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 2025 - 2026)

V.V.Vanniaperumal College for Women, Virudhunagar, established in 1962, offers 13 UG Programmes (Aided), 13 UG Programmes (SF), 13 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 University Grants Commission (UGC) & Tamil Nadu State Council for Higher Education (TANSCHE) 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)ve

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

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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, Biochemistry, Home Science - Nutrition and Dietetics, Biotechnology, Computer 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 Courses (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)
(2024-2025 onwards)

PG PROGRAMMES

Name of the Course	Semester	Course Code	Department
Introduction to Epigraphy	II	24PHIN21	History
Communication Strategies for Leadership Success	III	24PHIN31	
Functional English	II	24PENN21	English
English for Careers	III	24PENN31	
ஆளுமை மேம்பாடு	II	24PTAN21N	Tamil
தகவல் தொடர்பியல்	III	24PTAN31	
Accounting for Managers -1	II	24PCON21N	Commerce
Accounting for Managers -II	III	24PCON31	
Entrepreneurship Development	II	24PBAN21	Business Administration
Employability Skills	III	24PBAN31	
Mathematics for Life Sciences	II	24PMTN21	Mathematics
Statistics for Life and Social Sciences	III	24PMTN31	
Solid Waste Management	II	24PPHN21	Physics
Sewage and Waste Water Treatment and Reuse	III	24PPHN31	
Chemistry in Everyday Life	II	24PCHN21	Chemistry

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Industrial Chemistry	III	24PCHN31	
Food Preservation	II	24PHSN21	Home Science - Nutrition and Dietetics
Nutrition and Health	III	24PHSN31	
Nutritional Biochemistry	II	24PBCN21	Biochemistry
Molecular Basis of Diseases and Therapeutic Strategies	III	24PBCN31	
Tissue engineering	II	24PBON21	Biotechnology
Gene manipulation Technology	III	24PBON31	
Web Programming	II	24PCSN21	Computer Science
Python Programming	III	24PCSN31	
Fundamentals of Web Design	II	24PCAN21N	Computer Applications
Fundamentals of Cyber Security	III	24PCAN31	

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 thecurriculum based on the learning outcomes, upgrade of academic resources, quality enhancement in research and integration of technology in the teaching-learning process. Italso 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. ProgrammeThe Students will be able to

- create excelling 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 disciplineand ethics	✓	✓	✓
research in focus areas of management	✓	-	✓

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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

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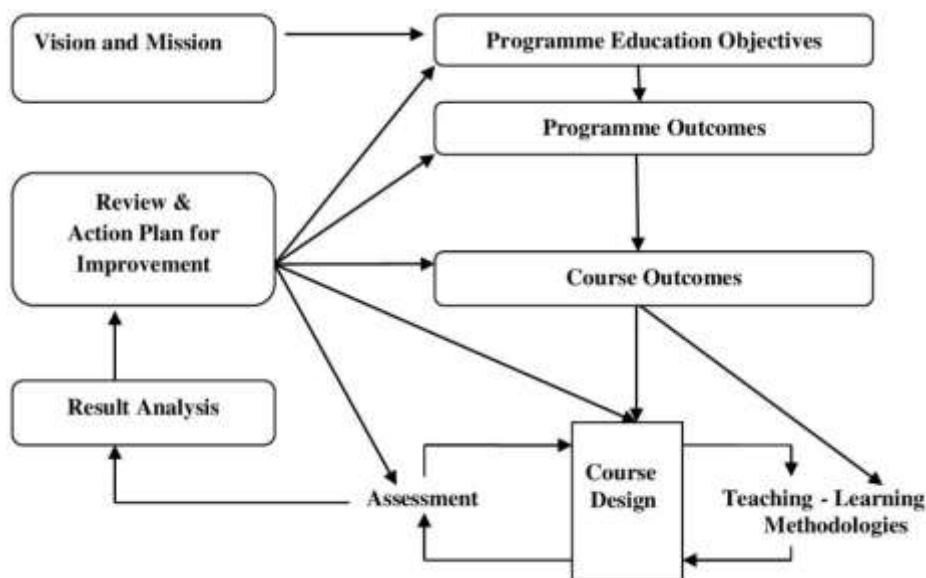
It is important to determine the methods of assessment. A comprehensive assessment strategy may be outlined using the revised Bloom's Taxonomy levels.

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.

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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 - Either ….or 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.

Mode of Evaluation		Marks
Internal Assessment	:	40
External Assessment	:	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 Assessment:

Project Report   - 40 Marks

Viva Voce   - 20 Marks

B. 2.3 Skill Enhancement Course - Professional Competency Skill
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 - Either ….or Type	5	5	5	25
C	11 - 13	Internal Choice - Either …or Type	3	3	10	30
					Total	**60**

B. 2.4 Internship / Industrial Training

Internship / Industrial Training is mandatory for all the Students

- **Internship:** Students have to involve in a designated activity, working in an organization for maximum of 30 days (not less than 20 days) under the guidance of an identified mentor.

- **Industrial Training:** Students have to undertake in-plant training in industries individually or in group for maximum of 30 days (not less than 20 days)

- Internship / Industrial Training must be done during the second semester holidays

Distribution of Marks

Mode of Evaluation		Marks
Internal Assessment	:	75
External Assessment	:	25
Total	**:**	**100**

Internal Assessment

Mode of Evaluation		Marks
Onsite Learning/Survey	:	50
Report	:	25
Total		**75**

External Assessment

Mode of Evaluation		Marks
Viva-Voce	:	25
Total		**25**

B.2.5. Self Study - Online Course

Practice for SET/NET-General Paper -Online

Internal Examination only

- Two Periodic Test (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.2.6. 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.2.7 Transfer of credits earned through MOOC (UGC recognized Courses)

➢ Students can opt for minimum of

  • 12 weeks Courses for Core Courses

  • 8 weeks Courses for Elective Courses

  • 4 weeks Courses for Skill Enhancement Course

➢ The Online Courses opted by the students will be verified and approved by the Head of the Department and forwarded to the Controller of Examinations through the Principal.

➢ Students are required to register for the equivalent Online Courses through the Institution's SWAYAM-NPTEL Local Chapter after submitting a Permission letter to the Head of the Department.

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➢ The Course should be completed before the beginning of that particular Semester in which the selected Course is offered.

➢ The student should submit the Course Completion Certificate immediately after receiving it, to the Department.

➢ The Head of the Department has to send the list of the students and their Course Completion Certificates to the Controller of Examinations through the Principal.

➢ The students who have submitted the Completion Certificate are exempted from appearing the Periodic Tests and Summative Examinations of the respective course but without any exemption for class attendance.

➢ Credits allotted for the particular Course in the Curriculum will be transferred after the completion of the Online Course

➢ Students can earn up to 10 credits within the mandatory credits requirements of the Degree Programme by completing UGC recognised Online Courses.

B.2.8. EXTRA CREDIT COURSES (OPTIONAL)

2.8.1 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 Q.No.(1-5)	Internal Choice-Either or Type	5	5	7	35
B Q.No.(6-9)	Internal Choice-Either or Type	4	4	10	40
				Total	**75**

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2.8.2 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 prescribedCourses of study and a minimum of 50% Pass marks in all the Courses.

➢ No Pass minimum for Internal Assessment for all the 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.

➢ 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 implementedusing 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 therespective 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 averagemark 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.3.2 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 ≥70%	Excellent
60% ≤ Attainment Value < 70%	Very Good
50% ≤ Attainment Value < 60%	Good
40% ≤ 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.3.3 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 ≥70%	Excellent
60% ≤ Attainment Value < 70%	Very Good
50% ≤ Attainment Value < 60%	Good
40% ≤ 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 PROGRMME 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

V.V.VANNIAPERUMAL COLLEGE FOR WOMEN

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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 2024-2025

Components	Semester				Total Number of Hours (Credits)
	I	II	III	IV	
Core Course	6 (4)	6 (5)	6 (4)	5 (5)	23 (18)
Core Course	6 (4)	5 (4)	6 (4)	-	17 (12)
Core Course	6 (4)	5 (4)	6 (3)	-	17(11)
Core Course	6 (4)	5 (4)	-	-	11(8)
Core Course	6 (4)	5 (4)	-	-	11(8)
Project	-	-	-	6 (5)	6 (5)
Elective Course (DSEC)	-	-	5 (3)	5 (4)	10 (7)
Elective Course (DSEC)	-	-	4 (3)	5 (4)	9 (7)
Elective Course (DSEC)	-	-	-	5 (4)	5 (4)
Elective Course (Generic)	-	-	-	-	-
Elective Course (NME)	-	4(2)	3(2)	-	7 (4)
Elective Course- (Industry / Entrepreneurship)	-	-		4 (3)	4 (3)
Skill Enhancement Course/ Professional Competency Skill	-	-	-	-	-
Self Study Course	-	-	0 (1)	-	0(1)
Internship/Industrial Activity			0 (2)	-	0 (2)
Extension Activity	-	-	-	0 (1)	0 (1)
Total	**30 (20)**	**30 (23)**	**30 (22)**	**30 (26)**	**120 (91)**
Extra Credit Course(Optional) - Offered by the Department	-	-	0(2)	-	0(2)
Extra Credit Course(Optional) - MOOC	-	-	-	-	Limited to a maximum of 15 credits

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 - 11	Information Systems for Business	24PBAC31	6	4	3	25	75	100
2	Core Course - 12	Research Methodology in Business	24PBAC32	6	4	3	25	75	100
3.	Core Course - 13	Legal Systems in Business	24PBAC33	6	3	3	25	75	100
4.	Discipline Specific Elective Course	Finance / Marketing / Human Resources		5	3	3	25	75	100
5.	Discipline Specific Elective Course			4	3	3	25	75	100
6	Elective Course (NME)	Employability Skills	24PBAN31	3	2	3	25	75	100
7	Self Study Course	Practice for SET/NET – General Paper	24PGOL31	-	1	-	100	-	100
8	Internship/ Industrial Activity	Internship	24PBAI31	-	2	-	75	25	100
	Total			30	22				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	24PBAO31	-	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 - 14	Strategic Management	24PBAC41	5	5	3	25	75	100
2	Core Course -15	Project	24PBAC42PR	6	5	-	40	60	100
3.	Discipline Specific Elective Course	Finance/ Marketing/ Human Resources		5	4	3	25	75	100
4.	Discipline Specific Elective Course			5	4	3	25	75	100
5.	Discipline Specific Elective Course			5	4	3	25	75	100
6	Elective Course (Industry / Entrepreneurship)		24PBAE410	4	3	3	25	75	100
7	Extension Activity			-	1	-	100	-	100
Total				30	26				700

Discipline Specific Elective Course List
III SEMESTER

S No	Name of the Elective Course	Course Code
1	Capital Markets and Services	24PBAE31
2	Banking and Insurance	24PBAE32
3	Financial Planning and Wealth Management	24PBAE33
4	Retail Marketing	24PBAE34
5	Customer Relationship Management	24PBAE35
6	Digital Marketing	24PBAE36
7	Human Resource Development	24PBAE37
8	Industrial and Labour Relations	24PBAE38
9	HR Analytics	24PBAE39

IV SEMESTER

S No	Name of the Elective Course	Course Code
1	Security Analysis and Portfolio Management	24PBAE41
2	Corporate Finance	24PBAE42
3	Behaviuoral Finance	24PBAE43
4	Advertising Management and Sales Promotion	24PBAE44
5	Brand Management	24PBAE45
6	Services Marketing	24PBAE46
7	Learning and Development	24PBAE47
8	Strategic HRM	24PBAE48
9	HR Information Systems	24PBAE49

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Semester III	**INFORMATION SYSTEMS FOR BUSINESS**	Hours/Week: 6	
Core Course -11		Credits: 4	
Course Code **24PBAC31**		Internal 25	External 75

COURSE OUTCOMES

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

CO1: understand the fundamentals and types of information systems in an organisation .[K2]

CO2: implement of TPS, DSS, ERP and emerging concepts in companies handling data [K3]

CO3: design a comprehensive information system that integrates transaction processing, management information, and decision support systems to meet the needs of different functional areas within an organization. [K3]

CO4: examine the role of enterprise resource planning (ERP) systems, customer relationship management (CRM), and e-governance in supporting organizational goals, and evaluate the effectiveness of different information system audit and control mechanisms. [K4]

CO5: analyze the impact of emerging technologies, such as artificial intelligence, big data, and blockchain, on organizational information systems, and evaluate their potential benefits and challenges for business operations and decision-making. [K4]

UNIT I

Introduction to information system**-**The management, structure and activities- Information needs and sources-Types of management decisions and information need. System classification Elements of system, input, output, process and feedback.   (18 Hours)

UNIT II

Transaction Processing information system, Office Automation System (OAS) - Knowledge workers System(KWS); MIS; Information system for managers, Intelligence information system –Decision support system-Executive information systems.   (18 Hours)

UNIT III

Functional Management Information System: Production / Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system.   (18 Hours)

UNIT IV

System Analysis and Design: The work of a system analyst- SDLC-System design – AGILE Model – Waterfall Model – Spiral Model – Iterative and Incremental Model - RAD Model - Requirement analysis-Data flow diagram, relationship diagram, design- Implementation-Evaluation and maintenance of MIS, Database System: Overview of Database- Components-advantages and disadvantages of database; Data Warehousing and Data Mining; Business Intelligence; Artificial Intelligence; Expert System; Big Data; Cyber Safety and Security-Cryptography; RSA Model of Encryption; Data Science - Block Chain Technology; E-commerce and E-Business models; IOT - RFID.   (18 Hours)

UNIT V

Enterprise Resource Planning (ERP) System, Benefits of the ERP, ERP how different from conventional packages , Need for ERP , ERP components , Selection of ERP Package, ERP implementation, Customer Relationship management. Organisation & Types, Decision Making, Data & information, Characteristics & Classification of information, Cost & value of information, various channels of information and MIS; Information system audit and control – E-Governance

                                                            (18 Hours)

SELF STUDY FOR ASSIGNMENT

1.   AGILE Model
2.   Need for ERP

TEXT BOOKS

1. Azam, M. (2012). *Management Information System*. McGrawHill Education
2. Laudon, K., Laudon, J. & Dass, R. (2010). *Management Information Systems – Managing the Digital Firm*. Pearson. 11th Edition
3. Stair, R. &Reynolds, G. (2012). *Information Systems*. Cengage Learning, 10th Edition

REFERENCE BOOKS

1. O'Brien, J.A., Morakas, G.M. and Behl, R., *Management Information Systems,* Tata McGraw-Hill Education. 9th Edition.
2. Murdick, R.G., Ross, J.E. & Claggett, J.R. (2011). *Information Systems for Modern Management*. PHI, 3rd Edition.

