



## V. V. V. VANNIAPERUMAL COLLEGE FOR WOMEN

(Belonging to Virudhunagar Hindu Nadars)

An Autonomous Institution Affiliated to Madurai Kamaraj University, Madurai

Re-accredited with 'A' Grade (3<sup>rd</sup> Cycle) by NAAC

VIRUDHUNAGAR - 626 001

### OUTCOME BASED EDUCATION WITH CHOICE BASED CREDIT SYSTEM REGULATIONS AND SYLLABUS (with effect from Academic Year 2020 - 2021)

V.V.Vanniaperumal College for Women, Virudhunagar, established in 1962, offers 20 UG Programmes, 14 PG Programmes, 6 M.Phil. Programmes and 6 Ph.D. Programmes. The curriculums for all these Programmes, except Ph.D. Programmes, have been framed as per the guidelines given by the University Grants Commission (UGC) under Choice Based Credit System (CBCS) and the guidelines for Outcome Based Education (OBE).

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

#### A. CHOICE BASED CREDIT SYSTEM (CBCS)

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

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#### 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 and Computer Applications
Commerce & Management	:	Commerce, Commerce (Computer Applications), Commerce (Professional Accounting), Business Administration

## **PG PROGRAMMES**

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

\* AICTE approved Programmes

## **PRE-DOCTORAL PROGRAMMES (M.Phil.)**

Arts & Humanities	:	History, English, Tamil
Physical & Life Sciences	:	Mathematics, Biochemistry
Commerce & Management	:	Commerce

## **OUTLINE OF CHOICE BASED CREDIT SYSTEM- PG**

1. Core Courses
2. Project
3. Elective Courses
4. Discipline Specific Elective Courses (DSEC)
5. Non Major Elective Course (NMEC)
6. Online Course – Practice for SET/NET – General Paper
7. Extra Credit Courses (Optional)

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**List of Non Major Elective Courses (NMEC) Offered**

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**PG PROGRAMMES**

Name of the Course	Semester	Department
History of Freedom Movement in India (A.D. 1885 - 1947)	III	History
English for Job Aspirants	III	English
தமிழும் பிற்துறைகளும்	III	Tamil
Taxation Concepts and Assessment	III	Commerce
Entrepreneurship	III	Business Administration
Mathematics for Competitive Examinations	III	Mathematics
Digital Electronics	III	Physics
Chemistry for Competitive Examinations	III	Chemistry
Apiculture	III	Zoology
Nutrition and Health	III	Home Science - Nutrition and Dietetics
Clinical Biochemistry	III	Biochemistry
Web Programming	III	Computer Science
Fundamentals of Information Technology	III	Information Technology
Web Technology	III	Computer Applications

**B. OUTCOME BASED EDUCATION (OBE) FRAMEWORK**

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

**Vision of the Institution**

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

## **Mission of the Institution**

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

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

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

#### **Vision of the Department of M.B.A**

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

#### **Mission of the Department of M.B.A**

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

#### **B.1.1 Programme Educational Objectives (PEOs)**

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

## Programme Educational Objectives (PEOs) of M.B.A. Programme

### The students will be able to

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

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

### B.1.2 Programme Outcomes (POs)

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

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

- 1 apply their in depth domain knowledge and practical skills in interdisciplinary fields for research-based endeavours, employment and entrepreneurship development. (*Disciplinary Knowledge*)
- 2 communicate proficiently and confidently with the ability to present complex ideas 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, synthesise the findings and provide valid conclusion by critical evaluation of theories, policies and practices for the betterment of society. (*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**

##### **PO 1: *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.

**PO 2: 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

**PO 3: 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.

**PO 4: 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

**PO 5: Digital Literacy, Self - directed and Lifelong Learning**

**PSO 5:** 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.

**PO 6: Research Related Skills**

**PSO 6:** formulate contemporary management research problems and apply appropriate research methodologies for analysis, findings and suggestions.

