



V.V.VANNIAPERUMAL COLLEGE FOR WOMEN

(Belonging to Virudhunagar Hindu Nadars)

An Autonomous Institution Affiliated to Madurai Kamaraj University, Madurai
Reaccredited with 'A++' Grade (4th Cycle) by NAAC

VIRUDHUNAGAR

Quality Education with Wisdom and Values

OUTCOME BASED EDUCATION WITH CHOICE BASED CREDIT SYSTEM REGULATIONS AND SYLLABUS (with effect from Academic Year 2023 - 2024)

V.V.Vanniaperumal College for Women, Virudhunagar, established in 1962, offers 13 UG Programmes (Aided), 15 UG Programmes (SF), 15 PG Programmes and 6 Ph.D. Programmes. The curricula for all these Programmes, except Ph.D. Programmes, have been framed as per the guidelines given by the and University Grants Commission (UGC) & Tamil Nadu State Council for Higher Education (TANSICHE) under Choice Based Credit System (CBCS) and the guidelines for Outcome Based Education (OBE).

The Departments of Commerce, English, History, Mathematics, Biochemistry and Tamil upgraded as Research Centres offer Ph.D. Programmes as per the norms and regulations of Madurai Kamaraj University, Madurai and do not come under the purview of CBCS.

A. CHOICE BASED CREDIT SYSTEM (CBCS)

The CBCS provides an opportunity for the students to choose courses from the prescribed Courses. The CBCS is followed as per the guidelines formulated by the UGC. The performance of students is evaluated based on the uniform grading system. Computation of the Cumulative Grade Point Average (CGPA) is made to ensure uniformity in evaluation system.

List of Programmes in which CBCS/Elective Course System is implemented

UG PROGRAMMES

Arts & Humanities	:	History (E.M. & T.M.), English, Tamil
Physical & Life Sciences	:	Mathematics, Zoology, Chemistry, Physics, Biochemistry, Home Science - Nutrition and Dietetics, Costume Design and Fashion, Microbiology, Biotechnology, Computer Science, Information Technology, Data Science, Computer Applications and Computer Applications - Graphic Design
Commerce & Management	:	Commerce, Commerce (Computer Applications), Commerce (Professional Accounting), Business Administration

PG PROGRAMMES

Arts & Humanities	: History, English, Tamil
Physical & Life Sciences	: Mathematics, Physics, Chemistry, Zoology, Biochemistry, Home Science - Nutrition and Dietetics, Biotechnology, Computer Science, Computer Science (Data Science) and Computer Applications (MCA) *
Commerce & Management	: Commerce, Business Administration (MBA) *
	* AICTE approved Programmes

OUTLINE OF CHOICE BASED CREDIT SYSTEM- PG

1. Core Courses
2. Elective Courses
 - Discipline Specific Elective Courses (DSEC)
 - Generic Elective Courses
 - Non-Major Elective Course (NMEC)
3. Skill Enhancement Courses
4. Self Study Course (Online)
5. Extension Activity
6. Extra Credit Courses (Optional)

**List of Non Major Elective Courses (NME)
(2023-2024 onwards)**

PG PROGRAMMES

Name of the Course	Course Code	Department
Tourism in Tamilnadu	23PHIN31	History
Functional English	23PENN31	English
தமிழும் பிற துறைகளும்	23PTAN31	Tamil
Taxation Concepts and Assessment	23PCON31	Commerce
Entrepreneurship	23PBAN31	Business Administration
Statistics for Life and Social Sciences	23PMTN31	Mathematics
Advanced Chemistry for Competitive Examination	23PCHN31	Chemistry
Nutrition and Health	23PHSN31	Home Science - Nutrition and Dietetics
Molecular Basis of Diseases and Therapeutic Strategies	23PBCN31	Biochemistry
Web Programming	23PCSN31	Computer Science
Fundamentals of Web Design	23PCAN31	Computer Applications

B OUTCOME BASED EDUCATION (OBE) FRAMEWORK

The core philosophy of Outcome Based Education rests in employing a student - centric learning approach to measure the performance of students based on a set of pre- determined outcomes. The significant advantage of OBE is that it enables a revamp of the curriculum based on the learning outcomes, upgrade of academic resources, quality enhancement in research and integration of technology in the teaching-learning process. It also helps in bringing clarity among students as to what is expected of them after completion of the Programme in general and the Course in particular. The OBE directs the teachers to channelise their teaching methodologies and evaluation strategies to attain the Programme Educational Objectives (PEOs) and fulfill the Vision and Mission of the Institution.

Vision of the Institution

The founding vision of the Institution is to impart Quality Education to the rural womenfolk and to empower them with knowledge and leadership quality

Mission of the Institution

The mission of the Institution is to impart liberal education committed to quality and excellence. Its quest is to mould learners into globally competent individuals instilling in them life-oriented skills, personal integrity, leadership qualities and service mindedness.

B.1 Programme Educational Objectives, Programme Outcomes and Programme Specific Outcomes

It is imperative for the Institution to set the Programme Educational Objectives (PEOs), Programme Outcomes (POs) and Course Outcomes (COs), consistent with its Vision and Mission statements. The PEOs and the POs should be driven by the Mission of the Institution and should provide distinctive paths to achieve the stated goals. The PEOs for each Programme have to fulfill the Vision and Mission of the Department offering the Programme.

Vision of the Department of M.B.A.

To excel in business education with a focus on the integrated development of values, knowledge, attitude and skills to suit the ever changing business environment.

Mission of the Department of M.B.A.

To foster a conducive learning environment that creates professionally competent, skillful, innovative and dynamic business leaders, nurtures entrepreneurial culture, encourages holistic development of individuals integrating discipline and ethics and promotes research in focus areas of management.

B.1.1 Programme Educational Objectives (PEOs)

PEOs are broad statements that describe the career and professional achievements that the Programme is preparing the graduates to achieve within the first few years after graduation. PEOs are framed for each Programme and should be consistent with the Mission of the Institution.

Programme Educational Objectives (PEOs) of M.B.A. Programme The Students will be able to

- create excellent management professionals who would apply practical and conceptual knowledge and demonstrate competency in industry or in academics
- guide in shaping a successful career through employment or entrepreneurship with an intense passion to grow, retaining strong focus on ethics and values
- inspire in developing concern for issues faced around and efficiently utilize management skills, towards solving innovatively the problems of business, society and nation as a whole.

Key Components of Mission Statement	PEO1	PEO2	PEO3
conducive learning environment that creates professionally competent, innovative and dynamic business leaders.	✓	✓	✓
entrepreneurial culture	-	✓	✓
holistic development of individuals integrating discipline and ethics	✓	✓	✓
research in focus areas of management	✓	-	✓

B.1.2 Programme Outcomes (POs)

POs shall be based on Graduate Attributes (GAs) of the Programme. The GAs are the attributes expected of a graduate from a Programme in terms of knowledge, skills, attitude and values. The Graduate Attributes include Disciplinary Knowledge, Communication Skills, Critical Thinking, Problem Solving, Analytical Reasoning, Research Related Skills, Co-operation/Team Work, Scientific Reasoning, Reflective Thinking, Information/Digital Literacy,

Multicultural Competence, Moral and Ethical Awareness/Reasoning, Leadership Qualities and Lifelong Learning.

On successful completion of the Programme, the students will be able to

- 1 apply their in-depth domain knowledge and practical skills in interdisciplinary fields for research-based endeavours, employment and entrepreneurship development. (*Disciplinary Knowledge*)
- 2 communicate proficiently and confidently with the ability to present complex ideas both in spoken and written forms in a concise manner to assorted groups. (*Communication Skills*)
- 3 identify, formulate and solve problems in a consistent and systematic way with updated skills using modern tools and techniques. (*Scientific Reasoning and Problem Solving*)
- 4 analyze the data, synthesis the findings and provide valid conclusion by critical evaluation of theories, policies and practices for the fulfillment of the local, national, regional and global developmental needs. (*Critical Thinking and Analytical Reasoning*)
- 5 explore and evaluate globally competent research methodologies to apply appropriately in interdisciplinary research; Develop and sustain the research capabilities to meet the emerging needs for the welfare of the society. (*Research Related Skills*)
- 6 use ICT to mould themselves for lifelong learning activities to face career challenges in the changing environment. (*Digital Literacy, Self - directed and Lifelong Learning*)
- 7 self-manage and function efficiently as a member or a leader in diverse teams in a multicultural society for nation building. (*Co-operation/Team Work and Multicultural Competence*)
- 8 uphold the imbibed ethical and moral values in personal, professional and social life for sustainable environment. (*Moral and Ethical Awareness*)

B.1.3 Programme Specific Outcomes (PSOs)

Based on the Programme Outcomes, Programme Specific Outcomes are framed for each PG Programme. Programme Specific Outcomes denote what the students would be able to do at the time of graduation. They are Programme-specific and it is mandatory that each PO should be mapped to the respective PSO.

On Successful completion of M.B.A. Programme, the students will be able to

PO1: *Disciplinary Knowledge*

PSO 1.a: : develop a systematic understanding and apply in-depth knowledge in business administration and managerial skills in employment and entrepreneurship development.

PSO 1.b: demonstrate the knowledge of management theories and practices in different domains to pursue research-oriented endeavours.

PO2: *Communication Skills*

PSO 2: communicate effectively with the business community and with society at large on complex business activities through mail correspondences, reports, presentations, meetings and relevant tools

PO3: *Scientific Reasoning and Problem Solving*

PSO 3.a: identify, formulate and analyze complex management problems and find innovative solutions.

PSO 3.b: identify business opportunities, think strategically and integrate various resources effectively for the growth of business.

PO4: *Critical thinking and Analytical Reasoning*

PSO 4: critically analyze the factors influencing business environment and reach valid conclusions by seeking business opportunities in real –life situations,

PO5: *Research Related Skills*

PSO 5: formulate contemporary management research problems and apply appropriate research methodologies for analysis, findings and suggestions.

PO6: *Digital Literacy, Self - directed and Lifelong learning*

PSO 6: learn modern business tools and techniques, including digital learning, to hone their business administration skills and to suit to the demands of the dynamic business environment not only during career, but even before settling down in an appropriate career.

PO7: *Cooperation/Team Work and Multicultural Competence*

PSO 7: work in as well as lead diverse teams skillfully and effectively towards the success of business organization

PO8: Moral and Ethical awareness

PSO 8: understand and apply ethical and moral values in all business practices, decisions and corporate social responsibility activities for societal and environmental well-being

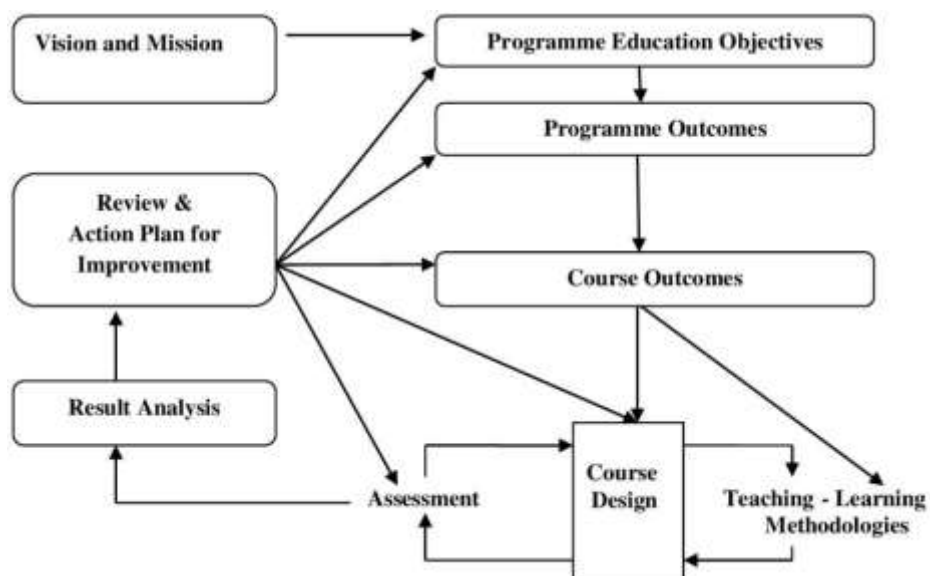
PO-PEO Mapping Matrix

Attainment of PEOs can be measured by a PO-PEO matrix. PEOs should evolve through constant feedback from alumnae, students, industry, management, *etc.* It is mandatory that each PEO should be mapped to at least one of the Pos.

PEOs POs/PSOs	PEO1	PEO2	PEO3
PO1/PSO1	✓	✓	✓
PO2/PSO2	✓	✓	✓
PO3/PSO3	✓	✓	✓
PO4/PSO4	✓	✓	-
PO5/PSO5	-	✓	✓
PO6/PSO6	✓	✓	✓
PO7/PSO7	✓	✓	✓
PO8/PSO8	✓	✓	-

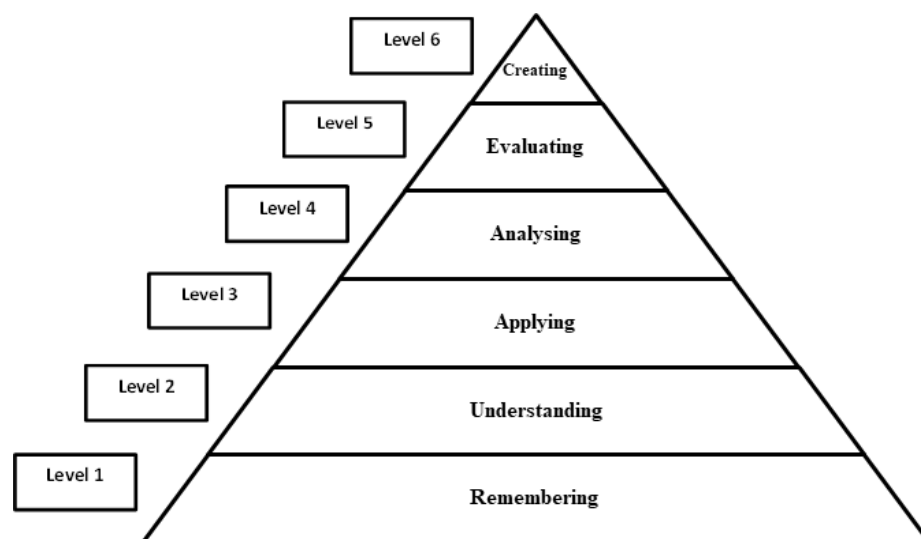
B.1.4 Course Outcomes (COs)

Course Outcomes are narrow statements restricted to the course contents given in five units. Course Outcomes describe what students would be capable of, after learning the contents of the Course. They reflect the level of knowledge gained, skills acquired and attributes developed by the students after learning of Course contents. COs are measurable, attainable and manageable in number. COs contribute to attain POs in such a way that each CO addresses at least one of the POs and also each PO is reasonably addressed by adequate number of COs.



It is important to determine the methods of assessment. A comprehensive assessment strategy may be outlined using the revised Bloom's Taxonomy levels.

BLOOM'S TAXONOMY



CO - PO Mapping of Courses

After framing the CO statements, the COs framed for each course is mapped with POs based on the relationship that exists between them. The COs which are not related to any of the POs is indicated with (-), signifying Nil. Measurement Mapping is based on Four Points Scale [High (H), Medium (M), Low (L) and Nil (-)]. For calculating weighted percentage of contribution of each Course in the attainment of the respective POs, the weights assigned for H, M and L are 3, 2 and 1 respectively.

CO-PO/PSO Mapping Table (Course Articulation Matrix)

PO/PSOs COs	PO1/ PSO1	PO2/ PSO2	PO3/ PSO3	PO4/ PSO4	PO5/ PSO5	PO6/ PSO6	PO7/ PSO7	PO8/ PSO8
CO1								
CO2								
CO3								
CO4								
CO5								

ELIGIBILITY FOR ADMISSION

The candidate should have passed any Undergraduate degree from any recognized University.

DURATION OF THE PROGRAMME

The candidates shall undergo the prescribed Programme of study for a period of two academic years (four semesters).

MEDIUM OF INSTRUCTION

English

B.2 EVALUATION SCHEME

Components	Internal Assessment Marks	External Examination Marks	Total Marks
Theory	25	75	100

B.2.1 Core Courses, Elective Courses (Discipline Specific Elective Courses, Generic Elective Courses & Non Major Elective Courses)**INTERNAL ASSESSMENT****Distribution of Marks****Theory**

Mode of Evaluation		Marks
Periodic Test	:	20
Assignment	:	5
Total	:	25

Three Periodic Tests - Average of the best two will be considered

Two Assignments - Better of the two will be considered

Question Pattern for Periodic Test**Duration: 2 Hours**

Section	Q. No.	Types of Question	No. of Questions	No. of Questions to be answered	Marks for each Question	Total Marks
A	1 - 5	Fill in & Sentence Form	5	5	1	5
B	6-9	Internal Choice – Either... or Type	4	4	5	20
C	10 - 11	Internal Choice – Either.... or Type	2	2	10	20
Total						45*

*The total marks obtained in the Internal Test will be calculated for 20 marks

SUMMATIVE EXAMINATION**External Assessment**

Distribution of Marks

Mode of Evaluation		Marks
Summative Examination	:	60
Seminar Presentation	:	15
Total	:	75

SUMMATIVE EXAMINATION**Question Pattern****Duration: 3 Hours**

Section	Q. No.	Types of Question	No. of Questions	No. of Questions to be answered	Marks for each Question	Total Marks
A	1 - 5	Fill in & Sentence Form	5	5	1	5
B	6 - 10	Internal Choice - Eitheror Type	5	5	5	25
C	11 - 13	Internal Choice -Either ...or Type	3	3	10	30
Total						60

B.2.2. PROJECT

Individual Project is compulsory for II PG Students in IV Semester.

Distribution of Marks

Mode of Evaluation		Marks
Internal Assessment	:	40
External Examination	:	60
Total	:	100

Internal Assessment: Pre-submission Presentation - 10 Marks
 Review Report - 20 Marks
 One Open Online Course related to the Project - 10 Marks
 External Examination: Project Report - 40 Marks
 Viva Voce - 20 Marks

B. 2.3. SKILL ENHANCEMENT COURSES**INTERNAL ASSESSMENT****Distribution of Marks Theory**

Mode of Evaluation		Marks
Periodic Test	:	20
Assignment	:	5
Total		25

Three Periodic Tests - Average of the best two will be considered
 Two Assignments - Better of the two will be considered

Question Pattern for Periodic Test**Duration: 2 Hours**

Section	Q. No.	Types of Question	No. of Questions	No. of Questions to be answered	Marks for each Question	Total Marks
A	1 - 4	Internal Choice – Either... or Type	4	4	5	20
B	5	Internal Choice – Either... or Type	1	1	10	10
					Total	30*

*The total marks obtained in the Periodic Test will be calculated for 20 marks

SUMMATIVE EXAMINATION**External Assessment****Distribution of Marks**

Mode of Evaluation		Marks
Seminar Paper		10
Seminar Presentation	:	15
Summative Examination	:	50
Total		75

SUMMATIVE EXAMINATION**Question Pattern****Duration: 3 Hours**

Section	Q. No.	Types of Question	No. of Questions	No. of Questions to be answered	Marks for each Question	Total Marks
A	1 - 5	Fill in & Sentence Form	5	5	1	5
B	6 - 10	Internal Choice - Either ...or Type	5	5	5	25
C	11 - 12	Internal Choice - Either ...or Type	2	2	10	20
					Total	50

B.2.3.1.Skill Enhancement Course - Professional Competency Skill**Types of Question – Multiple Choice Questions only****INTERNAL ASSESSMENT****Distribution of Marks****Theory**

Mode of Evaluation		Marks
Periodic Test	:	20
Assignment	:	5
Total		25

Three Periodic Tests - Average of the best two will be considered

Two Assignments - Better of the two will be considered

Question Pattern for Periodic Test**Duration: 2 Hours**

Section	Q. No.	Types of Question	No. of Questions	No. of Questions to be answered	Marks for each Question	Total Marks
A	1 - 5	Multiple Choice Questions	5	5	1	5
B	6-9	Internal Choice – Either... or Type	4	4	5	20
C	10 - 11	Internal Choice – Either.... or Type	2	2	10	20
Total						45*

*The total marks obtained in the Periodic Test will be calculated for 20 marks

SUMMATIVE EXAMINATION**External Assessment****Distribution of Marks**

Mode of Evaluation		Marks
Summative Examination	:	60
Seminar Presentation	:	15
Total		75

Summative Examination**Question Pattern****Duration: 3 Hours**

Section	Q. No.	Types of Question	No. of Questions	No. of Questions to be answered	Marks for each Question	Total Marks
A	1 - 5	Multiple Choice Questions	5	5	1	5
B	6 - 10	Internal Choice - Eitheror Type	5	5	5	25
C	11 - 13	Internal Choice - Either ...or Type	3	3	10	30
Total						60

B.2.4. Self Study - Online Course

Practice for SET/NET-General Paper –Online

Internal Examination only

- Two Periodic Tests (Online) with Multiple Choice Questions will be conducted in III Semester.
- Model Examination will be conducted after two periodic tests.

Distribution of Marks

Mode of Evaluation		Marks
Periodic Test	:	25
Model Examination	:	75
Total	:	100

Two Periodic Tests - Better of the two will be considered

B.2.5. Extension Activities

Assessment by Internal Examiner only

Distribution of Marks

Mode of Evaluation		Marks
Attendance	:	5
Performance	:	10
Report	:	10
Total	:	25*

*The marks obtained will be calculated for 100 marks

B.2.6. EXTRA CREDIT COURSES (OPTIONAL)**2.6.1 Extra Credit Course offered by the Department.**

Assessment by Internal Examiner Only (To be conducted along with the III Periodic Test)

Distribution of Marks

Mode of Evaluation		Marks
Quiz (Multiple Choice Questions)	:	25
Model Examination	:	75
Total	:	100

Question Pattern for Model Examination

Section	Types of Question	No. of Questions	No. of Questions to be answered	Marks for each Question	Total Marks
A	Internal Choice- Either or Type	5	5	7	35
B	Internal Choice- Either or Type	4	4	10	40
				Total	75

2.6.2 Extra credit Course offered by MOOC (Massive Open Online Course)

- The Courses shall be completed within the first III Semesters of the Programme.
- The allotment of credits is as follows (**Maximum of 15 credits**)

4weeks Course - 1 credit

8 weeks Course - 2 credits

12 weeks Course - 3 credits

ELIGIBILITY FOR THE DEGREE

- The candidate will not be eligible for the Degree without completing the prescribed Courses of study and a minimum of 50% Pass marks in all the Courses.
 - No Pass minimum for Internal Assessment for other Courses.
 - Pass minimum for External Examination is 27 marks out of 60 marks for Core Courses, Discipline Specific Elective Courses and Non-Major Elective Course.
 - Pass minimum for Practice for SET/NET - General Paper is 50 Marks.
- Attendance
 - The students who have attended the classes for 76 days (85%) and above are permitted to appear for the Summative Examinations without any condition.
 - The students who have only 60-75days (66% -84%) of attendance are permitted to appear for the Summative Examinations after paying the required fine amount and fulfilling other conditions according to the respective cases.
 - The students who have attended the classes for 59 days and less – upto 45 days (50% - 65%) can appear for the Summative Examinations only after getting special permission from the Principal.
 - The students who have attended the classes for 44 days or less (<50%) cannot appear for the Summative Examinations and have to repeat the whole semester.
 - These rules are applicable to UG, PG and M.Phil. Programmes and come into effect from 2020-2021 onwards.
 - For Certificate, Diploma, Advanced Diploma and Post Graduate Diploma Programmes, the students require 75% of attendance to appear for the Theory/Practical Examinations.