Curriculum for M.B.A.

Course Code 24PBAC31	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	2	-	-	-	-	1	1	-	-
CO2	3	2	-	1	1	-	2	1	-	-
CO3	3	2	-	1	1	-	3	2	-	-
CO4	3	2	1	3	3	-	1	3	-	-
CO5	3	3	1	3	3	2	2	3	-	-

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

Dr. P. Suganthi
Head of the Department

Dr. P. Suganthi
Course Designer

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Semester III		Hours/Week: 6	
Core Course -12	**RESEARCH METHODOLOGY IN BUSINESS**	Credits: 4	
Course Code **24PBAC32**		Internal 25	External 75

COURSE OUTCOMES

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

CO1: understand the fundamental principles of research methodology including types of research, research process, literature review, hypothesis formulation, good research design, and sampling techniques [K2]

CO2: apply appropriate procedures for designing data collection tools including construction of questionnaires and interview schedules, selection of sampling methods, and preparation of footnotes [K2]

CO3: identify the features of a good research design, methods of sampling, collection of data and processing the data. [K3]

CO4: demonstrate an effective research process from identifying research problem to preparation of final research report [K3]

CO5: examine data collection methods, sampling methods and data processing methods to carry out an effective research

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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.

(18 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).   (18 Hours)

UNIT III

Question construction: Characteristics of a good questionnaire - 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.   (18 Hours)

UNIT IV

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   (18 Hours)

UNIT V

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

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.

(18 Hours)

SELF STUDY FOR ASSIGNMENT

1. Contents of a good Research Design.

2. Characteristics of a good questionnaire

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.

Course Code 24PBAC32	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	-	-
CO2	3	2	2	1	2	3	2	-	-	-
CO3	2	3	2	-	3	2	3	2	-	-
CO4	3	3	3	3	2	3	1	2	-	-
CO5	3	3	2	3	3	3	2	-	-	-

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

Dr. P. Suganthi   Ms. V. Sobika
Head of the Department   **Course Designer**

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Semester III	**Legal Systems in Business**	Hours/Week: 6	
Core Course - 13		Credits: 3	
Course Code **24PBAC33**		Internal 25	External 75

COURSE OUTCOMES:

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

CO1: discuss the various acts relating to contracts, sale of goods, partnership, companies and consumer protection that impact business..[K2]

CO2: illustrate various provisions of contracts, labour law, company law, partnership acts and their influence on business. [K3]

CO3: demonstrate the role of legal provisions of company, labour and copyright Act. [K3]

CO4: analyse the impact of business laws, Harassment of women at Workplace and Cyber Crimes. [K4]

CO5: infer from the impact and make decisions complying with payment of wages bonus, competition act and legal provision regarding intellectual property rights. [K4]

UNIT I

The Law of Contracts: Definition of Contact Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts – Privity of Contracts – Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts : By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts – Remedies for Breach of Contracts

(18 Hours)

UNIT II

Sale of Goods Act: Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties – Passing of Property of Goods – Rights of an Unpaid Seller.

Negotiable Instruments Act: Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristics   (18 Hours)

UNIT III

Partnership Act: Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution.

Company Law: Evolution of Company Form of Organisation – Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies – General Idea of Management of Companies – Officers, Meetings – Resolutions – Account and Audit – Winding up of Companies – General Idea of the Different Modes of Winding Up.   (18 Hours)

UNIT IV

Labour Law: Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefits Act, Child labour Abolition & Regulation Act,1986- Inter-state Migrant Workmen (Regulation of Employment & Conditions of services) Act 1979- Bonded Labour system (Abolition)Act 1976- Sexual Harassment of women at Workplace (Prevention, Prohibition & Redressal) Act 2013- Contract Labour (Regulation and Abolition) Act- Four Labour Codes and Rules-RTI Act 2005   (18 Hours)

UNIT V

Consumer Protection Act, Competition Act 2002, Cyber Crimes, IT Act 2008 – Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 – Design Act, 2000; UNICITRAL – United Nations Commission on International Trade Law   (18 Hours)

SELF STUDY FOR ASSIGNMENT:

1. Remedies for Breach of contracts
2. Limited Liability Partnership

TEXT BOOKS

1. Kapoor N.D. (2021). *Legal Systems in Business*, New Delhi: Sultan Chand & Sons, 2nd Edition

2. Majumdar, A. K. and Kapoor, G.K. (2022). *Company Law and Practice,* Taxmann Publications Pvt. Ltd., 26th Edition

3. Daniel Albuquerque. (2015). *Legal aspects of Business,* Oxford University Press India, 2nd Edition

REFERENCE BOOKS

1. Intellectual Property Laws, Universal Law Publishing, 2012
2. Rao, P.M. (2011). *Mercantile Law*, New Delhi: PHI Learning Pvt Ltd

Course Code 24PBAC33	PO1		PO2	PO 3		PO4	PO 5	PO 6	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	2	-
CO2	3	3	3	2	2	2	1	2	1	-
CO3	3	3	3	2	3	3	1	3	1	-
CO4	3	3	2	3	3	3	2	3	2	-
CO5	3	3	2	3	3	3	2	3	2	-

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

Dr. P. Suganthi   Mrs.S.Shree Nithi
Head of the Department   **Course Designer**

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Semester III	**CAPITAL MARKET AND FINANCIAL SERVICES**	Hours/Week: 5	
DSEC-1		Credits: 3	
Course Code **24PBAE31**		Internal 25	External 75

COURSE OUTCOMES

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

CO1: understand the structure and functions of primary and secondary markets in India, including the role of regulators, listing requirements and trading mechanisms **[K2]**

CO2: Infer from the broader framework of policy and regulations guiding capital markets, financial services and managing risk. [K3]

CO3: apply the knowledge about the Indian Financial system and Indian Financial Services in appropriate contexts. [K3]

CO4: examine the role of constituents of capital markets and financial services in creating a conducive environment for corporate, investors, regulators and the public. [K4]

CO5: integrate knowledge of financial markets, instruments, and intermediaries to analyze contemporary issues and trends in the Indian capital market [K4]

UNIT I

Indian Financial System:

Regulators: Finance Ministry, Securities Exchange Board of India, Reserve Bank of India, Forward Market Commission, Insurance Regulatory and Development Authority.

Primary Market: Role of Primary Market, Functions, Intermediaries, methods of floatation of capital – IPO's, FPO's and Rights issues, Investor protection in primary market, Recent trends in

primary market. Book building process. Secondary Market: Functions, intermediaries, Demutualization structure, Major stock exchanges in India.

Indian Stock Exchanges: Market types, order types and books. BSE: BOLT System, NSE: NEAT system- MCX– Need - Features - Participants - Listing procedure -Trading and Settlement. Legislative framework guiding the capital markets and intermediaries.

(15 Hours)

UNIT II

Listing requirements, procedure, fee- Listing conditions of BSE and NSE – Delisting. Legislations related to listing. Trading cycle: T+2, Pay in and Pay out, Bad Delivery, Short delivery, Auction, Clearing & Settlement: Different types of settlements -DEMAT settlement, Physical settlement, Institutional settlement and Funds settlement.

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

Index Management: Importance of index computation Methods: Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free Float method. Stock market indices in India   (15 Hours)

UNIT III

Leasing and Hire Purchase

Lease and Hire purchase- – Meaning and Types of leasing – Legislative frameworks – Matters on Depreciation and Tax –Concepts and features – Tax and Depreciation implications Microfinance: Consumer Credit - Factoring and Forfeiting   (15 Hours)

UNIT IV

Credit rating & Securitization:

Credit rating: Definition and meaning- Process of credit rating of financial instruments - Rating methodology - Rating agencies – Rating symbols of different companies. Legislative framework guiding the CRAs.

Securitization: Meaning-Features - Special Purpose Vehicle - Pass Through Certificate & mechanism – Benefits of Securitization – Issues in Securitization, Legislative framework guiding the securitization framework.   (15 Hours)

UNIT V

Depositories & Contemporary Issues

Depositary services - Role of depositories and their services — Advantages of depository system – NSDL and CDSL - Depository participants and their role- Stock Broking Services including SEBI guidelines - Contemporary developments in capital market performance and implication of securitization in Indian scenario.   (15 Hours)

SELF STUDY FOR ASSIGNMENT
1. Credit rating Agency
2. BOLT & NEAT systems

TEXT BOOKS

1. Khan M.Y. (2015). *Financial Services.* McGrawHill, 8th edition.

2. MadhuVij, Swati Dhawan. (2011). *Merchant Banking and Financial Services.* McGraw Hill, 1st edition.

REFERENCE BOOKS

1. Madura, Jeff., (2014). *Financial Institutions and Markets*. Cengage Learning, 10th Edition.
2. Stephen Cecchetti, Kermit Schoenholtz, (2014).|*Money, Banking and Financial Markets*. McGraw-Hill Education, 4th edition.
3. K Sasidharan, Mathews K. Alex. (2008). *Financial Services and System*. Tata McGraw Hill.

Course Code 24PBAE31	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	-	-
CO2	3	3	1	1	-	-	2	-	-	-
CO3	3	3	1	1	-	2	2	2	-	-
CO4	3	3	2	1	2	2	3	2	-	-
CO5	3	3	2	1	3	2	3	-	-	-

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

Dr. P. Suganthi   Dr. P. Suganthi
Head of the Department   **Course Designer**

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Semester III		Hours/Week: 5	
DSEC - 2	**BANKING AND INSURANCE**	Credits: 3	
Course Code **24PBAE32**		Internal 25	External 75

COURSE OUTCOMES

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

CO1: understand the fundamentals of financial systems, banking operations, and the role of technology and insurance by exploring regulatory frameworks, banking structure, and emerging financial services. [K2]

CO2: illustrate key procedures in banking and financial services by connecting regulatory practices, customer relationship management, and technology-enabled service delivery. [K3]

CO3: examine components of effective financial planning and reporting through insights into lending practices, risk management in banking, and structure of insurance products and policies. [K3]

CO4: analyse financial services data and decision-making processes by applying principles of risk assessment, regulatory compliance, and innovations in banking and insurance [K4]

CO5: evaluate techniques in data-driven financial management through assessments of operational risks, customer segmentation, and product performance in both banking and insurance sectors. [K4]

UNIT I

Indian Financial System: Introduction to Financial System – Business of Banking - Organizational Structure of Indian Financial System - Role of Government & Reserve Bank of India As Regulators of Banks - Role & Functions of Banks – Regulatory Provisions/Enactments

Governing Banks - Various Committees on Banking & Their Impact - Recent Developments in Indian Financial System - Aadhaar Seeding- -Self Help Groups, Financial Inclusion- Jan Dhan Yojana Accounts- NBFCs - Micro Finance Institutions, Small finance banks and payment banks. **(15 Hours)**

UNIT II

Basics of Banking: Basic Concepts in Banking - Banker-Customer Relationships – Know Your Customer, Anti Money Laundering -Guidelines - Negotiable instruments – Bankers' Duties and Responsibilities - DICGC - Types of Customers & Various Types of Accounts - Deposit Products – Services Rendered by Banks - Principles of Lending - Approach to Lending & Steps in Lending - Credit Management & Credit Monitoring - Priority Sector Lending in Banks- Lending to Agriculture, Micro, Small & Medium Enterprises - Recovery & Modes of Recovery and Management of Non-Performing Assets - Basics of Risk Management in Banks.