**PO 7: Co-operation/Team Work and Multi-Cultural Competence**

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

**PO 8: 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.

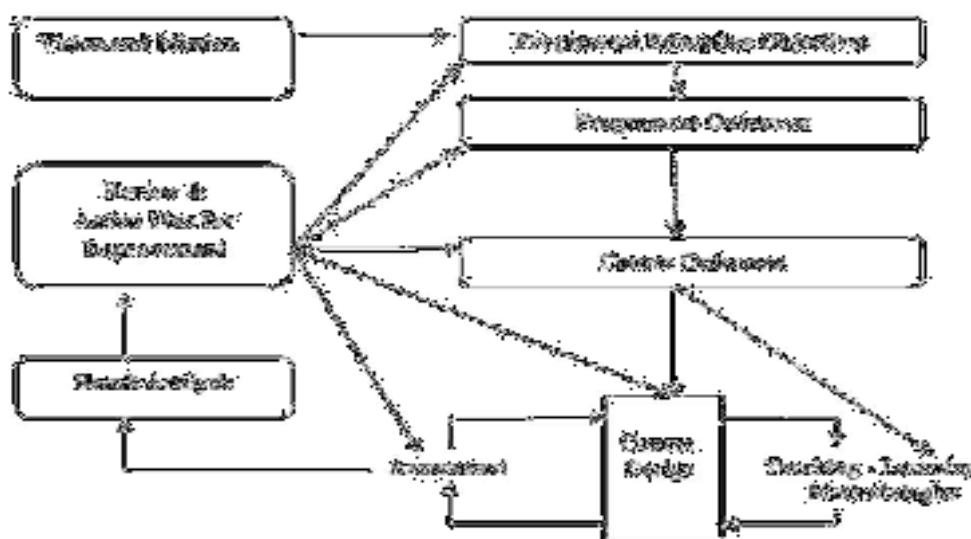
**PO-PEO Mapping Matrix**

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

#### B.1.4 Course Outcomes (COs)

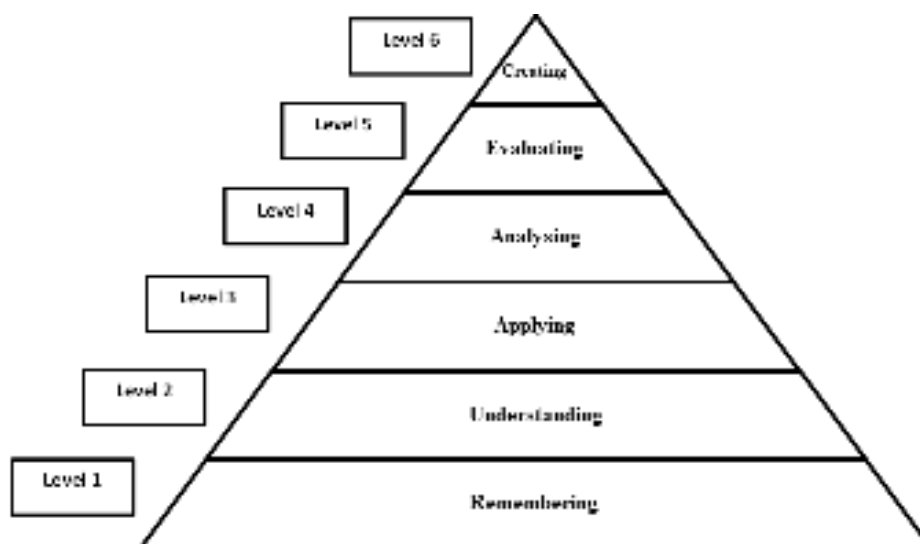
Course Outcomes are narrow statements restricted to the course contents given in five units. Course Outcomes describe what students would be capable of, after learning the contents of the Course. They reflect the level of knowledge gained, skills acquired and attributes developed by the students after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





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

### BLOOM'S TAXONOMY



### CO – PO Mapping of Courses

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

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

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

**ELIGIBILITY FOR ADMISSION**

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

**DURATION OF THE PROGRAMME**

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

**MEDIUM OF INSTRUCTION**

English

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**B.2 EVALUATION SCHEME**


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<b>Components</b>	<b>Internal Assessment Marks</b>	<b>External Examination Marks</b>	<b>Total Marks</b>
Theory/ Project	40	60	<b>100</b>

