lagging – Intercompany loans – Dividends – Equity versus Debt – Invoicing intercompany transactions. Designing a global remittance strategy.		
Unit V	Corporate strategy and Foreign Direct Investment Theory of multinational corporation: Product and factor market imperfections – Financial market imperfections – The strategy of Multinational Enterprises: Innovation based multinationals – The mature multinationals – The senescent multinationals – Foreign direct investment and survival – Designing a global expansion strategy. International bond market, Euro currency market & Euro bond – Special financing vehicles: Interest rate swaps – Currency swaps – Economic advantages of Swaps.		

TextBooks	1. AlanC.Shapiro.2013.MultinationalFinancialManagement.[TenthEdition]. Wiley.
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Reference Books	1. Maurice D. Levi. 1996. International Finance: The markets and financial management of multinational business. [Third Edition]. McGraw Hill. 2. Adrian Buckley. 2003. Multinational Finance. [Fifth Edition]. Prentice-Hall. 3. Ian Giddy. 1993. Global Financial Markets. [Fifth Edition]. South-Western College Publishers. 4. Apte P.G. 2009. International Financial Management. [Seventh Edition]. Tata McGraw Hill, New Delhi.
Course Designed By: Dr. G. Yoganandan	

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	M	S	S	S	S	M	S	M	S
CO3	S	L	L	S	M	S	M	S	M	S
CO4	S	M	L	L	S	L	S	S	M	S
CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M –Medium; L–Low										

**3rd
Semester HR
Electives**

22UPMBA1EH1 -HUMANRESOURCE TRAINING&DEVELOPMENT

CourseCode	22UPMBA1EH1	Credits	04
CourseTitle	HumanResource Training&Development	Hours/Week	04
CourseObjectives	This course aims to help the students in understanding the, 1. The basic concepts of Training process, its importance and Role of managers and the strategies focusing on Training needs of an organization and evaluating the learning process and development strategies contributed by HRD and outcomes on the areas which are to be focused. (CO1) 2. Further, it offers the students in analyzing the costing of a training Program to enhance their business activities. (CO2) 3. It focuses on training methods to be implemented based on the managerial areas of development and career plan. (CO3)		
Course Outcome	Upon successful completion of the requirements for this course, students will be able to: 1. To familiarize with the basic concept of Training, Importance and Role of managers and their Contributions and identifying the fundamentals of Training and Development in HRM. (K1) 2. To develop an understanding of how to assess training needs and motivational aspects help them in an Organizational setting. (K2) 3. To familiarize you with the levels, instruments and techniques involved in evaluation of training and training methods effectiveness. (K3) 4. The students can better understand the Training and professional development which helps them in achieving the Training needs in their upcoming business career. (K1) 5. Comprehend the concept of the role of Human resource development in various business environments that fosters to Management developmental activities of the business to enrich their career goals. (K5)		
Unit I	Training-Structure, process & Development Strategies Training: An Overview – Role of Training in Organizations – Structure of Training Organizations – Training Process Model – Forces Influencing the Workplace and Training – Learning Theories & Training – The Trainer: Roles and Competencies of Trainers - Emerging Training & Development Practices – Transactional Analysis – Assessment Centre – Business Strategy and Training – Strategies for Effective HR Training & Development.		
Unit II	TNA & Training design and learning theories Training Needs Analysis – Need Assessment – Motivational aspects of HRD: Development cycle; Reinforcement for behavior modification - Learning theories - stages of learning- learning principles, challenges to become a learning organization – Motivational theories.		
Unit III	Training Evaluation, ROI and Training Methods Training Evaluation: Rationale for Evaluation – Training outcomes – Training Evaluation Design Issues – Types of Evaluation Techniques & Instruments – Costing Training Programmes – Measuring ROI of Training Programmes – Training Methods		
Unit IV	Training and Professional Development: Balancing Individual, Group and Organizational Needs – Key Areas of Organizational Training: Orientation Training, Diversity Training, Team Training, and other Training Programmes & Issues – Use of Technology for Increased Productivity – Training of Special Groups – Moving from Training to performance.		

UnitV	HumanresourceDevelopmentinTraining&Development.
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	HumanResourceDevelopment:Concept;Relationshipbetweenhumanresourcemanagement and human resource development; HRD mechanisms, processes andoutcomes;HRDmatrix;HRDinterventions;RolesandcompetenciesofHRD professionals;ChallengesinHRTrainingand Development.
TextBooks	1. Agochiya:EveryTariner'sHandbook,SagePublications. 2. Graig.R.L.:TrainingandDevelopmentHandbook,McGraw Hillinternational 3. Lynton andPareek, Training for Organizational Transformation, SagePublications. 4. Dayal. I: Management Training in Organization, Prentice Hall of India Kirpatrick.D.L. : Evaluating Training Programmes, Berret-Koehler, SanFrancisco.
Reference Books	1.Swanson,R.A.&Holton,E.F.(2001). <i>Foundationsofhumanresourcedevelopment</i> .San Francisco: Berrett-Koehler
Relatedonlinecontents(MOOC,Swayam,NPTEL,Websitesetc.,)	
CourseDesignedBy:Dr.J.SenthilVelmurugan	

MappingwithProgrammeOutcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	M	S	S	S	S	M	S	M	S
CO3	S	L	L	S	M	S	M	S	M	S
CO4	S	M	L	L	S	L	S	S	M	S
CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M–Medium;L–Low										

22UPMBA1EH2–INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Code	22UPMBA1EH2	Credits	04
Course Title	International Human Resource Management	Hours/Week	04
Course Objectives	1. To make students understand about IHRM (CO1) 2. To make students understand about international workforce (CO2) 3. To make students understand about international compensation (CO3) 4. To make students understand about training and development involved in IHRM (CO4) 5. To make students know about EI for IHRM Employees (CO5)		
Course Outcome	Learners should be able to 1. Understand about IHRM (K2) 2. International workforce and its importance (K1) 3. Understand the nuances involved in international compensation (K2) 4. Understand the training involved in IHRM (K2) 5. Understand the concept of EI which will improve the mental stability of the Employee (K2)		
Unit I	Introduction to IHRM Introduction to IHRM - Definition- Importance – Expatriate and Inpatriate- IHRM and Domestic HRM – Growing Interest in IHRM- HR Shared Services – Technology and its Impact on IHRM- Barriers in effective global HRM		
Unit II	Basics of International workforce Multiculturalism, Nature of Culture, Effect of Culture, Cultural Predispositions, culture and performance. Role of expatriate, role of non-expatriate, role of inpatriates, recruitment and selection of international managers, expatriate failure and success, selection criteria and Expatriate Selection processes in practice, dual career couples.		
Unit III	International Compensation International Compensation and International Employment Laws: International compensation and International Assignees- Forms of compensation- Key components of International Compensation- Approaches to international compensation - Emerging issues in compensation Management.		
Unit IV	Training and Development in International Workforce International Training Development and careers, Components of effective pre-departure training programs, effectiveness of pre-departure training, developing staff through international assignments, Trends in International training and development, Re-entry and career issues, repatriation process, individual reaction to re-entry, designing a repatriation program		
Unit V	Emotional Intelligence (EI) for IHRM Emotional Intelligence (EI)- 4 skills of EI- Six Principles of Emotional Intelligence- The Way Emotions Motivate Us Now- Why Is Identifying Emotions Important?- An Emotional Blueprint- How Do We Identify Emotions?		
Text Books	1) K. Aswathappa and Sadhna Dash, International Human Resource Management, McGraw Hill Education (India), 2013, 2 nd Edition 2) Peter J. Dowling, Marion Festing and Allen D. Engle, SR. International Human Resource Management, Cengage Learning, 2013, 6 th Edition 3) David R. Caruso, Peter Salovey, The Emotionally Intelligent Manager, Published By Joshi Bass – A Wiley Imprint, 2004		

Internet Reference	1) https://www.geektonight.com/international-human-resource-management/ 2) https://www.mbaknol.com/international-business/importance-of-international-hrm/ 3) https://www.businessstudynotes.com/hrm/human-resource-management/global-human-resource-management-barriers-and-challenges/
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Open SourceE- ContentRefe rences	1)  2)  3)  4)  5)  6)  7)  8)  9)  10) 
CourseDesignedBy:Dr.M.Suryakumar	

MappingwithProgrammeOutcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	M	S	S	S	S	M	S	M	S
CO3	S	L	L	S	M	S	M	S	M	S
CO4	S	M	L	L	S	L	S	S	M	S
CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M –Medium;L–Low										

22UPMBA1EH3-HUMAN RESOURCES INFORMATION SYSTEM

Course Code	22UPMBA1EH3	Credits	04
Course Title	Human Resources Information System	Hours/ Week	04
Course Objectives	Students will be able to understand 1. The purpose of this course is to expose the student to the basic concepts of HRIS and how Software's aid HR managers in today's business firms. (CO1) 2. the interface between HR and Technology (CO2) 3. about System development lifecycle (CO3) 4. about the organizational change and talent (CO4) 5. about the future trends in HRIS recruiting (CO5)		
Course Outcome	Students will be able to; 1) Understand basics of HRIS (K2) 2) Understand Role of IT (K2) 3) Understand HRIS and its system oriented needs (K2) 4) Understand organizational change (K2) 5) Understand Future Trends in HRIS (K2)		
Unit I	Basics of HRIS Human Resource Information System - Meaning and Definition - Importance - Role of IT in HRM - IT for HR Managers – e-HRM and HRIS - The Value and Risks of HRIS - Types of HRIS - Evolution of HRM and HRIS.		
Unit II	The Role of Information Technology The Role of Information Technology: Data, Information, and Knowledge - Database Management Systems - Data Sharing Between Different Levels - Data Sharing Between Different Functions - Data Sharing Across Locations		
Unit III	Systems Development Life Cycle The Systems Development Life Cycle - HRIS needs analysis - HRIS Applications - Needs Analysis - Reasons for IT System Failure - HRIS Implementation		
Unit IV	Organizational Change and Talent Overview of organizational change – Lewin's Change Model – Talent Management: Importance and Talent Management Lifecycle - Common Attributes of talented individual. – HRP Planning - Recruiting Top Talent Using Social Networking Sites (SNSs)		
Unit V	Future trends in HRIS recruiting Recruitment and Technology – Impact of online recruitment on recruitment objectives – Online Recruitment Guidelines - Bring Own Device - Gamification - Digital Recruiting Challenges		
Text Books	1) Michael J. Kavanagh and Richard D. Johnson, Human Resource Information Systems, Sage Publishing, 4th Edition, 2018		
Reference Books	1. Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page 2. Gueutal & Stone, The Brave New World of her, Jossey-Bass, 2005 3. Monk & Wagner, Concepts in Enterprise Resource Planning, Thomson, 2006. 4. Michael J. Kavanagh, Mohan Thite, Richard D. Johnson. Human Resource Information Systems - Sage Publication, Third Edition. 5. James A. O'Brien, Management Information Systems – Tata McGraw-Hill Edition, Eighth Edition, 2004.		
Internet References	1. https://www.aihr.com/blog/digital-recruiting-challenges/		

Other E-Content References	1)  2)  3)  4)  5)  6)  7)  8) 
Course Designed By: Dr.M.Suryakumar	

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	M	S	S	S	S	M	S	M	S
CO3	S	L	L	S	M	S	M	S	M	S
CO4	S	M	L	L	S	L	S	S	M	S
CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M –Medium; L–Low										

**3rd
Semester Operations
Electives**

22UPMBA1EP1 -SUPPLYCHAINMANAGEMENT

CourseCode	22UPMBA1EP1	Credits	04
CourseTitle	SupplyChainManagement	Hours/Week	04
CourseObjectives	1. To understand the strategic framework analysis relating to Supply Chain. (CO1) 2. To learn about planning and coordinating the demand and supply in a supply chain. (CO2) 3. To know about cross-cultural drives in a supply chain. (CO3)		
Course Outcome	After the successful completion of this course, the candidates will gain; 1. To understand the concepts of supply chain. (K1) 2. To design the supply chain network. (K3) 3. To coordinate demand and supply in a supply chain. (K3) 4. To analyze the concepts of supply chain (K4) 5. To create social responsibility among supply chain (K5)		
Unit I	Strategic Framework to Analyze Supply Chain Supply chain - Meaning, objectives, decision phases, process views. Competitive and supply chain strategies, supply chain lever to deal with uncertainty, expanding strategic scope, achieving and maintaining strategic fit in emerging retail markets, challenges in achieving and maintaining strategic fit, impellers of supply chain, framework for supply chain decisions.		
Unit II	Designing the Supply Chain Network Factors affecting distribution network design in the supply chain, design options for a distribution network, online sales and Omni-channel retailing, Indian agricultural produce distribution channels, Indian FMGC sector-distribution channels, role of network design in the supply chain, factors influencing network design decisions, importance of total cost in Global networks, risk management in Global supply chains.		
Unit III	Planning and Coordinating Demand and Supply in a Supply Chain Role of forecasting in a supply chain, aggregate planning and its role in a supply chain, responding to predictable variability in the supply chain, lack of supply chain coordination and its impact on performance, obstacles to coordination in a supply chain, managerial levers to improve coordination.		
Unit IV	Planning and Managing Inventories in a Supply Chain Role of cycle inventory in a supply chain, role of safety inventory in a supply chain, factors affecting the level of safety inventory, impact of supply uncertainty on safety inventory, factors affecting the desired level of product availability. Transportation modes and their role in a supply chain.		
Unit V	Managing Cross-Functional Drivers in a Supply Chain Sourcing decision in a supply chain, factors influencing growth of surplus by a third party, risks of using third party, impact of incentives on third-party behaviour, role of pricing and revenue management in a supply chain, role of sustainability in a supply chain, key pillars of corporate social responsibility, sustainability and supply chain drivers, role of information technology in a supply chain.		
Text Book	1. Sunil Chopra and Dharam Vir Kalra, "Supply Chain Management – Strategy, Planning, and Operation", Pearson India Education Services Pvt. Ltd., Seventh Edition.		
Reference Books	1. Christopher, "Logistics and Supply Chain Management", Richard Irwin, 1994. 2. Sahay B.S., "Supply Chain Management for Global Competitiveness", MacMillan, 1999. 3. Donald J. Bowersox and David J. Closs, "Logistical Management", Tata McGraw Hill.		

MappingwithProgrammeOutcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	M	S	S	S	S	M	S	M	S
CO3	S	L	L	S	M	S	M	S	M	S
CO4	S	M	L	L	S	L	S	S	M	S
CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M –Medium;L- Low										