(15 Hours)

UNIT III

Electronic Banking: Current Trends and Role of information & Communication Technology in Banking - Core Banking Solutions vis-a-vis Traditional Banking - Banking Technology – Alternate Delivery Channels – ATMs, Credit/Debit Cards/Mobile Banking / Internet Banking etc. - Cheque Truncation System of cheque clearance, E-Lounges, UPI, BHIM (Bharath Interface for money), Products and Impact - Electronic Funds Transfers – Real Time Gross Settlements (RTGS) & National Electronic Funds Transfer (NEFT) –**NACH** Global Trends in Banking Technology - IT Security in Banks & Disaster Management - Marketing of Banking Services; Marketing of Banking Services – Meaning, Importance and Functions - Market Research & Product Development - Factors influencing Marketing of Banking Products Third Party Products in Banking, One stop shop Financial solutions in Banks - Financial Advisory Services (FAS).

(15 Hours)

UNIT IV

Insurance: Meaning – Nature and Importance – Risk Management; Identification – Measurement – Diversification – Strategies Theories – Sum of Large Numbers Theory of Probability Insurance Regulation; IRDA Regulations – Insurance Contract – Agent Norms – Generic Norms of Insurance Advisors. **(15 Hours)**

UNIT V

General Insurance: Marine Insurance – Fire Insurance – Automobile Insurance – Home Insurance - House +Articles insurance- Overseas Travel Insurance– Medical Insurance – Group Medi claim- Jewellery Insurance, Social Security Insurance .Life Insurance; Principles – Uberima fides Insurable Interest – Indemnity – Subrogation – Contribution Products; Death and Survival Classifications – Traditional Salary Savings Scheme – Employees Deposit Linked Insurance – ULIPs – Premium Fixation Cases.

(15 Hours)

SELF STUDY FOR ASSIGNMENT

1. Basics of Risk Management in Banks.
2. Employees Deposit Linked Insurance

TEXT BOOKS

1. Maheshwari.S.N. & Maheshwari.S.K. (2014). *Banking Law and Practice* , Kalyani Publishers, 11th Edition.

2. Varshney.P (2015). *Banking Law and Practice*, Sultan Chand and Sons, first Edition.

REFERENCE BOOKS

1. Bhattacharya, H. (2011). *Banking Strategy, Credit Appraisal and Lending Decisions*, Oxford University Press, 2nd Edition.

2. Indian Institute of Banking and Finance (2015)**.** *Principles and Practices of Banking*, Macmillan India Ltd, 5th Edition.

Course Code 24PBAE32	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	-	-	-
CO2	3	3	3	2	2	2	3	2	-	1
CO3	3	2	-	2	2	3	2	-	1	-
CO4	2	3	-	3	3	3	3	2	-	-
CO5	3	3	-	3	3	3	3	-	-	-

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

Dr. P. Suganthi   Ms.V.Sobika
Head of the Department   **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.
(2024-2025 onwards)

Semester III		Hours/Week: 5	
DSEC - 3	**FINANCIAL PLANNING AND WEALTH MANAGEMENT**	Credits: 3	
Course Code **24PBAE33**		Internal 25	External 75

COURSE OUTCOMES

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

CO1: understand the concept, scope, and process of financial planning, including risk-return principles and tax basics.[K2]

CO2: explain the role of budgeting, debt management, and insurance in comprehensive personal finance.[K3]

CO3: apply asset allocation models, retirement planning strategies, and tax-saving investment options to meet client goals.[K3]

CO4: develop and implement client-specific investment strategies using profiling, portfolio monitoring, and risk analysis.[K4]

CO5: analyze a client's financial position to create a comprehensive financial plan incorporating investment, tax, and retirement strategies..[K4]

UNIT I

Personal Financial Planning - Financial Planning – Meaning – Need – scope - Evaluating the financial position of clients - Preparing & Analyzing household budget - Estimating financial goals - Financial Planning Delivery Process. (15 Hours)

UNIT II

Comprehensive Financial Planning - The role of debt and financial pressure from debt - Debt counseling - Investment for Liquidity and Financial Goals.

Risk return principle - Risk Profiling - Human life cycle and Asset Allocation and Model Portfolios.

(15 Hours)

UNIT III

Insurance Planning & Retirement Planning - Insurance Planning – Need of life and non-life insurance - life insurance need analysis - life insurance products - Retirement Planning – Need - estimating & determining the retirement corpus - retirement products.

(15 Hours)

UNIT IV

Understanding the Client Segmentation - Segmentation based on Personality - Age and way of accumulation, Risk & return preferences - Client Engagement - Client profiling - targeting and Building relationships - Finding HNI Clients - Cross selling - Marketing and partnership programs - Referral from existing clients - friends and family.

Asset Allocation: Advising the optimal portfolio and the corresponding asset allocation.

Portfolio Monitoring: Portfolio maintenance and Portfolio rebalancing.   (15 Hours)

UNIT V

Tax Planning & Contemporary Issues: Indian Tax Laws for investment and Wealth Management - Income Tax - Previous Year and Assessment Year - Gross Total Income - Income Tax Slabs - Advance Tax - Tax Deducted at Source (TDS) - Exempted Income - Deductions from Income - Section 80C - section 80CCC - Section 80CCD - Section 80D - Section 80E - Section 80GG - Long Term and Short Term Capital Gain / Loss - Speculation Profit / Loss -Capital Gains Tax exemption under Section 54EC.   (15 Hours)

SELF STUDY FOR ASSIGNMENT

1. Estimating financial goals
2. Tax Deducted at Source (TDS)

TEXT BOOKS

1. JoydeepSen (2020), *Financial Planning & Wealth Management: Concepts and Practice,* Shroff Publishers & Distributors Limited, 1st Edition,
2. Sundar Sankaran (2012), *Wealth Engine: Indian Financial Planning and Wealth Management Handbook.*
3. Danes, S. M., Huddleston-Casas, C., & Boyce, L. (1999). *Financial planning curriculum for teens: Impact evaluation. Journal of Financial Counseling and Planning*.

REFERENCE BOOKS:

1. G. Victor Hallman, Jerry Rosenbloom (2009), *Private Wealth Management: The Complete Reference for the Personal Financial Planner*, USA, Mcgraw Hill

2. Gregory Curtis, (2012), *The Stewardship of Wealth: Successful Private Wealth Management for Investors and Their Advisors*, Wiley

3. Stuart E. Lucas (2012), *Wealth: Grow It and Protect It, Updated and Revised,* USA Pearson and FT Press.

Course Code 24PBAE33	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	1	1	2	-	-
CO2	3	2	2	1	2	1	2	-	1	-
CO3	2	3	1	2	1	2	-	2	-	-
CO4	3	2	2	1	2	-	1	2	-	-
CO5	3	3	1	2	-	1	2	-	-	-

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

Dr. P. Suganthi   Mrs.S.Jeya Shree
Head of the Department   **Course Designer**

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VIRUDHUNAGAR

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Semester III	RETAIL MARKETING	Hours/Week: 4	
DSEC - 4		Credits: 3	
Course Code **24PBAE34**		Internal 25	External 75

COURSE OUTCOMES

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

CO1: understand the fundamentals of retailing, store formats, and the essentials of visual merchandising and store management.[K2]

CO2: apply store operations, visual merchandising techniques, and supply chain strategies to enhance retail efficiency.[K3]

CO3: execute global retail strategies, store layout planning, and human resource practices to manage and expand retail businesses.[K3]

CO4: assess display strategies, retail consumer behavior, and global retail practices to improve customer experience and store appeal.[K4]

CO5: review retail marketing strategies, store technologies, and types of retail organizations to build a strong customer base.[K4]

UNIT I

Retailing – Definition, scope and importance in the globalized era, organized and unorganized retailing, emerging trends in retailing – e-tailing, mega shopping malls, the modern retail store.

Major types of Retail Organizations: corporate chains, voluntary chains, retail cooperatives, franchise organizations and merchandizing conglomerates - retail store types -retail classification of stores - restaurants and service providing offices.   (12 Hours)

UNIT II

The Retail Store - Retail stores management - Roles and responsibilities of retail store managers Human resource management – recruiting, hiring, training and development, performance management, payroll, work place scheduling.

Store business operations – materials management- coordination with purchase department - finance and accounts - problem solving - safety and security.

Store Essentials – classification of grocery items– Location - Store designs - display accessories- Store atmospherics.

Developing own brands - The power of mega retailers over manufacturers - dimension attributes and its components that affect retail outlet selection.   (12 Hours)

UNIT III

Visual merchandizing components – merchandize as focal point - choice of colours - display themes - display to complement store strategy - spotless cleanliness - frequent change of displays and essentials of good display - lighting.

Special display kinds – window- marquee - freestanding or island – counter- brand corner - end cap cascade or waterfall displays - store exterior – façade – details -texture.

Store Aids – Gadgets that aid retailing – barcode readers, credit card swipe machines, money counters, counterfeit detectors, cash register, coin counter, bill strapping machine, money vacuum sealing machine. Graphics and Signage - Props - POP's - Planogram.

                                       (12 Hours)

UNIT IV

Retail strategies – Supply chain management - managing material, information and financial flows - critical success factors – drivers - elements and goals

Basic retail strategies – low price high turnover - discounted prices across all categories - lifestyle goods value price - exclusive goods premium price strategy - retail formatting - retail mix - building customer loyalty - customer relationship management.

Retail Consumer Behavior – Difference between consumer and shopper – Frugal – impulsive - compulsive and tightwad buyers - Sub classification of shopping orientation - Catering to service consumers – gaps model for improving retail service quality - retail research.

                                       (12 Hours)

UNIT V

Retail Strategies for Global Growth – Building sustainable global competitive advantage - adapting to local customs and culture - adopting global culture and practices.

Different entry strategies – direct investment, joint venture, forming strategic alliances and franchising.

Online shopping – different formats - retail convergence.   (12 Hours)

SELF STUDY FOR ASSIGNMENT

1.   Roles and responsibilities of retail store managers
2.   Basic retail strategies

TEXT BOOKS

1. Berman, B, Evans, J. and Mathur, M.(2011) *Retail Management*: *A Strategic Approach*, Pearson, 11th Edition.
2. Dunne, P. and Lusch, R., (2009) *Retail Management,* South-Western.
3. Gilbert, D., (2006). *Retail Marketing Management*, 2nd Edition, Pearson,

REFERENCE BOOKS

1. Goldrick, P. (2002), *Retail Marketing,* 2nd Edition, McGraw-Hill Education.
2. Miller, D (2011), *Retail Marketing*, Tilde University Press.

Course Code 24PBAE34	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	2	3	3	2	1	-	-	-	-
CO2	3	2	2	2	2	1	-	-	-	-
CO3	3	2	2	3	2	1	-	-	1	-
CO4	3	2	2	2	2	1	1	-	-	-
CO5	3	2	3	2	2	1	1	1	-	-

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

Dr. P. Suganthi   Mrs.V.Balapriya
Head of the Department   **Course Designer**

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M.B.A.
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Semester III		Hours/Week: 4	
DSEC-5	**CUSTOMER RELATIONSHIP MANAGEMENT**	Credits: 3	
Course Code **24PBAE35**		Internal 25	External 75

COURSE OUTCOMES

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

CO1: understand the fundamentals of Customer Relationship Management (CRM) including evolution, growth process and identify key CRM aspects like Customer Lifetime Value, Expectation, satisfaction and planning for CRM.[K2]

CO2: apply CRM concepts, frameworks and marketing strategies to develop effective customer centric strategies like acquisition, relationship and retention strategies. [K3]

CO3: analyze customer life time value, profitability, satisfaction, expectations and develop strategies to build customer centricity, addressing potential issues and challenges. [K3]

CO4: evaluate the factors driving CRM growth, develop a comprehensive CRM plan, and assess the challenges of implementing CRM in various market contexts, the performance of CRM and web-based customer support and call centres [K4]

CO5: assess the emergence of CRM, effectiveness of CRM initiatives, CRM Plan, CRM Strategy, CRM implementation and measuring CRM performance with appropriate metrics. [K4]

UNIT I

Evolution of Customer Relationship: CRM-Definition - of CRM Practice- Factors responsible for CRM growth- CRM process- framework of CRM - Benefits of CRM - Types of CRM - Scope of CRM, Customer Profitability - Features Trends in CRM - CRM and Cost Benefit Analysis - CRM and Relationship Marketing.   **(12 Hours)**

UNIT II

CRM Concepts: Customer Value - Customer Expectation - Customer Satisfaction - Customer Centricity - Customer Acquisition - Customer Retention- Customer Loyalty- Customer Lifetime Value. Customer Experience Management - Customer Profitability - Enterprise Marketing Management - Customer Satisfaction Measurements - Web based Customer Support.   **(12 Hours)**

UNIT III

Planning for CRM: Steps in Planning - Building Customer Centricity - Setting CRM Objectives- Defining Data Requirements - Planning Desired Outputs - Relevant issues while planning the Outputs - Elements of CRM plan.

CRM Strategy: The Strategy Development Process, Customer Strategy Grid.