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**B.2.1 Core Courses, Discipline Specific Elective Courses and Non Major Elective Course**


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**INTERNAL ASSESSMENT****Distribution of Marks****Theory**

<b>Mode of Evaluation</b>		<b>Marks</b>
Periodic Test	:	25
Assignment	:	5
Seminar	:	10
<b>Total</b>	<b>:</b>	<b>40</b>

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

Two Assignments - Better of the two will be considered

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

Section	Types of Question	No. of Questions	No. of Questions to be answered	Marks for each Question	Max. Marks
A Q.No.(1 - 5)	Fill in / Sentence Form	5	5	1	5
B Q.No.(6-10)	Internal Choice Either Or Type	5	5	5	25
C Q.No.(11-13)	Open Choice	3	2	10	20
<b>Total</b>					<b>50*</b>

\*The total marks obtained in the Periodic Test will be calculated for 25 marks

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

Section	Types of Question	No. of Questions	No. of Questions to be answered	Marks for each question	Total Marks
A Q.No.(1 - 5)	Fill in / Sentence Form	5	5	1	5
B Q.No.(6-10)	Internal Choice Either Or Type	5	5	5	25
C Q.No.(11-15)	Open Choice	5	3	10	30
<b>Total</b>					<b>60</b>

**B.2.2 Project**

Project is compulsory for II PG Students in IV Semester.

**Distribution of Marks**

Mode of Evaluation		Marks
Internal	:	40
External	:	60
<b>Total</b>	:	<b>100</b>

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

**B.2.3 Online Course**

Practice for SET/NET - General Paper

Internal Examination only

- Online Test 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	:	40
Model Examination	:	60
<b>Total</b>	<b>:</b>	<b>100</b>

Two Periodic Tests - Better of the two will be considered

**B.2.4 Extra Credit Courses**

- Two credits are allotted for each Extra Credit Course offered by the Department.
- Extra credits are allotted for the completion of Open Online Courses offered by MOOC to the maximum of 15 credits.
  - The Courses shall be completed within the first III Semesters of the Programme.
  - The allotment of credits is as follows

4weeks Course	- 1 credit
8 weeks Course	- 2 credits
12 weeks Course	- 3 credits

**ELIGIBILITY FOR THE DEGREE**

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

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### **B.3 ASSESSMENT MANAGEMENT PLAN**

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

#### **B.3.1 Assessment Process for CO Attainment**

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

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

**Indirect Assessment** –Done through Course Exit Survey.

#### **CO Assessment Rubrics**

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

## CO Attainment

### Direct CO Attainment

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

### Attainment Levels of COs

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

### Target Setting for Assessment Method

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

### Formula for Attainment for each CO

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

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

### 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 against 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**

<b>Mode of Assessment</b>	<b>Assessment Tool</b>	<b>Description</b>
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
Value $\geq$ 70%	Excellent
Value $\geq$ 60 % and Value $<$ 70%	Very Good
Value $\geq$ 50 % and Value $<$ 60%	Good
Value $\geq$ 40% and Value $<$ 50%	Satisfactory
Value $<$ 40%	Not Satisfactory



**Level of PO Attainment**

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

**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**

<b>Assessment Criteria</b>	<b>Target (UG)</b>	<b>Target (PG)</b>
Record of Employment	25 % of the class strength	30 % of the class strength
Progression to Higher Education	40 % 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**

<b>Assessment Criteria &amp; Tool</b>	<b>Weightage</b>
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
<b>Total Attainment</b>	<b>100</b>

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

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

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

### Expected Level of Attainment for each of the Programme Educational Objectives

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

### Level of PEO Attainment

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

### **C. PROCESS OF REDEFINING THE PROGRAMME EDUCATIONAL OBJECTIVES**

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



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### MASTER OF BUSINESS ADMINISTRATION (0121)