22UPMBA1EP2 -TOTALQUALITYMANAGEMENT

CourseCode	22UPMBA1EP2	Credits	04
CourseTitle	TotalQualityManagement	Hours/Week	04
CourseObjectives	➤ To understand about continuous process improvement for total qualitymanagement.(CO1) ➤ Tolearnaboutperformancemeasuresandbenchmarkingfortotalqualitymanagement.(CO2) ➤ Tolearnvarious qualitymanagement systems. (CO3)		
CourseOutcome	Afterthesuccessful completionofthiscourse,thecandidateswillgain; ➤ Tounderstandthecontinuousprocessimprovement.(K1) ➤ Performancemeasuresandbenchmarking.(K2) ➤ QualityManagement Systems in qualitymaintenance.(K3) ➤ Analyzeto verifythe document (K4) ➤ Createqualityfunctionaldesign(K6)		
UnitI	IntroductionandLeadership Total Quality Management – Definition, Framework, Quality movement in India,Obstacles, Benefits. Leadership – Definition, Characteristics of Quality Leaders, Roleof TQM leaders, Quality Council, Core values, Concepts, and Framework, QualityStatements,Strategic Planning,Communications, Decisionmaking.		
UnitII	ContinuousProcessImprovementandSupplierPartnership ContinuousProcessImprovement– Process,ImprovementStrategies,typesofProblems,PDSACycle,Problem-solvingMethod,Kaizen,Reengineering,Sig-Sigma. Partnering, Supplier selection, Part level quality assurance, Supplier rating,Supplierrelationship development.		
UnitIII	PerformanceMeasuresandBenchmarking PerformanceMeasures– Objectives,TypicalMeasurements,Criteria,Strategy,performance Measure Presentation, Cost of Quality, Analysis, Improvement actionstrategy and plan, Limitations of Quality cost. Benchmarking – Definition, Reasons,Process,Understanding current performance.		
UnitIV	QualityManagementSystems BenefitsofISORegistration,QualityManagementSystems– Requirements,Implementation,Documentation– PolicyProcedure,WorkInstructions,Records,DocumentDevelopment.WritingtheDocuments,InternalAudits–Objectives,Auditor,Techniques,andProcedure.Registration– SelectingaRegistrar,RegistrationProcess.		
UnitV	QualityFunctionDeploymentandDesign QFD–Introduction,QFDteam,Benefits.HouseofQuality,BuildingaHouseofQuality, GFD Process. Quality by Design – Introduction, Rationale for Implementation, Benefits, Design for Six Sigma, Communication models,Implementation,Tools.		
TextBook	1.DaleH.Besterfieldetal.,“TotalQualityManagement”,PearsonIndiaEducationServicesPvt.Ltd.,FifthEdition.		
Reference Books	1. JainP.L.,“QualityControlandTotalQualityManagement”,TataMcGrawHillPublishingHouse. 2. PoornimaM.Charantimath,“TotalQualityManagement”,PearsonIndiaEducationServices Pvt.Ltd.		
CourseDesignedBy:Dr.P.Karthikeyan			

MappingwithProgrammeOutcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	M	S	S	S	S	M	S	M	S
CO3	S	L	L	S	M	S	M	S	M	S
CO4	S	M	L	L	S	L	S	S	M	S
CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M –Medium;L- Low										

22UPMBA1EP3-MATERIALSMANAGEMENT

CourseCode	22UPMBA1EP3	Credits	04
CourseTitle	MaterialsManagement	Hours/Week	04
CourseObjectives	1. To understand the basic concepts relating to materials, purchase, and stores management. (CO1) 2. To learn various inventory control techniques for better materials management. (CO2) 3. To know about material handling equipment to enhance the performance of materials management. (CO3)		
CourseOutcome	After the successful completion of this course, the candidates will gain; 1. Understand the concepts of materials, purchase and stores management. (K2) 2. To know Inventory control techniques. (K1) 3. To evaluate Various material handling equipments. (K5) 4. To analyze material requirements planning (K4) 5. To Create the store layout (K6)		
UnitI	MaterialsManagement -Fundamentals MaterialsManagement–Introduction, Meaning, Functions, Objectives, Need, Importance.		
UnitII	PurchaseManagement Purchasing–Introduction, Objectives, Functions of Purchasing Department, Purchase Organization, Buying Techniques, Purchasing Procedure.		
UnitIII	StoresManagement Introduction, Requirements of a Material Control System, Stores Management, Functions of Stores Department, Duties of the Storekeeper. Store Location–Meaning, Advantages of Centralisation and Decentralisation of Stores. Store Layout –Objectives, Factors.		
UnitIV	InventoryControl Inventory–Meaning. Inventory Control–Meaning, Objectives, Advantages. Inventory Classifications, Functions. Economic Order Quantity – Concept, Models. ABC Analysis – Necessity, Steps. Material Requirements Planning – Introduction, Functions, Inputs, outputs, Factors.		
UnitV	MaterialsHandling Introduction, Functions, Principles, Factors. Selection of Material Handling Equipment – Factors. Maintenance of Material Handling Equipment – Types, Stages of preventive Maintenance. Types of Material Handling Equipments.		
TextBook	1. Khanna O.P., “Industrial Engineering and Management”, Dhant Pat Rai Publications Pvt. Ltd.		
Reference Books	1. Gopalakrishnan, “Integrated Materials Management”, Tata McGraw Hill. 2. Chase, et al., “Production and Operations Management: Manufacturing and Services”, Tata McGraw Hill.		
Course Designed By: Dr. P. Karthikeyan			

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	M	S	S	S	S	M	S	M	S
CO3	S	L	L	S	M	S	M	S	M	S
CO4	S	M	L	L	S	L	S	S	M	S

CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M –Medium;L–Low										

**PROJECTWORK
AND
VIVAVOCE**

22UPMBA1P01- PROJECTWORKANDVIVA VOCE

During the summer vacation, the student has to avail 4&6 weeks (i.e. May & June) for project data collection and analysis in consultation with the faculty guide. The report has to be submitted on the specified date during III 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.



Fourth Semester

22UPMBA1L01-MANAGEMENT INFORMATION SYSTEM & LAB

Course Code	22UPMBA1L01	Credits	04
Course Title	Management Information System & Lab	Hours/Week	04
Course Objectives	This course aims to help the students in understanding, 1. The basic concepts of Information system and the Role of Management Information System. (CO1) 2. To facilitate an understanding on MIS hardware support systems and its lifecycle. (CO2) 3. To provide valuable insights on E-Commerce systems and its contributions focusing on Enterprise resource systems as it is the backbone in the business concerns. (CO3) 4. Also, it focuses on improvising the basic software packages through Microsoft applications (MS-word, PowerPoint, Spreadsheet etc.,) and SAP Introduction for the students. (CO4) 5. Effective Utilization of the various packages like SPSS, Tally etc., will be useful in the managerial activities and will enable the students to augment their research skills. (CO5)		
Course Outcome	Upon successful completion of the requirements for this course, students will be able to: 1. Translate the role of information systems in organizations, the strategic management processes, with the implications for the management. (K3) 2. Relate the basic concepts and technologies used in the field of management information systems. (K4) 3. The students will be able to describe ways in which technology can provide an organization with competitive advantages through Enterprise Resource planning. (K3) 4. The students can better understand the office applications and basics on business application software and SAP. (K2) 5. Critically evaluate statistical findings to determine their usefulness to the organization. (K5)		
Unit I	Introduction to Computers Introduction to Computers-Data & Information–Classification–Fundamental Roles of IS –Components –Resources –Types–Information Resources Management		
Unit II	Understanding MIS & Software Development Life Cycle Introduction to Management Information Systems, History of MIS, Impact of MIS, Role and Importance, MIS Categories, Managers and Activities in IS, Types of Computers Used by Organizations in Setting up MIS, Hardware support for MIS. SDLC : Meaning – Process – Five stages -Information Systems Analysis & Design.		
Unit III	Search Engines & Enterprise Resource Planning Introduction to Internet - Search Engines – Email – Electronic Commerce Systems: Electronic Commerce Fundamentals–E-Commerce Applications and Issues–Enterprise Business Systems: Managing at the Enterprise Level – Enterprise Resource Planning: The Business Backbone		
Unit IV	Microsoft Office Applications & Systems, Applications, and Products in Data Processing (SAP) Business Application Software (Basics) – Office Application – MS Word (package tools) – spread sheets using advanced excel tools– Power Point and Access– Basics of SAP: Introduction to SAP Introduction to SAP and Why it is required ? - SAP Business Suite – SAP modules Introduction (Practical)		
Unit V	Research Analysis Packages Business and Management Application Packages–Research Analysis Packages–		

	SPSS etc.–Accounting Packages–Tally etc.–Marketing Packages–Production Packages – HR Packages (Practical)
Text Books	1. Gordon B. Davis– Management Information System: Conceptual Foundation, Structure and Development, Mc Graw Hill. 2. James A O’Brien, Management Information Systems, A Managerial user
Reference Books	1. Business-Driven Information Systems by Paige Baltzan; Amy Phillips 2. Using SAP: An Introduction for Beginners and Business by Olaf Schulz, 2016
Related online contents (MOOC, Swayam, NPTEL, Websites etc.,)	
Course Designed By: Dr. J. Senthil Velmurugan	

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	M	S	S	S	S	M	S	M	S
CO3	S	L	L	S	M	S	M	S	M	S
CO4	S	M	L	L	S	L	S	S	M	S
CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M –Medium; L- Low										