                                                                        (12 Hours)

UNIT IV

CRM and Marketing Strategy: CRM Marketing Initiatives - Sales Force Automation - Campaign Management - Call Centers.

Practice of CRM: CRM in Consumer Markets - CRM in Services Sector - CRM in Mass Markets - CRM in Manufacturing Sector.   **(12 Hours)**

UNIT V

CRM Planning and Implementation: Issues and Problems in implementing CRM - Information Technology tools in CRM, Challenges of CRM Implementation. CRM Implementation Roadmap - Road Map (RM) Performance: Measuring CRM performance - CRM Metrics.   **(12 Hours)**

SELF STUDY FOR ASSIGNMENT

1. Web based Customer Support.
2. CRM Implementation Roadmap

TEXT BOOKS

1. Kincaid, J. (2005). *Customer Relationship Management*: *Getting it right,* Pearson.
2. Peelen, E.(2008). *Customer Relationship Management*, Pearson.
3. Makkar, U. (2011).and Makkar, H.K*., Customer Relationship Management*, Tata McGraw-Hill Education.

REFERENCE BOOKS

1. Shanmugasundaram. S,(2008).*Customer Relationship Management*: Modern Trends and Perspectives, PHI Learning Pvt. Ltd., 2008.Education, 2010.

2. Kumar V. and Reinartz, W.J.(2006). *Customer Relationship Management*: A Databased Approach, Wiley India Pvt. Ltd.

Course Code 24PBAE35	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	2	1	1	-
CO2	3	2	2	2	3	1	3	2	-	-
CO3	3	3	2	3	2	3	2	1	-	1
CO4	3	2	2	2	3	2	3	1	1	-
CO5	3	2	3	2	2	1	2	1	-	-

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

Dr. P. Suganthi   Mrs.S.Shree Nithi
Head of the Department   **Course Designer**

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Semester III		DIGITAL MARKETING	Hours/Week: 4	
DSEC -6			Credits: 3	
Course Code **24PBAE36**			Internal 25	External 75

COURSE OUTCOMES:

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

CO1: explain the fundamentals of digital marketing, including its significance, online marketing space, the difference from traditional marketing, search engines and social media channels [K2]

CO2: apply the Current trends in digital Eco system, Online tools for Content Marketing, dashboards, Data collection architecture and Key features and capabilities of Google analytics. [K3]

CO3: apply SEO strategies to improve website visibility and ranking and develop a social media marketing plan, including content creation, advertising, and engagement strategies, to achieve business objectives. [K3]

CO4: analyze website performance using web analytics tools, including Google Analytics, to measure key performance indicators (KPIs) such as engagement, conversions, and ROI. [K4]

CO5: Evaluate the effectiveness of digital marketing campaigns, including search engine marketing, social media marketing, and email marketing, to inform future marketing strategies and optimize ROI. [K4]

UNIT I

Digital Marketing Strategy: Digital vs. Traditional marketing- Online marketing space - Significance of digital marketing - E-products - STP - E-price - E-Promotion - Affiliate marketing - Online tools for Content Marketing – Market influence analytics in Digital Eco System.

(12 Hours)

UNIT II

SEO: Keyword strategy – SEO strategy – SEO success factors – On page and Off page techniques - Search Engine Marketing (SEM) – Working of Search Engine – SEM Components.

(12 Hours)

UNIT III

Social Media Marketing: Social Media Channels – Email marketing – SMS marketing - Social Media Strategy - Web PR and Online reputation management - Adwords - PPC Advertising - Video SEO - Conversion Optimization Monitoring - trends analysis – dashboards - segmentation - Navigation analysis (funnel reports, heat maps, etc.).

(12 Hours)

UNIT IV

Search and Web Analytics: Search analytics Current trends & challenges - web analytics & Web 2.0, multi-channel marketing management, web mining & predictive analytics - Understanding the key fabric of the Web - Sources of data: clickstream data, online surveys, usability research - Clickstream data collection techniques - web server log analysis - page tagging – Web metrics and

Key Performance Indicators (KPIs): simple views, visitor counts, measuring content, engagement, conversions, etc. Framework for mapping business needs to web analytics tasks - Data collection architecture- Introduction to OLAP, Web data exploration and reporting - Introduction to Splunk. (12 Hours)

UNIT V

Google Analytics: Key features and capabilities of Google analytics - how Google analytics works - implementing Google analytics - getting up and running with Google analytics - navigating Google analytics - using Google analytics reports - Google metrics - using visitor data to drive website improvement - focusing on key performance indicators- integrating Google analytics with third-party applications.

(12 Hours)

SELF STUDY FOR ASSIGNMENT

1. Search Engine Marketing (SEM).

2. How Google analytics works.

TEXT BOOKS

1. Rob Stokes, (2014), *e-marketing: The Essential Guide to Digital Marketing*, 5thedition, Quirk Education.

2. Vandana Ahuja, (2015), *Digital Marketing*, 1st edition, Oxford University Press.

REFERENCE BOOKS

1.   Avinash Kaushik, (2009), *Web Analytics 2.0*: The Art of Online Accountability and Science of Customer Centricity.

Course Code 24PBAE36	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	2	1	1	-
CO2	2	2	2	3	3	1	3	2	-	-
CO3	3	3	2	2	2	2	2	1	1	-
CO4	3	2	2	2	3	2	3	1	-	-
CO5	3	2	3	2	2	1	2	1	-	-

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

Dr. P. Suganthi   Mrs.S.Shree Nithi
Head of the Department   **Course Designer**

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(2024-2025 onwards)

Semester - III		Hours/Week:5	
DSEC 7	**HUMAN RESOURCES DEVELOPMENT**	Credits:3	
Course Code **24PBAE37**		Internal 25	External 75

COURSE OUTCOMES

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

CO1: understand the foundational concepts, systems, and developmental aspects of Human Resource Development (HRD), and explain how HRD mechanisms and employee behavior models contribute to developing human capacity in organizations. [K2]

CO2: apply HRD mechanisms and learning principles to analyze employee behavior and develop strategies for enhancing human capacity within organizational settings. [K3]

CO3: apply appropriate training methods and evaluation tools to design and assess HRD initiatives that support career development and organizational growth. [K3]

CO4: analyze the relationship between HRD systems, learning strategies, and employee behavior to recommend improvements that foster a positive organizational culture and enhance performance. [K4]

CO5: examine the effectiveness of training programs and career development strategies by evaluating HRD outcomes using tools such as HR audit, benchmarking, and impact assessment. [K4]

UNIT I

Introduction: Definition - Scope - objectives - Evolution of HRD - Developmental Perspective of HRD - HRD at macro and micro levels: Outcomes of HRD in the National and Organizational contexts. Qualities and Competencies required in a HRD professional. Importance of HRD in the Present Context. Development of HRD Movement in India. Difference between HRM and HRD Organisation of HRD Function.   (15 Hours)

UNIT II

Human Resource Development System: HRD Mechanisms – Climate and Culture – Influences of Employee Behaviour – Model of Employee Behaviour – External and Internal Factors Influencing Employee Behaviour.

Learning and HRD: Learning Principles – Maximizing Learning – Individual Differences in the Learning Process – Learning Strategies and Styles – Recent Developments in Instructional and Cognitive Psychology.   (15 Hours)

UNIT III

Developing Human Capacity: Aptitude - Knowledge - Values - Skills of Human Relations - Responsiveness - Loyalty and Commitment - Transparency - Leadership Development.

Evaluating HRD: Human Resource Accounting - HR Audit and Benchmarking - Impact Assessment of HRD initiatives on the bottom-line of an organization.   (15 Hours)

UNIT IV

Training and Development: Meaning - Scope of training - education and development - Training need analysis - Types of training Internal and external – On -job Training - Job shadowing – SGTA - Outbound Training - Attitudinal training - Principles Involved in Selection of Training Method – Techniques of Training Different Levels - Training effectiveness.

(15 Hours)

UNIT V

Career Planning and Development: Definition - objectives – importance – career development – Career path defining- principles of theories career planning – steps involved – succession planning.

Recent Trends in HRD: Training for trainers and HRD professionals – Goal-directed work system behavior- Dynamics of HR & Employee Engagement- Sustainable Human Development- Promoting Research in HRD.   (15 Hours)

SELF-STUDY

1.Promoting Research in HRD.

2.Recent Developments in Instructional and Cognitive Psychology.

TEXT BOOKS

1. Kirsten & Martin Edwards. *Predictive HR Analytics: Mastering the HR Metric*'.Kogan Page.
2. KirsWayne Cascio & John Boudreau. '*Investing in people. Financial Impact of Human Resource Initiatives*.
3. Tomas Chamorro-Premuzic. '*The Talent Delusion*'.

REFERENCE BOOKS

1. Gibb.S (2011). *Human Resource Development: Foundations, Process, Context.* Palgrave Macmillan, 3rdEdition.

2. McGuire.D. & Jorgensen.K.(2011). *Human Resource Development*. Sage South Asia.

3. Noe.R. & Deo.A.(2012) *Employee Training and Development*. Tata McGraw-Hill Education, 5th Edition.

4. Rishipal. (2011).*Training and Development Methods*. S.Chand.

5. Saks.A.(2010).*Performance Management through Training and Development*.Cengage Learning.

6. Werner.J.M. & DeSimone.R.L.(2012). *Human Resource Development*. Cengage Learning, 5thEdition.

Course Code	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
24PBAE37	PSO 1.a	PSO 1.b	PSO2	PSO 3.a	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	2	-	1	2	-	3	1	3	-	2
CO2	3	2	-	1	-	3	2	-	3	3
CO3	2	-	2	-	3	-	3	-	2	-
CO4	3	-	3	-	2	3	1	-	-	2
CO5	3	3	2	3	-	3	2	-	2	2

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

Dr.P.Suganthi   Mrs.L.M.Mahalakshmi

Head of the Department   **Course Designer**

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VIRUDHUNAGAR

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M.B.A

(2024-2025 onwards)

Semester - III		Hours/Week:5	
DSEC- 8	**INDUSTRIAL AND LABOUR RELATIONS**	Credits:3	
Course Code **24PBAE38**		Internal 25	External 75

COURSE OUTCOMES

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

CO1: explain the evolving concepts of industrial relations, the significance of industrial harmony, and the role of trade unions in fostering cooperative labour-management relationships. [K2]

CO2: apply psychological principles and codes of conduct to analyse industrial disputes and develop effective grievance-handling strategies through trade union participation. [K3]

CO3: demonstrate the application of collective bargaining techniques and dispute resolution methods in improving labour-management relations and fostering joint consultation. [K3]

CO4: analyze the causes of industrial disputes and evaluate the effectiveness of legal frameworks, trade union strategies, and industrial relations practices in maintaining industrial harmony. [K4]

CO5: examine the interaction between industrial relations psychology, worker participation mechanisms, and collective bargaining processes to assess their impact on organizational stability and productivity. [K4]

UNIT I

Industrial Relations: The changing concepts of Industrial relations- Factors affecting employee stability. Application on Psychology to Industrial Relations. Codes of Conduct.   **(15 Hours)**

UNIT II

Industrial Harmony and Conflict: Harmonious relations in the industry - importance and means - cause of industrial disputes - Machinery for settling of disputes – Negotiation – Conciliation – Mediation - Arbitration and Adjudication – Strikes - Lock-outs - Lay-off and Retrenchment - Code of Discipline - Grievance procedure -Labour management co-operation. Worker's participation in management.   **(15 Hours)**

UNIT III

Labour Relations: Changing concept of management labour relations - Statute laws - Tripartite conventions - development of the idea of social justice - limitation of management prerogatives increasing labour responsibility in productivity.

Joint Consultation: Principal types - Attitude of trade unions and management - Joint consultation in India.   **(15 Hours)**

UNIT IV

Trade Unions: Trade Unions and their growth – economic - social and political conditions leading to the development of trade unionism - Theories of trade unionism - Aim and objectives of trade unions - Structure and governing of trade unions.

Problems and Role of Indian Trade Unions: Recognition and leadership - Finances and Membership - Compulsory versus free membership - Political activities - Welfare - Legislation - Majority and Minority unions- Social responsibilities - positive role in economic and social development.   **(15 Hours)**

UNIT V

Collective Bargaining: Meaning – Scope - Subject matter and parties - Methods and tactics - Administrations of collective bargaining agreements - Charter of Demands & Counter Demands - Fair and unfair labour practice.

Tripartite Machinery: At the center and in the states - I.L.O. – Its functions and role in labour movement – Industrial health and safety - Industrial legislations.   **(15 Hours)**

SELF-STUDY

1.   Worker's participation in management.
2.   Trade Unions -Positive role in economic and social development

TEXT BOOKS:
1. Campbell Balfour, *Industrial Relations in the common market*'
2. Michael Poole, '*Theories of Trade unionism*'
3. Srikanth Goparaju, '*Industrial Relations in Modern India*'
4. Glenn Diesen, '*Great Power Politics in the fourth Industrial Revolution*'

REFERENCE BOOKS:
1. Tripathi.P.C & Gupta. C.B & Kapoor.N.D (2020). *Industrial Relations and Labour Laws*.6th Edition.
2. Sen.R (2009). *Industrial Relations: Text and Cases*, 2nd Edition, Macmillan Publishers India.
3. Monappa, Nambudri & Selvaraj (2012).*Industrial Relations and Labour Laws*.2nd Edition.Tata McGraw-Hill.
4. Sinha.P.R.RN & Sinha Indu Bala (2017).*Industrial Relations, Trade Unions and Labour Legislation*.Pearson, 3rd Edition.
5. Sivarethinamohan.R (2010). *Industrial Relations and Labour Welfare*.PHI Learning, 1st Edition.
6. VenkataRatnam.C. S (2017). *Industrial Relations.* Oxford University Press, 2nd Edition.