B.3 .ASSESSMENT MANAGEMENT PLAN

An Assessment Management Plan that details the assessment strategy both at the Programme and the Course levels is prepared. The continuous assessment is implemented using an assessment rubric to interpret and grade students.

B.3.1.Assessment Process for CO Attainment

Assessment is one or more processes carried out by the institution that identify, collect and prepare data to evaluate the achievement of Course Outcomes and Programme Outcomes. Course Outcome is evaluated based on the performance of students in the Continuous Internal Assessments and in End Semester Examination of a course. Target levels of attainment shall be fixed by the Course teacher and Heads of the respective departments.

Direct Assessment (Rubric based) - Conventional assessment tools such as Term Test, Assignment, Quiz and End Semester Summative Examination are used.

Indirect Assessment - Done through Course Exit Survey.

CO Assessment Rubrics

For the evaluation and assessment of COs and POs, rubrics are used. Internal assessment contributes 40% and End Semester assessment contributes 60% to the total attainment of a CO for the theory courses. For the practical courses, internal assessment contributes 50% and Semester assessment contributes 50% to the total attainment of a CO. Once the Course Outcome is measured, the PO can be measured using a CO-PO matrix.

CO Attainment

Direct CO Attainment

Course Outcomes of all courses are assessed and the CO - wise marks obtained by all the students are recorded for all the assessment tools. The respective CO attainment level is evaluated based on set attainment rubrics.

Target Setting for Assessment Method

For setting up the target of internal assessment tools, 55% of the maximum mark is fixed as target. For setting up the target of End Semester Examination, the average mark of the class shall be set as target.

Formula for Attainment for each CO

Attainment = Percentage of students who have scored more than the target marks

$$\text{Percentage of Attainment} = \frac{\text{Number of Students who Scored more than the Target}}{\text{Total Number of Students}} \times 100$$

Attainment Levels of COs

Assessment Methods	Attainment Levels	
Internal Assessment	Level 1	50% of students scoring more than set target marks in Internal Assessment tools
	Level 2	55% of students scoring more than set target marks in Internal Assessment tools
	Level 3	60% of students scoring more than set target marks in internal Assessment tools
End Semester Summative Examination	Level 1	50% of students scoring more than average marks in End Semester Summative Examination
	Level 2	55% of students scoring more than average marks in End Semester Summative Examination
	Level 3	60% of students scoring more than average marks in End Semester Summative Examination

Indirect CO Attainment

At the end of each Course, an exit survey is conducted to collect the opinion of the students on attainment of Course Outcomes. A questionnaire is designed to reflect the views of the students about the attainment of Course Outcomes.

Overall CO Attainment=75% of Direct CO Attainment + 25 % of Indirect CO Attainment

In each Course, the level of attainment of each CO is compared with the predefined targets. If the target is not reached, the Course teacher takes necessary steps for the improvement to reach the target.

For continuous improvement, if the target is reached, the Course teacher can set the target as a value greater than the CO attainment of the previous year.

B.3.1 Assessment Process for Overall PO Attainment

With the help of CO - PO mapping, the PO attainment is calculated. PO assessment is done by giving 75% weightage to direct assessment and 25% weightage to indirect assessment. Direct assessment is based on CO attainment, where 75% weightage is given to attainment through End Semester Examination and 25 % weightage is given to attainment through Internal assessments. Indirect assessment is done through Graduate Exit Survey and participation of students in Co-curricular/Extra-curricular activities.

PO Assessment Tools

Mode of Assessment	Assessment Tool	Description
Direct Attainment (Weightage -75%)	CO Assessment	This is computed from the calculated CO Attainment value for each Course.
Indirect Attainment (Weightage - 25%)	Graduate Exit Survey 10%	At the end of the Programme, Graduate Exit Survey is collected from the graduates and it gives the opinion of the graduates on attainment of Programme Outcomes.
	Co-curricular / Extra-curricular activities 15%	For participation in Co-curricular/Extra-curricular activities during the period of their study.

Programme Articulation Matrix (PAM)

Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
Average Direct PO Attainment									
Direct PO Attainment in percentage									

Indirect Attainment of POs for all Courses

POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
Graduate Exit Survey								
Indirect PO Attainment								

Attainments of POs for all Courses

POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
Direct Attainment(Weightage - 75%)								
Indirect Attainment(Weightage - 25%)								
Overall PO Attainment								

**Overall PO Attainment= 75% of Direct PO Attainment +
25% of Indirect PO Attainment (Graduate Exit
Survey
& Participation in Co- curricular and
Extra-curricular Activities)**

Expected Level of Attainment for each of the Programme Outcomes

POs	Level of Attainment
Attainment Value $\geq 70\%$	Excellent
$60\% \leq$ Attainment Value $< 70\%$	Very Good
$50\% \leq$ Attainment Value $< 60\%$	Good
$40\% \leq$ Attainment Value $< 50\%$	Satisfactory
Attainment Value $< 40\%$	Not Satisfactory

Level of PO Attainment

Graduation Batch	Overall PO Attainment (in percentage)	Whether Expected Level of PO is Achieved? (Yes/No)

B.3.2 Assessment Process for PEOs

The curriculum is designed so that all the courses contribute to the achievement of PEOs. The attainment of PEOs is measured after 3 years of completion of the Programme only through Indirect methods.

Target for PEO Attainment

Assessment Criteria	Target (UG)	Target (PG)
Record of Employment	15% of the class strength	30 % of the class strength
Progression to Higher Education	50% of the class strength	5 % of the class strength
Record of Entrepreneurship	2 % of the class strength	5 % of the class strength

Attainment of PEOs

Assessment Criteria & Tool	Weightage
Record of Employment	10
Progression to Higher Education	20
Record of Entrepreneurship	10
Feedback from Alumnae	30
Feedback from Parents	10
Feedback from Employers	20
Total Attainment	100

$$\text{Percentage of PEO Attainment from Employment} = \frac{\text{Number of Students who have got Employment}}{\text{Target}} \times 100$$

$$\text{Percentage of PEO Attainment from Higher Education} = \frac{\text{Number of Students who pursue Higher Education}}{\text{Target}} \times 100$$

$$\text{Percentage of PEO Attainment from Entrepreneurship} = \frac{\text{Number of Students who have become Entrepreneurs}}{\text{Target}} \times 100$$

Expected Level of Attainment for each of the Programme Educational Objectives

POs	Level of Attainment
Attainment Value $\geq 70\%$	Excellent
$60\% \leq \text{Attainment Value} < 70\%$	Very Good
$50\% \leq \text{Attainment Value} < 60\%$	Good
$40\% \leq \text{Attainment Value} < 50\%$	Satisfactory
Attainment Value $< 40\%$	Not Satisfactory

Level of PEO Attainment

Graduation Batch	Overall PEO Attainment (in percentage)	Whether Expected Level of PEO is Achieved? (Yes/No)

C.PROCESS OF REDEFINING THE PROGRAMME EDUCATIONAL OBJECTIVES

The college has always been involving the key stakeholders in collecting information and suggestions with regard to curriculum development and curriculum revision. Based on the information collected, the objectives of the Programme are defined, refined and are inscribed in the form of PEOs. The level of attainment of PEOs defined earlier will be analysed and will identify the need for redefining PEOs. Based on identified changes in terms of curriculum, regulations and PEOs, the administrative system like Board of Studies, Academic Council and Governing Body may recommend appropriate actions. As per the Outcome Based Education Framework implemented from the Academic Year 2020 - 2021, the following are the Programme Structure, the Programme Contents and the Course Contents of M.B.A. Programme.



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VIRUDHUNAGAR

Quality Education with Wisdom and Values

MASTER OF BUSINESS ADMINISTRATION (0121)

Outcome Based Education with Choice Base Credit System

Programme Structure - Allotment of Hours and Credits

For those who join in the Academic Year 2023-2024

Components	Semester				Total Number of Hours (Credits)
	I	II	III	IV	
Core Course	6 (4)	5 (4)	5 (4)	6 (5)	22(17)
Core Course	6 (4)	5 (4)	5 (4)	-	16(12)
Core Course	6 (4)	5 (4)	5 (3)	-	16(11)
Core Course	6 (4)	5 (4)	-	-	11(8)
Core Course	6 (4)	4 (4)	-	-	10(8)
Core Course	-	5 (4)	-	-	5 (4)
Project	-	-	-	6(5)	6(5)
Elective Course (DSEC)	-	-	4 (3)	6 (4)	10(7)
Elective Course (DSEC)	-	-	4 (3)	6 (4)	10(7)
Elective Course (DSEC)	-	-	-	6 (4)	6(4)
Elective Course(NME)	-	-	5(3)	-	5 (3)
Skill Enhancement Course/ Professional Competency Skill	-	1 (1)	2 (2)	-	3 (3)
Self Study Course	-	-	0(1)	-	0(1)
Total	30 (20)	30 (25)	30 (23)	30 (22)	120 (90)
Extra Credit Course (Optional) - offered by the Department	-	-	0(2)	-	0(2)
Extra Credit Course (Optional) - MOOC	-	-	-	-	Limited to a maximum of 15 credits



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VIRUDHUNAGAR

Quality Education with Wisdom and Values

MASTER OF BUSINESS ADMINISTRATION

Programme Code – 0121

PROGRAMME CONTENT

(for those who join in 2023 – 2024)

SEMESTER I

S.No.	Components	Title of the Course	Course Code	Hours Per Week	Credits	Exam. Hours	Marks		
							Int.	Ext.	Total
1.	Core Course -1	Management Theory and Organisational Behaviour	23PBAC11	6	4	3	25	75	100
2	Core Course – 2	Managerial Economics	23PBAC12	6	4	3	25	75	100
3.	Core Course – 3	Business Statistics-I	23PBAC13	6	4	3	25	75	100
4.	Core Course – 4	Business Environment	23PBAC14	6	4	3	25	75	100
5.	Core Course – 5	Cost and Management Accounting	23PBAC15	6	4	3	25	75	100
Total				30	20				500

M.B.A. - SEMESTER II

S. No.	Components	Title of the Course	Course Code	Hours Per Week	Credits	Exam Hours	Marks		
							Int.	Ext.	Total
1.	Core Course - 6	Entrepreneurial Development	23PBAC21	5	4	3	25	75	100
2	Core Course - 7	Marketing Management	23PBAC22	5	4	3	25	75	100
3.	Core Course - 8	Financial Management	23PBAC23	5	4	3	25	75	100
4.	Core Course - 9	Operations Management	23PBAC24	5	4	3	25	75	100
5.	Core Course - 10	Human Resource Management	23PBAC25	4	4	3	25	75	100
6	Core Course -11	Business Statistics – II & Operations Research	23PBAC26	5	4	3	25	75	100
7	Skill Enhancement Course -1	Seminar on Managerial Skills - I	23PBAS21	1	1	-	100	-	100
Total				30	25				700

M.B.A. - SEMESTER III

S.No.	Components	Title of the Course	Course Code	Hours Per Week	Credits	Exam. Hours	Marks		
							Int.	Ext.	Total
1.	Core Course – 12	Management Information Systems	23PBAC31	5	4	3	25	75	100
2.	Core Course – 13	Research Methodology in Business	23PBAC32	5	4	3	25	75	100
3.	Core Course – 14	Banking and Insurance	23PBAC33	5	3	3	25	75	100
4.	Elective Course (DSEC) - 1	Marketing / Finance / Human Resources	**P.No.	4	3	3	25	75	100
5.	Elective Course (DSEC) - 2			4	3	3	25	75	100
6.	Elective Course (NME) – 3	Entrepreneurship	23PBAN31	5	3	3	25	75	100
7.	Skill Enhancement Course – 2	Internship & Managerial Skills II	23PBAS31	2	2	-	100	-	100
8.	Self Study Course - 1	Practice for SET/NET – General Paper - Online	23PGOL31	-	1	2	100	-	100
Total				30	23				800

Extra Credit Course

S.No.	Components	Title of the Course	Course Code	Hours per Week	Credits	Exam. Hours	Marks		
							Int.	Ext.	Total
1	Extra Credit Course	Business Plan Preparation	23PBAO31	-	2	3	100	-	100

M.B.A. - SEMESTER IV

S.No.	Components	Title of the Course	Course Code	Hours Per Week	Credits	Exam. Hours	Marks		
							Int.	Ext.	Total
1.	Core Course - 15	Strategic Management	23PBAC41	6	5	3	25	75	100
2.	Core Course - 16 - Project	*Project	23PBAC41PR	6	5	-	40	60	100
3.	Elective Course (DSEC) - 4	Marketing / Finance / Human Resources	**P.No.	6	4	3	25	75	100
4.	Elective Course (DSEC) - 5	Marketing / Finance / Human Resources	**P.No.	6	4	3	25	75	100
5.	Elective Course (DSEC) - 6	Marketing / Finance / Human Resources	**P.No.	6	4	3	25	75	100
Total				30	22				500



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VIRUDHUNAGAR - 626 001

M.B.A.

(2023-24 onwards)

Semester I	MANAGEMENT THEORY & ORGANISATIONAL BEHAVIOUR	Hours/Week:6	
Core Course - 1		Credits: 4	
Course Code 23PBAC11		Internal 25	External 75

COURSE OUTCOMES

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

CO1: describe the core concepts regarding efficient management and behavior in business organizations. [K2]

CO2: articulate the management principles related to people, work as well as the organization environment to the workforce to preserve efficient planning, organizing, directing and controlling. [K2]

CO3: implement planning, organizing, staffing and controlling at work in order to regulate the individual and group behavior towards the organization development and gender diversity at workplace. [K3]

CO4: demonstrate the business structure, group dynamics, organization culture and climate motivation and leadership styles and types of communication adopted by the organizations. [K3]

CO5: examine about management functions, individual and group behaviour, Leadership, motivation and gender diversity at workplace. [K4]

UNIT I

Introduction to Management and OB: Definition- Nature and Functions of Management–Importance – Roles of Manager- Levels of Management- Managerial Skills – Management vs Administration– Evolution of Management Thoughts- Decision Making-Meaning- Types of Decision Making-Requisites for Effective Decision.

Introduction to Organizational Behavior: Historical background of OB - Concept Relevance of OB – Contributing disciplines to the field of OB-challenges and opportunities for OB - Organizational Citizenship Behavior **(18Hours)**

UNIT II

Planning- Nature and Importance of Planning –Types of Plans –Steps in Planning- Effective Planning.

Organizing: Meaning-Types–Departmentalization-Delegation of Authority-Decentralization.

Staffing: Need and Importance for Staffing-MBO. **(18 Hours)**

UNIT III

Individual and Group Behaviour- foundations of Individual Behavior-Personality-determinants of personality-psychoanalytic theory- Socio-psychological Theory-Self-Theory- Perception–Meaning-Process– Factors influencing perception-Attitude -Concept of attitude-Formation of attitude-Values-Meaning-Importance

Groups and Teams: Definition, Difference between groups and teams, Stages of Group Development, Types of group -Types of teams, Meaning of Group Dynamics-Nature of Group Dynamics-Power-Meaning and definition-Sources- Conflict - Meaning & Definition-Sources -Negotiation-Meaning & Definition-Process.

Communication-Importance-Process-Types-Barriers-Making Communication Effective.

(18 Hours)

UNIT IV

Direction and motivation theories –Meaning of Direction -Nature and Importance of Directing.-Motivation-Meaning- Early Theories of Motivation –Hierarchy of needs theory, Theory X and Theory Y, Two factor theory-McClelland’s theory of need- Alderfer’s ERG theory.

Leadership : Meaning-Styles- Trait Theory-Behavioral Theories-Leader Membership Exchange theory-Path Goal Theory **(18 Hours)**

UNIT V

Controlling and Organizational Development: Meaning of Controlling-Steps in Control Process.

Organizational Climate: Meaning and Definition-Factors Influencing Organizational Culture.

Organizational Development: Meaning and definition-objectives-OD Interventions.

Gender Diversity at Workplace: Developing gender sensitive workplace-ways to build a Gender-Balanced Organization-Benefits **(18 Hours)**

SELF STUDY FOR ASSIGNMENT

1. Best Management Practices in Indian Context
2. Analysis of Business Leaders and their Leadership Styles

TEXTBOOKS

1. Robbins, S.P.(2016). *Organisational Behavior*, New Delhi: PHI Learning/
Pearson Education, 16th Edition.
2. Prasad, L.M.(2013). *Principles and Practice of Management*, New Delhi:
Sultan Chand & Sons, 8th Edition.

REFERENCE BOOK

1. Sengupta, P.S. (2010). *Principles and Practices of Management*, Noida:
Vikas Publishing House, 1st Edition

Course Code 23PBAC11	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO 2	PSO 3.a	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	3	1	3	2	2	1	-	2	1	1
CO2	3	3	2	3	3	3	2	1	3	1
CO3	2	2	1	3	3	3	3	2	2	3
CO4	3	3	-	3	3	2	1	-	-	1
CO5	2	2	3	2	2	-	-	2	3	1

Strong (3) Medium (2) Low (1)

Dr. P. Suganthi
Head of the Department

Mrs. A. Ajitha
Course Designer



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MBA

(2023-2024 onwards)

Semester I	Managerial Economics	Hours/Week: 6	
Core Course - 2		Credits: 4	
Course Code 23PBAC12		Internal 25	External 75

Course Outcomes:

CO1: Explain the fundamental concepts of micro and macroeconomics that influence business. [K2]

CO2: understand the concept of utility, demand analysis, production, market structures and macroeconomic affairs[K2]

CO3: interpret the behaviour of revenue, utility, production, cost, pricing, commodity and macroeconomic factors in different business situations. [K3]

CO4: establish what affects and how business decisions are shaped by micro and macroeconomic factors. [K3]

CO5: examine the insights on Demand, Market structure, National Income. Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy. [K4].

UNIT I

Introduction to Managerial Economics: Definition – Scope of Managerial Economics – Managerial Economics with Other Disciplines – Time Perspective – Incremental Principle. Demand Theory and Analysis: Law of Demand– Individual and Market Demand–Total and Marginal Revenue – Price – Income – Cross Elasticity – Utility – Indifference Curves and Maps– Utility Maximization. Demand Forecasting: Overview– Types– Purpose – Methods for Forecasting for New and Established Products.

(20 Hours)

UNIT II

Supply, Production and Costs: Overview – Law of Supply – Determinants.

Production and Costs: Basic concepts in Production Theory – Production Function- Production with One Variable Input and Two Variable Inputs – Production Isoquant– Isocost Curves, Optimal Contribution of Inputs – Short Run Cost Relationships of Production- Relationships Between Short Run and Long Run Costs – Returns to Scale – Economies and Diseconomies of Scale-Market Equilibrium-Types of Cost (MC,FC,VC,TC,OC). (20 Hours)

UNIT III

Market Structure: Perfect Competition- Monopoly- Monopolistic- Oligopoly – Characteristics – Profit Maximizing Prices and Outputs in the Short Run and Long Run- Evaluation – Concepts of Interdependence – Cartel and Collusion – Price Leadership and Non – Cooperative- Monopsony-Duopoly. (18 Hours)

UNIT IV

Pricing Decisions: Objectives of Pricing Policy – Factors Determining Pricing Policy– Pricing Theories– Cost Plus Pricing- Product Life Cycle Pricing- Marginal Pricing- Product line Pricing- Going Rate Pricing- Dual Pricing- Administered Pricing- Price Discrimination.

Pricing and Employment of Inputs: Input pricing and Employment- Correspondence between Output and Decisions. (16 Hours)

UNIT V

Fundamental Concepts of Macro Economics: National Income - Business Cycle - Inflation - Consumption and Investment– Exchange Rates– Balance of Payments - Monetary and Fiscal Policies- GST and its Impact- Demonetization Influence on Indian Economy. (16 Hours)

SELF STUDY FOR ASSIGNMENT

1. Interplay of Supply and Demand forces.
2. Important Macro-Economic Indices and Their Impact.

TEXT BOOKS

1. R. L. Varshney , K.L. Maheshwari., Managerial Economics, Sultan Chand & Sons, 2014.

REFERENCE BOOKS

1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011.
2. Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011.
3. William F. Samuelson, Stephen G. Marks, Jay L., Zagorsky., Managerial Economics, Wiley Publishers, 9th Edition (2021)
4. H. L. Ahuja., Managerial Economics., Atlantic Publishers and distributors(P) Ltd., 2017.

Course Code 23PBAC12	PO1		PO2		PO 3	PO4		PO 5	PO 6	PO 7
	PSO 1. a	PSO 1. b	PSO 2. a	PSO 2. b	PSO 3	PSO 4. a	PSO 4. b	PSO 5	PSO 6	PSO 7
CO1	3				1	1				
CO2	3				1	1				
CO3	3				2	2		1		
CO4	3				3	3		2	1	
CO5	3				3	3		2	2	

Strong (3) Medium (2) Low (1)

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Head of the Department

Ms.M.Keerthiga Sri
Course Designer



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M.B.A.

(2023-24 onwards)

Semester I	BUSINESS STATISTICS - I	Hours/Week:6	
Core Course - 3		Credits: 4	
Course Code 23PBAC13		Internal 25	External 75

COURSE OUTCOMES

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

CO1: describe the concepts used in business statistical analysis. [K2]

CO2: discuss the various statistical problems using the appropriate statistical tool. [K2]

CO3: Solve the statistical problems using appropriate statistical tools. [K3]

CO4: find solutions to various statistical problems using statistical tools. [K3]

CO5: analyze the hypotheses and justify using various parametric and non parametric tests. [K4]

UNIT I

Statistics: Introduction – Scope and Applications – Characteristics– Functions – Limitations– Statistical Software.

Collection of Data: Primary and Secondary Data – Methods of Data Collection.

Techniques of Data Arrangements :Frequency Distribution– Graphing Frequency Distribution – Different Types of Tabulations – Polygons, Bar Diagrams, Pie Diagrams, Histogram, Ogives. (18 Hours)

UNIT II

Measures of Central Tendency: Requisites of a Good Average – Arithmetic Mean, Geometric Mean – Weighted Mean – Median – Mode - Properties- Merits – Demerits.

Measures of Central Dispersion:Range– Quartile Deviation–Mean Deviation–Standard Deviation–Coefficient of Variation–Skewness and Kurtosis - Properties. (18 Hours)

UNIT III

Probability Application in Management: Concept – Types of Probability (Classical- Relative Frequency- Axiomatic- Personalistic Approach)- Random Experiment – Events- Probability Rules-Conditional Probability– Bayes Theorem.

Probability Distribution: Binomial – Poisson– Normal Distributions– Choice of Correct Probability Distribution.

Sampling :Principles and Methods – Sampling Error–Types of Sampling. (18 Hours)

UNIT IV

Testing Hypothesis: Definition –Procedure of Hypothesis Testing – Type I and Type II Errors.

Parametric Tests: Testing of Means – Samples with Population – Standard Deviation – Hypothesis Testing Proportions – Large Sample– Differences between Means and Proportions–Probability Values in Hypothesis Testing – t-Test – z- Test– F-Test.