22UPMBA1C14-STRATEGIC MANAGEMENT

CourseCode	22UPMBA1C14	Credits	04
CourseTitle	StrategicManagement	Hours/Week	04
CourseObjectives	1. To expose students to various perspectives and concepts in the field of strategic management.(CO1) 2. The course would enable the students to understand the principles of strategy formulation, implementation and control in organisations.(CO2) 3. To help students develop skills for applying these concepts to the solution of business problems.(CO3) 4. To help students master the decision making tools of strategic management.(CO4) 5. The course would enable the students to appraise the resource and capabilities of the firm in terms of their ability to confer sustainable competitive advantages and formulate strategies that leverage firms' core competencies.(CO5) 6. The Course would enhance the students to acquire the design thinking skills and techniques.(CO6)		
CourseOutcome	1. To know the meaning, various concepts various and the process of strategic management.(K1) 2. To understand the various components of an organisations external and internal environments. And also to understand the various tools of environmental analysis.(K2) 3. To describe and classify the various types of grand strategies and the business level strategies.(K3) 4. To describe and explain the various tools used for strategic choice analysis.(K3) 5. To understand and explain the way of implementing formulated strategies and methods of evaluation and control.(K2) 6. To understand the process, Skills, Tools of Design thinking.(K2)		
Unit1	Strategic Management: Meaning-Evolution-Nature-Scope-Strategic Managers - Strategic Management Process -Levels of Strategies - Strategic Fit -Strategic Alignment - External Analysis: Macro Environmental Factors (PESTLE -Political-Economic-Social-Cultural-Technological-Legal-Ecological)- Industry Analysis-Competition Analysis.		
Unit2	Business Specific Environmental Factors: (Demand related-Consumer-Competition-Government -Supplier) - Organizational Capability Profile - Strategic Advantage Profile-Strategies: Grand Strategies: Expansion-Ansoff Matrix-(Intensification - Diversification - Integration- Cooperation - Internationalization)-Stability- Retrenchment Strategies		
Unit3	Business Level Strategies: <i>Competitive Positioning</i> strategies (Cost Leadership-Focused Cost Leadership-Differentiation-Focused differentiation)- Strategy implementation: Project-Procedural-Resource Allocation-Structural-Behavioural-Functional and Operational Implementation- Strategic Evaluation and Control: Importance- Challenges - Process		
Unit4	Strategic Decision Making Tools -BCG Matrix - GE Nine-Cell- McKinsey 7S Framework - Value Chain Analysis - SWOT Diagram - TOWS Matrix - Pareto Analysis - Decision Matrix - Force Field Analysis -Porter's Five Force Model -Porter's Four Corners Analysis		
Unit5	Design Thinking -Introduction-scope- Design Thinking Process-Design Thinking Tools - Personas - Stakeholder Map - Visualization - Journey Mapping -Mind Mapping - Rapid Concept development -Assumption Testing - Customer Co-Creation -Learning Launches - Story Telling- Business Model Canvas		

TextBooks	1.K.Aswathappa,G.SudarsanaKeddy,StrategicManagement(Conceptsand
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	Cases),HimalayaPublication House,2010Edition
Reference Books	1. Charles W.L.Hill and Gareth R. Jones, Strategic Management Theory: AnIntegrated Approach, Houghton Mifflin Company, Princeton New Jercey,AllIndia Publishers andDistributors. 2. ThomosL.WheelenandJ.DavidHunger,ConceptsofStrategicManagementandBusiness Policy,Pearson Education. 3. Azhar Kazmi, Business Policy and Strategic Management, Tata McGrawHillPublishingCompanyLtd. 4. ANag,StrategicManagement,VikasPublishingHousePvt. Ltd 5. Kourdi, Jeremy, 100 Business Tools for Success, 2015, Nicholas BrealeyPublishing,ISBN 978-1 -52938717-9 6. RamaduraiBala,KarmicDesignThinking,(Pohti.Com2020) 7. KarlUlrich,Design:CreationofArtifactsinSociety,UniversityofPennsylvania ,2011 8. TimBrown,ChangebyDesign:HowDesignThinkingTransformsOrganizationsandInspiresInnovation,HarperCollinse-books,2009 9. Schilling,M., StrategicManagementofTechnologicalInnovation,2020,6 thedition.NewYork:McGraw-HillPublishers.
CourseDesignedBy:Dr.R.SubramaniyaBharathy	

MappingwithProgrammeOutcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	M	S	S	S	S	M	S	M	S
CO3	S	L	L	S	M	S	M	S	M	S
CO4	S	M	L	L	S	L	S	S	M	S
CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M –Medium;L–Low										

22UPMBA1C15–EMPLOYABILITYSKILLS

CourseCode	22UPMBA1C15	Credits	04
CourseTitle	EmployabilitySkills	Hours/Week	04
Course Objectives	Studentswill beable 1. Toenablethestudentstoacquireemployabilityskills.(CO1) 2. Tomakethestudentstolearnthevariouscommunicationmethodsfollowed in corporate and Business world. (CO2) 3. Tounderstandorganizationalcommunication(CO3) 4. Tounderstandbrandcommunication(CO4) 5. Tounderstandaboutbusiness presentation (CO5)		
Course Outcome	Studentswill beable to 1. Develop goodemployabilityskills(K6) 2. Understandthecorporatecommunicationunderdifferentcircumstances(K2) 3. HavetheAbilitytounderstandhoworganizationalcommunicationworks(K3) 4. Understandhowbrandcommunicationhappens.(K2) 5. acquireknowledgeonbusiness presentation (K1)		
UnitI	EmployabilitySkills Employability – Key skills and applications for learning and development-seeing yourself as a product – Setting Objectives – Expectancy Model ofMotivation– StressManagement,recognizingstress,reducingstress,copingwith theinevitable -Kolb’stheory		
UnitII	UnderstandingCorporatecommunication Communication: Types, Corporate Communication Function– Trinity inCorporateCommunication–GenesisofEmployeeCommunication–outsourcinginternalcommunication–Theories that impact employee communication-Businessmeetings– BusinessEtiquette.		
UnitIII	OrganizationalCommunication Communicating inorganizations, components of communication, verbalcommunication,anddirectionsofcommunications,barrierstocommunications,ethicsandcommunication.Communicationinworkteams and variables of group communication, giving constructive feedback,teamwriting		
UnitIV	BrandCommunication BrandCommunication,CorporateCommunicationinBrandPromotion-ImprovingBrandCommunicationStrategy–SuccessfulBrandCommunications -SellingtheBrandInside		
UnitV	BusinessPresentation BusinessPresentation:Writtenandoralpresentation–work–teampresentation – Delivering the business presentation visual aids – slides –electronic presentation – hand-outs – delivering the presentation – careerplanning – Communicating in Diverse Environment: Cultural differences,Strategies for Communicating across Cultures, Communicating to peoplewithdisabilities		

TextBooks	1. Scot Ober, “Contemporary Business Communication”, CengageLearning(5th Edition), 2007 2. Lesikar“BasicBusinessCommunication:Skillsforempoweringtheinternet generation”, TataMcGrawHill,2005 3. JaishriJethwaney,“CorporateCommunication:PrinciplesandPractice”,Oxf ordUniversityPress,2010 4. SheilaCameron,TheBusinessStudentsHandbook:SkillsforStudyand
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	Employment, Pearson, 2016, 6 th Edition
Reference Books	1. Corporate Communications: Theory and Practice by Joep P. Cornelissen SAGE Publications, 2004 2. Corporate Communications: Theory and Practice by J. Cornelissen Emerald Publication, 2007 3. Sheila Cameron, The Business Student's Handbook – Skills for study and employment, 6th edition, Pearson Education Limited, 2009.
Internet References	1. https://hbr.org/2002/01/selling-the-brand-inside 2. https://www.dummies.com/article/business-careers-money/business/marketing/6-keys-to-successful-brand-communications-146565/ 3. https://elearningindustry.com/7-tips-to-improve-your-brand-communication-strategy 4. https://www.marketing91.com/brand-communication/ 5. https://bizfluent.com/about-5438587-importance-corporate-communication.html
Other E-Content References	1)  2)  3)  4)  5)  6)  7)  8) 
<i>Course Designed By: Dr. M. Suryakumar</i>	