Outcome Based Education with Choice Based Credit System

Programme Structure - Allotment of Hours and Credits

For those who join in the Academic Year 2020-21

Components	Semester				Total Number of Hours/ (Credits)
	I	II	III	IV	
Core Course	6 (4)	5 (4)	5 (3)	5 (4)	21(15)
Core Course	6 (4)	5 (4)	5 (3)	-	16 (11)
Core Course	6 (4)	5 (4)	5 (3)	-	16 (11)
Core Course	6 (4)	5 (4)	-	-	11(8)
Core Course	6 (4)	4 (4)	-	-	10(8)
Core Course	-	5 (4)	-	-	5(4)
Project	-	-	-	6(3)	6 (3)
Discipline Specific Elective Course	-	-	4 (3)	6 (4)	10 (7)
Discipline Specific Elective Course	-	-	4 (3)	6 (4)	10(7)
Discipline Specific Elective Course	-	-	-	6 (4)	6(4)
Non Major Elective Course	-	-	5 (4)	-	5 (4)
Viva-Voce	0(1)	0(1)	0 (1)	0(1)	0 (4)
Skill /Value Enhancement Course	-	1 (1)	1 (1)	1 (1)	3 (3)
Online Course	-	-	1 (1)	-	1 (1)
<b>Total</b>	<b>30 (21)</b>	<b>30 (26)</b>	<b>30 (22)</b>	<b>30 (21)</b>	<b>120 (90)</b>
Extra Credit Course (Optional)- offered by the Department	-	-	0(1)	-	0 (1)
Extra Credit Course – (Optional) MOOC	-	-	-	-	Limited to a maximum of 15 credits



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### MASTER OF BUSINESS ADMINISTRATION PROGRAMME – 0121

#### PROGRAMME CONTENT

#### SEMESTER I

S.No.	Components	Title of the Course	Course Code	Hours per Week	Credits	Exam. Hours	Marks		
							Int.	Ext.	Total
1.	Core Course-1	Management Theory and Organisational Behaviour	20PBAC11	6	4	3	40	60	100
2.	Core Course-2	Managerial Economics	20PBAC12	6	4	3	40	60	100
3.	Core Course-3	Business Statistics - I	20PBAC13	6	4	3	40	60	100
4.	Core Course-4	Business Environment	20PBAC14	6	4	3	40	60	100
5.	Core Course-5	Cost and Management Accounting	20PBAC15	6	4	3	40	60	100
6.	Viva –Voce -1	Viva –Voce	20PBAV11	-	1		100	-	100
<b>Total</b>				<b>30</b>	<b>21</b>				<b>600</b>

**M.B.A. - SEMESTER II**

S.No.	Components	Title of the Course	Course Code	Hours per Week	Credits	Exam. Hours	Marks		
							Int.	Ext.	Total
1.	Core Course-6	Entrepreneurial Development	20PBAC21	5	4	3	40	60	100
2.	Core Course-7	Marketing Management	20PBAC22	5	4	3	40	60	100
3.	Core Course-8	Financial Management	20PBAC23	5	4	3	40	60	100
4.	Core Course-9	Operations Management	20PBAC24	5	4	3	40	60	100
5.	Core Course -10	Human Resource Management	20PBAC25	4	4	3	40	60	100
6.	Core Course-11	Business Statistics – II & Operations Research	20PBAC26	5	4	3	40	60	100
7.	Skill Enhancement Course -1	Seminar on Managerial Skills - I	20PBAS21	1	1		100	-	100
8.	Viva –Voce -2	Viva –Voce	20PBAV21	-	1		100	-	100
<b>Total</b>				<b>30</b>	<b>26</b>				<b>800</b>