(18 Hours)

UNIT V

Non Parametric Tests: Chi-square Test-Chi-square Distribution – Properties – Chi-square Test–Conditions for Application of Chi-square Test – Test of Hypothesis concerning Variance –Test of Independence –Test of Goodness of Fit.

Kendall test–Kolmogorov-Smirnov Test – Kruskal Wallis test (H test).

Analysis of Variance: Introduction – One way classification– Two way classification.

(18 Hours)

NOTE: Question Pattern: Theory : 20%

Problems : 80%

SELF STUDY FOR ASSIGNMENT

1. Use of Infographics
2. Application of Test Used in a Research Paper

TEXT BOOK

Gupta, S.P. & Gupta, M. P. (2013). *Business Statistics*, New Delhi: Sultan Chand & Sons, 17th Edition.

REFERENCE BOOKS

1. Richard I. Levin, Masood H. Siddiqui, David S. Rubin, & Sanjay Rastogi. (2017). *Statistics for Management*, New Delhi: Prentice Hall, 8th Edition
2. Murray Spiegel, John Schiller, AluSrinivasan, & DebasreeGoswami. (2017). *Probability and Statistics*, New Delhi: McGraw-Hill, 3rd Edition, Schaum's outline Series.
3. David M. Levine, David F. Stephan, Kathryn A. Szabat, & Viswanatha, P.K., (2017). *Business Statistics – A First Course*, Pearson Education, 7th Edition.

Course Code 23PBAC13	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO 2	PSO 3.a	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
	CO1	3	3	1	3	3	3	3	-	-
CO2	3	3	1	3	3	3	3	-	-	-
CO3	3	3	-	3	3	3	3	-	-	-
CO4	3	3	1	3	3	3	3	-	-	-
CO5	3	3	1	3	3	3	3	-	-	-

Strong (3) Medium (2) Low (1)

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M.B.A.

(2023-24 onwards)

Semester I	BUSINESS ENVIRONMENT	Hours/Week:6	
Core Course - 4		Credits: 4	
Course Code 23PBAC14		Internal 25	External 75

COURSE OUTCOMES

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

CO1: identify the cultural environment in which a business operates [K2]

CO2: understand the corporate governance practices adopted by an organization [K2]

CO3: outline the role and impact of political and economic environment on business
[K3]

CO4: explain the international environment and assess if it is supportive for business
across borders [K3]

CO5: examine and categorize environmental factors affecting a business as internal and
external factors [K4]

UNIT I

An Introduction to Business Environment: Concept – Nature – Significance
– Types. Environmental Analysis – Concept – Process– Importance – Techniques.
Political Environment: Function of State- Economic Role of Government- Rationale of
State Intervention. (18 Hours)

UNIT II

Globalization: Meaning – Strategy for Globalization – Advantages –
Disadvantages – FDI- GATT – TRIPS- TRIMS – World Bank – IMF and its Functions –
WTO. (18 Hours)

UNIT III

Legal Environment: Foreign Exchange Management Act 1999 -. Introduction to Companies Act,2013 - Consumer Protection Act 2019, Competition Act 2002, Trademark and Patent Act 1999. (18 Hours)

UNIT IV

Socio -Cultural Environment: Culture and its Impact on business - Corporate Social Responsibility (CSR) – Corporate Governance – Concept – Significance – Principles – Corporate Governance in India. Business Ethics: Concept – Nature – Elements – Source – Need –Factors Governing Business Ethics. (18 Hours)

UNIT V

Industrial Policy and Regulation: New Industrial Policy 1991 – Industrial Licensing. Financial Environment: RBI- SEBI – Functions – EXIM Policy. (18 Hours)

SELF STUDY FOR ASSIGNMENT

1. Business in Local Environment
2. Reasons for Changes in Political/ Legal Environment

TEXT BOOK

Gupta, C.B. (2017). *Business Environment*, New Delhi: Sultan Chand & Sons, 10th Revised Edition.

REFERENCE BOOKS

1. Francis Cherunilam. (2011). *Business Environment, Text & cases*, Mumbai: Himalaya Publishing House, 19th Revised Edition, Reprint.
2. Aswathappa, K. (2014). *Essentials of Business Environment, Text, Cases & Exercises*, Mumbai: Himalaya Publishing House Pvt. Ltd., 12th Revised Edition.

Course Code	PO 1		PO 2	PO 3		PO 4	PO 5	PO 6	PO 7	PO 8
	PSO 1		PSO 2	PSO 3		PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
	1.a	1.b	2	3.a	3.b	4	5	6	7	8
CO 1	3	3	2	1	3	3	2	1	2	3
CO 2	3	3	3	2	3	3	2	2	2	3
CO 3	3	2	3	2	3	2	2	2	2	3
CO 4	3	3	3	.	2	3	3	3	2	3
CO 5	3	2	3	2	3	3	2	1	3	3

Strong (3) Medium (2) Low (1)

Dr. P. Suganthi

Head of the Department

Mrs. S.Shree nithi

Course Designer



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M.B.A.

(2023-24 onwards)

Semester I	COST AND MANAGEMENT ACCOUNTING	Hours/Week:6	
Core Course - 5		Credits: 4	
Course Code 23PBAC15		Internal 25	External 75

COURSE OUTCOMES

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

CO1: infer the basic concepts in financial accounting, management accounting and Cost accounting. [K2]

CO2: prepare budgets, final accounts and apply cost and management accounting tools to enable better decision making. [K3]

CO3: interpret and analyse the various accounts and take decisions using financial and management accounting. [K4]

CO4: compare various alternatives in management and cost accounts. [K4]

CO5: analyze the financial position of the firm and management and costing decisions taken by the firm. [K4]

UNIT I

Management Accounting: Meaning – Definition – Distinction Between Financial Accounting and Management Accounting – Scope – Tools– Limitations of Management Accounting.

Financial Accounting: Accounting Principles - Accounting Concepts - Accounting Conventions - Journal - Ledger - Trial Balance – Final Accounts – Trading A/C – Profit & Loss A/C – Balance Sheet (Simple Problems with Adjustments).

Depreciation: Meaning - Need Causes- Problems in Straight Line Method and Diminishing Balance Method. (18 Hours)

UNIT II

Analysis of Financial Statements: Financial Statements – Meaning – Importance – Types – Comparative Statements – Common Size Statements – Trend Analysis.

Ratio Analysis: Meaning – Mode of Expression – Merits – Demerits – Classification of Ratios – DuPont Control Chart – Fund Flow Statement – Cash Flow Statement. (18 Hours)

UNIT III

Cost Volume Profit Analysis : Marginal Cost– Marginal Costing – Break Even Analysis - Assumptions – Advantages – Limitations – Break Even Chart - Contribution – Profit Volume Ratio –Margin of Safety - Application of Marginal Costing Techniques – Selection of Profitable Product Mix – Make or Buy Decisions – Introduction of New Market – Accepting the additional offer - Introduction of Product or Product Line – Closure or Discontinuing the Product Line. (18 Hours)

UNIT IV

Budgeting: Meaning – Definition - Types of Budget - Preparation of all Functional Budgets including Flexible Budget.

Zero Based Budgeting – Advantages – Limitations of Zero Based Budgeting. (18 Hours)

UNIT V

Standard Costing and Variance Analysis: Steps in Standard Costing – Advantages – Limitations - Fixation of Standard Costs for Materials and Labour - Material Cost Variance - Material Price Variance - Material Usage Variance - Material Mix Variance - Labour Cost Variance - Labour Rate Efficiency - Labour Efficiency Variance - Labour Idle Time Variance. (18 Hours)

SELF STUDY FOR ASSIGNMENT

- 1.Preparation of Costing Statement
- 2.Preparation of a Budget

NOTE:**Composition of the Question Paper:**

Theory	:	40 %
Problems	:	60 %

TEXT BOOK

Maheswari, S.N. (2012). *Management Accounting*, New Delhi : S.Chand & Company Limited.

REFERENCE BOOKS

- 1.Grewal, T.S. (2010). *Introduction to Accountancy*, New Delhi : S S.Chand & Company Limited.
- 2.Khan, M.Y. & Jain, P.K. (2011). *Management Accounting*, New Delhi: TataMcGraw Hill publishing Co. Ltd.
- 3.Maheswari, S.N. & Maheswari, S.K. *Accounting for Management*, Chennai: Vikas Publishing House Pvt. Ltd

Course Code 23PBAC15	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO 2	PSO 3.a	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	3	3	2	1	3	3	2	1	3	3
CO2	3	3	3	2	3	3	3	2	3	3
CO3	3	1	3	1	3	2	1	3	1	2
CO4	3	3	3	3	2	3	3	3	2	3
CO5	3	1	3	2	3	3	2	1	3	3

Strong (3) Medium (2) Low (1)

Dr. P. Suganthi
Head of the Department

Ms. M.Keerthiga Sri
Course Designer



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M.B.A. (2023 -24 onwards)

Semester II	ENTREPRENEURIAL DEVELOPMENT	Hours/Week: 5	
Core Course 6		Credits: 4	
Course Code 23PBAC21		Internal 25	External 75

COURSE OUTCOMES

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

CO1: Compare their personal characteristics and interests to that of the “successful” entrepreneur. [K2]

CO2: Discover the business opportunities available and input requirements for startup under rural, social, global and women entrepreneurship. [K3]

CO3: Articulate the significance, problems faced and remedies to overcome problems of MSME, rural, social & women entrepreneurs. [K3]

CO4: Analyze the different modes and types of international and domestic entrepreneurship. [K4]

CO5: Deduce a business plan and assess sources of finance & support for small business and entrepreneurs. [K4]

UNIT I

Entrepreneurship: An Overview- Definition of Entrepreneurship- Nature and Characteristics of Entrepreneurship.

Entrepreneur: Evolution - Entrepreneur and Managers – Qualities of True Entrepreneur – Types of Entrepreneurs - Functions of Entrepreneur- Intrapreneur – Role of Entrepreneurship towards Nations Development . (15 Hours)

UNIT II

Establishing Entrepreneurial Systems: Search for Business Idea – Sources - Idea Processing and Selection – Input Requirements– Project Identification and Classification –

Internal and External Constraints - Project Formulation – Concept – Significance – Elements – Feasibility Report – Project Selection. (15 Hours)

UNIT III

Definition of Micro, Small and Medium enterprises: Importance of Small Scale Industry. Institutions Assisting Entrepreneurs: DIC - SIPCOT - TIIC - SIDBI – IDBI - Contemporary Government Schemes for Funding Entrepreneurs.

Family Business: Meaning – Characteristics – Types - Advantages – Disadvantages of Family Business - Major Challenges Faced by Family Business. (15 Hours)

UNIT IV

Rural Entrepreneurship and Social Entrepreneurship: Rural Entrepreneurship Meaning – Importance – Benefits– Problems - How to Develop Rural Entrepreneurship - NGO and Rural Entrepreneurship.

Social Entrepreneurship: Meaning – Characteristics – Importance - Difference between Social and Business Entrepreneur - Cases of Social Entrepreneurs. (15 Hours)

UNIT V

Women Entrepreneurship and International Entrepreneurship: Concept of Women Entrepreneurship – Functions and Types of Women Entrepreneur – Growth of Women Entrepreneurship in India – Problems and Remedies of Women Entrepreneur – Financial Assistance and Grant Assistance for Women Entrepreneurs - Cases of Women Entrepreneurs - International Entrepreneurship - Modes of Entry into International Business. (15 Hours)

SELF STUDY FOR ASSIGNMENT

1. Preparation of Business Plan
2. Case Studies Relating to Entrepreneurship

TEXT BOOKS

1. Gupta, C.B. & Srinivasan, N.P. (2010). *Entrepreneurial Development*, New Delhi: Sultan Chand & Sons, Revised Edition.
2. Khanka, S.S. (2012). *Entrepreneurial Development*, New Delhi: S. Chand & Company, Revised Edition.

REFERENCE BOOKS

1. Saravanavel, P. (2001). *Entrepreneurship Development – Principles Policies And Programmes*, Madras: Ess Pee Kay Publishing House.
2. Peter F. Drucker, (2002). *Innovation And Entrepreneurship – Practice And Principles*, United Kingdom: Elsevier Ltd.

Course Code 23PBAC21	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO 2	PSO 3.a	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	3	3	2	2	2	2	-	2	1	1
CO2	2	2	1	3	3	3	-	2	1	-
CO3	3	3	2	3	3	3	-	3	-	1
CO4	3	3	1	2	2	2	-	3	-	-
CO5	3	3	2	3	3	3	2	3	1	-

Strong-3, Medium-2, Low-1

Dr. P. Suganthi
Head of the Department

Ms. M. J. Mathumitha
Course Designer



V.V.VANNIAPERUMAL COLLEGE FOR WOMEN

(Belonging to Virudhunagar Hindu Nadars)

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Re-accredited with 'A' Grade (3rd Cycle) by NAAC

VIRUDHUNAGAR - 626 001

M.B.A.
(2023 -24 onwards)

Semester II	MARKETING MANAGEMENT	Hours/Week: 5	
Core Course 7		Credits: 4	
Course Code 23PBAC22		Internal 25	External 75

COURSE OUTCOMES

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

CO1: Explain the concepts of marketing management. [K2]

CO2: Discover the strategies, process, and approaches functions, classifications and levels of marketing management and maintain a good relationship with customers. [K3]

CO3: Discover the elements of Product, Price, place and promotional mix in the business. [K3]

CO4: Analyze the various types of branding, pricing, retailers, wholesalers and advertising media in marketing management. [K4]

CO5: Classify a suitable pricing with an attractive packaging and choose from recent marketing trends for products /services. [K4]

UNIT I

Marketing: Meaning - Definition – Features – What is Marketed? – Evolution – Functions – Approaches of Marketing – Responsibilities of Marketing Management and Selling Vs Marketing.

Marketing Mix: Product, Price, Place and Promotion.

Marketing Environment: Internal and External Environment. (15 Hours)

UNIT II

Product: Product Mix – Levels of Product– Product Life Cycle – Product Market Strategy – Stages of New Product Development – Reason for Product Failure - Functions of Packaging – Ingredients in Labeling.

Branding: Reasons – Types – Branding Programme - Brand Strategy and Policy.

(15 Hours)

UNIT III

Price: Objectives – Factors Influencing Pricing Decision – Types of Pricing – Procedure for Price Determination.

Place: Types of Channels of Distribution.

Wholesaler: Functions of Wholesalers – Wholesalers services to Manufacturer and Retailers.

Retailer: Functions of Retailers - Types of Itinerant Retailers – Large Scale Retail Formats – Difference between Wholesale and Retail Trade. (15 Hours)

UNIT IV

Promotion: Advertisement: Meaning– Advantages – Drawbacks - Classification of Advertising - Media Selection – Element of Good Advertisement Copy.

Sales Promotion: Objectives – Kinds of Sales Promotion-Consumer – Dealer and Business Promotion.

Personal Selling: Features – Advantages – Disadvantages of Personal Selling - Types of Salesmen – Essentials of Effective Selling. (15 Hours)

UNIT V

Market Segmentation and Buying Behaviour: Criteria – Bases for Market Segmentation – Selecting the Market Segment - Product Positioning – Consumer Buying Process and Factors Influencing Consumer Buying Behaviour.

Recent Concepts in Marketing: Customer Relationship Management

Social Media Marketing – Green/ Marketing – Cause Related Marketing

(15 Hours)

SELF STUDY FOR ASSIGNMENT

1. Creation of Advertisement Copy
2. Product Portfolio Basket

TEXT BOOK

Sherlekar, S.A. (2019). *Marketing Management*, New Delhi: Himalaya Publishing House, 14th Edition.

REFERENCE BOOKS

1. Philip Kotler & Kevin Keller. (2017). *Marketing Management*, New Delhi: Prentice Hall of India, 15th Edition.
2. Gary Amstrong & Kotler. (2009). *Marketing An Introduction*, New Delhi: Pearson Education, 13th Edition.
3. Ramaswamy, V.S. & Namakumari, S. (2010). *Marketing Management Global Perspective Indian Context*, Noida: Macmillan Publishers India Ltd, 4th Edition.
4. Francis Cherunilam. (2019). *International Marketing (Text and Cases)*, New Delhi: Himalaya Publishing House, 27th Edition.
5. Govindarajan, M. (2009). *Marketing Management*, New Delhi: PHI Learning Private Limited, 2nd Edition.

Course Code 23PBAC22	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1 a	PSO 1 b	PSO 2	PSO 3 a	PSO 3 b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	3	3	2	2	2	2	3	2	1	1
CO2	2	2	1	3	3	3	2	2	1	3
CO3	3	3	2	3	3	3	3	3	3	3
CO4	3	3	1	2	2	2	3	3	3	2
CO5	3	3	2	3	3	3	3	3	2	2

Strong(3) Medium(2) Low(1)

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Ms.V.Sobika.
Course Designer



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VIRUDHUNAGAR - 626 001

M.B.A.

(2023-24 onwards)

Semester II	FINANCIAL MANAGEMENT	Hours/Week: 5	
Core Course - 8		Credits: 4	
Course Code 23PBAC23		Internal 25	External 75

COURSEOUTCOMES

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

CO1: explain the various functional areas of financial management. [K2]

CO2: apply theories, techniques and methods to find solutions for financial problems in the areas of capital, working capital, dividend, etc. [K3]

CO3: compare and illustrate the various methods used in problems relating to capital structure, leverage, cost of capital, capital budgeting and working capital. [K3]

CO4: examine the various factors determining capital structure, sources of finance capital budgeting, working capital and dividend policy. [K4]

CO5: analyse the various approaches and techniques to enable better decision making in various areas of financial management. [K4]

UNIT I

Financial Management: Definition – Significance – Objectives – Profit Maximization Vs Wealth Maximization – Organization Structure of Financial Management - Functions of Financial Manager – Sources of Finance – Short Term Financing – Long Term Financing- Time value of Money. (15 Hours)

UNIT II

Capital Structure: Patterns of Capital Structure - Factors Influencing Optimum Capital Structure – Optimum Capital Structure - Theories of Capital Structure – Net Income Approach, Net Operating Income Approach, Traditional Approach and Modigliani and Miller Approach - Point of Indifference – Leverage & its Types (15 Hours)

UNIT III

Capital Budgeting: Objectives – Steps in the Capital Budgeting Process -Methods – Non-Discounted Method: Payback Period – Accounting Rate of Return - Discounted Method: Net Present Value - Internal Rate of Return - Profitability Index.
Cost of Capital: Meaning – Definition – Importance – Classification of Cost of Capital –Determination of Cost of Capital. (15 Hours)

UNIT IV

Working Capital Management: Dimensions of Working Capital – Working Capital Cycle– Sources - Calculation of Working Capital Requirement. Management of Cash: Motivesof Holding Cash – Objectives of Cash Management, Cash Budget - Management of Inventory– EOQ and Re-order Levels – ABC Analysis – Management of Accounts Receivable. (15 Hours)

UNIT V

Dividend: Dividend Policy – Forms of Dividend – Factors affecting Dividend Policy – Theories of Dividend – Relevance Concept: Walter Model, Gordon Model – Irrelevance Concept:M-MModel. (15 Hours)

SELF STUDY FOR ASSIGNMENT

1. Analysis of Financial Statements
2. Review of Dividend Policies

NOTE:

Composition of the Question Paper: Theory : 40 %

Problems : 60 %

TEXT BOOK

Pandey, I.M. (2005). Financial Management, Chennai: Vikas Publishing House Pvt. Ltd., 9 th Edition.

REFERENCE BOOKS

1. Khan, M.Y. & Jain, P.K. (2006). Financial Management – Text, Problems and Cases, New Delhi: Tata McGraw Hill, 4th Edition.

2. Prasanna Chandra. (2005). Fundamentals of Financial Management, New Delhi: TataMcGraw Hill, 4th Edition.
3. Ambrish Gupta. (2007). Financial Accounting for Management, London:Pearson Education, 2

Course Code 23PBAC23	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO 2	PSO 3.a	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	3	3	2	2	2	3	-	-	-	-
CO2	3	3	1	2	3	3	-	-	-	-
CO3	3	3	-	1	3	2	2	2	2	2
CO4	3	3	-	3	3	3	2	2	2	2
CO5	3	3	2	2	2	3	2	3	3	3

Dr. P. Suganthi
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VIRUDHUNAGAR - 626 001

M.B.A.

(2023 -24 onwards)

Semester II	OPERATIONS MANAGEMENT	Hours/Week: 5	
Core Course 9		Credits: 4	
Course Code 23PBAC24		Internal 25	External 75

COURSE OUTCOMES

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

CO1: describe the concepts of operations management. [K2]

CO2: explain the knowledge regarding the activities of operations management in accomplishing the Production objectives. [K3]

CO3: discover the fundamentals of operations management. [K3]

CO4: examine the prevailing approaches in handling operations in an organization. [K4]

CO5: analyse the challenges and decisions in operations management. [K4]

UNIT I

Introduction to Operations Management : Meaning – Historical Development – Characteristics of Manufacturing System – Production Process - Manufacturing Operations and Service Operations – Non Manufacturing or Service Operations - Differences Between Manufacturing and Service Operations – Challenges Faced by Operations Managers - Recent Trends in Operations Management. (15 Hours)

UNIT II

Forecasting: Concepts – Use of Forecasting in Operation Planning – Techniques.

Capacity Planning: Concepts – Approaches.

Product Design: Factors Influencing Product Design – Characteristics of Good Product Design.

Process Design: Process Strategy – Decisions – Make or Buy Decision.

(15 Hours)

UNIT III

Plant Location: Concepts – Factors – Techniques.

Plant layout: Concepts – Types – Characteristics – Techniques of Layout.

Material Handling: Principles and Practices.

Production Activity Control: Loading- Sequencing and Scheduling. (15 Hours)

UNIT IV

Inventory: Function – Types of Inventories Planning - Pareto Analysis - Inventory Costs. Aggregate Production Planning - Material Requirement Planning – EOQ – 5s concept. (15 Hours)

UNIT V

Quality Management: Quality – Meaning – Characteristics of Quality – Quality Management – Meaning-Statistical Quality Control Charts (X,R,P and C Charts)- O.C Curve – TQM Basic Concepts – ISO Standards. (15 Hours)

SELF STUDY FOR ASSIGNMENT

1. Preparation of Plant Layout
2. Product Process

TEXT BOOK

Ashwathappa, K. Shridhara Bhat, K. (2011). *Production and Operations Management*, Himalaya Publishing House, Mumbai.

REFERENCE BOOKS

1. UpendraKachru. (2009). *Production and Operations Management: Text and Cases*, Noida: Excel Books.
2. Panneerselvam, R. (2012). *Production and Operations Management*, New Delhi:PHI Learning.
3. Lee & SchnienderJave. (1998). *Operations Management, USA:* Oxford University Publishers, 3rd Edition.