Course Code 24PBAE38	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	-	1	2	3	3	1	3	-	2
CO2	3	2	-	1	2	3	2	-	3	2
CO3	2	3	2	-	3	-	3	2	2	-
CO4	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   Mrs.L.M.Mahalakshmi
Head of the Department   **Course Designer**

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M.B.A

(2024-2025 onwards)

Semester - III		Hours/Week:5	
DSEC - 9	**HR ANALYTICS**	Credits:3	
Course Code **24PBAE39**		Internal 25	External 75

COURSE OUTCOMES

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

CO1: understand the key concepts, frameworks, and best practices of HR analytics to evaluate human capital impact, measure HR contributions, and apply analytics across HR functions such as staffing, performance, and employee engagement. [K2]

CO2: apply HR analytics frameworks and statistical tools to evaluate key HR metrics and develop dashboards for effective decision-making across functions such as compensation, staffing, and employee engagement. [K3]

CO3: use HR scorecards, predictive analytics, and reporting tools to measure HR contributions, align HR strategy with business goals, and communicate insights through data visualization. [K3]

CO4: analyze HR data using statistical methods and analytics frameworks to identify trends, correlations, and insights related to employee performance, attrition, and compensation. [K4]

CO5: examine the impact of HR practices and analytics strategies on business outcomes through the development of HR scorecards, predictive models, and reporting aligned with organizational goals.[K4]

UNIT I

Introduction to human resource analytics: Understanding HR indicators - metrics and data - HR Analytics Process - Frameworks for HR Analytics: LAMP Framework- HCM 21 Framework. Application of analytical techniques to evaluate human capital impact on business. (15 Hours)

UNIT II

Statistics for HRM: Statistical analysis for HR - Toolkits - Compensation KPIs - Power interest stakeholder matrix - Data models - Creating dash boards - analyzing and reporting.

(15 Hours)

UNIT III

 Best Practices in HR analytics: Staffing - supply and demand forecasting - Total compensation analyses - Performance Analytics - Attrition Analytics - Learning and Development Analytics - Diversity Analytics - Employee engagement analytics - Employee satisfaction analytics.

(15 Hours)

UNIT IV

Measuring HR contribution: Developing HR Scorecard - Developing HR Analytics Unit: Analytics Culture - Analytics for decision making - Analytics for Human Capital in the Value Chain- Balance Score card – ROI –Predictive Analytics.   (15 Hours)

UNIT V

HR regulations and reporting requirements: HR Policies - Procedures and guidelines - Key regulations and reporting requirements - connecting missions or goals to HR Benchmarks and metrics - Reporting & Advising - the 4 rules of reporting HR analytics - importance of data visualization.   (15 Hours)

SELF-STUDY

 1. Employee satisfaction analytics

 2. Predictive Analytics.

TEXT BOOKS:

 1.   Mong Shen. *Predictive HR Analytics, Text Mining & Organizational Network Analysis.*

 2. Nigel Guenole, Jonathan Ferrar &Sheri Feinzig. *The Power of the People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance.*

 3.   Steve van Wieren. *Quantifiably Better: Delivering Human Resource (HR) Analytics from Start to Finish.*

 4. Erik van Vulpen. *The Basic Principles of People Analytics: Learn How to Use HR Data to Drive Better Outcomes for Your Business and Employees.*

REFERENCE BOOKS:

1. Martin Edwards & Kirsten Edwards (2019). *Predictive HR Analytics: Mastering the HR Metric*.Kogan Page, 2nd Edition.

2. Pease.G., Beresford.B. & Walker.L (2014). *Developing Human Capital: Using Analytics to Plan and Optimize your Learning and Development Investments*, Wiley, 1st Edition.

3. Fitz-Enz.J. (2018). *The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments*, American Management Association Amacom, 1st Edition.

4. Bassi.L., Carpenter.R. & McMurrer.D.(2012). *HR Analytics Handbook*, Reed Business, McBassi & Company, 1st Edition.

5. Sesil.J.C. (2017). *Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration,* Upper Saddle River, New Jersey: Pearson Education, 1st Edition.

6. Dipak Kumar Bhattacharyya. (2017). *Hr Analytics: Understanding Theories and Applications*. Sage Publications India Private Limited, 1st Edition.

Course Code 24PBAE39	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	2	-	2	2	-	1	3	-	2
CO2	3	3	3	2	3	3	-	-	3	3
CO3	2	2	2	2	2	2	2	2	2	2
CO4	3	2	3	3	3	3	1	2	3	3
CO5	3	2	2	3	3	3	2	2	2	2

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

Dr.P.Suganthi   Mrs.L.M.Mahalakshmi

Head of the Department   **Course Designer**

V.V.VANNIAPERUMAL COLLEGE FOR WOMEN

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VIRUDHUNAGAR

Quality Education with Wisdom and Values

M.B.A.
(2024-2025 onwards)

Semester III	**EMPLOYABILITY SKILLS**	Hours/Week: 3	
Elective course NME		Credits: 2	
Course Code **24PBAN31**		Internal 25	External 75

COURSE OUTCOMES

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

CO1: understand the foundational concepts of employability by identifying key personal and professional skills, exploring core competencies required in various roles, and recognizing the importance of interpersonal and cognitive abilities in the workplace. [K1]

CO2: explain workplace competencies by demonstrating role-specific capabilities, constructing a professional profile for job applications, and solving analytical problems to enhance selection performance.[K2]

CO3: comprehend employability by utilizing personal skill sets, engaging in collaborative workplace practices, and preparing effective self-marketing documents for job readiness.[K2]

CO4: apply key employability elements by evaluating foundational skill types, assessing functional role-based competencies, and interpreting quantitative reasoning to support career advancement decisions.[K3]

CO5: analyze workplace preparedness by examining core job competencies, evaluating interpersonal effectiveness, and assessing the impact of professional presentation in employment scenarios.[K4]

UNIT I

Introduction to Employability Skills: Meaning – Definition – Hard skills and soft skills – Employability skills and vocational skills – Employability and employment – Employability attributes.   (9 Hours)

UNIT II

Unpacking Employability Skills: Embedded employability skills – Dimensions of competency – Task skills –Task Management skills – Contingency Management skills – Job/Role Environment skills.   (9 Hours)

UNIT III

Inter – Relationships of Employability Skills: Communication – Teamwork – Problem solving – Initiative and Enterprise – Planning and Organizing – Self management – Learning – Technology.   (9 Hours)

UNIT IV

Resume Writing : Meaning – Features of good resume – Model (Exercise). Etiquettes – Dress, Cleanliness, Etiquettes to be followed inside the employment seeking process.   (9Hours)

UNIT V

Arithmetic and Logical Reasoning Skills – Exercise   (9 Hours)

ASSIGNMENT

1. Role Environment skills
2. Features of good resume

TEXT BOOKS

1. Trought, F. (2017). *Brilliant Employability Skills: How to Stand Out from the Crowd in the Graduate Job Market*, United Kingdom, Pearson Education Limited.
2. Chaita, M. V. (2016). *Developing Graduate Employability Skills: Your Pathway to Employment*, United States, Universal Publishers.
3. Dr. K. Alex, *Soft Skills*, S Chand & Co Ltd.

REFERENCE BOOKS:

1. Fafinski, S., Finch, E. (2014). *Employability Skills for Law Students*, United Kingdom: OUP Oxford.
2. R. S. Aggarwal , *A Modern Approach to Verbal and Non- Verbal Reasoning*.
3. J.K. Chopra, *Winning Interview Skills*, Compiled & Edited.

Course Code	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
24PBAN31										
CO1	3	3	1	2	3	3	1	3	-	-
CO2	3	2	-	1	2	-	2	-	-	-
CO3	2	3	1	-	1	2	-	2	1	-
CO4	3	3	2	-	2	-	1	2	-	2
CO5	3	3	2	1	2	-	2	-	-	

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

Dr. P. Suganthi   Mrs.S.Jeya Shree

Head of the Department   **Course Designer**

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M.B.A.

(2024-2025 onwards)

Semester III		Hours/Week: 0	
Self Study Course	**PRACTICE FOR SET/NET – GENERAL PAPER**	Credit: 1	
Course Code **24PGOL31**		Internal 100	External -

COURSE OUTCOMES

On completion of the course, the 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 : analyse 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 BOOK

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 24PGOL31	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
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**

V.V.VANNIAPERUMAL COLLEGE FOR WOMEN

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M.B.A.
(2024-2025 onwards)

Semester - V		Hours/Week:	
Internship/ Industrial Activity	**INTERNSHIP**	Credits: 2	
Course Code 24PBAI31		Internal 75	External 25

COURSE OUTCOMES

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

CO1:	relate with how different departments within a business organisation interact and function. [K3]
CO2:	identify the organisation structure adopted and its effectiveness. [K3]
CO3:	compare the theoretical management concepts and practices followed. [K3]
CO4:	assess the organisation's quality, performance, work flow, time management and all other management practices to identify strengths and weaknesses. [K4]
CO5:	critically review best and ethical practices and areas of improvement and provide actionable recommendations to the management to enhance organisation's efficiency. [K5]

Guidelines/ Regulations:

- Each student must go for Internship training in a reputed Industry/Company/ Organization / Educational Institution.
- Students should produce the Completion Certificate after the Completion of Internship Period.
- A report of 15 – 20 pages must be submitted by each student after the completion of the Internship period.
- External Viva-voce examination will be conducted.

Course code 24PBAI31	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	-	-	1	1	-	1	-
CO2	3	-	1	1	1	-	1	-
CO3	2	1	1	1	1	2	1	-
CO4	3	1	2	2	1	2	2	2
CO5	3	1	2	2	2	2	2	3

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

Dr.P.Suganthi   Mrs.L.M.Mahalakshmi

Head of the Department   **Course Designer**

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Quality Education with Wisdom and Values

M.B.A.
(2024-2025 onwards)

Semester III		Hours/Week:
Extra Credit Paper	**BUSINESS PLAN PREPARATION**	Credits: 2
Course Code 24PBAO31		Internal 100

COURSE OUTCOMES:

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

CO1:	understand the process of identifying business opportunities and analyzing customer needs to generate innovative business ideas and develop new products or services.
CO2:	apply appropriate methods to plan resources and budgets, design an effective business model, and develop strategic HR and marketing plans for a new venture.
CO3:	apply techniques to identify viable business opportunities, analyze customer survey data, generate feasible business ideas, and develop innovative products or services.
CO4:	analyze the components of a business model, resource requirements, budgeting strategies, and marketing plans to design a sustainable business venture.
CO5:	analyze customer needs and market trends to identify business opportunities, interpret survey data, and evaluate innovative business ideas for feasibility.

ACTIVITIES

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

Dr. P. Suganthi   Mrs.L.M.Mahalakshmi
Head of the Department   **Course Designer**

20ᵗʰ Academic Council Meeting 30.05.2025

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M.B.A
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Semester IV		Hours/Week: 5	
Core Course - 14	**STRATEGIC MANAGEMENT**	Credits: 5	
Course Code **24PBAC41**		Internal 25	External 75

COURSE OUTCOMES:

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

CO1: Discuss and frame corporate policies, Strategy Formulation**,** vision and mission statements. [K2]

CO2: illustrate the insights on making environmental analysis, strategic implementation, Social Responsibility and strategic control. [K3]

CO3: demonstrate the social, ethical and responsible activates in business and Role and Skills of Top Management and Competitive Strategies in business. [K3]

CO4: analyse the impact of Internal & External Scanning, Business Policies, strategic implementation and control process . [K4]

CO5: Infer the act of decisions complying Matching Organisation Structure with Strategic Management Process and Business Strategy with Business Policies. [K4]

UNIT I:

Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision – Mission- Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework- Corporate Governance.

Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills. **(15 Hours)**

UNIT II

Corporate Policy and Planning in India: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies - Implementation of Policies.

Society and Business: Social Responsibility of Business –Corporate Governance and Ethical Responsibility. **(15 Hours)**

UNIT III

Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit –Scenario planning- Creating an Industry Matrix. **(15 Hours)**

UNIT IV

Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) Portfolio Analysis – Business Strategy- TOWS Matrix– Corporate Strategy – Functional Strategy – Strategic Choice – Generic - Competitive Strategies - ETOP - TOWS. **(15 Hours)**

UNIT V

Strategy Implementation: Strategy Implementation - Corporate Culture – Matching Organisation Structure to Strategy – Mergers and Acquisitions and Diversifications – Strategic.