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	M	S	S	S	S	M	S	M	S
CO3	S	L	L	S	M	S	M	S	M	S
CO4	S	M	L	L	S	L	S	S	M	S
CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M–Medium; L–Low										

**4th
Semester Marketing
Electives**

22UPMBA1EM1-INTERNATIONAL MARKETING MANAGEMENT

Course Code	22UPMBA1EM1	Credits	04
Course Title	International Marketing Management	Hours/Week	04
Course Objectives	To impart the basic concepts of international trade & international marketing. (CO1) To make the students understand the international groupings and market entry strategies. (CO2) To expose the students to exports procedures and documents. (CO3) To enable students to understand and appreciate the significance of international institutions related to international trade. (CO4) To make students learn the new trends in international marketing especially with India focused discussion on relevant institutions and FDI & FPI (CO5)		
Course Outcome	- Students will be able to infer and interpret the basic concepts of international trade & international marketing. (K1) - Students will be able to examine the vital nature of international groupings and develop better market entry strategies. (K5) - Students will be able to analyze the role of exports in international economic growth. (K4) - Students will be able to discover the utility and significance of international institutions related to international trade. (K6) - Students will be able to estimate the impact of new trends in international marketing especially, with India focused discussion on FDI and FPI. (K6)		
Unit I	Basics of International Marketing Management International Marketing/Business: Meaning, advantages, problems. Globalization: Meaning, Driving and restraining force- Stages of internationalization – Differences between domestic business and international business, International Orientations. Theories of International Trade: Absolute advantage theory by Adam Smith, Comparative Cost Advantage theory by David Ricardo and Relative factor endowments theory by Heckscher-Ohlin.		
Unit II	Macro environment of international business Macro environment of International Business: Political, Cultural, legal, economic and technological factors - Levels of integration International market selection & Barriers - International market entry strategies Tariff and Non-tariff Barriers.		
Unit III	International Pricing & Export Procedure Challenges in international branding and packaging - International pricing decisions: Factors affecting international pricing - INCO Terms - Transfer pricing – Dumping - Countertrade. Export procedures and documentation - Import Procedures - Methods of payments.		
Unit IV	International Logistics & WTO Multinational Corporations (MNCs): Definitions – Concepts – Factors contributed to the growth of MNCs – Advantages and Disadvantages The relationship between Headquarters and Subsidiaries. General Agreement on Tariff and Trade (GATT) - World Trade Organization (WTO): Origin, objectives, functions, briefly about GATS, TRIPS and TRIMs - Dispute settlement mechanism under WTO.		
Unit V	India: Trade and Investment		

India's trade: Direction, Composition and Trend-
India's current Balance of Trade and Balance of Payments position.
Foreign Direct Investment (FDI): International investment theories –
Factors influencing FDI – Reasons for FDI – Cost and benefits of FDI – Trends in FDI – FDI
in India.

TextBooks	1. SubbaRaoP.2008.InternationalBusiness:TextandCases.[SecondEdition].Himalaya PublishingHouse,New Delhi.(ForUnitI,II,III&IV). 2. GovernmentofIndia,ForeignTradePolicy2015-2020.(ForUnit V).
Reference Books	1. Francis Cherunilam.2009.International Business: Text and Cases. [FifthEdition].PHIPublishing House,New Delhi. (For UnitII,IV &V). 2. ArvindV.Phatak.,RabiS.BhagatandandRogerJ.Kashlak.2010.InternationalMan agement:Managinginadiverseanddynamicglobalenvironment.[SecondEdition] TataMcGraw Hill,New Delhi. 3. CharlesWLHillandArunKJain.2014.InternationalBusiness:CompetingintheGlo balMarket Place.[TenthEdition].Tata McGraw Hill,NewDelhi. 4. Bhalla, V.K. and Shiva Ramu, S. 2010. International Business: Environmentand Management. [Thirteenth Edition].Anmol Publications Pvt. Ltd., NewDelhi. 5. JohnD.Daniels.,LeeH.RadebaughandDanielP.Sullivan.2012. InternationalBusiness:EnvironmentandOperations.[FourteenthEdition].Pearso nEducation, NewDelhi.
CourseDesignedBy:Dr.G.Yoganandan	

MappingwithProgrammeOutcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	M	S	S	S	S	M	S	M	S
CO3	S	L	L	S	M	S	M	S	M	S
CO4	S	M	L	L	S	L	S	S	M	S
CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M –Medium;L–Low										

22UPMBA1EM2-SERVICESMARKETING

CourseCode	22UPMBA1EM2	Credits	04
CourseTitle	ServicesMarketing	Hours/Week	04
CourseObjectives	This course aims to provide students with an understanding of concepts, functions, and techniques in services marketing. The course also provides an in-depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services. (CO1)		
CourseOutcome	On the successful completion of the course, student will be able to: 1. Know and understand how the service industry works (K1) 2. Analyse how service Marketing Mix works (K3) 3. To analyse and apply knowledge to enhance Customer service quality, The role of IT in services industry. (K3) 4. Create the role of employees in services marketing. (K6) 5. Analyse and discuss the cases, and make them to prepare to bring creative ways to launch new services. (K4)		
UnitI	INTRODUCTION TO SERVICES : Definition-Meaning-Characteristics of services Marketing-Classification-Difference between Product and services- service Marketing Triangle- Internal Marketing – External Marketing – Interactive Marketing – Evolution and growth of services sector- Challenges and issues in Services Marketing.		
UnitII	SERVICE DESIGN AND DEVELOPMENT Services Marketing Mix Elements – Expanded Marketing Mix – Service Life Cycle – New Service Development - Market Segmentation- Bases and purpose - Service Differentiation Strategies – Pricing for Services: Objectives of Pricing – Price Terminologies – Pricing Strategies.		
UnitIII	SERVICE QUALITY MANAGEMENT Service Marketing Mix-Service Quality-Dimensions in service quality- PZB Model of SERVQUAL-Quality Gaps – Gaps Closing Strategies. Service failure- Service recovery-Service Guarantee- Complaint Management. Impact of Artificial Intelligence (AI) on Services-AI Applications in Service Industry		
UnitIV	SERVICE DELIVERY Service Distribution Difficulties and Strategies-Promoting the Services – Promotional mix – Media choice and selection – Integrated Marketing Communications- People and services – The role of employees in services marketing – Process strategies: Service Blue Print – Physical evidence strategies.		
UnitV	SERVICE STRATEGIES: Financial Services – Health Service -Hospitality Services including travel, hotels and tourism-Consultancy – Legal services – BPO & KPOP-Advertising agencies – Professional Service-Public Utility Services – Educational Services-IT Enabled services – Personal services.		
TextBooks	1. Services Marketing by Rajendra Nargundkar, Third edition, Tata McGraw Hill 2. Services Marketing , Dwayne D. Gremler, Valarie A Zeithaml, Ajay Pandit, Mary Jo Bitner, 7th edition: McGraw Hill HED, ISBN: 9789353160777, Edition: 7, 2018 3. Services Marketing, S.M. Jha, Himalaya Publishing House, 2008, ISBN, 9788170408307 4. IoT Applications in Service Industry, Barani G and Pankajavalli PB 5. Service Marketing in Industry 4.0 Era, Dr. G. Barani and Dr. P.B. Pankajavalli, Archers & Elevators publishing house ISBN 978-81-947065-9.5, edition 2020.		