Course Code 23PBAC24	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO 2	PSO 3.b	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	3	3	3	3	3	3	2	3	3	2
CO2	2	3	3	-	3	3	2	2	2	2
CO3	3	2	3	2	3	3	3	3	3	-
CO4	2	2	2	1	2	3	2	1	3	3
CO5	1	1	2	1	-	1	-	1	2	-

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Head of the Department

Mrs.L.M.Mahalakshmi
Course Designer



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VIRUDHUNAGAR - 626 001

M.B.A

(2023 -24 onwards)

Semester II	HUMAN RESOURCE MANAGEMENT	Hours/Week: 4	
Core Course 10		Credits: 4	
Course Code 23PBAC25		Internal 25	External 75

COURSE OUTCOMES

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

CO1: understand the features of the domestic and international labor market to ensure fair and stable human resource practices and to maintain good industrial

relations in the dynamic and diversified work environment. [K2]

CO2: procure, train and retain the most suitable, talented and committed

workforce in organizations with appropriate recruitment, training and

compensation practices respectively to ensure sustainability of the business.

[K3]

CO3: implement and communicate the provisions of labour laws related to health,

security and social welfare of employees in organizations to secure fair and

stress free working conditions. [K3]

CO4: analyze and identify the issues related to recruitment, selection, performance

appraisal, training and development, reward system and settlement of disputes

to facilitate competitive human resource management practices in

organizations. [K4]

CO5: analyze the performance of the workforce in the organizations scientifically and

systematically by adopting suitable techniques to ensure quality work life and to

maintain industrial harmony. [K4]

UNIT I

Introduction of Human Resource Management: Definition – Objectives – Scope – Characteristics – Functions – Importance - Role of HR Manager– Contemporary Issues and Trends of HRM International Human Resource Management (IHRM) – Strategic Human Resource Management (SHRM) - Human Resource Information System (HRIS). (12 Hours)

UNIT II

Recruitment, Selection & Appraisal : Human Resource Planning (HRP)- Significance and process
Procurement of Human Resources: Recruitment – Concepts – Sources, Selection: Concept – Steps in Selection
Performance Appraisal: Objectives–Purposes – Appraiser– techniques of Performance Appraisal (12 Hours)

UNIT III

Human Resource Development
Employee Training- Objectives - Training Need Analysis–On The Job & Off the Job Training Techniques. Executive/Management Development – Objectives –Importance – Benefits –Techniques - Career Management and Development - HR Accounting –HR Audit. (12 Hours)

UNIT IV

Employee Welfare and social security legislations
The Factories Act, 1948 – Fundamentals – Provisions Regarding Employment Settings. The ESI Act, 1948 – Fundamentals – Features.
The Employees Provident Funds Act – Miscellaneous Provisions Act, 1952 - Fundamentals – Features. Employee Compensation and Benefits: Various Monetary and Non-Monetary Benefits to Employees. (12 Hours)

UNIT V

Industrial Relations: Importance – Objectives – Causes of Poor Industrial Relations– Methods for Improving Industrial Relation.

Industrial Conflict: Concepts – Causes – Effects of Industrial Disputes – Settlement of Disputes. **Job changes:** Concepts – Policies of Promotion-Demotion-Transfer - separation. (12 Hours)

SELF STUDY FOR ASSIGNMENT

1. Review of Current Recruitment Practices
2. Industrial Relations Examples

TEXT BOOK

Aswathappa, K. (2011). *Human Resource Management - Text and Cases*, New Delhi: Tata McGraw Hill Education Private Limited, 6th Edition.

REFERENCE BOOKS

1. Subba Rao, P. (2009). *Personnel & Human Resource Management – Text and Cases*, New Delhi : Himalaya Publishing House, 4th Edition.
2. Tripathi, (2001). *Personnel Management*, New Delhi: Sultan and Chand Publishers, 5th Edition.
3. Prasad, L.M. (2010). *Human Resource Management*, New Delhi: Sultan and Chand Publishers, 3rd Edition.
4. Gupta, C.B. (2010). *Human Resource Management*, New Delhi: Sultan and Chand Publishers, 12th Edition.

Course Code 23PBAC25	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO 2	PSO 3.b	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	3	-	3	2	2	3	1	-	3	2
CO2	3	1	2	3	1	2	3	-	3	3
CO3	3	-	3	1	-	-	1	-	3	3
CO4	3	2	-	3	2	3	2	3	-	2
CO5	2	2	1	3	1	3	2	3	2	3

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Course Designer



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VIRUDHUNAGAR - 626 001

M.B.A.

(2023 -24 onwards)

Semester II	BUSINESS STATISTICS - II & OPERATIONS RESEARCH	Hours/Week: 5	
Core Course 11		Credits: 4	
Course Code 23PBAC26		Internal 25	External 75

COURSE OUTCOMES

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

CO1: explain the tools to support business intelligence and data analysis needs of modern organisations. [K2]

CO2: use the key terminology, concepts, tools and techniques used in business administration. [K3]

CO3: develop practical computational skills and problem-solving capabilities utilizing appropriate analytical approaches to a given problem. [K3]

CO4: analyze the numerical information for decision-making in business. [K4]

CO5: categorize the legal, social and economic environments of business using techniques of Statistics and Operations Research.[K4]

UNIT - I

Business Statistics:

Correlation: Simple, Partial and Multiple Correlation, Karl Pearson's Coefficient of Correlation - Rank Correlation (Problems only).

Regression: Regression analysis and Equations (Problems only). (15Hours)

UNIT II

Analysis of Time Series: Utility- Components of Time Series – Measurement of Trends,
Index Numbers: Unweighted Index numbers- Weighted Index numbers-Weighted Average
of Relatives - Quantity or Volume Index Numbers- Chain Index Numbers, Conversion of
Chain to Fixed Index numbers. (15 Hours)

UNIT III

Operations Research: Introduction - Linear Programming Problem - Graphical, Simplex
Method (Problems only). (15 Hours)

UNIT IV

Transportation Problems- Assignment Problems (Problems only) - Network Analysis –
Programme Evaluation Review Technique (PERT) - Critical Path Method (CPM).
(15 Hours)

UNIT V

Game Theory- Pure and Mixed Strategies- Dominance Principle- Simulations- Queuing
Theory (Models I & II Problems only). (15 Hours)

SELF STUDY FOR ASSIGNMENT

1. Interpretation of Correlation and Regression
2. Practical Applications of Game theory

NOTE:

Composition of the Question Paper:

Theory : 20 %

Problems : 80 %

TEXT BOOKS

1. Gupta, S.P.(2012). *Statistical Methods*, New Delhi: Sultan Chand & Sons, Revised Edition.
2. Kanti Swarup& Gupta, P.K. (2014). *Operation Research*, New Delhi: S. Chand and
Company Ltd.

REFERENCE BOOKS

1. Sharma S.D. (2001). *Operation Research*, Meerut: KedarNath, Ram Nath and Company.
2. Arumugam& Isaac. (2015). *Topics in Operations Research – Linear Programming*, Palayamkottai: New Gamma Publishing House.
3. Kothari, C.R, (1983). *Introduction to Operation Research*, New Delhi: Vikas Publishing House Private Ltd.

Course Code 23PBAC26	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO 2	PSO 3.b	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	3	3	3	2	2	2	2	2	1	1
CO2	3	3	3	2	2	1	2	1	-	-
CO3	3	3	3	2	2	2	2	2	2	-
CO4	2	2	-	1	1	3	3	2	1	2
CO5	-	-	-	1	1	-	-	3	3	3

Dr. P.Suganthi
Head of the Department

Ms. M.Keerthiga Sri
Course Designer



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VIRUDHUNAGAR - 626 001

M.B.A.

(2023 -24 onwards)

Semester II	SEMINAR ON MANAGERIAL SKILLS- I	Hours/Week: 1	
Skill Enhancement Course -1		Credits: 1	
Course Code 23PBAS21		Internal 100	External -

COURSE OUTCOMES

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

CO1: explain contemporary business issues and recent trends in Business. [K2]

CO2: explain academic knowledge of management concepts to real time business cases and offer recommendations. [K3]

CO3: analyze and present a research or a magazine article published in a reputed journal. [K3]

CO4: Illustrate business cases and get insights. [K4]

CO5: appraise on industry, company, personality, startup, product and management concept. [K4]

LIST

1. Presentation: Industry Analysis - Company Analysis - Business Personality Analysis Product and Brand Analysis - Advertisement Analysis.
2. Analysis of Contemporary Business and Management Issues.
3. Analysis of Articles in Journals.
4. Skill Development: Group Discussion - Debate - Role Play - Launching of a Product.
5. Updation of Current Affairs in Business.
6. Case Study Analysis.
7. Management Games.

Course Code 23PBAS21	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO 2	PSO 3.a	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	3	3	2	1	2	1	2	2	2	-
CO2	3	3	2	2	1	1	2	2	2	-
CO3	3	3	2	3	3	3	2	3	3	-
CO4	3	3	2	3	3	3	1	3	3	1
CO5	3	3	3	3	2	2	1	3	3	1

Dr. P. Suganthi
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S.Jeya Shree
Course Designer



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VIRUDHUNAGAR

Quality Education with Wisdom and Values

M.B.A (for those who join in 2023-24)

Semester III	MANAGEMENT INFORMATION SYSTEMS	Hours/Week: 5	
Core Course-12		Credits: 4	
Course Code 23PBAC31		Internal 25	External 75

COURSE OUTCOMES

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

CO1: describe the basic concepts and components of management information systems,

including types of information and systems, decision-making processes, and artificial intelligence. [K2]

CO2: explore and discuss the uses of decision support systems, enterprise resource planning, and other advanced information systems in business [K3]

CO3: apply knowledge of the components and functions of database systems to manage and manipulate data, of functional systems to perform and integrate business operations, and of decision support systems to analyze data and support decision-making. [K3]

CO4: Evaluate the diverse applications of database management systems and functional information systems within specific business sectors, elucidating their impact on organizational efficiency, decision-making processes, and strategic planning initiatives.[K4]

CO5: Classify and analyse the components and benefits of advanced systems like ERP, AI, and expert systems, and their impact on business.[K4]

UNIT I

Management Information System: Introduction – Meaning of Information – Characteristics of Useful Information – Types and Sources of Information – System – Types of System – Subsystems – Decision Making and Information System – Decision Making Process.(15 Hours)

UNIT II

Database: Database Management System (DBMS) – Components of DBMS – Database Design – Recent Trends in Database. (15 Hours)

UNIT III

Functional Information System: Production Information System-Marketing Information System - Financial Information System - Human Resource Information System.

Introduction to Information security: Needs, Objectives and Principles. (15 Hours)

UNIT IV

Decision Support System (DSS): Types of DSS – Components of DSS.

Enterprise Resource Planning (ERP): Benefits and Limitations of ERP.

Supply Chain Management System (SCMS) – Customer Relationship Management System (CRMS) - Knowledge Management system (KMS). (15 Hours)

UNIT V

Artificial Intelligence: Concept of Artificial Intelligence – Business Application of Artificial Intelligence – Expert System – Components of Expert System – Advantages and Limitations of Expert System. (15 Hours)

SELF STUDY FOR ASSIGNMENT

1. Concepts of Organization
2. Business Application of AI

TEXT BOOK

1. Prasad, L.M., Usha Prasad (2012). *Management Information Systems*, New Delhi : Sultan Chand & Sons, 3rd Edition.

REFERENCE BOOKS

1. Laudon, Kenneth, C. &Laudon P. Jane (2020). *Management Information Systems – Managing the Digital Firm*, New Delhi: Pearson Prentice Hall, 16th Edition.
2. NirmalyaBagchi (2012).*Management Information Systems*, New Delhi: Vikas Publishing House Pvt. Ltd, 1st Edition.
3. Waman S. Jawadekar (2020). *Management Information Systems: Text and cases*, Tata McGraw-Hill Inc., 6th Edition.

Course Code 23PBAC31	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO	PSO	PSO	PSO	PSO	PSO	PSO	PSO	PSO	PSO
	1.a	1.b	2	3.a	3.b	4	5	6	7	8
CO1	3	2	2	3	3	3	3	3	2	1
CO2	2	2	2	3	3	3	3	3	2	1
CO3	3	2	2	3	3	3	2	3	2	1
CO4	3	2	2	3	3	3	2	3	2	1
CO5	3	2	2	3	3	3	2	3	2	1

Strong (3) Medium (2) Low (1)

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VIRUDHUNAGAR

Quality Education with Wisdom and Values

M.B.A.

(for those who join in 2023-24)

Semester III	RESEARCH METHODOLOGY IN BUSINESS	Hours/Week: 5	
Core Course -13		Credits: 4	
Course Code 23PBAC32		Internal 25	External 75

COURSE OUTCOMES

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

CO1: understand the various types of research and sampling designs, sources of data, data collection methodology, analysis and reporting. [K2]

CO2: apply various procedures and concepts of research methodology and overview of footnotes and construction of interview and questionnaire [K3]

CO3: examine the contents of a good research design and format of a research report. [K3]

CO4: explain probability and non-probability sampling methods, sources of hypotheses and principles of report writing. [K4]

CO5: evaluate and experimentation of primary data collection methods, sampling and non-sampling errors. [K4]

UNIT I

Introduction to Research: Meaning – Objectives – Characteristics – Types of research and its procedures, usefulness and limitations - Research Process - Review of Literature – Purpose – Types – Sources – Procedure - Selection and formulation of Research problem.

Hypotheses: Meaning – Types – Sources - Characteristics of a good hypothesis.

Research Design or Plan: Meaning – Importance – Contents of a good Research Design.

(15 Hours)

UNIT II

Data in research: Sources of data - Primary and Secondary - Uses and limitations.

Primary data collection: Choices of methods.

Primary data collection methods: Observation - Experimentation – Interviewing – Panel method – Mail survey – Projective methods (Types, procedures, uses and limitations).

(15 Hours)

UNIT III

Sampling: Meaning - Characteristics of a good sample – Merits and limitations - Census Vs. sampling - Sampling techniques – Probability and Non-probability sampling methods - Sample design - Criteria for selection of sample techniques – Sample frame and sample size - Sampling and Non-sampling errors.

(15 Hours)

UNIT IV

Tools for primary data collection: Overview on types of tools – Construction of interview and questionnaire – Characteristics of a good questionnaire.

Question construction: Question wordings – Response form – Types of questions to be avoided – Question order/ sequence – Overview of pre-testing and pilot study.

Scaling Techniques: Types of scales - Likert's Rating scale- Ranking – General principles in construction of scales.

(15 Hours)

UNIT V

Processing of data: Editing – Coding – Classification – Tabulation - Data analysis.

SPSS - Introduction - Importance - Percentage analysis of a small sample using SPSS

Report Writing: Types of reports – Steps in planning report writing – Format of a research report – Principles of writing - Documentation – Overview of Footnotes-reference and bibliography.

(15 Hours)

SELF STUDY FOR ASSIGNMENT

1. Contents of a good Research Design.
2. Create Data files and perform percentage analysis using SPSS for a small sample data

TEXT BOOKS

1. Krishnaswami, O.R. & Ranganatham, M. (2013). *Methodology of Research in Social Science*, New Delhi, Himalaya Publishing House, 2nd Edition.

REFERENCE BOOKS

1. Kothari, C.R. (2006). *Research Methodology: Methods and Techniques*, New Delhi, New Age International (P) Ltd. Publishers, 2nd Edition.

Web Resources

1. https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.mac.pdf
2. <https://study.com/academy/topic/probability.html>
3. https://onlinecourses.nptel.ac.in/noc18_ma07/preview
4. <https://hbr.org/1964/07/decision-trees-for-decision-making>

Course Code 23PBAC32	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO 2	PSO 3.a	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	2	3	1	2	3	3	1	3	-	2
CO2	3	2	2	1	2	3	2	-	3	3
CO3	2	3	2	-	3	2	3	2	2	2
CO4	3	3	3	3	2	3	1	2	-	2
CO5	3	3	2	3	3	3	2	-	2	2

Strong (3) Medium (2) Low (1)

Dr. P. Suganthi
Head of the Department

Mrs.S.Jeya Shree
Course Designer



V.V.VANNIAPERUMAL COLLEGE FOR WOMEN

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Reaccredited with 'A++' Grade (4th Cycle) by NAAC

VIRUDHUNAGAR

Quality Education with Wisdom and Values

M.B.A

(for those who join in 2023-24)

Semester - III	BANKING AND INSURANCE	Hours/Week: 5	
Core Course - 14		Credits: 3	
Course Code 23PBAC33		Internal 25	External 75

COURSE OUTCOMES

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

CO1: identify the different kinds of policies, regulations and schemes in banking.

[K2]

CO2: apply the policies and schemes in various banking activities. [K3]

CO3: interpret various innovations in banking and insurance services. [K3]

CO4: analyze the financial services offered in banking and insurance towards development of the Indian economy. [K4]

CO5: develop simple solutions in real time problems in banking and insurance. [K4]

UNIT I

Banking: Introduction

Banking System in India: Functions of Public and Private Sector Banks– Relationship between Banker and Customer – Know Your Customer – Types of Deposits –Types of Loans.

(15 Hours)

UNIT II

Regulations and Reforms: Role of Reserve Bank of India, Banking Sector Reforms– Narasimham Committee, Verma Committee and BASEL Norms – NPA – Financial Inclusion: Micro Credit Facilities.

Role of Technology: Computerisation in Banking Sector - Core Banking – ATM Cards – Debit Cards – Credit Cards – Smart Cards. (15 Hours)

UNIT III

Remittances: Methods of Remittances

Cheques: Types - Collection of Cheques – Duties and Responsibilities of a Collecting Banker – Payment of Cheques Duties – Responsibilities of a Paying Banker – Refuse Payment of Cheques.

Recent trends in banking: Lead Bank Scheme – Priority Sector Lending – Capital Adequacy Norms – Banking Ombudsman. (15 Hours)

UNIT IV

Introduction to Insurance: Role of IRDA - Growth of Insurance Business in India - Risk management in Insurance – Role of insurance in economy – Essentials of Insurance contract.

Insurance intermediaries and their roles: Agents – Surveyor and Loss Assessor - Third Party Administrators. (15 Hours)

UNIT V

Life Insurance: Introduction – Types of Insurance Plans– Principles of Investment of Life Insurers – Investment Regulations for Life Insurers – Introduction to Underwriting – Claims Settlement Process.

General Insurance: Needs - Type of products. (15 Hours)

SELF STUDY FOR ASSIGNMENT

1. Core banking.
2. Types of Insurance plans.

TEXT BOOK

Varshney .P.N. (2011). *Banking law and practice*, New delhi: Sultan Chand & sons, 1st Edition.

REFERENCE BOOKS

1. Mishra. M. N. & Mishra .A.B (2018). *Insurance principles and practices*, New Delhi: Sultan Chand & Sons, 22nd Edition.
2. Neelam C. Gulati (2011). *Banking and insurance principles and practices*, New Delhi: Excel Books, 1st Edition.

Course Code 23PBAC33	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO 2	PSO 3. a	PSO 3. b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	3	3	3	3	-	3	3	-	1	3
CO2	3	3	-	2	-	1	-	-	2	3
CO3	3	3	2	3	3	3	3	2	2	3
CO4	3	3	-	3	-	3	2	3	2	3
CO5	3	3	3	3	3	3	3	3	3	3

Strong (3) Medium (2) Low (1)

Dr. P. Suganthi
Head of the Department

Mrs.S.Shree Nithi
Course Designer



V.V.VANNIAPERUMAL COLLEGE FOR WOMEN

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VIRUDHUNAGAR

Quality Education with Wisdom and Values

M.B.A.

(for those who join in 2023-24)

Semester III	RETAIL MARKETING	Hours/Week: 4	
Discipline Specific Elective Course-1		Credits: 3	
Course Code 23PBAE31		Internal 25	External 75

COURSE OUTCOMES :

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

CO1: describe the concepts, and theories of retail marketing. [K2]

CO2: apply the methods, components and objectives of marketing in the retail.[K3]

CO3: classify the format and elements of product, price, place and promotional activities in retail units. [K3]

CO4: illustrate the procedures, factors, decision processes and functions of retail marketing in the management. [K4]

CO5: analyse the design of a retail outlet and its loyalty programme with the elements of retail marketing management. [K4]

UNIT I

Retailing: Introduction- Characteristics – Functions – Trends in Retail Format – Methods of Customer Interaction.

Classification of Retail Units: Bases for classification of Retail Units - Classification on the Basis of Ownership – Classification on the Basis of Operational Structure – Classification on the Basis of Retail Location. (12 Hours)

UNIT II

Retail Customer: Introduction – Factors affecting Consumer Decision Making – Stages of Consumer Decision Making Process – Consumer Behavior in Online Retail India.

Key Components of Retail Atmospheric: Exterior Atmospheric - Interior Atmospheric – Store layout – Visual Merchandising. (12 Hours)

UNIT III

Retail Product and Brand Management: Introduction – Product Range – Consumer Perception of Assortment - Product Selection Criteria for Retailers – Advantages of Retail Brand – Types of Store Brand

Retail Location-Place: Types of Consumer Goods and Location Decision- Types of Retail Location: Free Standing Location – Business Associated Location. (12 Hours)

UNIT IV

Retail Pricing: Introduction – External Influence on Retail Pricing Strategy – Retail Pricing Objective -Methods.

Retail Promotion Strategy: Steps Involved in Retail Advertising Campaign – Popular Media used in the Indian Retail Sector – Objectives of Sales Promotion – In-Store Promotional Activity –Steps in Designing Retail Sales Promotion. (12 Hours)

UNIT V

CRM in Retailing: CRM Strategies in Retailing - Introduction of Loyalty Programme – Bases of Loyalty Programme.

Sector-wise Specific Loyalty Programme: Super market – Telecom – Travel and Entertainment – Financial Service – Hospitality Industry. (12 Hours)

SELF STUDY FOR ASSIGNMENT

1. Classification on the Basis of Retail Location.
2. Methods for setting Retail Price

TEXT BOOK

1.Chetan Bajaj, RajnishTuli, Nidhi Varma Srivastava (2016). *Retail Management*, New Delhi: Oxford University press, 3rd Edition

REFERENCE BOOKS

- 1.Rosemary Varley and Mohammed Rafiq (2004). *Principles of retail management*, Pallgrave Macmillan,1st Edition.
- 2.Micheal Levy, Barton AWeitz and Ajay Pandit (2008). *Retailing Management*, New Delhi: Tata McGraw Hill, 6th Edition.

WEB RESOURCES:

1.http://www.govtwomenscollegeslm8.org/e_content/Commerce/II%20M.Com/Retail%20Marketing.pdf

2.<https://sim.edu.in/wp-content/uploads/2018/02/RETAIL-MANAGEMENT-Notes.pdf>

Course Code 23PBAE31	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO 2	PSO 3.a	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	3	3	3	3	2	2	2	2	-	-
CO2	3	2	3	3	3	3	2	2	1	-
CO3	3	3	2	3	3	3	2	2	1	-
CO4	3	3	1	2	2	2	2	2	1	-
CO5	2	2	3	3	3	3	2	2	2	-

Strong(3)**Medium (2)****Low (1)**

Dr. P. Suganthi
Head of the Department

Mrs.V.Balapriya
Course Designer



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Semester III	PRODUCT MANAGEMENT AND DIGITAL MARKETING	Hours/Week: 4	
Discipline Specific Elective Course-2		Credits: 3	
Course Code 23PBAE32		Internal 25	External 75

COURSE OUTCOMES:

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

CO1: summarize the concept and theories of product management and digital marketing. [K2]

CO2: apply a good relationship with customers, manage products effectively and provide a digital marketing platform. [K3]

CO3: explain the methods, platforms, features of product management and provide various social media marketing services to the customers. [K3]

CO4: compare the various social media advertisements for boosting the sales and manage the product effectively in an organization. [K4]

CO5: infer a good digital media advertisement with the product management features. [K4]

UNIT I

Concepts in Product Management: Product Levels- Product Mix & its Strategies.