Leadership Strategic Control: Measurement in Performance- Problems in Measurement of Performance- Strategy Audit-Strategic Control Process – Du Pont's Control Model – Balanced Score Card – Michael Porter's Framework for Strategic Management – Future of Strategic Management – Strategic Information System. **(15 Hours)**

SELF STUDY FOR ASSIGNMENT:

1. Strategic Factors Analysis Summary Matrix (SFAS).

2. Michael Porter's Framework for Strategic Management.

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. Dess, G., Lumpkin, G.T. and Eisner, A., (2018), *Strategic Management*, Tata McGraw-Hill, 8th Edition.

REFERENCE BOOKS

1. Kesho Prasad., (2009). *Strategic Management: text and cases*, New Delhi, P H I Learning Pvt Ltd.

2. L M Prasad., (2014). *Strategic Management,* New Delhi, Sultan Chand and Sons.

3. M Jeyarathnam., (2015). *Strategic Management,*Mumbai, Himalaya Publishing House.

| Course Code 24PBAC41 | PO1 | | PO2 | PO 3 | | PO4 | PO 5 | PO 6 | 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	3	1	-
CO2	3	3	3	2	2	2	1	2	-	1
CO3	3	3	3	2	3	3	1	2	1	-
CO4	3	3	2	3	3	3	2	3	-	-
CO5	3	3	2	3	3	3	2	3	-	-

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

Dr. P. Suganthi   Mrs.S.Shree Nithi
Head of the Department   **Course Designer**

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Semester IV		Hours/Week: 6	
Core Course -15	**PROJECT**	Credits: 5	
Course Code **24PBAC42PR**		Internal 40	External 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 relevant literature, formulate hypothesis for the research problem identified and collect data through appropriate research instruments ethically. [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. [K5]

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.

● Viva 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 24PBAC42PR	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	-	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   Mrs.V.Balapriya
Head of the Department   **Course Designer**

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Semester IV		Hours/Week: 5	
Discipline Specific Elective Course - 10	**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**	Credits: 4	
Course Code **24PBAE41**		Internal 25	External 75

COURSE OUTCOMES

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

CO1: understand the concept of investment, the structure of financial markets, and forecasting techniques used in investment analysis.[K2]

CO2: explain the measurement of risk, regulatory environment of the stock market, and valuation techniques used in company analysis.[K3]

CO3: apply fundamental and technical analysis to evaluate companies, identify trends, and assess market conditions..[K3]

CO4: use analytical tools such as moving averages, investor ratios, and market indicators to make informed investment and portfolio decisions.[K4]

CO5: analyze investment opportunities using CAPM, risk-return relationships, and advanced concepts like algo trading and growth-adjusted strategies.[K4]

UNIT I

Investment: Concept of investment-importance-alternate forms of investment - LIC schemes - bank deposits - government securities - mutual fund schemes - post office schemes - provident fund - company deposits - real estate - Gold and Silver - Growth adjusted value investing strategy - G-Secs - P-note investments.

Risk and Return: Concepts of risk and return - measurement of risk is measured in terms of standard deviation and variance - the relationship between risk and return.   (15 Hours)

UNIT II

Securities Market - Investment Environment - Financial Market - Segments – Types - Participants in financial Market – Regulatory Environment - Primary Market – Methods of floating new issues - Book building – Role of primary market – Regulation of primary market - Stock exchanges in India – BSE – MCX– NSE – ISE and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.

ESG - Stop loss - Fat finger trades - circuit breaker - T+1 and T+2 settlement - Funding of Social Sector - open interest volume and prices - free float in listed companies - Algo trading - Block Chain Technology.   (15 Hours)

UNIT III

Fundamental Analysis - Economic Analysis – Forecasting techniques.

Industry Analysis - Industry classification - Industry life cycle.

Company Analysis - Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.   (15 Hours)

UNIT IV

Technical Analysis - Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators - Trend –Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.   (15 Hours)

UNIT V

Portfolio Management - Portfolio analysis –Portfolio Selection – Capital Asset Pricing model – Portfolio Revision –Portfolio Evaluation   (15 Hours)

SELF STUDY FOR ASSIGNMENT

1.   Concepts of risk and return
2.   Efficient Market theory

TEXT BOOKS

1.Prasanna Chandra, P., (2017), *Investment Analysis and Portfolio Management*, Tata McGraw-Hill Education, 5th Edition.

2. Donald E. Fischer & Ronald J. Jordan, (2018) *Security Analysis & Portfolio Management*, New Delhi, PHI Learning, 8th edition.

3. Kevin, S., (2015), *Security Analysis and Portfolio Management*, PHI Learning, Second Edition.

REFERENCE BOOKS:

1. Khatri, D.K., (2014), *Security Analysis and Portfolio Management*, Macmillan Publishers India, First Edition.

2. Ranganathan, M. and Madhumathi R., (2015), *Security Analysis and Portfolio Management*, Pearson, 2nd Edition.

3. Reilly, F. and Brown, K. C., (2019), *Analysis of Investments and Portfolio Management*, Cengage Learning, 11th Edition.

Course Code 24PBAE41	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	1	3	-	-
CO2	3	2	2	1	2	-	2	-	-	-
CO3	2	3	2	2	1	2	2	-	1	-
CO4	3	3	1	1	2	-	1	-	-	-
CO5	3	3	2	-	2	-	2	-	-	-

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

Dr. P. Suganthi   Mrs.S.Jeya Shree
Head of the Department   **Course Designer**

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Semester IV		Hours/Week: 5	
DSEC - 11	**CORPORATE FINANCE**	Credits: 4	
Course Code **24PBAE42**		Internal 25	External 75

COURSE OUTCOMES

On completion of the course, students will be able to

CO1 : understand the fundamental concepts of corporate finance, Indian capital market structure, investment decisions, and international financial sources. [K2]

CO2 : apply the concepts of financial valuation, SEBI guidelines, and investment analysis in real-world corporate finance situations. [K3]

CO3 : apply regulatory and policy frameworks to assess business financing decisions, both domestic and international. [K3]

CO4 : analyze various financial strategies and their impact on firm performance, including risk, mergers, global tax policies, and international ventures. [K4]

CO5 : critically analyze the role of financial institutions, government interventions, and global financial mechanisms in supporting industrial and international finance. [K4]

UNIT I

Introduction to Corporate Finance: Corporate – Nature and Scope – Role of Financial Institution – Valuation of the Firm – Time value of money concepts. **(15 Hours)**

UNIT II

Indian Capital Market – Basic problem of Industrial Finance in India - Fiscal Policies - Government Regulations affecting Capital Market – Role of SEBI – Stock Markets – Equity –

79

Debenture financing Guidelines from SEBI - advantages and disadvantages   **(15 Hours)**

UNIT III

Investment Decision: Investment Analysis – Risk Analysis - Probability Approach -Business Failures – Mergers - Consolidations and liquidation.   **(15 Hours)**

UNIT IV

Finance from international sources – role of EXIM bank and commercial banks – Finance for rehabilitation of sick units - Inflation and Financial Decisions.   **(15 Hours)**

UNIT V

Foreign Collaboration – FDI and FIIS Business Ventures Abroad - International Financial Institutions & Multinational Corporations - Global Minimum Tax   **(15 Hours)**

SELF-STUDY ASSIGNMENTS

1.   Compare and Evaluate FDI and FIIs in the Growth of Indian Businesses

2.   Evaluate the Role of SEBI in Protecting Investors in the Indian Capital Market

TEXT BOOKS

 1. Brealey.R.A., Myers.S.C., Allen.F. & Mohanty.P. (2018). *Principles of Corporate Finance*, Tata McGraw – Hill Publishers, 12th Edition.

 2. Damodaran.A (2015). *Applied Corporate Finance*, Wiley, 4th Edition.

 3.   Kidwell.D. & Parrino.R. (2011). *Fundamentals of Corporate Finance*, Wiley India Pvt. Ltd.,

REFERENCE BOOKS

 1.   Viswanath.S. (2009). *Cases   in Corporate Finance*, McGraw Hill Education.

 2. Madura.J. (2012). *International Corporate Finance*, Cengage Learning, 10th Edition

 3. Damodaran.A. (2007). *Corporate Finance: Theory and Practice*, Wiley India Private Limited, 2nd Edition

 4. Jeffery Haas (2021). *Corporate Finance in a Nutshell*, Kindle Edition.

 5. Mike Piper (2020). *Corporate Finance made simple*, Kindle Edition.

Course Code 24PBAE42	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	2	1	2	1	2	1	2	-	-
CO2	3	3	2	3	2	2	2	2	-	-
CO3	3	3	1	2	2	2	3	2	-	-
CO4	3	2	2	3	3	3	2	3	2	-
CO5	3	3	2	3	3	3	3	3	3	-

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

Dr.P.Suganthi   Ms.M.J.Mathumitha
Head of the Department   **Course Designer**

V.V.VANNIAPERUMAL COLLEGE FOR WOMEN

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VIRUDHUNAGAR

Quality Education with Wisdom and Values

M.B.A.

(2024-2025 onwards)

Semester IV		Hours/Week: 5	
Discipline Specific Elective Course - 12	**BEHAVIOURAL FINANCE**	Credits: 3	
Course Code **24PBAE43**		Internal 25	External 75

COURSE OUTCOMES

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

CO1: understand the key differences between traditional and behavioral finance, limits to arbitrage, and market efficiency.[K2]

CO2: explain behavioral theories including prospect theory and SP/A theory, and explore investor sentiment in real-world markets.[K3]

CO3: apply decision-making concepts such as game theory and behavioral paradoxes to analyze investor behavior. [K3]

CO4: utilize empirical tools and statistical tests to evaluate buuble, market inefficiencies, and investor heuristics.[K4]

CO5: analyze the interaction between arbitrage, investor psychology, and pricing anomalies in financial markets.[K4]

UNIT I

Introduction to Behavioral Finance: Introduction - Traditional vs Behavioural Theory - The Decision Making Process and Behavioural Biases - Limits to Arbitrage.   (15 Hours)

UNIT II

Behavioural Finance Theory and Bubbles: Prospect Theory - SP/A Theory - Behavioural Portfolio Theory - Empirical and Statistical detection tests.   (15 Hours)

UNIT III

Decision Theory Paradoxes: Nash Equilibrium - Keynesian Beauty Context and The Prisoner's Dilemma - The Monty Hall Paradox - The St. Petersburg Paradox - The Allais Paradox - The Ellsberg Paradox.   (15 Hours)

UNIT IV

Non-Behavioral Finance: Introduction - The roles of securities prices in the economy - Efficient markets hypothesis (EMH) – Definitions - EMH in supply and demand framework - Theoretical arguments for flat aggregate demand curve - Equilibrium expected return models.

(15 Hours)

UNIT V

Demand by Arbitrageurs and Average Investors & Contemporary Issues: Definition of arbitrageur - Long-short trades - Risk vs. Horizon - Transaction costs and short-selling costs - Fundamental risk - Noise-trader risk - Professional arbitrage - Destabilizing informed trading (positive feedback, predation) - Definition of average investor - Belief biases - Limited attention and categorization - Nontraditional preferences – prospect theory and loss aversion - Bubbles and systematic investor sentiment - contemporary behavioral finance issues.

(15 Hours)

SELF STUDY FOR ASSIGNMENT

1.   Behavioural Portfolio Theory
2.   The roles of securities prices in the economy

TEXT BOOKS

1. Prasaanna Chandra, (2020), *Behavioural Finance*, Paperback – 1, Mcgraw Hill, 2nd Edition.
2. Parag Parikh, (2017), *Value Investing and Behavioural Finance: Insights into Indian Stock Markets,* Mcgraw Hill Education.
3. Shleifer, Andrei, (2000), *Inefficient Markets: An Introduction to Behavioral Finance*, Oxford, UK: Oxford University Press.

REFERENCE BOOKS:

1. Thomas Kliestik, Katerina Valaskova, and Maria Kovacova, (2021), *Advances in Behavioural Finance and Economics*, MDPI.
   2. Sujata Kapoor, Jaya MamtaPrasad, (2019), *Behavioural Finance*, Sage Publications India Pvt. Ltd.
   3. Singh Ranjit, (2019), *Behavioural Finance*, PHI Learning Pvt. Ltd.