Reference Books	1. Bateman, J. E. and Hoffman, D., Services Marketing, 4th Edition, Cengage Learning, 2011.
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	2. Gronoos,C.,ServiceManagementandMarketing:CustomerManagementinService Competition, 3rdEdition, WileyIndia, 2011. 3. Jauhari,V.andDutta,K.,Services:Marketing,OperationsandManagement,Oxford Universitypress,2009. 4. Lovelock,C.,Wirtz,J.andChatterjee,J.,ServicesMarketing,7thEdition,Pearson,2011. 5. Srinivasan,R.,ServicesMarketing: IndianContext,PHILearning,2012. 6. Zeithaml,V.,Bitner,M.J.,Gremler,D.andPandit,A.,ServicesMarketing,5thEdition, Tata McGraw-Hill Education, 2010.
CourseDesignedBy:Dr.S.Balamurugan	

MappingwithProgrammeOutcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	M	S	S	S	S	M	S	M	S
CO3	S	L	L	S	M	S	M	S	M	S
CO4	S	M	L	L	S	L	S	S	M	S
CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M –Medium;L- Low										

22UPMBA1EM3-BRANDMANAGEMENT

Course Code	22UPMBA1EM3	Credits	04
Course Title	BrandManagement	Hours/Week	04
Course Objectives	This course aims to give the students a fundamental understanding of how to build, measure, and manage a brand. The students will study brand management from the consumer perspective to highlight the importance of customer perceptions in bringing brands to life and the role of brand strategy, brand elements and brand communication in building brand equity. (CO1)		
Course Outcome	1. Able to get knowledge on branding Concepts, functions, types and its corresponding significance. (K1) 2. Appraise the key issues in managing a brand portfolio and making strategic brand decisions. (K2) 3. Evaluate the brand communication strategies across the overall organizational context and analyze how it can help to tapping the potential market. (K3) 4. Design and justify brand extension related decisions. (K4) 5. Analyse and discuss contemporary brand related problems and appropriate strategies and initiative for its performance. (K4)		
Unit I	Title: Understanding of Brands		
	Basics Understanding of Brands – Definitions- Branding Concepts – Functions of Brand Significance of Brands – Different types of Brands – Co-branding – Store Brands- Digital Branding.		
Unit II	Title: Developing a Brand Strategy		
	Strategic Brand Management Process – Building a Strong Brand – Brand Positioning – Establishing brand values – Brand Vision – Brand Elements – Points of Parity and Points of Difference- Brand Reinforcement Strategies- Brand Revitalisation Strategies.		
Unit III	Title: Brand Communications		
	Brand Image Building – Brand Loyalty Programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrity endorsement – Online Brand promotions.		
Unit IV	Title: Brand Extension		
	Brand Adoption Practices – Different type of Brand Extension – Factors Influencing Decision for Extension – Re-Branding and Re-launching		
Unit V	Title: Brand Performance		
	Measuring Brand Performance – Brand Equity Management – Brand Audit – Brand Equity Measurement – Brand Leverage – Role of Brand Managers – Branding Challenges & Opportunities- Global Marketing Programs- advantages and disadvantages- Building Global Customer based Brand Equity		

TextBooks	1. KevinLaneKeller,StrategicBrandManagement:Building;MeasuringandManaging,PrenticeHall, 3rdEdition, 2007. 2. MoorthiYLR,BrandManagement–Edition,VikasPublishingHouse2012
CourseDesignedBy:Dr.T.Sarathy	

MappingwithProgrammeOutcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	M	S	S	S	S	M	S	M	S
CO3	S	L	L	S	M	S	M	S	M	S
CO4	S	M	L	L	S	L	S	S	M	S
CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M –Medium;L- Low										

**4th
Semester Systems
Electives**

22UPMBA1ES1-SYSTEMSMANAGEMENT

CourseCode	22UPMBA1ES1	Credits	04		
CourseTitle	SystemManagement	Hours/ Week	L	T	P
			4	-	-
CourseObjectives: 1. To understand the system concept and information system environment for business application (CO1) 2. To study the role of system analyst and phases of System Development Life Cycle (CO2) 3. To comprehend the system planning and information gathering (CO3) 4. To enhance the knowledge on feasibility study for new system and tools for system analysis (CO4) 5. To learn the system design areas and new system implementation with security (CO5) 6. To equip the students to apply the learning of system analysis and design in organizations (CO6)					
Expected Course Outcomes				BTKL	
On successful completion of this course: The students will be able to understand the system concepts and apply the same for analyzing existing system				K2,K3, K4	
They can apprehend the system analysis tools and techniques for new system development				K3,K4	
The students can make use of the learnings for designing of various components of a system and implement the new system with security				K3,K4	
They have the scope for getting employment opportunity as a systems specialist in decision making areas of business management				K2,K3, K4	
UNIT I: System Concept and Information System Environment				8Hours	
The System Concept: Definition - Characteristics of Systems - Elements of a System - Open and Closed System - Formal and Informal Information Systems - Computer based Information Systems - Management Information System - Decision Support System - General Business Knowledge - Interpersonal Communicational System					
UNIT II: SDL C and System Analyst				8Hours	
System Development Life Cycle: Recognition of needs - Impetus for System Change - Feasibility Study – Analysis – Design – Implementation - Post implementation and Maintenance - Role of the Systems Analyst - The Analyst/ User Interface, Behavioral issues					
UNIT III: System Planning				8Hours	
Systems Planning and Initial Investigation: Strategies for Determining Information Requirement - Problem Definition & Project initiation - Background Analysis - Fact Analysis - Review of Written Documents - Onsite Observations - Interviews and Questionnaires - Fact Analysis - Performance Analysis - Efficiency Analysis - Service Analysis					
UNIT IV: Feasibility Study and System Analysis Tools				8Hours	
Feasibility Study: System performance - Economic Feasibility - Technical Feasibility - Behavioral Feasibility - Steps in Feasibility Analysis Tools of Structured Analysis: The Data flow Diagram (DFD) - Data Dictionary - Decision Trees and Structured English					
UNIT V: System Design and System Security				8Hours	

Input/Output and Forms Design: Input Design - CRT Screen Design - Output Design - Requirements of form Design - Hardware and Software Selection - Make or Buy decision and Maintenance-Documentation: Importance-Types of documentation-Security,

Disaster/Recovery-Ethics in SystemDevelopment	
Total	40 Hours
TextBooks: 1.DileepSinghandAlkaBajpai, SystemAnalysisandDesign, ThakurPublication, Jaipur, 2019	
ReferenceBooks: 1. Jain.V.K.–SystemAnalysis&Design, HandBook, DreamTechPress, 2000 2. Kendall, SystemAnalysisandDesign, PearsonPublication9thEdition2015 3. Dennis, Wixom, Roth–SystemAnalysisandDesign, Wiley, 6thEdition, 2016	
RelatedOnlineContents(MOOC, SWAYAM, NPTEL, Websitesetc...)	
CourseDesignedBy: Dr.P.Thirumoorthi	

MappingwithProgrammeOutcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M	M	S	S	M	S	L	S	M	M
CO2	S	L	M	S	M	S	L	M	M	M
CO3	M	L	M	S	S	S	M	M	M	M
CO4	S	L	S	M	M	S	M	S	M	M
CO5	M	M	S	M	M	S	M	M	M	M
S– Strong; M–Medium; L–Low										