Product Planning: Components- Elements- Advantages- Product Policy.

Product Positioning: Types of Strategies- How to Position the Brand. (12 Hours)

UNIT II

Product Life Cycle: Stages, Advantages, and its Levels

Product Differentiation: Differentiation Variables – Product Deletion Concept – New Product Development - New Product Launch: Diffusion of Innovation, New Product Success And Failure and its Reasons. (12 Hours)

UNIT III

Customer Relationship Management: Overview, The Economics of Loyalty and Framework of CRM. (12 Hours)

UNIT IV

Digital Marketing: History, Meaning, Features, Advantages – Digital Marketing Communication – Online Advertising – Advantages and Disadvantages – E-mail Marketing: Meaning – Features – Barriers. (12 Hours)

UNIT V

Social Media Marketing: Meaning, Platform, Techniques, Tools of Marketing and Types – Mobile Marketing – Meaning – Features – Video and Audio Marketing – Meaning, Types and its Features. (12 Hours)

SELF STUDY

- 1.Types of Strategies in Product Positioning
- 2.Reasons for Failure of New Product

TEXT BOOKS

K.S.Chandrasekar, *Product management* (Text and cases), Himalaya Publishing House, 2nd Edition, 2015.

REFERENCE BOOKS

1. Donald R. Lehmann, Russell.S.Winer, *Product Management*, New Delhi: Tata McGraw Hill Publishers, IV Edition, 2005.
2. L. William Moore, A. Edgar Lessermer, Ramanuj Majumdar, *Product Planning Management*, New Delhi: Prentice Hall of India, II Edition, 2006.

WEB RESOURCES

1. <https://www.slideshare.net/slideshow/unit2-digital-marketing-management1pdf/267399826>
2. https://www.tndalu.ac.in/econtent/23_Fundamental_of_Marketing_Management.pdf
3. <https://www.digitalmarketer.com/digital-marketing/assets/pdf/ultimate-guide-to-digital-marketing.pdf>

Course Code 23PBAE32	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO2	PSO 3.a	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	3	3	3	3	2	2	3	1	3	2
CO2	3	2	3	3	3	3	3	2	1	2
CO3	3	3	2	2	3	3	3	2	3	3
CO4	2	2	2	2	2	3	3	3	2	3
CO5	2	2	3	3	3	3	3	3	2	3

Strong (3) Medium (2) Low (1)

Dr. P. Suganthi
Head of the Department

Mrs.V.Balapriya
Course Designer



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Semester III	SALES PROMOTION AND SALES MANAGEMENT	Hours/Week: 4	
Discipline Specific Elective Course-3		Credits: 3	
Course Code 23PBAE33		Internal 25	External 75

COURSE OUTCOMES

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

CO1: explain the methods of training the sales executives. [K2]

CO2: show the good relationship with customers and provide good customer service in an ethical manner. [K3]

CO3: choose the various techniques of sales promotion. [K3]

CO4: evaluate the sales promotion strategy for the organization. [K4]

CO5: analyze the good sales promotion budget. [K4]

UNIT I

Sales Force Management: Personnel Management in the Selling Field – Recruiting and Selecting Sales Personnel – Planning Sales Training Programmes. (12 Hours)

UNIT II

Sales Training Programmes: Executing and Evaluating Sales Training Programmes – Motivating Sales Personnel – Compensating Sales Personnel – Evaluating and Supervising Sales Personnel. (12 Hours)

UNIT III

Sales Budgets: – Sales Quotes – Sales Territories – Sales Control and Cost Analysis – Controlling the Sales Efforts. (12 Hours)

UNIT IV

Sales promotion: Promotion Mix – Factors – Advantages and Drawbacks – Consumer Promotion – Trade Promotion.

Sales Promotion Objectives: Nature and Sales Promotion Budget. (12 Hours)

UNIT V

Sales promotion design issues – Planning, guidelines and evaluation – Promotion and product choice – Promotion timing – Duration and Frequency – rate of discount – terms and conditions – Characteristics of successful sales promotions – Sales promotion tools and techniques – Types – Tools and Techniques – price deals. (12 Hours)

SELF STUDY FOR ASSIGNMENT

1. Sales Promotion
2. Sales Budget

TEXT BOOK

S. H. H. Kazmi and Satish K Batra (2008). *Advertising & Sales Promotion*, New Delhi: Excel Books, 3rd edition.

REFERENCE BOOK

1. Kenneth Clow and Donald Baack (2014). *Integrated Advertisements, Promotion and Marketing communication*, New Delhi: Prentice Hall of India, 7th edition.
2. F. C. Sharma (2016). *Sales Management*, Agra: SBPD Publication, 1st edition.

WEB RESOURCES

1. <https://www.slideshare.net/slideshow/sales-management-and-sales-promotion/59310561>
2. <https://ddegjust.ac.in/studymaterial/mba/mm-308.pdf>
3. <https://study.com/academy/lesson/web-based-sales-promotion-definition-basic-strategies.html>

Course Code	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO	PSO	PSO 2	PSO	PSO	PSO 4	PSO	PSO 6	PSO 7	PSO 8
	1.a	1.b		3.a	3.b		5			
CO1	3	3	3	3	1	2	1	2	3	-
CO2	3	3	3	3	1	2	1	2	3	2
CO3	3	3	3	3	1	2	-	2	3	-
CO4	3	3	3	3	-	2	-	2	3	2
CO5	3	3	3	3	-	2	-	2	3	2

Strong (3) Medium (2) Low (1)

Dr. P. Suganthi
Head of the Department

Mrs.V.Balapriya
Course Designer



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VIRUDHUNAGAR

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M.B.A.

(for those who join in 2023-24)

Semester III	INDIAN CAPITAL MARKETS	Hours/Week: 4	
Discipline Specific Elective Course - 4		Credits: 3	
Course Code 23PBAE34		Internal 25	External 75

COURSE OUTCOMES

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

CO1: understand capital market, primary and secondary market and derivatives. [K2]

CO2: identify the process of raising capital in primary market, alternative sources of capital and trading in secondary market. [K3]

CO3: infer about various securities, process, regulations and functions of players that enable smooth functioning of the capital market. [K3]

CO4: illustrate the alternatives in raising capital, instruments, intermediaries in primary and secondary markets. [K4]

CO5: analyse the contemporary issues faced by companies in capital markets [K4]

UNIT I

Introduction: Capital Market and Money Market- Instruments, Financial Intermediaries

Capital Market: Functions – Primary Vs. Secondary Market.

Stock exchange: Meaning- Functions of Stock Exchange - Functions of SEBI. (12 Hours)

UNIT II

New issues: Process- Methods of raising new issues – IPO- Institutional Placement- Rights Issue - Offer for Sale by Promoters - Types of IPO: Fixed Price and Book Building- Prospectus and its disclosures- Listing- Venture Capital vs. Private Equity- QIB.

Intermediaries: Merchant Banker- Underwriter- Banker to an Issue and Registrar. (12 Hours)

UNIT III

Secondary Markets – I: Steps in Trading of Securities – Investor Protection –Clearing and Settlement Process

Risk Management system in BSE & NSE: Margins, Exposure limits, VAR, Circuit breakers and Surveillance system in BSE and NSE.

Share trading concepts: Types of Trading – Intra -day- Delivery -Short sell- Buy Today Sell Tomorrow (BTST) - Sell Today Buy Tomorrow (STBT) - Margin trading

Market Capitalisation – Limit Order – Market Order – Stop Loss

Introduction to Online Share Trading (Gaming Applications)

Securities Market Indicators: SENSEX & NIFTY. (12 Hours)

UNIT IV

Secondary Markets – II

Jobbers- Brokers - Speculative dealings - Share Price Factors –Dematerialisation– Need and Benefits - Insider Trading.

Foreign Investment: Introduction to ADR and GDR.

Debt market: Government Debt Instruments, Primary Dealer- Auction of Government Bonds.

Corporate Debt Instruments - Regulations of Debt market - Role of RBI and SEBI - Credit

rating: Definition and meaning- Process of credit rating of financial instruments - Rating methodology (12 Hours)

UNIT V

Mutual funds - Meaning- Basic Types - Advantages and disadvantages

Derivatives :Introduction – Factors driving the growth of derivatives - Forwards- Futures-

Options- Swaps – Currency and Interest- Introduction to Commodity Derivatives- Warrants-

Convertible Bonds (12 Hours)

SELF STUDY FOR ASSIGNMENT

1. Analyse an IPO

2. Mutual funds - Meaning- Basic Types - Advantages and disadvantages

TEXT BOOK

S. Gurusamy, (2009) *Financial Markets and Institutions*, Tata McGraw Hill Education

Private Limited, New Delhi, 2nd Edition, First Reprint

REFERENCE BOOKS

1. Punithavathy Pandian, (2013). *Security Analysis and Portfolio Management*, New Delhi, Vikas Publishing House Pvt. Ltd., Second Edition, First Reprint.
2. Donald E. Fisher Ronald J. Jordan, (2013). *Security Analysis and Portfolio Management*, New Delhi, Prentice Hall of India. 10th Impression.

WEB RESOURCES

1. Carow, K. A., & Heron, R. A. (2002). Capital market reactions to the passage of the Financial Services Modernization Act of 1999. *The Quarterly Review of Economics and Finance*
2. Stiglitz, J. E. (2000). Capital market liberalization, economic growth, and instability. *World development*.
3. Mensah, Y. M., & Werner, R. H. (2008). The capital market implications of the frequency of interim financial reporting: an international analysis. *Review of Quantitative Finance and Accounting*.
4. Micu, I., & Micu, A. (2016). Financial technology (Fintech) and its implementation on the Romanian non-banking capital market. *SEA-Practical Application of Science*.

Course Code 23PBAE34	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1 a	PSO 1 b	PSO 2	PSO 3 a	PSO 3 b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	3	3	-	1	L	-	-	-	-	2
CO2	3	3	3	3	2	1	2	-	-	2
CO3	3	3	3	3	3	3	3	1	-	2
CO4	3	3	1	3	3	3	3	1	-	2
CO5	3	3	-	3	3	3	3	2	-	3

Strong (3) Medium (2) Low (1)

Dr. P. Suganthi
Head of the Department

Dr. P. Suganthi
Course Designer



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VIRUDHUNAGAR

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M.B.A.

(2023-24 onwards)

Semester III	INTERNATIONAL TRADE, FINANCE AND DOCUMENTATION	Hours/Week: 4	
Discipline Specific Elective Course-5		Credits: 3	
Course Code 23PBAE35		Internal 25	External 75

COURSE OUTCOMES

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

CO1: describe the basics of International Trade, Finance, Foreign Exchange, documentation and its promotion. [K2]

CO2: discover an International Business Opportunity and draw a plan to convert into business and its import licensing. [K3]

CO3: apply theoretical understanding in handling Financing, Documentation, and Foreign exchange in cross-border trade. [K3]

CO4: explain the Prospects, Challenges and Incentives involved in International Trade. [K4]

CO5: analyze Business Opportunities and Problems and decide on a correct course of action and about risk covering document in export trade document. [K4]

UNIT I

International Trade: Benefits – Basis of International Trade Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – India EXIM Policy. (12 Hours)

UNIT II

Export and Import Finance: Special Need for Finance in International Trade – INCO Terms (FOB, CIF, etc..) – Payment Terms – Letters of Credit – Pre-shipment and Post Shipment Finance – Forfeiting – Deferred Payment Terms – EXIM Bank – ECGC and its Schemes – Import Licensing – Financing Methods for Import of Capital Goods. (12 Hours)

UNIT III

Foreign Exchange Markets : Spot Prices and Forward Prices - Factors Influencing Exchange Rates – The Effects of Exchange Rates in Foreign Trade – Tools For Hedging Against Exchange Rate Variations – Forward - Futures and Currency Options – FEMA Determination of Foreign Exchange Rate and Forecasting – Law of One Price – PPP theory – Interest Rate Parity – Exchange Rate Forecasting. (12 Hours)

UNIT IV

Export Trade Documents: Financial Documents – Bill of Exchange – Type – Commercial Documents – Proforma – Commercial – Consular – Customs - Legalized Invoice - Certificate of Origin Certificate Value - Packing List - Weight Certificate - Certificate of Analysis and Quality - Certificate of Inspection - Health Certificate - Transport Documents – Bill of Lading - Airway Bill - Postal Receipt - Multimodal Transport Document.

Risk Covering Document: Insurance Policy - Insurance Cover Note.

Official Document: Export Declaration Forms - GR Form - PP Form - COD Form - Softer Forms - Export Certification - GSPS – UPCDC Norms. (12 Hours)

UNIT V

Export Promotion Schemes: Government Organizations Promoting Exports – Export Incentives: Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other Efforts - Export Promotion – EPZ – EQU – SEZ and Export House. (12 Hours)

SELF STUDY FOR ASSIGNMENT

1. Special Need for Finance in International Trade
2. Write Down the Export Trade Documents needed for exporting a product

TEXT BOOK

Indian Institute of Banking and Finance, (2017), *International Trade Finance*, New Delhi: Taxmann.

Web Resources

1. <https://www.tradefinanceglobal.com/trade-finance/risks-challenges/>
2. <https://www.nordea.com/en/doc/2014-trade-finance-risk-management-fact-sheet-v1.pdf>
3. <https://icc.academy/trade-finance-risks/>

4.<https://www.coface.co.in/News-Publications-Events/News/what-is-trade-finance-and-how-do-you-minimize-trade-finance-risks>

Course Code 23PBAE35	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1 a	PSO 1 b	PSO 2	PSO 3 a	PSO 3 b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	3	3	2	-	3	-	3	3	2	3
CO2	3	2	3	1	3	3	2	-	2	1
CO3	2	3	3	3	2	3	2	2	2	3
CO4	3	3	1	2	-	1	-	3	-	3
CO5	3	3	2	3	3	2	3	3	3	3

Strong (3) Medium (2) Low (1)

Dr. P. Suganthi
Head of the Department

Mrs.S.Jeya Shree
Course Designer



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(for those who join in 2023-24)

Semester III	STRATEGIC FINANCIAL MANAGEMENT	Hours/Week: 4	
Discipline Specific Elective Course - 6		Credits: 3	
Course Code 23PBAE36		Internal 25	External 75

COURSE OUTCOMES

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

CO1: understand the features of strategic finance management, financial markets and investor's and Arbitrage Pricing Theory [K2]

CO2: apply the tools and techniques of strategic cost management and mean variance analysis and pitfall of strategic planning. [K3]

CO3: adopt strategic and financial planning, international perspective and corporate governance and causes or reasons for risk in business. [K3]

CO4: discover the risk and uncertainty in the financial activity of business and factors affecting financial planning. [K4]

CO5: analyse various techniques in investment analysis and from types of financial planning and investment decision. [K4]

UNIT I

Strategic Finance Management: Features – Scope – Importance – Success Factors and Constraints – Contemporary Issues.

Strategic Cost Management: Concept- Objectives and Applications -Tools and Techniques - Manufacturing Perspectives. (12 Hours)

UNIT II

Business Ethics: Concepts- Economics of Business Ethics – Structuring of Business Ethics- Crucial Perspectives – Entrepreneurial- Organizational - Employee- Financial Markets and Investor's Perspective- International Perspective and Corporate Governance- Stakeholder's Perspective. (12 Hours)

UNIT III

Strategic Planning: Strategic Intent - Process – Vision - Mission- Goals- Objectives – Benefits – Pitfalls – Constraints.

Financial Planning: Objectives – Types of Financial Planning – Principles of a Sound Financial Planning – Process – Factors Affecting Financial Planning – Limitations.

(12 Hours)

UNIT IV

Portfolio Tools: Introduction – Types of Portfolio Tools – Mean Variance Analysis - Markowitz Modern Portfolio Theory- Capital Asset Pricing Model - Factor Models - Arbitrage Pricing Theory – Advantages – Constraints.

(12 Hours)

UNIT V

Risk and Uncertainty: Risk – Introduction- Elements – Uncertainty – Types – Sources – Causes or Reasons.

Investment Decisions: Types – Techniques – Risk Adjusted Discount Rate - Certainty Equivalent Method - Statistical Method.

Mergers: Evolution - Reasons - Motives and Objectives – Types of Mergers - Valuation of Merging firms – Steps – Constraints.

(12 Hours)

SELF STUDY FOR ASSIGNMENT

1. Economics of Business Ethics
2. Contemporary Issues in Strategic Finance Management

TEXT BOOKS

1. Rajni Sofat & Preeti Hiro, (2016). *Strategic Financial Management*, PHI Learning Private Limited, Delhi, 2nd Edition.
2. Rajesh Kumar, (2017). *Strategic Financial Management casebook*, Academic Press Publications.

REFERENCE BOOK

1. Hill, Robert Alan, (2009). *Strategic Financial Management : Exercises*, R.A. Hill & Ventus Publishing Aps, New Delhi.

Course Code 23PBAE36	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1 a	PSO 1 b	PSO 2	PSO 3 a	PSO 3 b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
	CO1	3	3	-	3	3	3	3	3	3
CO2	3	3	-	2	2	3	3	3	2	-
CO3	3	3	-	3	3	3	3	2	-	-
CO4	3	3	1	-	-	3	2	3	2	-
CO5	3	3	3	3	3	3	3	3	3	-

Strong (3) Medium (2) Low (1)

Dr. P. Suganthi

Head of the Department

Mrs.S.Jeya Shree

Course Designer



V.V.VANNIAPERUMAL COLLEGE FOR WOMEN

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VIRUDHUNAGAR

Quality Education with Wisdom and Values

M.B.A

(for those who join in 2023-24)

Semester III	INDUSTRIAL RELATIONS AND LABOUR LAW	Hours/Week: 4	
Discipline Specific Elective Course-7		Credits: 3	
Course Code 23PBAE37		Internal 25	External 75

COURSE OUTCOMES

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

- CO1:** understand the fundamental concepts and provisions related to industry relations and labour laws in the Indian context. [K2]
- CO2:** explain the descriptive knowledge of the field of industrial relations and labour laws in Indian context. [K3]
- CO3:** apply the core concepts of industrial relations by using modern technological aids and communicate the provisions of Indian social security laws to protect the rights of labor at the personal, organizational and national levels. [K3]
- CO4:** prioritize industrial relations problems and offer rational solutions based on the research and also assess current human resource management practices adopted in the industry to build good teamwork and organizational climate. [K4]
- CO5:** analyze the industrial relations problems scientifically with contemporary technical aids to offer appropriate solutions at personal, organizational, industry and national level in order to ensure fair and ethical working conditions. [K4]

UNIT I

Conceptual overview of Industrial Relations: Definition – Scope- Functions- Objectives - Characteristics – Components – Theories and Models Role of International Labour Organization (ILO)

The Industrial Employment (Standing Order) act, 1946: Scope- Applicability – certification of Standing Orders - Core provisions of New Amendments – Rights and Duties of Employer and Employees. (12 Hours)

UNIT II

Trade Unionism in India: Conceptual Overview of Trade Union -Objectives - Types of Unions– Functions –Structure - Theories on Trade Union – Problems – Strategies to Strengthen the Union.

Trade Union Act, 1926: Scope- Applicability – Eligibility of Workers- Registration procedure -Core Provisions of New Amendments –Benefits. (12 Hours)

UNIT III

Concepts related to Quality work life: Workers Participation in Management- Collective Bargaining Procedure –Importance- Process– Types.

Industrial Discipline :Types – Causes of Indiscipline –Methods to Improve Discipline – Hot Stove Rule.

Grievances Handling:Procedure – Causes of Grievances – Effects – Procedure to Resolve Grievances - Techniques to Identify the Reasons of Grievances. (12 Hours)

UNIT IV

Industrial Dispute: Conceptual Overview – Causes of dispute

Forms of Disputes: Strikes & its types and lockout – Procedure for Settlement of Dispute: Conciliation- Arbitration- Adjudication

Industrial Dispute Act, 1947: Scope- Applicability – Eligibility of workers- Core provisions of recent amendments –Benefits. (12 Hours)

UNIT V

Labour Legislations Related to Social Welfare in India:Scope- Applicability – Eligibility of workers- Core Provisions of New Amendments.

Benefits: The Maternity Act, 1961 –The Payment of Gratuity Act, 1962 – The Payment of Bonus Act, 1965 - Workmen’s Compensation Act, 1923. (12 Hours)

SELF STUDY FOR ASSIGNMENT

1. Strategies to Strengthen the Union.
2. Workmen's Compensation Act, 1923.

TEXT BOOK

1. Sivarethinamohan, R. (2010). *Industrial Relations and Labour Welfare: Text and Cases*. PHI Learning Pvt. Ltd, New Delhi:
2. Sarma, A.M. (2013). *Industrial Relation: Conceptual and Legal Framework*. Himalaya Publishing House, 10th Edition.

REFERENCE BOOKS

1. Munjal, S. (2010). *Industrial Relation*. Vayu Education of India, New Delhi, 1st Edition.
2. Memoria, C.B., Memoria, S. & Gankar, S.V. (2008). *Dynamics of Industrial Relations*. Himalaya Publishing House, 16th Edition.
3. Gupta, I. (2011). *Human Resource Management and Industrial Relations* – K. Nath & Co Educational Publishers, 11th Edition.

Course Code 23PBAE37	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO 2	PSO 3.a	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	3	1	1	2	3	1	-	2	2	2
CO2	-	1	3	2	1	-	3	3	3	2
CO3	3	-	-	3	-	3	3	1	2	-
CO4	2	1	3	1	1	2	-	3	2	3
CO5	1	3	-	3	2	3	1	3	-	1

Strong (3) Medium (2) Low (1)

Dr. P. Suganthi
Head of the Department

Mrs.L.M. Mahalakshmi
Course Designer



V.V.VANNIAPERUMAL COLLEGE FOR WOMEN

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VIRUDHUNAGAR

Quality Education with Wisdom and Values

M.B.A.

(for those who join in 2023-24)

Semester III	WAGES AND SALARY ADMINISTRATION	Hours/Week: 4	
Discipline Specific Elective Course - 8		Credits: 3	
Course Code 23PBAE38		Internal 25	External 75

COURSE OUTCOMES

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

CO1: understand the fundamental concepts and provisions related to wages and salary for the workforce in Indian context. [K2]

CO2: develop competitive wages and salary administration policies aimed at retaining and motivating a talented labor force. [K3]

CO3: apply various theories and formulas of wages and salary administration in the work environment to motivate and retain talented employees. [K3]

CO4: evaluate jobs and personnel at different levels using scientific research to determine appropriate monetary benefits. [K4]

CO5: analyze national wage policies and the business environment scientifically to create a fair and ethical work environment. [K4]

UNIT I

Wages: Meaning - Theories of Wages – Issues In Wage Determination – Components of Wage Payment - Relevant Legislations Regarding Wages - Wage Determination at the Enterprise Level Linking Wages With Productivity - National Wage Policy. (12 Hours)

UNIT II

Job Evaluation: Choosing a Job Evaluation System Problems In Implementing Job Evaluation Program at Company Level- Conditions for a Proposed Plan.