Course Code 24PBAE43	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	1	2	1	3	-	-
CO2	3	2	1	2	2	-	2	1	-	-
CO3	2	3	2	2	2	2	3	2	-	-
CO4	3	3	2	3	1	-	1	3	-	-
CO5	2	2	3	1	2	1	2	3	-	-

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

Dr. P. Suganthi   Mrs.S.Jeya Shree
Head of the Department   **Course Designer**

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(2024-2025 onwards)

Semester IV	ADVERTISING MANAGEMENT AND SALES PROMOTION	Hours/Week: 5	
DSEC - 13		Credits: 4	
Course Code **24PBAE44**		Internal 25	External 75

COURSE OUTCOMES

On completion of the course, students will be able to

CO1 : Understand the basic concepts and objectives of advertising, including market segmentation, message development, media selection, and sales promotion. [K2]

CO2 : Apply advertising and media planning concepts to develop an integrated advertising campaign, considering budget and media selection. [K3]

CO3 : Implement and coordinate advertising programs, utilizing advertising agencies, media tools, and sales promotion techniques effectively. [K3]

CO4 : Analyze the effectiveness of advertising campaigns, considering ethical, economic, and social factors. [K4]

CO5 : Critically analyze the role of advertising agencies, media planning, and sales promotions in achieving advertising objectives and controlling campaign outcomes. [K4]

UNIT I

Advertising: Advertising – objectives - task and process - market segmentation and target audience – Message and copy development. **(15 Hours)**

UNIT II

Media: Mass Media – Selection - Planning and Scheduling – Social Media Advertising - Web Advertising – Integrated programme and budget planning. **(15 Hours)**

UNIT III

Implementation: Implementing the programme coordination and control – Advertising agencies – Organization and operation. **(15 Hours)**

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UNIT IV

Sales Promotion: Why and When Sales promotion activities - Consumer and sales channel oriented – planning, budgeting and implementing and controlling campaigns.   **(15 Hours)**

UNIT V

Control: Measurement of effectiveness – Ethics, Economics and Social Relevance.

(15 Hours)

SELF-STUDY ASSIGNMENT

1.   Evaluate the Role of Social Media Advertising in a Modern Marketing Strategy

2.   Assess the Role of Coordination and Control in the Successful Implementation of an Advertising Campaign

TEXT BOOKS

1. Chunawalla.S.A. (2015). *Advertising Management and Sales Promotion*, Himalaya Publishing.

2. Rathna.V.V. & Guptha.S.L. (2011). *Advertising and Sales Promotion Management*, Sultan Chand.

3. Kazmi.S.H.H. & Batra.S. (2008). *Advertising and Sales Promotion Management*, Excel Books.

4. Mishra.M.N. (2015). *Sales Promotion and Advertising Management*, Himalaya Publishing.

REFERENCE BOOKS

1. Belch.G.E., Belch.M.A., & Purani.K. (2021). *Advertising and Promotion: An Integrated Marketing Communications Perspective (SIE)*, McGraw Hill Education, 12th edition.

2. Shimp.T., & Andrews.J.C. (2017). *Advertising, Promotion, and Other Aspects of Integrated Marketing Communications (Mindtap Course List)*, South-Western College Publishing.

3. Percy. L., & Rosenbaum-Elliott.R. (2012). *Strategic Advertising Management*, Oxford University Press, 4th edition.

4. Shimp.T. A. (2012). *Integrated Marketing Communications in Advertising and Promotion*, Cengage Learning India, 8th edition.

5. Belch.G. E., Belch.M. & Purani.K. (2009). *Advertising and Promotion*, Tata McGraw-Hill Education, 7th edition.

Course Code 24PBAE44	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	2	2	2	2	2	1	2	-	-
CO2	3	3	3	3	2	3	2	2	-	-
CO3	3	3	2	3	3	3	2	2	-	-
CO4	3	3	3	3	3	3	2	3	-	3
CO5	3	3	3	3	3	3	3	3	-	3

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

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Head of the Department   **Course Designer**

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Semester IV		Hours/Week: 5	
DSEC -14	**BRAND MANAGEMENT**	Credits: 4	
Course Code **24PBAE45**		Internal 25	External 75

COURSE OUTCOMES

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

CO1: understand the basics of branding, including brand elements, positioning strategies, and brand image development.[K2]

CO2: apply brand building techniques, manage brand image and loyalty, and implement valuation and extension strategies.[K3]

CO3: assess brand associations, architecture, and global strategies to improve brand relevance and market presence.[K3]

CO4: evaluate branding methods across global and digital platforms using strategic positioning and identity models.[K4]

CO5: analyze brand valuation, symbolic brand dimensions, and identity-building strategies for long-term brand success.[K4]

UNIT I

Introduction: Definition of Brand - Importance of Brands – Branding Challenges and Opportunities – Brand Equity Concept – Brand Equity Models – Kepler Brand Identity Model - Brands vs. Products

Constituents of a Brand: Brand Elements – Brand Identity - Image and Personality – Brand DNA, Kernel, Codes and Promises – Point of Distribution and Point of Purchase.   (15 Hours)

UNIT II

Brand Positioning: Basic Concepts – Risks – Brands and Consumers – Competitive Advantage through Strategic Positioning of Brands – Points of Parity –Points of Difference.

Brand Building: Designing Marketing Programmes to Build Brands – Role of Social Media in Brand Building – Managing and Sustaining Brands Long-Term.   (15 Hours)

UNIT III

Brand Image: Image Dimensions, Brand Associations & Image, Brand Identity, Perspectives, Levels and Prisms - Managing Brand Image – Stages – Functional, Symbolic and Experiential Brands – Brand Audits – Brand Loyalty – Cult Brands.   (15 Hours)

UNIT IV

Brand Valuation: Methods of Valuation – Implications for Buying & Selling Brands.

Leveraging Brands: Brand Extension – Brand Licensing – Co-branding – Brand Architecture and Portfolio Management.   (15 Hours)

UNIT V

 Branding in Practice: Handling Name Changes and Brand Transfer – Brand Revitalization and Rejuvenation – Global Branding Strategies – Building and Managing Brands Across Boundaries – Branding Industrial Products, Services and Retailers – Building Brands Online – Indianisation of Foreign Brands and Taking Indian Brands Global.   (15 Hours)

SELF STUDY FOR ASSIGNMENT

1.   Role of Social Media in Brand Building

2.   Global Branding Strategies

TEXT BOOKS

 1. Gupta, N.R (2011), *The Seven Principles of Brand Management*, Tata McGraw-Hill Education.

2. Dutta, K (2012), *Brand Management: Principles and Practices*, Oxford University Press.

REFERENCE BOOKS:

1.   Aaker, D (2010), *Building Strong Brands*, Simon & Schuster.

2.   Dr. R. Srinivasan, *Brand Management*, PHI Learning Pvt. Ltd.

3.   S.L. Gupta, *Brand Management (Marketing Management Series),* Himalaya

     Publishing House

Course Code 24BB E45	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	2	1	2	3	2	1	2	1	-
CO2	2	3	2	3	2	3	1	3	2	-
CO3	3	2	3	2	3	2	3	2	1	-
CO4	2	3	3	3	2	3	2	3	1	-
CO5	1	2	3	2	2	2	1	2	1	-

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

Dr. P. Suganthi   Mrs.V.Balapriya
Head of the Department   **Course Designer**

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Semester IV		Hours/Week: 5	
DSEC-15	**SERVICES MARKETING**	Credits: 4	
Course Code **24PBAE46**		Internal 25	External 75

COURSE OUTCOMES

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

CO1: understand the nature of services, their characteristics, and the extended marketing mix used in service marketing.[K2]

CO2: implement capacity planning, segmentation, and service delivery techniques to manage service demand and performance.[K3]

CO3: apply service marketing strategies in sectors like finance, healthcare, and education using appropriate people, process, and physical evidence elements.[K3]

CO4: evaluate internal and external service strategies, performance gaps, and customer communication methods to ensure service quality.[K4]

CO5: examine blueprinting, quality standards, and internal marketing approaches to improve service operations and consistency.[K4]

UNIT I

Marketing Services: Introduction - Growth of the service sector - The Concept of Service - Characteristics of Service.

Classification of Service: Designing of the Service, Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations   (15 Hours)

UNIT II

Marketing Mix In Service Marketing: The Seven Ps: Product Decision, Pricing, Strategies And Tactics, Promotion Of Service And Placing Of Distribution Methods For Services - Additional Dimension In Services Marketing – People, Physical Evidence And Process.

(15 Hours)

UNIT III

Effective Management Of Service Marketing: Marketing Demand And Supply through Capacity - Planning and Segmentation – Internal Marketing of Services – External versus Internal Orientation of Service Strategy.

(15 Hours)

UNIT IV

Delivering Quality Service: Causes of Service – Quality Gaps - The Customer Expectations versus Perceived Service Gap - Factors and Techniques to Resolve This Gap

Customer Relationship Management :Gaps in Services – Quality Standards - Factors and Solutions – The Service Performance Gap – Key Factors and Strategies for Closing the Gap- External Communication to the Customers – The Promise versus Delivery Gap – Developing Appropriate and Effective Communication about Service Quality   (15 Hours)

UNIT V

 Marketing Of Service With Special Reference: Financial Services – Health Service - Hospitality Services including travel, hotels and tourism - Professional Service - Public Utility Services - Educational Services.   (15 Hours)

SELF STUDY FOR ASSIGNMENT

1.   Placing Of Distribution Methods for Services

2.   Developing Appropriate and Effective Communication about Service Quality

TEXT BOOKS

 1. R. Srinivasan (2014), *Services Marketing: The Indian Context,* 4th Edition, PHI.

   2. Lovelock, C., Wirtz, J. and Chatterjee, J., (2019) *Services Marketing,* 7th Edition, Pearson.

   3. Jauhari, V. and Dutta, K. (2009.), *Services: Marketing, Operations and Management*, Oxford University press.

REFERENCE BOOKS:

1. Gronoos, C. (2011), *Service Management and Marketing: Customer Management in Service Competition*, 3rd Edition, Wiley India.

2. Zeithaml, V., Bitner, M.J., Gremler, D. and Pandit, A. (2017), *Services Marketing*, 5th Edition, Tata McGraw-Hill.

Course Code 24PBAE46	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	2	3	2	2	2	1	1	-	-
CO2	3	2	2	2	2	2	2	1	-	-
CO3	3	2	2	2	2	2	3	2	-	-
CO4	3	2	2	3	2	2	1	3	1	-
CO5	3	2	3	3	2	2	2	3	1	1

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

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Head of the Department   **Course Designer**

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Semester IV		Hours/Week: 5	
DSEC 16	**LEARNING AND DEVELOPMENT**	Credits: 4	
Course Code **24PBAE47**		Internal 25	External 75

COURSE OUTCOMES

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

CO1: explain the foundations of learning and development by exploring learning ecosystems, coaching frameworks, and the psychology of learning from various organizational perspectives.[K2]

CO2: demonstrate the ability to design and deliver learning programs by aligning content sequencing, delivery techniques, and digital learning tools with organizational goals. [K3]

CO3: implement learning strategies through the integration of skill gap analysis, informal learning, and practitioner ethics in L&D activities.[K3]

CO4: analyze organizational learning dynamics by examining training cycles, collaborative learning models, and the factors influencing learner engagement.[K4]

CO5: evaluate learning effectiveness using methods of learning analytics, evaluation tools, and evidence-based coaching practices for continuous improvement.[K4]

UNIT I

Introduction: Learning & Development Foundation: The Design & Dynamics of Learning- Contemporary Skills for Efficient Facilitation- Contemporary Frameworks & Tools to Evaluate L&D Programs- Leadership & Management Development-Organizational Design & Development-Learning Vs Training - Training Cycle- Experiential Learning Cycles-Creating Learning ecosystems.   **(15 Hours)**

UNIT II

Learning and Development Strategy: Objectives and learning outcomes-Sequencing learning content-Training & Learning Methods-Monitoring - Assessing and Evaluation-Building a Culture of Learning- Learning Strategy- Setting Up the Learning Landscape-Mapping organizational learning maturity - Setting up learning programs and strengthening the informal learning landscape-Skill Gap Analysis- Learning Key Techniques.   **(15 Hours)**

UNIT III

Delivery: Delivery Styles - L&D activities - Physical Environment – Tools & Techniques - digital learning content - Delivery and Evaluations - Role of Learning and Development Practitioners - Issues - Design Thinking- Ethics in Learning and Development.   **(15 Hours)**

 UNIT IV

Coaching Strategy: Introduction to Coaching -Evidence-Based Coaching - Coaching Process-Models - Benefits - Mentoring Process - Models - Benefits - Social Media and Collaborative Learning - Learning & Development In Organisations: Strategy - Evidence And Practice.

(15 Hours)

UNIT V

Learning Engagement, Evaluation and Learning Analytics: Learner Engagement, Factors affecting Learning, Psychology and Neuroscience of Learning-Strategies for learning enhancement and engagement. Learning Evaluation theory and thinking -process and practice-Evaluation Methods - Approaches - Tools - Analyzing and reporting recommendations. Learning Analytics: Collecting Learning Data - Implementing Learning Analytics.

(15 Hours)

SELF STUDY FOR ASSIGNMENT

1.   Mentoring Process
2.   Implementing Learning Analytics

TEXT BOOKS

1. Rebecca Page-Tickell (2018). *Learning and Development: A Practical Introduction (HR Fundamentals Book 15)*, Kogan Page, 2nd Edition.

2. Kathy Beevers, Andrew Rea & David Hayden (2019). *Learning and Development Practice in the Workplace*, CIPD - Kogan Page, 4th Edition.