21UPMBA1ES2–INFORMATIONTECHNOLOGY&BUSINESSAPPLICATIONS

CourseCode	21UPMBA1ES2	Credits	4
CourseTitle	InformationTechnology&BusinessApplication	Hours/Week	4
CourseObjectives	1. KnowAbout informationtechnology(CO1) 2. Understandaboutmanagingdata(CO2) 3. HowInformationTechnologyisappliedinvariousareas.(CO3) 4. ToknowaboutBusinessapplicationsoftwareanditsuses(CO4) 5. Toknowabout thesoftwareand its uses(CO5)		
CourseOutcome	1. UnderstandaboutIT(K2) 2. UnderstandHowdataismanaged(K2) 3. Understandapplicationoriented IT(K2) 4. Understandaboutbusinessapplicationanditsuses(K2) 5. Understandaboutsoftware'sanditsuses(K2)		
UnitI	Title:ManagingIT inDigital World ManagingITinDigitalWorld:RecentITTrends,ComputerHardware,Computer Software and Computer Networks, New ways to compete and work,ManagingITinOrganizations,ManagingITResource,ITLeadershipRoles		
UnitII	Title:DataResource Data Resource: Why Manage Data, Technicalaspects of managing the dataresource, Managerial Issues in managing data, principles in managing data, datamanagementprocess, datamanagement policies.		
UnitIII	Title:ApplyingInformationTechnology Applying Information Technology: Enterprise systems and application areas,functionalinformationssystem,transactionprocessingsystems:PayrollandOrderEntrySystems,ERP,Datawarehousing,customerrelationship management,officeautomation,Intranetsandportals,FactoryAutomation.		
UnitIV	Title:BusinessApplicationSoftware BusinessApplicationSoftware–Objectives–Importance–AreasofApplication – Developing Business Application Software – Difference BetweenReadytoUseand CustomerOrientedSoftwares.		
UnitV	Title:Software'sanditsTypes Functional Application Softwares – Market research Softwares – Open AccessSoftwares–ProjectManagementSoftwares– FeaturesandUsesofaboveSoftwares.		
TextBooks	1) Managing Information Technology, Carol V.Brown, DanielW.Dehayes,JeffreyA.Hoffer,E.WainrightMartinandWilliam C.Perkins,2012,7thEdition		
ReferenceBooks	1) InformationStorageandManagement:Storing,ManagingandProtectingDigitalInformationinClassic,VirtualizedandCloudEnvironments,SomasundaramGnanasundaramandAlokShrivastava,Wiley,2nd Edition,2012.		
InternetReferences	1) https://www.floridatechonline.com/blog/information-technology/a-guide-to-technology-trends-in-the-it-sector/ 2) https://www.sam-solutions.com/blog/top-five-information-technology-trends-to-watch-in-2019/ 3) https://sopa.tulane.edu/blog/effective-it-management-and-leadership 4) https://www.liquidweb.com/blog/it-leadership/ 5) https://www.ibm.com/in-en/topics/it-management 6) https://fcit.usf.edu/network/chap1/chap1.htm 7) https://en.wikipedia.org/wiki/Software		

	8) https://www.techtarget.com/searchnetworking/definition/hardware
OpenSourceE-ContentLinks	         
Course Designed By: Dr.M.Suryakumar	

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	M	S	S	S	S	M	S	M	S
CO3	S	L	L	S	M	S	M	S	M	S
CO4	S	M	L	L	S	L	S	S	M	S
CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M –Medium; L- Low										

22UPMBA1ES3-E-COMMERCE

CourseCode	22UPMBA1ES3	Credits	04
CourseTitle	E-Commerce	Hours/Week	04
CourseObjectives	To equip the students to observe, understand; learn the contemporary E-Businesstechnologyand its pros and consto start an onlinebusiness.(CO1)		
CourseOutcome	1. Canabletounderstande-commerceplatform.(K1) 2. Canlearn thedetailson internet andhowit is usedas business platform(K2) 3. Abletounderstand how payment systemworks.(K2) 4. Abletocommunicate P/Srelatedideas overe-platform(K3) 5. Canable todo thesecured businessin internet(K3)		
UnitI	IntroductionToE-Business DefiningE-Commerce:BriefhistoryofElectronicCommerce-ThescopeofEcommerce - Typesof Electronic commerce- TraditionalCommerce VsE-commerce-ElectronicMarket, Electronic Data Interchange, Internet Commerce, Benefits and limitations of E-Commerce-Mobile Commerce, S-commerce.		
UnitII	THEINTERNET ANDTHE WORLDWIDEB: The Internet Today - History of the Web - Unique benefits of the Internet- BusinessStrategies for E-Commerce – B to B Strategies – EDI to E-Commerce – Supply ChainManagement- Value Chains -Web Auctions and RelatedBusiness		
UnitIII	ELECTRONICPAYMENTSYSTEMS: OverviewoftheElectronicpaymentTechnology-ElectronicpaymentMethods- BusinessModel–E-Marketing–PaymentSystemsforE-Commerce–PaymentCards–E Cash – Electronic Wallets – ATM & Debit Cards – Stored Value Cards – Planning forE- Commerce Initiatives–ERP Tools andModules–Opportunitiesand Challenges.		
UnitIV	MARKETINGON THEWEB Strategies–Communication–CustomerBehaviourandRelationshipIntensity–Advertising – E-Mail Marketing –CRM –Brands on theWeb– Elements – Selling ontheWeb – RevenueModels–Web SiteUsability– OnlineTrading– E-Banking.		
UnitV	LEGALAND PRIVACYISSUES Understanding Ethical, Social and Political issues in E-Commerce- Protection needs andmethodology- How sites are hacked – Internet Governance – Firewall - Contract Law forE-Business– CyberLawIssues.		
TextBooks	1. Pandey.U.S.,SaurabhShukla–EcommerceandMobilecommerceTechnologies,S.Chand, 2007. 2. EfraimTurban,JaeK.Lee,DavidKing,TingPengLiang,DeborrahTurban,ElectronicCom merce–A managerialperspective,PearsonEducationAsia, 2010. 3. HarveyM.Deitel,PaulJ.Deitel,KateSteinbuhler,e-businessande- commerceformanagers,Pearson, 2011.		
Reference Books	1. JaniceRayolds– TheCompleteEcommerceBook:CRC Press,2 nd Edition 2004. 2. TannerLersSon–E-CommerceEvolved,CreateSpaceIndepentPublishing,1 st Edition 2016. 3. GaryP.S.Chinder,Ecommerce:Strategy,TechnologyandImplementationEngagePublishi ng,2007. 4. ParagKulkarni,SunitaJahirabadkao,PradeepChande,ebusiness,OxfordUniversityPress, 2012. 5. HentryChan&el,E-Commerce–fundamentalsandApplications,WileyIndiaPvtLtd,2007. 6. BharatBhasker,ElectronicCommerce– FrameworktechnologiesandApplications,3rdEdition. Tata McGrawHill Publications, 2009 7. KamleshK.BajajandDebjaniNag,Ecommerce- thecuttingedgeofBusiness,TataMcGrawHillPublications, 7th reprint, 2009.		
Text:	Bornstein,David,HowtoChange theWorld:SocialEntrepreneursandthe PowerofNewIdeas,2007, Oxford UniversityPress,ISBN 978-0-19533476-0		

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	M	S	S	S	S	M	S	M	S
CO3	S	L	L	S	M	S	M	S	M	S
CO4	S	M	L	L	S	L	S	S	M	S
CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M–Medium; L–Low										

**4th
Semester Entrepreneurship Electives**

22UPMBA1EE1-ENTREPRENEURSHIP DEVELOPMENT

CourseCode	22UPMBA1EE1	Credits	04
CourseTitle	EntrepreneurshipDevelopment	Hours/Week	04
Course Objectives	1. To impact the fundamentals of entrepreneurship, marketing, accounting, information systems, and operations. (CO1) 2. To learn to ideate for a tangible product or a service, to think about how your business meets a human need. (CO2) 3. To Learn to research demand using fundamental marketing research (CO3)		
Course Outcome	1. Students will be able to define the principles of viability of businesses, new business proposals, and opportunities within existing businesses. (K1) 2. Students will be able to apply the principles of entrepreneurial management and growth through strategic plans, consulting projects and/or implementing their own businesses. (K2) 3. Students will be able to identify the principles of preparing a start-up business plan emphasizing financing, marketing, and organizing. (K3) 4. Students will be able to define the principles of creating and defending an entrepreneurial marketing plan. (K3) 5. Students will be able to define the principles of developing pro forma financial statements. (K6)		
Unit I	Introduction Concept of Entrepreneur and Entrepreneurship – Entrepreneurial Motivation – Characteristics of Successful Entrepreneurs – Entrepreneurial Decision Process – Functions of Entrepreneurs – Types of Entrepreneurs – Growth of Entrepreneurship in India – Role of Entrepreneurship in Economic Development.		
Unit II	Family Business Meaning – Family Business in India - Types of Family Business – Advantages of Family Business – Disadvantages of Family Business – Major Challenges of faced by the Family Business in India – Business Succession Planning – Factors for Effective Family Business - Case Study.		
Unit III	Forms of Ownership Introduction – Sole Proprietorship – Partnership – Company – Cooperative – Selection of an Appropriate Form of Ownership Structure - Case Study.		
Unit IV	Innovation and Incubation Idea Generation and Prototype Development – Technological and Non-Technological Innovation and Process – Innovation and Startup Ecosystem – Pre-Incubation and Incubation Stages – National Innovation and Startup Policy for Higher Educational Institutions – Prototyping for Innovation – Future Markets and Innovation Needs for India - Case Study.		
Unit V	Schemes New Entrepreneur-cum-Entrepreneurship Development Scheme (NEEDS) – Unemployment Youth Development Generation Programme (UYEGP) – Prime Minister's Employment Generation Programme (PMEGP) – MSME Subsidy Scheme – Scheme for Promotion of Energy Audit and Conservation of Energy (PEACE) – Skill Training and Employment Scheme.		