Removing Wage Disparities – Reorganizing the Wage Structure in a Company – Implementing a Job Evaluation – Scheme Job Evaluation for Plant Personnel. (12 Hours)

UNIT III

Group Incentives: Case Studies: Bank Wiring, Observation Room- British Coal Mine – Productivity Bargaining(Indian Situation) Incentives For Supervisory and Managerial Personnel - Profit Sharing and Stock ownership – Fringe Benefits. (12 Hours)

UNIT IV

Job Evaluation for Office Personnel : Job Evaluation and Pay Plans for Sales Personnel Wage Fixation through Adjudication, Wage Boards and Collective Bargaining. Administration and Control – Preparation of Payroll and Wage Calculations. (12 Hours)

UNIT V

Fundamentals and Rationale for Wage Incentives – Incentive Plans – Individual and Group. Managerial Remuneration: Pay Commissions, Bonus, Bonus Act. (12 Hours)

SELF STUDY FOR ASSIGNMENT

1. Components of Wage Payment
2. Collective Bargaining

TEXT BOOK

1. Ghosh, B.,(2012). *Compensation and Reward Management*. Sterling Publishers Pvt. Limited.

REFERENCE BOOKS

- 1.G.K.Suri, (2003) .*Wage Incentives: Theory And Practice*, 2nd edition. 2.DavidW.Belcher, (2002). *Wages And Salary Administration*, 3rd edition.
1. Richer I. Henderson, (1998).*Compensation Management: Rewarding, Performance In The Modern Organization*.

Course Code 23PBAE38	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO2	PSO 3.a	PSO 3.b	PSO 4	PSO5	PSO 6	PSO 7	PSO8
CO1	3	3	2	1	1	2	3	2	3	-
CO2	3	2	2	2	3	2	2	1	3	-
CO3	3	2	2	2	3	3	1	3	3	-
CO4	3	2	3	3	1	2	2	3	1	-
CO5	3	3	3	3	2	2	3	3	2	2

Strong (3) Medium (2) Low (1)

Dr. P. Suganthi
Head of the Department

Mrs. A. Ajitha
Course Designer



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VIRUDHUNAGAR

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M.B.A.

(for those who join in 2023-24)

Semester III	ORGANIZATIONAL DEVELOPMENT	Hours/Week: 4	
Discipline Specific Elective Course - 9		Credits: 3	
Course Code 23PBAE39		Internal 25	External 75

COURSE OUTCOMES

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

CO1: explain the concept of an organizational development. [K2]

CO2: develop a plan based on emerging trends in organizational development. [K3]

CO3: relate the strategies and methods of an organizational development. [K3]

CO4: evaluate the techniques and processes of organizational development. [K4]

CO5: analyze the characteristics and importance of an organizational development. [K4]

UNIT I

Need for Organisational Development (OD) – The Concept – Nature, Origin, Meaning and Definition – Unique Characteristics – Organization Climate – The Process of OD.

(12 Hours)

UNIT II

Collection of OD : The collection of Data – Diagnosis – Planned – Intervention Strategies and Tactics – General Discussion – Planned – Change Laboratory Methods – Managerial Grid.

(12 Hours)

UNIT III

Process of OD: Process of OD - Components of OD Program - OD program Phases - Making an Entry - Developing Contract - Launch- Situational Evaluation – Closure.

Designing Interventions: OD Interventions - Characteristics of OD Interventions - Levels of Diagnosis in Organizations - OD Map - Factors Affecting Success of Interventions

(12 Hours)

UNIT IV

Technology and OD: Basic Concept – Characteristics-Impact of Technology in Organizations - Benefits of Using Technology in OD - Guidelines for Integrating Technology in OD Interventions - Tools used in OD

Issues Faced in OD: Issues Related to Client Relationships- Power- Politics and Organizational Development

Evaluating OD Interventions: Evaluation - Importance of Evaluating Interventions - Types of Evaluation - Methods of Evaluating Interventions (12 Hours)

UNIT V

Organizational Learning: Characteristics- Learning Organization - Senge's Approach Nonaka & Takeuchi's Approach - Executive View on Organizational Learning - Reality Checklist - Seven Steps of Initiating Organizational Learning

Future of OD: Organizational Development and Globalization - Emerging Trends in OD - Expanding the Use of OD - Creating Whole System Change - Using OD to Facilitate Partnerships and Alliances- Trends Within the Organization. (12 Hours)

SELF STUDY FOR ASSIGNMENT

1. The Process of OD.
2. Future Prospects of OD.

TEXT BOOKS

1. Amitabh Mehtha,(2009).*Organisation Development: Principles, Process and Performance*, New Delhi, Global India Publications Pvt. Ltd.

REFERENCE BOOKS

- 1.S.S.Khanka,(2010).*Organisational Behaviour*, S.Chand Publishing Pvt.Ltd, Revised Edition.
- 2.L.M.Prasad,(2009).*Organisational Behaviour*, S.Chand Publishing Pvt. Ltd, Revised Edition

Course Code 23PBAE39	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO 2	PSO 3.a	PSO 3.b	PSO 4	PSO5	PSO 6	PSO 7	PSO8
CO1	3	3	2	2	2	3	1	1	-	1
CO2	3	2	3	2	3	3	-	-	2	1
CO3	2	2	2	2	2	3	3	1	3	3
CO4	2	1	2	1	1	3	1	1	2	1
CO5	2	2	2	2	3	1	1	-	3	-

Strong (3) Medium (2) Low (1)

Dr. P. Suganthi
Head of the Department

Mrs. A. Ajitha
Course Designer



V.V.VANNIAPERUMAL COLLEGE FOR WOMEN

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VIRUDHUNAGAR

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M.B.A. (for those who join in 2023-24)

Semester III	ENTREPRENEURSHIP	Hours/Week: 5	
NMEC		Credits: 3	
Course Code 23PBAN31		Internal 25	External 75

COURSE OUTCOMES

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

CO1: identify the concept of entrepreneur, sources of ideas and problems of rural entrepreneurs.

[K1]

CO2: describe the functions of an entrepreneur, input requirement and dimensions of social responsibilities in business. [K2]

CO3: identify the remedial measure of women entrepreneur, intrapreneurship and ASPIRE. [K2]

CO4: apply the mode of entry into international business, Pradhan Mantri Mudra Yojana and Startup India Initiative. [K3]

CO5: analyze the qualities of true entrepreneurs, development of women entrepreneurs, entrepreneurship in backward areas in India and barriers of international entrepreneurship.

[K4]

UNIT I

Entrepreneurship: Definition – Nature and Characteristics of Entrepreneurship – Evolution of the Concept of Entrepreneurship – Entrepreneurs & Managers – Qualities of True Entrepreneurs – Types of Entrepreneurship - Functions of an Entrepreneur. (15 Hours)

UNIT II

Establishing Entrepreneurial System: Search for Business Idea – Sources of Idea – Idea Processing and Selection – Input Requirements – Rewards and Motivation. (15 Hours)

UNIT III

Women Entrepreneurship: Development of Women Entrepreneur - Problem and Remedial Measures of Women Entrepreneur – Growth of Women Entrepreneurship – Intrapreneurship.

International Entrepreneurship: Mode of Entry into International Business – Barriers – Domestic Vs International. (15 Hours)

UNIT IV

Rural Entrepreneurship: Importance – Development – Problems – Entrepreneurship in backward areas in India – Farm Entrepreneurship. (15 Hours)

UNIT V

Institutions: Introduction and functions of DIC – SIDBI.

Government Schemes for Entrepreneurs in India: Startup India Initiative – ATAL Innovation Mission – Pradhan Mantri Mudra Yojana – ASPIRE.

Social Responsibilities of Business: Introduction to Concept – Dimensions (15 Hours)

SELF STUDY FOR ASSIGNMENT

1. Functions of an Entrepreneur
2. Case Studies relating to Entrepreneurship

TEXT BOOKS

1. Gupta, C.B. & Srinivasan, N.P. (2010). *Entrepreneurial Development*, New Delhi: Sultan Chand & Sons, Revised Edition.
2. Khanka, S.S. (2012). *Entrepreneurial Development*, New Delhi: S.Chand & Company, Revised Edition.

REFERENCE BOOKS

1. Saravanavel, P. (2001). *Entrepreneurship Development – Principles Policies and Programmes*, Madras: Ess Pee Kay Publishing House.
2. Peter F. Drucker, (2002). *Innovation and Entrepreneurship – Practice and Principles*, United Kingdom: Elsevier Ltd.

Course Code 23PBAN31	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1 a	PSO 1 b	PSO 2	PSO 3 a	PSO 3 b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
	CO1	3	3	3	2	2	2	3	-	1
CO2	2	3	-	3	2	1	1	2	1	2
CO3	3	2	1	3	2	2	3	3	2	-
CO4	3	3	3	2	3	3	-	2	3	2
CO5	2	3	2	2	2	2	1	-	2	3

Strong (3) Medium (2) Low (1)

Dr. P. Suganthi
Head of the Department

Mrs.S.Jeya Shree
Course Designer



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M.B.A

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Semester III	INTERNSHIP & MANAGERIAL SKILLS - II	Hours/Week: 2	
Skill Enhancement Course-2		Credits: 2	
Course Code 23PBAS31		Internal 100	External -

COURSE OUTCOMES

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

CO1: explain various activities in the functional areas of marketing / finance / HR. [K1]

CO2: identify the skills required for a team player and the team leader. [K2]

CO3: discuss about a business situation in any functional areawith MS Office application aids. [K2]

CO4: infer from the cases in the functional areas of marketing / finance / HR. [K3]

CO5: develop the interpersonal communication skills making presentations of analysis. [K4]

LIST

1. Activities of Marketing, Finance and HR Clubs - Analysis of concepts and contemporary cases in areas of Marketing, Finance and HR
2. Presentations displaying Hands on skills on using MS Office applications - MS Word, MS Excel, MS Powerpoint.

Course Code 23PBAS31	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO 2	PSO 3.a	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	3	3	3	2	2	2	2	2	2	-
CO2	3	3	2	2	2	2	2	2	2	-
CO3	3	3	2	3	3	3	2	3	3	-
CO4	3	3	2	3	3	3	1	3	3	1
CO5	3	3	3	3	3	3	1	3	3	1

Strong (3) Medium (2) Low (1)

Dr.P.Suganthi
Head of the Department

Dr.P.Suganthi
Course Designer



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M.B.A.

(for those who join in 2023-24)

Semester III	BUSINESS PLAN PREPARATION	Hours/Week: -	
Extra Credit Paper: 1		Credits: 2	
Course Code 23PBA031		Internal 100	External -

COURSE OUTCOMES:

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

CO1: understand the internal resources available and the external influencers that need to be considered while starting the business. [K2]

CO2: apply the tools to find the market size of the business idea. [K3]

CO3: calculate the financial requirements to start the business. [K3]

CO4: analyze the business opportunities available in the environment. [K4]

CO5: explain the comprehensive marketing plan. [K4]

ACTIVITIES

- Identifying the Business Opportunities.
- Customer Survey Analysis.
- Generating Business Ideas.
- New Product/Service Development.
- Business Model.
- Finding the Resources & Budget Planning.
- HR & Marketing Plan.
- Business Plan Presentation

Course Code 23PBAO31	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1 a	PSO 1 b	PSO 2	PSO 3 a	PSO 3 b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
	CO1	3	3	3	2	1	2	3	2	1
CO2	3	3	2	2	1	2	3	2	1	-
CO3	3	3	2	3	1	3	3	3	2	-
CO4	3	3	3	3	1	3	-	2	3	-
CO5	3	3	3	3	1	3	1	-	2	-

Strong (3) Medium (2) Low (1)

Dr. P. Suganthi
Head of the Department

Mrs.V.Balapriya
Course Designer



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Semester III	PRACTICE FOR SET/NET – GENERAL PAPER	Hours/Week: -
Self Study Course		Credits: 1
Course Code 23PGOL31		Internal 100

COURSE OUTCOMES

On completion of the course, students will be able to

CO1: discuss various concepts related to higher education system, teaching, communication, research, ICT and environmental studies.[K2]

CO2: apply the skills of communication, mathematical, internet and research aptitude in competitive examinations. [K3]

CO3: analyze the circumstances, instances, contents and arrive at / choose the Best option. [K3]

CO4: evaluate the data using ICT tools and logical reasoning.[K4]

CO5: develop self-learning activities to face challenges in their life.[K4]

UNIT I

TEACHING & RESEARCH APTITUDE

Teaching: Concept, Objectives, Levels of teaching, Factors affecting teaching, Methods of teaching of Higher learning, Evaluation systems

Research: Meaning, Types, Methods of Research, Steps of Research, Thesis and Article writing, Application of ICT in Research

UNIT II

COMMUNICATION AND HIGHER EDUCATION SYSTEM

Communication: Meaning, Types, Characteristics, Verbal and Non-verbal Communication and Barriers to Communication

Higher Education System: Professional, Technical, Skill Based Education, Value Education, Policies, Governance and Administration

UNIT III

PROSE COMPREHENSION

A text passage followed by a set of questions to be answered based on students' comprehensive ability

UNIT IV

MATHEMATICAL, LOGICAL REASONING AND DATA INTERPRETATION

Mathematical Logical Reasoning: Number series, letter series, Analogies, Venn diagram and Mathematical Aptitude

Data Interpretation: Graphical representation and mapping of Data, Data and Governance

UNIT V

ICT AND ENVIRONMENTAL STUDIES

ICT: General abbreviations, Basics of Internet, E-mail, Digital initiatives in higher education

Environmental Studies: Pollution, Impacts of Pollutants, Natural and energy sources, Natural Disasters and Environmental Protection Act

TEXT BOOKS

Madan KVS (2019), NTA – UGC NET/SET/JRF- Teaching and Research Aptitude, Pearson India Education Services Pvt.Ltd., Noida.

REFERENCES

Jain, Usha Rani. (2018), *UGC-NET* New Delhi: Mital Books India Ltd.

Singh, Rashmiand Asim Khan (2019), *UGC-NET Paper- I*, New Delhi:Disha Publication.

Course code	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
23PGOL31								
CO1	3	3	-	-	2	1	-	1
CO2	3	3	1	2	3	2	-	2
CO3	3	2	2	3	3	2	-	2
CO4	3	2	3	3	3	3	-	1
CO5	3	1	2	1	1	3	-	1

Strong(3) Medium (2) Low(1)

Dr.M.C. Maheswari

Mrs. K.Anitha

Dr. V. Navaneethamani

Dr.S. Malathi

Heads of the Departments

Course Designers



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Semester IV	STRATEGIC MANAGEMENT	Hours/Week: 6	
Core Course - 15		Credits: 5	
Course Code 23PBAC41		Internal 25	External 75

COURSE OUTCOMES

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

CO1: understand the concepts, approaches, models and process of strategic management. [K2]

CO2: choose the essential and effective choice of strategies through the process by considering all the factors that affect the choices. [K3]

CO3: administer the strategic implementation needed for the development of the business. [K3]

CO4: infer and implement changes in strategies from the environmental and organizational aspects. [K4]

CO5: contrast the various corporate and business strategies and can make decisions on strategic management to acquire the competitive advantages. [K4]

UNIT I

Strategic Management : Definition – Benefits - Limitations - Strategic Decision Making - Approaches - Strategic Management Process – Model– Strategic Intent - Vision, Mission, Goals and Objectives. **(18 Hours)**

UNIT II

Environmental Analysis: Concept - Role - Environment – Factors.

Organisational Analysis: Concept – Role – Process – Factors - Michael Porter's Model.

(18 Hours)

UNIT III

Corporate Strategies: Strategy – Levels of Strategy – Stability strategy – Growth Strategy – Retrenchment Strategy – Turnaround Strategy - Divestment Strategy – Liquidation Strategy Combination Strategy.

Business Strategies: Cost Leadership Strategy – Differentiation Strategy – Focus Strategy.

(18 Hours)

UNIT IV

Strategic Choice: Concept – Choice Process - BCG Growth Share Matrix - GE Nine Cell Planning Grid – Objective Factors and Subjective Factors.

(18 Hours)

UNIT V

Strategy Implementation : Structural Implementation – Forms of Organization Structure – Behavioural Implementation – Leadership- Organisational Culture - Corporate Governance.

(18 Hours)

SELF STUDY FOR ASSIGNMENT

1. Differentiate Vision and Mission statements & Goals and Objectives.
2. Environment Scanning

TEXT BOOKS

1. V S P Rao., (2013). *Strategic Management Text and Cases*, 2nd edition.
2. Kazmi, A., (2018). *Strategic Management and Business Policy*, Tata McGraw-Hill Education, 15th Edition.
3. Hill, C.W.L., and Jones, G.R., (2012). *Strategic Management: An Integrated Approach*, Cengage Learning, 9th Edition.
4. Pearce II, J., Robinson, R.B., and Mittal, A., (2017). *Strategic Management: Formulation, Implementation and Control*, McGraw-Hill, 12th Edition.

REFERENCE BOOKS

1. Kesho Prasad., (2009). *Strategic Management: text and cases*, P H I Learning Pvt Ltd., New Delhi.
2. L M Prasad., (2014). *Strategic Management*, Sultan Chand and Sons, New Delhi.
3. M Jeyarathnam., (2015). *Strategic Management*, Himalaya Publishing House, Mumbai.

WEB RESOURCES

1. https://www.icaai.org/post.html?post_id=19153

2. https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url=https://mdu.ac.in/UpFiles/UpPdfFiles/2020/Jan/strategic_mgmt.pdf&ved=2ahUKEwiXvJtjLCGAXVdoGMGHUrPCyUQ6sMDegQIOxAB&usg=AOvVaw2UTvWCUXfuyYQquIMMvwVv
3. <https://open.umn.edu/opentextbooks/textbooks/73>

Course Code 23PBAC41	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO 2	PSO 3.b	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	3	3	3	2	2	2	1	-	1	2
CO2	3	3	2	1	1	3	1	-	3	3
CO3	3	3	-	3	3	3	2	2	1	3
CO4	3	3	-	3	3	3	3	2	1	2
CO5	3	3	1	3	3	3	3	-	3	3

Strong(3) Medium(2) Low(1)

Dr. P. Suganthi
Head of the Department

Ms. M J Mathumitha
Course Designer



V.V.VANNIAPERUMAL COLLEGE FOR WOMEN

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VIRUDHUNAGAR

Quality Education with Wisdom and Values

M.B.A.

(for those who join in 2023-24)

Semester IV	PROJECT	Hours/Week: 6	
Core Course - 16		Credits: 5	
Course Code		Internal	External
23PBAC41PR		40	60

COURSE OUTCOMES

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

CO1: identify a contemporary problem / area of research that is relevant to a business [K2]

CO2: relate the related literature, formulate hypothesis for the research problem

identified and collect data through appropriate research instruments. [K3]

CO3: illustrate the data by employing research tools and check the statistical significance of the hypotheses of the study. [K3]

CO4: correlate the findings of the research and propose suggestions to or advance further discussions about the research problem. [K4]

CO5: suggest newer areas of research for further advancement of knowledge in the research problem considered. [K4]

Guidelines for the project:

- The project is done for a period of 8 weeks after III Semester under the guidance of a faculty-guide
- The project should follow the ethics of research
- The project should address a management problem in business, industry, economy, etc
- A report has to be submitted with a minimum of 70 pages with and four -six chapters documenting all steps of research.
- A viva voce will be conducted by an external examiner, where the student has to prepare a presentation about her project.
- The student is expected to attend project review meetings in the college during the course of the project and explain about her progress in the research.

Course Code 23PBAC41PR	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO 2	PSO 3.a	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	3	3	2	-	-	-	-	-	-	-
CO2	3	3	2	3	3	2	2	2	-	-
CO3	3	3	2	3	3	3	2	2	1	-
CO4	3	3	2	3	3	3	2	2	2	2
CO5	3	3	2	3	3	3	2	2	2	2

Strong (3) Medium (2) Low (1)

Dr. P. Suganthi
Head of the Department

Ms.V.Sobika
Course Designer



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(for those who join in 2023-24)

Semester IV	ADVERTISING	Hours/Week: 6	
Discipline Specific Elective Course - 1		Credits: 4	
Course Code 23PBAE41		Internal 25	External 75

COURSE OUTCOMES

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

CO1: describe the concepts, principles and theories of advertising. [K2]

CO2: illustrate the key players, objectives and media for a product or service in advertising. [K3]

CO3: analyze the models, types, appeals and designs of media and advertising. [K3]

CO4: classify an appropriate layout, advertising method, campaigns, celebrities and mascots to be used by the advertising agency. [K4]

CO5: create an online advertisement with the elements of advertising layout based on the interest of the consumers. [K4]

UNIT I

Advertising: Meaning- Features- Key players in Advertising Agency – Significance and Criticism of Advertising.

Advertising Model: AIDA Model – FCB Model of Advertising Strategy – DAGMAR Approach.

(18 Hours)

UNIT II

Types of Advertising: Geographical Spread – Target Audience – What is being Advertised – Advertising Objectives – Other Types.

Types of Media: Print Media – Electronic Media – Direct Mail Advertising – Outdoor Advertising – Other Media

(18 Hours)

UNIT III

Creative Side of Advertising: Copywriting - Elements of Advertising Copy – Types of Advertising Copy – Television Copy Principles – Types of Television Commercials.

Layout: Introduction- Features – Principles of Preparing Layout.

Advertising Appeals: Meaning - Types of Advertising Appeal. (18 Hours)

UNIT IV

Celebrity Endorsements: Meaning – Reasons for using Celebrity Endorsements – Why Celebrity Endorsement may Not Work? – Disadvantages of Celebrity Endorsement. **Mascot:** Use of Mascots in Indian Advertising – Why to use Mascots - Issues to be Considered in Using Mascots.

(18 Hours)

UNIT V

Advertising Campaign: Introduction – Steps in developing an Advertising Campaign – Target Market Segmentation - Role of Target Market in Advertising Message Decisions – Factors Influencing Planning of an Advertising Campaign.

Online Advertising: Meaning – Types of Online Advertising – Revenue Model in Online Advertising – Advantages and Disadvantages. (18 Hours)

SELF STUDY FOR ASSIGNMENT

1. Preparing an Advertisement Copy in Print Ads.
2. Example of an Indian Advertising Agency.

TEXT BOOK

Ruchi Gupta (2012), *Advertising Principles and Practice*, New Delhi: S.Chand Publishing, 1st Edition.

REFERENCE BOOKS

1. Rajeev Batra, John G. Myers, David A. Aaker (2002). *Advertising Management*, New Delhi: Pearson Education India, 5th Edition.
2. Frank Jefkins (2002). *Advertising*, New Delhi: Pearson Education India, 4th Edition.
3. Wells, Moriarty & Burnett (2007). *Advertising, Principles & Practice*, Pearson Education, 7th Edition.
4. Kenneth Clow and Donald Baack (2003), *Integrated Advertisements, Promotion and Marketing communication*, New Delhi: Prentice Hall of India, 6th Edition.

WEB RESOURCES

1. https://theintactone.com/2024/04/11/dagmar-approach-objectives-steps-phases/#google_vignette
2. <https://design4users.com/how-to-use-mascots-in-design>
3. https://www.theseus.fi/bitstream/handle/10024/80777/Frolova_Svetlana.pdf

Course Code 23PBAE41	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO 2	PSO 3.a	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	3	3	3	3	2	2	2	1	1	-
CO2	3	2	3	3	3	3	2	2	1	-
CO3	3	3	2	3	2	3	2	2	2	-
CO4	2	2	1	2	2	3	3	2	2	-
CO5	2	2	3	3	3	3	3	2	2	-

Strong (3) Medium (2) Low (1)

Dr. P. Suganthi
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Course Designers.