3. Michelle R. Weise (2020). *Long Life Learning: Preparing for Jobs that Don't Even Exist Yet*, Wiley, 1st Edition.

REFERENCE BOOKS

1. Sharon Boller & Laura Fletcher (2020). *Design Thinking for Training and Development: Creating Learning Journeys That Get Results*, ATD Press, 1st Edition.

2. Thomas Garavan, Carole Hogan, Amanda Cahir-O'Donnell & Claire Gubbins (2020). *Learning & Development in Organisations: Strategy, Evidence and Practice*, Oak Tree Press, 1st Edition.

3. Andrew Mayo (2017). *Creating a Learning and Development Strategy*, Viva CIPD, 2nd Edition.

Course Code 24PBAE47	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	2	2	2	2	3	3	2	2	2
CO2	3	3	3	3	3	-	3	3	-	-
CO3	3	3	3	2	3	1	1	-	-	1
CO4	2	2	2	3	3	-	2	2	1	-
CO5	3	2	2	3	3	1	-	2	-	1

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

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Semester IV		Hours/Week: 5	
DSEC 18	**STRATEGIC HUMAN RESOURCE MANAGEMENT**	Credits: 4	
Course Code **24PBAE48**		Internal 25	External 75

COURSE OUTCOMES

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

CO1: describe the fundamentals of strategic management by examining strategic decision dimensions, company mission, and the impact of human resources in strategy formulation. [K2]

CO2: illustrate the alignment between corporate, global, and HR strategies by integrating long-term objectives, environmental forecasting, and human resource approaches. [K3]

CO3: apply human resource strategies to organizational development through the implementation of change management, training initiatives, and strategy-linked HR processes.[K3]

CO4: analyze strategic HR processes by evaluating employment practices, workforce planning, and performance management systems to address HR challenges. [K4]

CO5: evaluate the role of HRM in strategic implementation by assessing leadership, structure, reward systems, and future HR strategies in a dynamic business environment. [K4]

UNIT I

Strategic Management: Nature and Significance - Dimensions of Strategic Decisions - Strategic Management Model and components - Strategy Formulation: Formulating a Company Mission - Forces Influencing the Strategy Formulation - Porter's Model.

(15 Hours)

UNIT II

Environment Forecasting: Analyzing the Company Profiles - Formulating Long-Term Objectives and Grand Strategies - Strategy Implementation - Institutionalizing the Strategy - Structure - Leadership and Culture - Evaluating the Strategy - Corporate Strategy and Global Strategy. **(15 Hours)**

UNIT III

Human Resource Strategy (HRS): Concept - Approaches - HRS and Business Strategy - Change Management Strategies - Training and Development Strategies - Organizational Performance and HRS: HRM Strategy and Difficulties in its implantation **(15 Hours)**

UNIT IV

Strategic Human Resource Processes: Workforce Utilization and Employment Practices - Efficient Utilization of Human Resources - Dealing with employee shortages - selection of employees - Dealing with employee surpluses and special implementation challenges - Reward and development systems - Strategically Oriented Performance Management Systems - oriented compensation systems and employee development. **(15 Hours)**

UNIT V

New Economic Policy and HRM Strategy: Role of Human Resources in Strategy Formulation: Integrating Human Resources in Strategic Decisions - HRS and HRIS - Human Resource Strategy: Some Key Issues - HRM Strategy for Future. **(15 Hours)**

SELF STUDY FOR ASSIGNMENT

1. Porter's Model
2. HRM Strategy for Future.

TEXT BOOKS

1. Das Gupta, A. (2020). *Strategic Human Resource Management: Formulating and Implementing HR Strategies for a Competitive Advantage*, Productivity Press New York– Routledge.

2. Agarwala, T. (2007). *Strategic Human Resource Management*, Oxford University Press,
   a. 1st Edition.

3. Rees, G., & Smith, P. (2021). *Strategic Human Resource Management: An International Perspective*, Sage, 3rd Edition.

REFERENCE BOOKS

1. Heijltjes, M. G. (2000). *Strategic Human Resource Management*, Sage Publications Ltd. (UK), 1st Edition.

2. Dhar, R. L. (2010). *Strategic Human Resource Management*, Excel Books, New Delhi, 1st Edition.

3. Ulrich, D., Younger, J., & Brockbank, W. (2012). *HR from the Outside In: Six Competencies for the Future of Human Resources*, McGraw Hill, 1st Edition.

Course Code 24PBAE48	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	2	2	2	2	2	2	-	-	1
CO2	3	3	2	3	3	3	3	2	-	-
CO3	3	3	3	3	3	3	1	-	1	-
CO4	2	3	2	3	3	3	2	-	-	-
CO5	2	3	2	3	3	1	3	-	-	-

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

Dr. P. Suganthi   Ms.V.Sobika
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Semester IV		HUMAN RESOURCE INFORMATION SYSTEM	Hours/Week: 5	
DSEC - 18			Credits: 4	
Course Code **24PBAE49**			Internal 25	External 75

COURSE OUTCOMES

On completion of the course, students will be able to

CO1 : Understand the fundamental concepts, structure, and objectives of HRIS, including data management, HR modules, and E-HRM applications. [K2]

CO2 : Apply knowledge of HRIS software tools and data management techniques in HR decision-making and HR process automation. [K3]

CO3 : Implement HRIS components to support HR functions like planning, recruitment, appraisal, training, and compensation management. [K3]

CO4 : Analyze the structure, design, and decision-making impact of HRIS in modern HR management systems. [K4]

CO5 : Evaluate the challenges, privacy concerns, and security mechanisms involved in implementing HRIS in organizations. [K4]

UNIT I

Data & Information: Needs for HR Manager – Sources of Data – Role of IT in HRM – IT for HR Managers – Concept – Structure - Mechanisms of HRIS – Programming Dimensions & HR Manager – Survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output & screens] – EHRM – Objectives - Advantages - Disadvantages. **(15 Hours)**

UNIT II

Data Management for HRIS: Data Formats - Entry Procedure – Process - Data Storage – Retrieval - Transaction Processing - Office Automation - Information Processing - Control Functions - Design of HRIS - Relevance of Decision Making - Concepts for Information System Design. **(15 Hours)**

UNIT III

HR Management Process in HRIS: Modules on HR Planning – Recruitment – Selection – Placement - Module on Performance Appraisal System - Training & Development Module - Module on Pay & other Related Dimensions - Information System's support for Planning & Control. **(15 Hours)**

UNIT IV

HRIS Application: HR administration – Outsourcing – Job shadowing – HR planning Sub System – Data input - Data Capturing for Monitoring & Review – Outflow – Report – Information Processing for Decision Making - DSS – Overview of HR metrics. **(15 Hours)**

UNIT V

HRIS Security and Privacy: Security - Style of Organizations – Security of Data and Operations of HRIS Modules – Problems during IT Adoption Efforts and Processes to Overcome – Cyber Security – Needs – Approaches – Principles – Types – Information Security Management in HRIS. **(15 Hours)**

SELF-STUDY ASSIGNMENT

1. Analyze the Role of HRIS in Outsourcing and Job Shadowing Practices
2. Evaluate the Challenges of Security and Privacy in HRIS

TEXT BOOKS

1. Kavanagh.Michael.J. & Thite.Mohan. (2019). *Human Resource Information Systems: Basics, Applications, and Future Directions*, New Delhi: Sage Publications Private Limited, 3rd edition.

2. Badgi.Sathish.M. (2012). *Practical Guide to Human Resource Information Systems*, New Delhi: PHI, 1st edition.

3. Kavanagh.Michael.J. (2011). *Human Resource Information Systems: Basics, Applications and Future Directions*, New Delhi: Sage South Asia Edition, 1st edition.

4. Gupta.P.K. & Chhabra.Susheel. (2015). *Human Resource Information System*, Mumbai: Himalaya Publishing House, 1st edition.

5. Armstrong Michael. (2006). *A Handbook of Human Resource Management Practice*, London: Kogan Page, 10th edition.

REFERENCE BOOKS

1. Lippert.Susan.K. & Swiercz.Paul.Michael, *Human Resource Information Systems (HRIS) and Technology Trust*.

2. Nagendra.Asha. & Deshpande.Mohit, *Human Resource Information Systems (HRIS) in HR Planning and Development in Mid to Large Sized Organizations*.

3. Ali Quaosar.G.M. & Rahman.Md.Siddikur, *Human Resource Information Systems (HRIS) of Developing Countries in 21st Century: Review and Prospects*.

4. Kovach.Dr.Kenneth.A & Cathcart.Charles.E.,Jr., *Human Resource Information Systems (HRIS): Providing Business with Rapid Data Access, Information Exchange and Strategic Advantage*.

Course Code 24PBAE49	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	2	2	2	2	2	1	2	-	1
CO2	3	3	2	3	2	3	2	3	2	2
CO3	3	3	3	3	3	3	2	3	3	2
CO4	3	3	2	3	3	3	2	2	2	2
CO5	3	3	2	3	3	3	3	3	2	3

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

Dr.P.Suganthi   Ms.M.J.Mathumitha
Head of the Department   **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.

(2024-2025 onwards)

Semester IV		Hours/Week: 4	
Elective Course	**INTRODUCTION TO ENTREPRENEURSHIP**	Credits: 3	
Course Code **24PBAE410**		Internal 25	External 75

COURSE OUTCOMES

On completion of the course, students will be able to

CO1 : explain the foundational principles of entrepreneurship, including types of entrepreneurs, the entrepreneurial process, and innovation across firm sizes. [K2]

CO2 : apply entrepreneurial thinking and decision-making to develop a new business idea, taking into account innovation models, business planning, and environmental factors. [K3]

CO3 : analyze the challenges and opportunities for entrepreneurs in different economic contexts, comparing large vs. small firms, institutional support systems, and societal roles. [K3]

CO4 : design an entrepreneurial framework that integrates innovation, strategy, business models, and social responsibility to address real-world issues. [K4]

CO5 : evaluate the impact of entrepreneurship on economic development by integrating knowledge of innovation, strategic planning, social influence, and global trends. [K4]

UNIT I

Introduction: Meaning - Scope - Nature - Importance - Recent Trends & Challenges in Entrepreneurial Marketing - Characteristics of entrepreneurial marketing - Company's Orientations towards the Marketplace - Concept of Value - Value Creation and Delivery

(12 Hours)

UNIT II

Opportunities and Competition: Identifying new opportunities - Analysing customer requirements - Analysing competition - Developing a business model - Innovation within Product and Services - Climate for sustained innovation - Ecosystem and stakeholder engagement.

(12 Hours)

UNIT III

Innovation: Adoption and diffusion of innovation - Costing and pricing strategies - Sales strategies - Communication strategies - Marketing challenges in scaling up - building marketing capabilities Designing business processes - Assessing marketing performance **(12 Hours)**

UNIT IV

Demand Forecasting: Demand Forecasting - Distribution Strategies and Channel Mix - Managing Sales - Marketing Strategy and Public Policy Management in 21st century - Sales activities - tasks and planning - Call Planning - Presentations and handling objections - follow up - Salesmanship and management of sales force - Relationship marketing **(12 Hours)**

UNIT V

Business Development Strategies: Formulating Business Development Strategies - Evaluating Opportunities for Business Development – SWOT Analysis - Selecting Opportunities to Pursue.

(12 Hours)

SELF-STUDY ASSIGNMENT

1. Examine the Effectiveness of Channel Mix Strategies in Entrepreneurial Sales Management
2. Critically evaluate how SWOT Analysis helps in formulating and selecting business development strategies

TEXT BOOKS

1. Manimala, Mathew J. (2005). *Entrepreneurship Theory at Cross Roads: Paradigms and Praxis*, New Delhi: Dreamtech Press, 2nd edition.
2. Khanka, S.S. *Entrepreneurial Development*, New Delhi: S. Chand & Co. Ltd.
3. Hisrich, Robert D. & Peters, Michael P. (2013). *Entrepreneurship*, New Delhi: Tata McGraw-Hill, 8th edition.
4. Kuratko, Donald F. (2014). *Entrepreneurship – Theory, Process and Practice*, Boston: Cengage Learning, 9th edition.
5. Roy, Rajeev. (2011). *Entrepreneurship*, New Delhi: Oxford University Press, 2nd edition.

REFRENCE BOOKS

1. Boutillier, Sophie & Uzunidis, Dimitri. (n.d.). *The Entrepreneur*, Sebastopol: O'Reilly Media.

2. Acs, Zoltan J. & Audretsch, David B. (1988). *Innovation in Large and Small Firms: An Empirical Analysis*, *American Economic Review*, 78(4), pp. 678–690.

3. Lambing, Peggy A. & Kuehl, Charles R. (2003). *Entrepreneurship*, Ankara: Başkent University.

4. Audretsch, David. (2012). *Entrepreneurship Research*, *Management Decision*, Bingley: Emerald Publishing.

| Course Code 24PBAE410 | 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	1	2	2	2	2	-	2	1	-	-
CO2	3	2	3	3	2	3	2	3	-	-
CO3	3	2	3	3	3	3	3	3	-	-
CO4	3	2	3	3	3	3	2	3	-	-
CO5	3	3	2	3	3	3	3	3	-	-

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

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