TextBooks	1. DynamicsofEntrepreneurshipDevelopment,VasantDesai 2. Entrepreneurship:New VentureCreation,DavidH.Holt 3. EntrepreneurshipDevelopmentNewVentureCreation,SatishTaneja,S.L.Gupta 4. Projectmanagement,K.Nagarajan. 5. Entrepreneurship:StrategiesandResources,MarcJ.DollingerSuggestedReference Books:
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	6.TheCultureofEntrepreneurship,Brigitte Berger
CourseDesignedBy:Dr.V.R.Palanivelu	

MappingwithProgrammeOutcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	M	S	S	S	S	M	S	M	S
CO3	S	L	L	S	M	S	M	S	M	S
CO4	S	M	L	L	S	L	S	S	M	S
CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M –Medium;L- Low										

22UPMBA1EE2-EXPORT ENTREPRENEURSHIP

CourseCode	22UPMBA1EE2	Credits	04
CourseTitle	Export Entrepreneurship	Hours/Week	04
Course Objectives	1. To understand the meaning of Export Management (CO1) 2. To know the need for export management (CO2) 3. To explain the functions of Export Manager (CO3) 4. To understand the concept of Export organizational structural design (CO4) 5. To impart the knowledge on the key functions in export and import process and procedures (CO5) 6. To educate the students in solving issues related to requirements in export and import management (CO6)		
Course Outcome	1. The student shall also develop network thinking in regards to export. This includes the role of import in relation to export, including the role of business relationships with customers, suppliers, supporting actors such as consultants, financial institutions, logistics service providers. (K1) 2. Students will have appreciation of the role of export/import process in the globalized world market. (K2) 3. Students will have a broad overview of the export- import process and its related literature and research streams. (K3) 4. The student will be able to create export and import plans. (K6) 5. The student will develop understanding of customer value through export and import from a network perspective. (K2)		
Unit I	Introduction Meaning- Definition- Need for Export Management- Features of Export Management- Functions of Export manager- Problems and issues of export management- Importance of Export to the economy- How to increase the level of exports- major steps to become successful export entrepreneur.		
Unit II	Export Potential Historical Perspective- Categories of Export- Implications of International Trade in Indian Economy since 1991- Direction of Export Trade- India's Export Potential by 2025.		
Unit III	Export Procedures and Incentives Stages in Export procedure- shipping and customs formalities- Banking procedure- Procedure for realization of export incentives- Major incentives available to Indian exporters.		
Unit IV	Export Pricing and Finances Export price in relation to Domestic price- Determination of Export price- Various methods of pricing approaches- Importance of Export finance- Methods and Sources of Export Finance- Procedure for Packing Credit- Pre-shipment Finance- Post-shipment Finance- Institutional Support for Export Finance		
Unit V	Export Promotion Council Introduction- Importance of Export promotion- Export promotion council- functions of the council- Various promotion council setup in India- Advantages to exporters registered with the council- Commodity Board- Free trade zone New Foreign Trade Policy 2021-2026		

TextBooks	1. JohnD.Daniels,Radebaugh&Sullivan:InternationalBusiness:EnvironmentsandOperations (PearsonEducation) 2. ForeignTradePolicy,MinistryofCommerce,Govt.of India(VariousIssues).
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	3. Rai, Usha Kiran; Export–Import and Logistics Management (Prentice-Hall of India). 4. Agrawal, Raj; International Trade, Excel Books 5. Nabhi's How to Export; How to Import. 6. Export Marketing–Francis Cherunilam 7. Export Management–T.A.S Balagopal 8. Export Import Procedure -Documentation and Logistics-C.Ramagopal 9. Export Import Finance: Parasram.
Course Designed By: Dr. V.R. Palanivelu	

Mapping with Programme Outcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	M	S	S	S	S	M	S	M	S
CO3	S	L	L	S	M	S	M	S	M	S
CO4	S	M	L	L	S	L	S	S	M	S
CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M –Medium; L- Low										

22UPMBA1EE3-RURAL ENTREPRENEURSHIP

Course Code	22UPMBA1EE3	Credits	04
Course Title	Rural Entrepreneurship	Hours/Week	04
Course Objectives	1. To develop understanding about Entrepreneurship in Rural Context; (CO1) 2. To develop entrepreneurial skills in the rural youth; (CO2) 3. To explore and identify rural potential for a business idea; (CO3) 4. To develop skills to convert the idea into a commercial viable business concept (CO4) 5. To measure the feasibility of the identified concept by the students (CO5) 6. To develop and implement a Rural Enterprise. (CO6)		
Course Outcome	1. Understand the importance of how living rurally influences your business or social enterprise objectives (K1) 2. Explore the feasibility of a business idea (K1) 3. Plan a strategy for the development of your company (K2) 4. State the likely resources and capabilities required for your new business and understand where the gaps are likely to occur. (K2) 5. To create a framework for integrating the business concepts and markets (K6)		
Unit I	Introduction Concepts, Characteristics and types of Entrepreneurship – Entrepreneurship and Rural Industrialization; Development of Rural Entrepreneurship in India; Factors promoting entrepreneurship; Problems and Prospects of Rural Entrepreneurship in India, with special reference to women entrepreneurship- Development of Small entrepreneurs in India- Government Policy and Programmes for entrepreneurship development in rural India.		
Unit II	Rural Development Meaning, Definition, and Concept of Rural Development- causes of rural backwardness and components of rural development. Features of rural economy and scope of rural development. Concept of rural industrialization- Role and the place of village industries in Indian economy- Types of Rural markets – commodity and input markets- Agricultural markets- Co-operative – Problems of Rural Marketing- Policy measures for Development of Rural markets.		
Unit III	Policies and Programmes Policies and Programmes for Rural Industries- Industrial Policy Resolutions – Growth of rural industries during the Five Year Plans. Rural Industrial Sector- Agro-based Industries, Handicrafts- Hand Loom, Khadi, small scale and micro-Enterprises, cottage and village Industries. Industrial Sickness- Problems & Policy measures.		
Unit IV	Role of RRB in Rural Credit Role of RRBs in Rural Credit – NABARD and Rural Credit – Functions of NABARD- Achievements and Performance of NABARD in the Rural credit sector. Organizations: KVIC, KVIBs, National Small scale Industries corporation (NSIC) - District Industries Centre (DIC), Small Industry Development Corporation (SIDCO).		
Unit V	Role of Micro Finance Role of Micro Finance in Poverty Reduction and Women Empowerment - Women Empowerment: Concept and Approaches, Importance of Women Empowerment- National Policy for the Empowerment of Women- Role of Micro Finance in Women Empowerment and SHGs and Mahila Banks in India. Concepts, Stages and Significance, Structure of Self-Help Groups- Precautions to be taken while forming the SHGs- Role of NGOs, SHGs Movement in India.		

TextBooks	1. Bhattacharya, S.N. Rural Industrialization in India 2. Vasant Desai, Problems and Prospects of Small Scale Industries in India
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	3. BepionBehariRural IndustrializationinIndia
	4. Rao,R.V.Rural IndustrializationinIndia
CourseDesignedBy:Dr.V.R.Palanivelu	

MappingwithProgrammeOutcomes										
COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	L	M	S	H	S	M	M	S	M
CO2	S	M	S	S	S	S	M	S	M	S
CO3	S	L	L	S	M	S	M	S	M	S
CO4	S	M	L	L	S	L	S	S	M	S
CO5	S	M	L	L	S	S	S	S	L	S
*S–Strong; M –Medium;L–Low										