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VIRUDHUNAGAR

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M.B.A

(for those who join in 2023-24)

Semester - IV	CONSUMER BEHAVIOUR	Hours/Week: 6	
Discipline Specific Elective Course - 2		Credits: 4	
Course Code 23PBAE42		Internal 25	External 75

COURSE OUTCOMES

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

CO1: summarize the concepts and theories of consumer behaviour. [K2]

CO2: sketch the fundamentals of consumer behaviour. [K3]

CO3: select competency in understanding the behaviour of the consumer. [K3]

CO4: point out the strategies in consumer behaviour for realizing a better customer relationship.
[K4]

CO5: formulate better consumer behaviour for realizing the company's objective. [K4]

UNIT I

Introduction: Introduction to Consumer Behavior – Need for Understanding Consumer Behavior – Factors Influencing Consumer Behavior: Cultural, Social, Personal and Psychological - Consumer Behavior as a Discipline and Other Social Sciences – Importance and Applications to Consumer Behavior - Consumer Behavior in Indian Market. (18 Hours)

UNIT II

Consumer Motivation: Theories and Its Involvements.

Consumer Perception: Element- Complexities of Consumer Perception.

Consumer Personality: Nature – Theories - Endorsement by Celebrities - Brand Personality and Brand Image. (18 Hours)

UNIT III

Social & Cultural Settings of Consumer Behavior: Personal Factors - Influence of Age - Effects of Life Cycle Stage - Social Class and Their Behavioral Patterns.

Reference Groups: Roles - Patterns - Types of Reference Groups and its Effects.

Culture: Manifestation of Culture In India - Impact of Culture and Emergence of New Consumer Culture. (18 Hours)

UNIT – IV

Decision making process: Consumer Decision-Making Process - Impulse Buying Decision- Decision Making Criteria - Evaluation Strategies - Factors Influencing In Decision Making - Purchase Decisions: Issues & Resolution. (18 Hours)

UNIT V

Diversity of Indian Market: Demographic Picture of Indian Market – Changing Indian Consumer Behavior: Drivers Of Change - Consumer Trends - Significance of The Rural Markets - Rural Consumer Behavior And Product Category Wise: Behavioral Patterns. (18 Hours)

SELF STUDY FOR ASSIGNMENT

1. Perception of Colors.
2. Endorsement by Celebrities for a Product.

TEXT BOOK

Ramanuj Majumdar, (2010). *Consumer Behavior (Insights in Indian Market)*, New Delhi: Prentice Hall of India, 2ndEdition.

REFERENCE BOOKS

1. Leon G .Schiffman, Joseph wisenblit and S. Ramesh Kumar (2014). *Consumer Behavior*, Pearson Education, 11th Edition.
2. SatishBatra and S.H.H.Kazmi (2008). *Consumer behavior Text and Cases*, Excel Books, 2nd Edition.
3. Rajneesh Krishna, (2014). *Consumer behaviour*, Oxford HED, 1st Edition

Course Code 23PBAE42	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO 2	PSO 3.a	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	3	3	3	3	3	3	-	-	-	3
CO2	3	3	3	3	3	3	-	-	-	3
CO3	3	3	3	3	3	3	-	-	-	3
CO4	3	3	3	3	3	3	2	2	2	3
CO5	3	3	3	3	3	3	2	2	2	3

Strong (3) Medium (2) Low (1)

Dr. P. Suganthi
Head of the Department

Mrs.S.Shree Nithi
Course Designer



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VIRUDHUNAGAR

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M.B.A

(for those who join in 2023-24)

Semester - IV	BRAND MANAGEMENT	Hours/Week: 6	
Discipline Specific Elective Course -3		Credits: 4	
Course Code 23PBAE43		Internal 25	External 75

COURSE OUTCOMES

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

CO1:explain the brand portfolio concepts for products and services in an organization. [K2]

CO2:discover the strategic essence, functions, factors and decisions in brand management. [K3]

CO3:illustrate the brand position, loyalty level, brand image and values in the minds of the customers. [K3]

CO4:categorize the brand image, extension, equity and business values among consumers. [K4]

CO5:design labels with the branding elements based on the recent trends in the market. [K4]

UNIT I

Brand Management: Concepts - Meaning – Benefits - Branding Decisions - Branding Cycle - Re-Launching Brands - Economic Ideal – Brand and Branding – Brand Value – Brand and Market Performance – Customer Loyalty – Essence of Branding – Brand and Trust. (18 Hours)

UNIT II

Brand Extensions: Need - Merits and Demerits - Types and Brand Extension Failures -

Brand Equity: Introduction - Components and Advantages.

Packaging and Labeling: Importance – Advantages – Factors - Packaging Trends in India – Labeling. (18 Hours)

UNIT III

Brand Image: Brand Reality Check – Brand Image Dimensions – Finding Brand Personality.

Brand positioning: Introduction - Types of Brand Positioning – 3Cs of Positioning – Frame of Reference – Types of Point of Difference – Positioning Strategy – Brand Success - Brand Image and Personality - Elements of Brand Positioning. (18 Hours)

UNIT IV

Brand and Consumers: Introduction - Buying Decision – Perspectives on Consumer Behaviour – Consumer Decision Making – Consumer Involvement – Making Brand Succeed – Building Superior Brand.

Brand Equity: Concept – Branding Adds Value – Brand Image Constellation – Brand Image Dimensions – Customer Based Brand Equity – Brand Assets and Liabilities – Brand Report Card. (18 Hours)

UNIT V

Branding Outcome: Consumer and Brands – Brand and Business Value – Brand Valuation – Methods of Brand Valuation – Choice of Valuation Method – Brand Measurement. (18 Hours)

SELF STUDY FOR ASSIGNMENT

1. Brand Personality
2. Brand Power

TEXT BOOK

Harsh V Verma (2016). *Brand management text and cases*, Excel books, 3rd Edition

REFERENCE BOOKS

1. YLR Moorthi (2002). *Brand management: The Indian Context*, New Delhi: Vikas Publishing house Pvt Ltd., 1st Edition.
2. A.K. Bhalla (2011). *Brand management*, New Delhi: Wisdom Press, 1st Edition.
3. S.L.Gupta (2010). *Brand management text and cases (An Indian perspective)*, Mumbai: Himalaya publishing house, 1st Edition

Course Code 23PBAE43	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO 2	PSO 3.a	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
	CO1	3	3	3	3	2	2	1	1	-
CO2	3	2	3	3	3	3	1	2	2	-
CO3	3	3	2	3	3	3	2	2	2	-
CO4	2	2	2	2	2	3	2	2	1	-
CO5	2	2	3	3	3	3	2	1	1	1

Strong (3) Medium (2) Low (1)

Dr. P. Suganthi
Head of the Department

Mrs.S.Shree Nithi
Course Designer



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VIRUDHUNAGAR

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M.B.A.

(for those who join in 2023-24)

Semester IV	SERVICE MARKETING	Hours/Week: 6	
Discipline Specific Elective Course		Credits: 4	
Course Code 23PBAE44		Internal 25	External 75

COURSE OUTCOMES:

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

CO1: explain the concepts and theories of services marketing in real life situations. [K2]

CO2: administer the role of service marketing mix and its important. [K3]

CO3: discover the competency in designing service marketing mix. [K3]

CO4: analyze the methods and strategies for realizing the service marketing objective of an organization. [K4]

CO5: prioritize the better service process of the company's objective in global level. [K4]

UNIT I

Services Marketing: Introduction – Reason for Growth in Service Sector – Characteristics of Service – Difference between Goods and Services – Classification of Services

Services Marketing Mix: Elements of Services Marketing Mix. **(18 Hours)**

UNIT II

Services Product: Services Concept – Analysis of the Service Offer – Stages of Services

Development – Services Life Cycle – Branding – Advantages of Branding – Services Positioning.

Pricing in Services: Objectives of Pricing – Factors Affecting Pricing – Methods of Pricing in Services – Pricing Strategy. **(18 Hours)**

UNIT III

Services Promotion: Communication Process – Steps in Developing Effective Communication – Advertising – Steps in Advertising – Advertising Media for Promoting Services

Place in Services: Location of Service Premises – Look of Service Premises – Designing Distribution System – Functions of Services Intermediaries – Role of Customer in Delivery System. **(18 Hours)**

UNIT IV

People in Services: Types of Service Personnel.

Services Process: Designing Service Process – Spectrum of Service Processes – Service Design Options – Service Process Planning – Service Blueprint – Types of Layout – Role of Technology and Physical Aid in Service Process. **(18 Hours)**

UNIT V

Physical Evidence: Physical Facilities – Physical Environment – Social Settings – Guidelines for Physical Evidence Strategy.

Globalization of Services: Challenges – Successful Global Services Marketing. **(18 Hours)**

SELF STUDY FOR ASSIGNMENT:

1. Discuss the role of the customer in the delivery system.
2. Differentiate between Goods and Services.

TEXT BOOKS

Vasanthi Venugopal., & V.N. Raghu., (2019). *Services Marketing*, Himalaya Publishing House, Mumbai, 1st Edition.

REFERENCE BOOKS

1. S.M. Jha., (2013). *Services Marketing*, Himalaya Publishing House, Mumbai, 2nd Edition.
2. Valerie Zeithaml., & Mary Jo Bitner., Dwayne D Gremler., and Ajay Pandit., (2018). *Services Marketing*, Tata McGraw Hill, New Delhi, 7th Edition.
3. R. Srinivasan, (2010). *Service Marketing*, Prentice Hall of India, New Delhi, 1st Edition.

Course Code 23PBAE44	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO 2	PSO 3.a	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	3	3	2	3	3	2	2	3	2	2
CO2	3	3	1	2	2	2	-	1	1	2
CO3	3	3	2	3	3	3	3	3	3	2
CO4	3	3	-	2	3	3	2	3	2	3
CO5	3	3	-	2	3	2	3	2	3	3

Strong(3) Medium(2) Low(1)

Dr. P . Suganthi
Head of the Department

Ms.M J Mathumitha
Course Designer



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VIRUDHUNAGAR

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M.B.A.

(for those who join in 2023-24)

Semester IV	INTERNATIONAL MARKETING	Hours/Week: 6	
Discipline Specific Elective Courses - 5		Credits: 4	
Course Code 23PBAE45		Internal 25	External 75

COURSE OUTCOMES

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

CO1: understand the various international marketing strategies to promote the business. [K2]

CO2: prepare the data required for fixing the price for exporting a product. [K3]

CO3: relate the various international sales promotion strategies and make the appropriate decisions. [K3]

CO4: analyze the international marketing negotiation, Trade policy and other regulations of India. [K4]

CO5: categorize the international marketing mix for the products and services. [K4]

UNIT I

International Marketing: Introduction – Benefits of International Marketing - Problems in International Marketing – Motives of International Marketing - International Marketing Decisions.

International Market Environment: Internal and External Environment.(18 Hours)

UNIT II

Product Planning for Export: Product Concept – Classification of Product – International Product Life Cycle – Packaging.

International pricing: Pricing Objective – Factors affecting Pricing Decision – Steps Involved in Pricing – Pricing Method – Data required for Export Pricing Decision – Types of Intermediaries **(18 Hours)**

UNIT III

Market Selection: Introduction – Market Selection Process – Determinants of Market Selection.

International Promotion: Market Environment and Promotion Strategy – Decision in International Marketing Communication – Role of Export Promotion Organization - Problems in International Communication Market - Personal Selling in International Marketing – Management of Personal Selling - Personal Selling Process. **(18 Hours)**

UNIT IV

International Negotiation: 4C's of Negotiation – Stages of Negotiation – Negotiation with Regulators.

Trade Policy and Regulation of India: Trade Strategies of India – Economic Policy Liberalization in India – Marketing Assistance. **(18 Hours)**

UNIT V

International Marketing Research: International Marketing Intelligence – Sources of Information – International Marketing Information System – Marketing Research – Types of Research – Phases of a Research Project – Research Agencies. **(18 Hours)**

SELF STUDY FOR ASSIGNMENT

1. Analyze various types of functional strategies requisite for an organization.
2. Point out the problems in the International Communication Market.

TEXT BOOK

Francis Cherunilam., (2017). *International Marketing (Text and Cases)*, Himalaya Publishing House, New Delhi, 15th Edition.

REFERENCE BOOKS

1. Warren. J. Keegan, (2013). *Global Marketing Management*, Prentice Hall, New Delhi ,8th Edition.
2. Philip R. Cateora, and John L. Graham, (2017). *International Marketing*, McGraw Hill, New Delhi, 15th Edition.
3. Sak Onkvisit and John J. Shaw (2004). *International Marketing Analysis and strategy*, Prentice Hall, New Delhi, 4th Edition

Course Code 23PBAE45	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO 2	PSO 3.a	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	3	3	-	3	3	2	1	1	-	1
CO2	3	3	1	2	2	3	3	1	-	1
CO3	3	3	3	3	3	2	2	3	2	3
CO4	3	3	1	1	1	2	1	-	2	3
CO5	3	3	-	2	2	3	3	2	-	2

Strong(3) Medium(2) Low(1)

Dr. P . Suganthi
Head of the Department

Ms.M J Mathumitha
Course Designer



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Semester IV	INVESTMENT AND PORTFOLIO MANAGEMENT	Hours/Week: 6	
Discipline Specific Elective Course -6		Credits: 4	
Course Code 23PBAE46		Internal 25	External 75

COURSE OUTCOMES

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

CO1: understand the concepts and rationale of investment and speculation and a portfolio. [K2]

CO2: show different valuation models of shares and debentures and how they influence investment and trading decisions. [K3]

CO3: determine a suitable valuation for a company based on fundamental analysis. [K3]

CO4: choose a security for investment or trading based on estimated returns and factors Influencing the returns. [K4]

CO5: form and analyse a sample portfolio for an investor group of students with a target Return using gaming software applications and carry out revisions as required [K4]

UNIT I

Introduction: Investment –Characteristics – Process - Gambling Vs. Speculation – Factors Favoring Investment - Investment alternatives - Risk and Return Concepts.

(18 Hours)

UNIT II

Bonds: Features – Types - Measures of Bond Returns – Calculation of YTM – Valuation of Bonds

Shares: Types - Valuation of Shares - Intrinsic Price Vs. Market Price - Dividend Models: Constant Growth Model - Zero Growth Model – Single Period Valuation – Multi Period Valuation-Earning Multiplier Approach (Price Earnings Ratio).

(18 Hours)

UNIT III

Fundamental Analysis - Economic Analysis – Macro-economic Indicators- Classification- Industry Analysis –Factors influencing Industry - Company Analysis - Qualitative and Quantitative factors- Financial Analysis. (18 Hours)

UNIT IV

Technical Analysis - Resistance and Support Levels – Breadth of the Market – Volume of Trading – Moving Averages- Advantages of Moving Averages- Exponential moving average - Charts - Oscillators & Indicators- Random Walk Theory – Efficient Market Hypothesis – Weak Form – Semi strong Form – Strong Form (18 Hours)

UNIT V

Portfolio Theory and Management : Portfolio – Diversification – Capital Asset Pricing Market (CAPM) Theory: Assumptions- CML- SML- limitations – APT Theory –Portfolio Analysis – Portfolio Construction – Mutual funds - NAV- Performance Evaluation of Managed Funds using Sharpe’s, Treynor’s and Jensen’s measures and Fama’s Decomposition - Portfolio Revision (18 Hours)

SELF STUDY FOR ASSIGNMENT

1. Perform a Fundamental Analysis for Any Company
2. Determine the Price of a Stock on the basis of CAPM Model and Compare it With Market Price

TEXT BOOKS

Punithavathi Pandiyan (2103). *Security Analysis and Portfolio Management*, Noida: Vikas Publishing House Private Limited, 2nd Edition, First Reprint

REFERENCE BOOKS

1. Donald E. Fisher & Ronald J. Jordan, (2013). *Security Analysis and Portfolio Management*, New Delhi : Pearson Prentice Hall of India , 10th Impression,

2. Bhalla V.K., (2011). *Investment Management; Security Analysis and Portfolio Management*, New Delhi, S. Chand & Co. Ltd, 17th Edition
3. Prasanna Chandra, (2007). *Investment Analysis and Portfolio Management*, New Delhi, Tata McGraw Hill Publishing Company Limited, 6th Reprint

WEB RESOURCES

1. Falguni, H. Pandya, *Security Analysis and Portfolio Management*, PHI Learning, 2015
2. Ambika Prasad Dash, *Security Analysis and Portfolio Management*, I.K. International, 2009
3. *The Journal of Portfolio Management*, Springer
4. *Financial Markets and Portfolio Management*, Scimago Journal and Country Rank

Course Code 23PBAE46	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1 a	PSO 1 b	PSO 2	PSO3 a	PSO3 b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	3	3	-	-	-	-	1	-	-	-
CO2	3	3	2	2	2	1	2	1	2	-
CO3	3	3	2	3	3	3	3	2	2	1
CO4	3	3	-	3	3	3	2	3	2	1
CO5	3	3	3	3	3	3	3	3	3	1

Dr. P . Suganthi
Head of the Department

Dr. P. Suganthi
Course Designer



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VIRUDHUNAGAR

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M.B.A.

(for those who join in 2023-24)

Semester IV	MICRO FINANCE	Hours/Week: 6	
Discipline Specific Elective Course - 7		Credits: 4	
Course Code 23PBAE47		Internal 25	External 75

COURSE OUTCOMES

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

CO1: describe the concepts and models of microfinance and the product & services of Grameen bank. [K2]

CO2: apply microfinance as a development strategy, poverty assessment and SHG Model. [K3]

CO3: analyze the offerings related to microfinance and managing operational risk in microfinance. [K3]

CO4: explain the impact of microfinance on various sections of the economy and financial inclusion incurred in a business. [K4]

CO5: select the microfinance delivery methodologies and suitable product/services of microfinance [K4]

UNIT I

History of Microfinance: Why Microfinance - Microfinance - Meaning - Characteristics - Importance - Assumption and Lessons - Demand & Supply of Microfinance - Microfinance as Development Strategy - Financial Inclusion. (18 Hours)

UNIT II

Grameen Bank: Objectives – Roles - Products & Services – Challenges - Models of Microfinance - Microfinance Delivery Methodologies - The Self-Help Group Model - Grameen Bank Model - Grameen Model vis-à-vis SHG Model. (18 Hours)

UNIT III

SHG-Bank Linkage Programme: Objective – Criteria – Uniqueness - Advantages & Models - Microfinance Services/Products - Credit - Savings - Insurance - Micro pension - Remittances - Leasing - Housing Loans - Managing Operational Risk in Microfinance. (18 Hours)

UNIT IV

Impact assessment of Microfinance: Social Evaluation of Microfinance - Poverty Assessment - Intermediaries of Microfinance - State Intervention in Rural Credit. (18 Hours)

UNIT V

Emerging Issues & Challenges in Microfinance: Recent Initiatives of GoI Under Microfinance - Strategies to Address the Constraints - Microfinance & Women Empowerment - Microcredit as Priority Sector Advance. (18 Hours)

SELF STUDY FOR ASSIGNMENT

1. Models of Microfinance
2. Social Evaluation of Microfinance

TEXT BOOKS

1. Rana, O.C & Hem Raj. (2016). *Microfinance*, Himalaya Publishing House, 1st Edition.

REFERENCE BOOKS

1. IIBF (2014). *Microfinance Perspectives & Operations*, Macmillan Publisher, 2nd Edition.
2. Debadutta K. Panda (2009). *Understanding Microfinance*, Wiley Publisher, 1st Edition.

Course Code 23PBAE47	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1 a	PSO 1b	PSO 2	PSO 3a	PSO 3b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	3	3	2	-	3	1	2	3	2	1
CO2	3	2	3	2	3	3	3	2	3	3
CO3	2	1	-	3	2	2	3	-	2	2
CO4	3	3	1	3	2	3	1	2	3	3
CO5	3	3	2	-	2	3	-	3	1	2

Strong (3) Medium (2) Low (1)

Dr. P . Suganthi
Head of the Department

Mrs.S.Jeya Shree
Course Designer



V.V.VANNIAPERUMAL COLLEGE FOR WOMEN

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VIRUDHUNAGAR

Quality Education with Wisdom and Values

M.B.A.

(for those who join in 2023-24)

Semester IV	FINANCIAL INSTITUTIONS AND SERVICES	Hours/Week: 6	
Discipline Specific Elective Course - 8		Credits: 4	
Course Code		Internal	External
23PBAE48		25	75

COURSE OUTCOMES

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

CO1: understand the functioning of various financial institutions. [K2]

CO2: infer about the purpose of various financial markets, services and institutions. [K3]

CO3: identify the role of financial institutions in uplifting various sections of the economy. [K3]

CO4: interpret the functions of various non-banking financial institutions. [K4]

CO5: assess how a financial institution can play a vital role in economic development. [K4]

UNIT I

Money Market – Call Money Market- Treasury Bills Market- Commercial Bills Market- Markets for Commercial Paper and Certificates of Deposits.

Micro Finance: Meaning – Characteristics – Self Help Groups. (18 Hours)

UNIT II

Non-Banking Financial Institutions - I: Small Savings - Provident Funds and Pension Funds - Hire Purchase- Lease Finance. (18 Hours)

UNIT III

Non - Banking Financial Institutions - II: Merchant Bank- Venture Capital- Credit Rating- Factors – Loan companies – Housing Finance Companies. (18 Hours)

UNIT IV

Mutual Fund: UTI & Other Private Mutual Funds- Regulatory Aspects- Functions- Various Types of Funds. (18 Hours)

UNIT V

Securitization: Features- Need- Process- Participants- Benefits & Limitations- Introduction to Securitisation and Asset Reconstruction Companies. (18 Hours)

SELF STUDY FOR ASSIGNMENT

1. Certificate of Deposits.
2. Types of Mutual funds

TEXT BOOKS

1. L.M. Bhole & Jitendra Mahakud, (2011). *Financial institutions and markets*, New Delhi, Tata McGraw Hill Publishing company Ltd., 5th Reprint.

REFERENCE BOOKS

1. Dr. S. Gurusamy, (2013). *Financial Services*, New Delhi, McGraw Hill Private Limited. 5th Reprint.
2. Dr. PunithavathyPandian, (2013). *Financial Services and Markets*, Noida, Vikas Publishing House Pvt. Ltd., 1st Reprint.

Course Code 23PBAE48	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1 a	PSO 1 b	PSO 2	PSO 3 a	PSO 3 b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	3	3	-	-	-	-	-	1	-	-
CO2	3	3	1	2	2	1	2	1	2	-
CO3	3	3	1	2	2	3	3	2	2	1
CO4	3	3	-	2	2	3	2	3	2	1
CO5	3	3	3	3	3	3	3	3	3	1

Strong (3) Medium (2) Low (1)

Dr. P. Suganthi
Head of the Department

Dr. P. Suganthi
Course Designer



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Semester IV	INTERNATIONAL FINANCIAL MANAGEMENT	Hours/Week: 6	
Elective Course		Credits: 4	
Course Code 23PBAE49		Internal 25	External 75

COURSE OUTCOMES

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

CO1: explain the concept of Foreign Exchange Market, Exchange Rate, Net Transaction exposure, International Financing and Cash Management.[K2]

CO2: relate with the various methods of exchange markets, rates, currencies, financing and cash flows in International Financial Markets. [K3]

CO3:interpret the constraints of foreign exchange quotations, exchange rate equilibrium, hedging policies, exchange rate risk, and business methods . [K3]

CO4: analyse the constraints of foreign investment, and the factors influencing the international financial markets and all its exchanges . [K4]

CO5:assess the exchange rate and foreign currency value to estimate future economy. [K4]

UNIT I

International Financial Markets: Motives - Foreign Exchange Markets – Foreign Exchange Transactions –Spot- Forward and Bid/Ask Spread – Interpreting Foreign Exchange Quotations – Forward Rates- Direct Vs. Indirect- Cross Exchange Rates – Currency Futures and Option Markets. (18 Hours)

UNIT II

Exchange Rate Determination: Determinants – Types of Exchange Rates – Exchange Rate Systems - Measuring Exchange Rate Movements – Exchange Rate Equilibrium – Demand- Supply and Equilibrium – Factors that Influences Exchange Rate – Interaction of Factors. (18 Hours)

UNIT III

Managing Transaction Exposure: Introduction – Identifying Net Transaction Exposure- Adjusting the Invoice to Manage Exposure – Techniques to Eliminate Transaction Exposure – Futures Hedge- Forward Hedge- Money Market Hedge- Currency Option Hedge – Comparison of Hedging Techniques – Hedging Policies – Limitations of Hedging. (18 Hours)

UNIT IV

Direct Foreign Investment: Motives for direct foreign investment - benefits of international diversification - decisions subsequent to DFI - Host Government views on DFI - Impact of the DFI on MNC's value.

Country Risk analysis : Why country risk analysis is important - political risk factors - financial risk factors - types of country risk assessment - techniques to assess country risk - measuring country risk. (18 Hours)

UNIT V

International Cash Management: Cash Flow Analysis – Centralized Cash Management – Techniques to Optimize Cash Flows – Complications.

International Financing: Long Term Financing – Measuring Cost of Financing – Effects of Exchange Rate Movements – Assessing Exchange Rate Risk – Reducing Exchange Rate Risk- Impact. Short Term Financing- Sources – Internal Financing – Foreign Financing –Effective Financing Rate – Criteria for Foreign Financing.

(18 Hours)

SELF STUDY FOR ASSIGNMENT

1. Purchasing Power Parity.
2. Risk Speculation.

TEXT BOOK

Jeff Madura (2008). *International Financial Management*, Southwestern College Publication, 13th Edition.

REFERENCE BOOKS

1. Maurice D Levi,(2009).*International Finance*, Routledge, 5th Edition.
2. L.M. Bhole,(2009).*Financial Institutions & Markets*, Tata McGraw Hill, 5th Edition.

Course Code 23PBAE49	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1 a	PSO 1 b	PSO 2	PSO 3 a	PSO 3 b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
	CO1	3	3	-	2	2	1	-	-	-
CO2	3	3	1	2	2	2	1	-	1	1
CO3	3	3	2	3	3	3	3	-	2	1
CO4	3	3	1	2	1	2	1	-	2	1
CO5	3	3	1	3	2	1	3	-	1	1

Strong (3) Medium (2) Low (1)

Dr. P. Suganthi
Head of the Department

Dr. P. Suganthi
Course Designer



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VIRUDHUNAGAR

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M.B.A

(for those who join in 2023-24)

Semester IV	BUDGETING, PROFIT PLANNING AND CONTROL	Hours/Week: 6	
Discipline Specific Elective Course -10		Credits: 4	
Course Code 23PBAE4A		Internal 25	External 75

COURSE OUTCOMES:

CO1: understand the fundamental concepts of budgeting and profit planning. [K2]

CO2: apply various budgeting tools to achieve efficiency in an organization. [K3]

CO3: interpret how profits can be maximized and production and costs can be controlled through proper budgeting and profit planning measures. [K3]

CO4: analyze the budgets drafted by the organization and how it results in efficient profit planning. [K4]

CO5: explain a budget for production, purchases, expenses of a firm. [K4]

UNIT I

Fundamentals of Profit Planning and Control: Concept – Management Planning – Time Dimensions – Management Control –Performance Reporting, Responsibility Accounting, Activity Costing, Zero- Base Budgeting - Responsibility Centers.

Profit Planning and Control Process: Introduction – Components – Phases. (18 Hours)

UNIT II

Planning and Controlling of Revenues: Sales and Services: Introduction – Comprehensive Sales Planning - Sales Planning Vs. Forecasting – Strategic Sales Plan – Tactical Sales Plan – Components – Developing a Comprehensive Sales Plan – Control of Sales and Related Expenses. (18 Hours)

UNIT III

Planning and Controlling Production: Work-in-Progress and Finished Goods Inventories: Introduction – Production Planning – Production Budget – Material Requirement Planning – Just- in-Time Production – Production Control.(18 Hours)

UNIT IV

Planning and Controlling Purchases and Materials Usage: Raw Material and Component Parts – EOQ Model – JIT Purchasing.

Planning and Controlling Direct Labour Costs: Approaches – Structure – Control. Planning and Controlling Expenses: Introduction – Cost Vs. Expense – Classification of Costs – Planning Expenses – Control of Manufacturing Overhead. (18 Hours)

UNIT V

Flexible Expense Budget: Concepts – Relationship of Expenses to Output – Fixed Expenses- Variable Expenses and Semi Variable Expenses - Flexible Budget Format – Uses of Flexible Budgets.

Capital Expenditure Budget: Definition – Characteristics - Time Dimensions – Benefits – Responsibilities – Methods of Measuring the Economic Value.

(18 Hours)

SELF STUDY FOR ASSIGNMENT

- 1.Control of Sales and Related Expenses.
- 2.Fixed Expenses, Variable Expenses

TEXT BOOK

- 1.Glenn A. Welsch, Ronald W. Hilton, Paul. N. Gordon.,(2010).*Budgeting – Profit Planning and Control*, PHI Learning Private Limited, 5th Edition.

REFERENCE BOOKS

- 1.Richard M. Lynch, Robert W. Williamson,(2001). *Accounting for Management – Planning and control*. McGraw Hill Education, 3rd Edition.
- 2.Willaim R. Lalli (2003). *Hand book of Budgeting*, John Wiley & Sons, 6th Edition.
- 3.loyd R.Amey (1979). *Budget Planning and Control Systems*, Pitman Publishing

Course Code 23PBAE4A	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1 a	PSO 1 b	PSO 2	PSO 3 a	PSO 3 b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
	CO1	3	3	-	-	-	1	-	1	-
CO2	3	3	2	2	2	1	2	1	2	-
CO3	3	3	2	3	3	3	2	2	2	-
CO4	3	3	2	3	3	3	2	3	2	1
CO5	3	3	2	3	3	3	3	3	-	-

Strong (3) Medium (2) Low (1)

Dr. P. Suganthi
Head of the Department

Ms.V.Sobika
Course Designer



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Semester IV	TRAINING AND DEVELOPMENT	Hours/Week: 6	
Discipline Specific Elective Course - 11		Credits: 4	
Course Code 23PBAE4B		Internal 25	External 75

COURSE OUTCOMES

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

CO1: describe the concepts and significance of training and development in an organizational setting. [K2]

CO2: apply the concepts, types, problems and significance of training and development in an organizational setting. [K3]

CO3: demonstrate the significance, principles, tools and techniques of training and development in the business organization. [K3]

CO4: analyze the scope of training and development. [K4]

CO5: analyze the factors, process and problems of training and development in an organization. [K4]

UNIT I

Conceptual Overview–Introduction & Definitions– Scope – Objectives –Problems–Significance - Need - Advantages - Systematic approach of Training - Training Process – Benefits - Organization- Individual–Group - Roles and Responsibilities of HR/ Training Manager - Difference Between Training, Development and Education - Training Principles and Policy. (18 Hours)

UNIT II

Training Need Analysis (TNA): Meaning – Objectives - Significance – Methods and Tools Used in TNA – TNA at Various Levels – Approaches –Methods through Training Needs are Identified – Training Need Assessment Process.

Training Design: Components - Factors Affecting the Design Process - Important Considerations for Designing the Training Program - Classroom Arrangements.

Training Budget: Types of Costs Involved – Significance - Preparation of Training Budget

Learning: Role of Individual Learning in Training - Reinforcement Theory - Social Learning Theory - Goal Setting Theory (18 Hours)

UNIT III

Training Techniques: On the job - Off the job – Merits and Demerits of Various Method Choosing Optimum Method.

Training Implementation: Significance - Principles of Effective Implementation - Factors to be Considered – Problems.

Trainer: Qualities and Skills of Trainer – Roles – Power and Influences – Tips for Trainer for Effective Implementation. (18 Hours)

UNIT IV

Evaluation: Need – Dimensions – Importance - Principles – Criteria – Objectives – Approaches – Instruments Used .

Model of Evaluation: Kirkpatrick – CIRO – Philip’ ROI – Problems in Evaluation. (18Hours)

UNIT V

Management Development : Objectives– Characteristics

Organization Development : Objectives- Characteristics – Techniques- Process.

Career Development: Importance - Career Life Stages (18 Hours)

SELF STUDY FOR ASSIGNMENT

1. Preparation of Training Budget
2. Career Life Stages

TEXT BOOK

Janakiram.B. (2012). *Training and Development* – Biztantra, Indian text edition, New Delhi..

REFERENCE BOOKS

1. Noe, R & Kodwani. A.D. (2012). *Employee Training and Development*- New Delhi: Tata McGraw-Hill, 5th Edition.

Course Code 23PBAE4B	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO 2	PSO 3.b	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
	CO1	3	1	1	2	-	1	-	-	2
CO2	3	1	2	2	-	-	2	-	3	-
CO3	3	-	-	3	3	3	2	3	2	-
CO4	2	1	3	1	1	2	2	3	2	-
CO5	1	2	-	3	3	3	-	3	-	-

Strong (3)**Medium (2)****Low (1)**

Dr.P. Suganthi

Head of the Department

Mrs.L.M.Mahalakshmi

Course Designer



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M.B.A.

(for those who join in 2023-24)

Semester IV	INTRODUCTION TO PSYCHOLOGY	Hours/Week: 6	
Discipline Specific Elective Course - 12		Credits: 4	
Course Code 23PBAE4C		Internal 25	External 75

COURSE OUTCOMES

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

- CO1: understand the underlying dimensions of human behavior such as biological foundations of behaviour, sensation, perception, memory, thinking, motivation, emotion and intelligence to lead self-directed and multi-cultural competence in both personal and professional life. [K2]
- CO2: describe the principles and concepts of psychology and social psychology in day-to-day life for the better understanding of self and others to efficiently manage the employees in organizations. [K3]
- CO3: illustrate, manage and control own and others mental, psychological and emotional potential for efficient accomplishment of personnel and business goals by conducting scientific research and discover about social interactions and social influence [K3]
- CO4: analyze the psychological and emotional state of self and others to maintain good professional relationship, teamwork and also to maintain good communication with people from different cultures in personal and professional environment. [K4]
- CO5: construct an amicable environment for the better personal and work life by conducting psychological research scientifically and logically to resolve psychological, emotional and interpersonal related issues. [K4]

UNIT I

Conceptual overview of the field Psychology: Definition- Scope– Subfields of Psychology
Evolution of Psychology – Past, present and contemporary approaches – Key issues and controversies in the field of Psychology.

Positive Psychology: Definition -Levels-Uses-Impacts-Positive Psychology Theory-PERMA.

(18 Hours)

UNIT II

Sensation: Meaning – Sensory Adaptations – Types of sensory organs.

Perception: Concepts – Difference between Sensation and Perception -Gestalt Laws of Organization – Top-Down and Bottom-Up Processing – Perceptual Illusions – Employee Perception

Attention: Meaning-Types-Factors of Attention-Effects of Attention
(18 Hours)

UNIT III

Memory: Types - Processes - Stages of memory – Levels of Processing Model.

Forgetting: Major Memory Impairments - Strategies to Improve Memory.

Thinking:Nature of Thinking-Types of Thinking-Stages of Creative Thinking. (18 Hours)

UNIT IV

Intelligence: Different Conceptions – Approaches – Emotional Intelligence – Measuring Intelligence – Variations in Intellectual Ability –Determinants of Intelligence: Culture - race – environment.

Motivation: Approaches: Instinct – drive – Reduction – Arousal – Incentive - Cognitive - Maslow's Hierarchy– Human Need and Motivation: Achievement, Affiliation and Power.

Emotions: Functions – Theories– Expressions of Emotions-Strategies to Improve Employees' Emotional Intelligence (EQ) and Motivation. (18 Hours)

UNIT V

Introduction to Social Psychology: Meaning and Definition of Social Psychology-Nature of Social Psychology-Scope of Social Psychology

Social Perception-Definition of Self-concept-self-image-self-esteem-self-presentation-Impression Formation and Impression.

Attitudes: Attitude-behavior link-Strategies for attitude change. (18 Hours)

SELF STUDY FOR ASSIGNMENT

1. Impact of Culture on Perception among Individuals in Indian Context
2. Implications of Psychological Concepts in Business

TEXT BOOK

1. Feldman K. (2017). *Understanding Psychology* -New Delhi: Tata McGraw-Hill edition, 10th Edition

REFERENCE BOOKS

1. Morgan, C.T, King, R., Weisz, J.R &Schopler, J. (2004). *Introduction to Psychology* –Tata McGraw-Hill edition, 7th Edition.
2. Mangal, S.K. (2009). *Introduction to Psychology* - New Delhi: Sterling Publishers Pvt. Ltd., 1st Edition.

Course Code 23PBAE4C	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO 2	PSO 3.a	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	3	1	1	2	-	1	-	-	2	2
CO2	3	1	2	2	-	-	-	-	3	2
CO3	3	-	-	3	3	3	-	3	2	3
CO4	2	1	3	1	1	2	-	3	2	3
CO5	1	2	-	3	3	3	-	3	-	1

Strong (3) Medium (2) Low (1)

Dr. P. Suganthi

Head of the Department

Ms.V.Sobika

Course Designer



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(2023 -24 onwards)

Semester IV	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	Hours/Week: 6	
Discipline Specific Elective Course - 13		Credits: 4	
Course Code 23PBAE4D		Internal 25	External 75

COURSE OUTCOMES

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

CO1: explain the concept of international human resource management. [K2]

CO2: construct the factors and process of international human resource management. [K3]

CO3: compare the failures and reasons of international human resource management. [K3]

CO4: support the functions, techniques and factors of international human resource management. [K4]

CO5: prepare strategy for implementing human resource management globally. [K4]

UNIT I

International Human Resource management (IHRM) Overview: Introduction – Definition, Domestic Vs IHRM – Expatriate – Culture- Factors-Scope-Cultural Value Dimensions – Hofstede's Value Dimensions – Work Force Diversity. (18 Hours)

UNIT II

International Human Resource Planning: International Division of Labour – HR Planning – Issues in Supply of Manpower – Recruitment – Categories: Micro- Macro Centralized and Decentralized – Techniques – Contemporary Techniques in Recruitment - Selection: Techniques, Career Cycle of Expatriate- Failures – Reasons of Failures. (18 Hours)

UNIT III

Performance Appraisal: Meaning, Challenges Faced, Process/Steps, Factors/Problems, Principles of Effective Performance Appraisal System – Perceptions – In PCN, HCN and TCN. Training: Training for Expatriates- Areas of Training. (18 Hours)

UNIT IV

Compensation in IHRM: Objectives- Complexities Faced, Factors- Various Approaches. Cross Culture Communication: Process-Barriers- Effective Communication Process. (18 Hours)

UNIT V

Industrial Relation: Meaning, Factors Affecting Industrial Relation. Trade Union: Meaning- Scope- Characteristics- Functions- Structure and Influences on IHRM. Collective Negotiations: Characteristics- Importance-Functions. Industrial Conflict/ Dispute: Causes- Types- Preventing Conflicts- Settlement of Conflicts. (18 Hours)

SELF STUDY FOR ASSIGNMENT

1. Effective Management of Workforce Diversity.
2. Performance Appraisal System in MNC's

TEXT BOOK

Subba Rao.P (2011). *International Human Resource Management* , Himalaya Publishing House, Himalaya Publishing House, 3 rd edition.

REFERENCE BOOKS

1. Peter J. Dowling, Marion Festing, Allen D. Engle. (2014). *International Human Resource Management*, 5 th Edition
2. Monir H. Tayeb (2010). *International Human Resource Management*, Oxford, 1 st Edition.
3. Deresk Helen (2010). *International Management: Managing Across Borders and Cultural*, Pearson, 4 th Edition.

Course Code 23PBAE4D	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO 2	PSO 3.b	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	3	3	2	2	2	3	1	-	2	3
CO2	3	2	3	3	3	3	2	-	2	3
CO3	3	2	2	2	2	3	3	-	3	3
CO4	2	2	2	1	1	3	1	-	2	2
CO5	2	2	-	2	3	-	3	-	3	3

Strong (3) Medium (2) Low (1)

Dr. P. Suganthi

Head of the Department

Dr. P. Suganthi

Course Designer



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Semester IV	PERFORMANCE MANAGEMENT	Hours/Week: 6	
Discipline Specific Elective Course-14		Credits: 4	
Course Code 23PBAE4E		Internal 25	External 75

COURSE OUTCOMES

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

CO1: explain and define various attributes of competitive organizational performance management systems, programs and practices. [K2]

CO2: understand the concepts and significance of performance management in an organization. [K3]

CO3: plan and communicate effective performance management policies, practices and techniques rationally and ethically to improve organizational and employees performance. [K3]

CO4: analyze the competitive performance management practices to suit the requirement of the labour market and support organizational mission and strategy.[K4]

CO5: analyze the performance management practices of the business with the modern techniques to boost the teamwork and morale of the workforce. [K4]

UNIT I

Performance Management: Introduction – Definition- Performance Management as a System – Objectives – Principles – Characteristics- Performance Management Cycle – Role of HR –Comparison with Performance Appraisal. Performance management Vs appraisal

(18 Hours)

UNIT II

Theoretical foundation: Motivation and Learning Theory – Other Theories – Factors Influencing Performance Management – Reward Based Performance Management. Designing an employee performance appraisal system for an organisation / NGO/ Educational Institution
(18 Hours)

UNIT III

Process: Goal Setting – Principle- Types Of Goals- How to Set Goals – Feedback – Uses- Nature- Effectiveness – 360 Degree Feedback- The Process of 360–Degree Feedback - Operating 360– Degree Appraisal – Uses – Methodology – Merits and Demerits – Effectiveness. Measures and criteria - Setting Mutual Expectations and Performance criteria.
(18 Hours)

UNIT IV

Review: Process - Formal Review Meeting - Problems in Review - Conducting the Formal Review – Assessing Performance – Process – Methods/Tools Used to Evaluate The Performance – Evaluation of Performance Management. Performance Management & Employee Development - Performance Management and Rewards Team Performance.
(18 Hours)

UNIT V

Organization Performance: Process – Strategic Approach – Measuring Performance – Business Performance Management System – Organizational Capability – Team Performance – Teams and Performance - Process – Measures for Teams.
Ethics in Performance Appraisal: Ethics – An Overview - Ethics in Performance Management.
(18 Hours)

SELF STUDY FOR ASSIGNMENT

1. Ethics in Performance Management
2. Evaluation of Performance Management

TEXT BOOK

1. Kandula, S.R. (2012). *Performance management: strategy, Interventions and Drivers*,
2. Eastern Economy Edition.Herman Aguinis, *Performance management*, Pearson India

REFERENCE BOOKS

1. Armstrong, M. (2012). *Armstrong's handbook of performance management*, Jaico Publishing House, 4 th Edition.

2. Helen, D. (2010). *International Management: Managing Across Borders and Cultural*,
Pearson, 4 th Edition

Course Code 23PBAE4E	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO 2	PSO 3.b	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	3	1	1	2	-	1	-	-	2	2
CO2	3	1	2	2	-	-	2	-	3	2
CO3	3	2	-	3	1	2	2	1	2	1
CO4	2	1	3	1	1	2	2	3	2	-
CO5	1	2	-	3	3	3	-	3	-	1

Strong (3) Medium (2) Low (1)

Dr.P. Suganthi
Head of the Department

Mrs.L.M.Mahalakshmi
Course Designer



V.V.VANNIAPERUMAL COLLEGE FOR WOMEN

(Belonging to Virudhunagar Hindu Nadars)

An Autonomous Institution Affiliated to Madurai Kamaraj University, Madurai

Reaccredited with 'A++' Grade (4th Cycle) by NAAC

VIRUDHUNAGAR

Quality Education with Wisdom and Values

M.B.A.

(for those who join in 2023-24)

Semester IV	STRATEGIC HUMAN RESOURCE MANAGEMENT	Hours/Week: 6	
Discipline Specific Elective Course-15		Credits: 4	
Course Code 23PBAE4F		Internal 25	External 75

COURSE OUTCOMES

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

CO1: understand the components and dimensions of human resource management

strategies adopted by business. [K2]

CO2: apply the concepts and significance of strategic human resource management in an

organization. [K3]

CO3: determine the rationale human resource management strategies in the business to be

sustainable in the dynamic business environment. [K3]

CO4: compare the strengths and weaknesses of human resource strategies in Indian

context scientifically to create a fair and ethical work environment for the

workforce. [K4]

CO5: compare the labor market conditions with the existing human resource management

strategies adopted by the business to ensure good industrial relations. [K4]

UNIT I

Introduction: Definition of Strategy - Nature and Formulation of Strategy – Strategic Management Model - Introduction to Strategic Human Resource Management (SHRM) – Nature – Principles – Approaches – Implications of SHRM Theory. (18 Hours)

UNIT II

Framework of HR Strategies: Purpose –Nature –Types -Developing HR Strategies - Implementing and Evaluating HR Strategies. (18 Hours)

UNIT III

Resourcing strategy: Components – Workforce Planning - Resource Planning – Retention and Flexibility Strategy – Talent Management - Process. (18 Hours)

UNIT IV

Knowledge management strategy: Types – Process- Source – Components.

Reward strategy: Characteristics – Developing strategy – Effectiveness – Principles.

Employee relations strategy: Strategic Directions – Strategic Approaches Towards Employee Relations Formulation. (18 Hours)

UNIT V

Learning strategy: Organizational Learning and Individual Learning Strategy
Organization Development Strategy – Designing Strategy

International SHRM: Approaches – Issues – Strategic Role of HR Manager.(18 Hours)

SELF STUDY FOR ASSIGNMENT

1. Strategic Role of HR Manager.
2. Flexibility Strategy.

TEXT BOOKS

Armstrong, M. (2021).Handbook of Strategic Human Resource Management-Jaico Publishing House, 5 th Edition.

REFERENCE BOOKS

1. Dhar, L.M. (2018).Strategic Human Resource Management - New Delhi, Excel Books.
2. Regis, R. (2021).Strategic Human Resource Management and Development- New Delhi, Excel Books.

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CO2	3	1	2	3	-	-	2	3	3	2
CO3	2	2	3	2	1	2	2	2	2	1
CO4	2	1	3	2	2	3	3	2	2	-
CO5	1	2	-	3	3	3	-	2	-	1

Strong (3) Medium (2) Low (1)

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