## M.B.A. – SEMESTER III

S.No.	Components	Title of the Course	Course Code	Hours per Week	Credits	Exam. Hours	Marks		
							Int.	Ext.	Total
1.	Core Course-12	Management Information Systems	20PBAC31	5	3	3	40	60	100
2.	Core Course-13	Research Methodology in Business	20PBAC32	5	3	3	40	60	100
3.	Core Course-14	Banking and Insurance	20PBAC33	5	3	3	40	60	100
4.	NMEC	Entrepreneurship	20PBAN31	5	4	3	40	60	100
5.	DSEC - 1	Marketing / Finance / Human Resources	** p. no.	4	3	3	40	60	100
6.	DSEC – 2			4	3	3	40	60	100
7.	Skill Enhancement Course -2	*Internship & Seminar on Managerial Skills II	20PBAS31	1	1		100	-	100
8.	Viva – Voce -3	Viva –Voce	20PBAV31	-	1		100	-	100
9.	Online Course	SET/NET Preparation - General Paper	20PGOL31	1	1	-	100	-	100
<b>Total</b>				<b>30</b>	<b>22**</b>				<b>800</b>

DSEC - Discipline Specific Elective Course

NMEC : Non Major Elective Course

\*2 Weeks Internship training during II Semester holidays

## Self - Study Subject

S.NO.	Course Code	Title of the Course	Credit	Internal Marks
1	20PBAO31	Business Plan Preparation	1	100

**M.B.A. - SEMESTER IV**

S.No.	Components	Title of the Course	Course Code	Hours per Week	Credits	Exam. Hours	Marks		
							Int.	Ext.	Total
1.	Core Course-15	Strategic Management	20PBAC41	5	4	3	40	60	100
2.	Core Course – 16 - Project	*Project	20PBAC41P R	6	3	3	60	40	100
3.	DSEC -3	Marketing / Finance / Human Resources	**p. no.	6	4	3	40	60	100
4.	DSEC -4	Marketing / Finance / Human Resources	**p. no.	6	4	3	40	60	100
5.	DSEC -5	Marketing / Finance / Human Resources	**p. no.	6	4	3	40	60	100
6.	Value Enhancement Course - 1	Seminar on Indian Ethos	20PBAS41	1	1	-	100	-	100
7.	Viva –Voce -4	Viva-Voce	20PBAV41	-	1		100	-	100
<b>Total</b>				<b>30</b>	<b>21</b>				<b>700</b>

DSEC - Discipline Specific Elective Course

\*8 weeks project after completion of III Semester Summative Examinations and before commencement of IV Semester



**Semester III - Discipline Specific Elective Course**  
 [Any two of the following Functional Areas]  
 (In one Functional Area, One Course is to be chosen)

<b>Functional Areas</b>	<b>Title of the Course</b>	<b>**Course Code</b>
Marketing	Retail Marketing	20PBAE31
	Product Management and Digital Marketing	20PBAE32
	Sales Promotion and Sales Management	20PBAE33
Finance	Indian Capital Markets	20PBAE34
	International Trade, Finance and Documentation	20PBAE35
	Strategic Financial Management	20PBAE36
Human Resources	Industrial Relations and Labour Law	20PBAE37
	Wages and salary Administration	20PBAE38
	Organizational Development	20PBAE39

**Semester IV – Discipline Specific Elective Course**  
 [Any \*three Courses from any two of the following Functional Areas]

\*Two Courses from one Functional Area and

\*One Course from other Functional Area

<b>Functional Areas</b>	<b>Title of the Course</b>	<b>**Course Code</b>
Marketing	Advertising	20PBAE41
	Consumer Behaviour	20PBAE42
	Brand Management	20PBAE43
	Services Marketing	20PBAE44
	International Marketing	20PBAE45
Finance	. Portfolio Management	20PBAE46
	Micro Finance	20PBAE47
	Financial Institutions and services	20PBAE48
	International Financial Management	20PBAE49
	Budgeting, Profit Planning and Control	20PBAE4A
Human Resources	Training and Development	20PBAE4B
	Introduction to Psychology	20PBAE4C
	International Human Resource Management	20PBAE4D
	Performance Management	20PBAE4E
	Strategic Human Resource Management	20PBAE4F



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VIRUDHUNAGAR - 626 001

### M.B.A. (2020 -21 onwards)

Semester I	<b>MANAGEMENT THEORY &amp; ORGANISATIONAL BEHAVIOUR</b>	Hours/Week: 6	
Core Course		Credits: 4	
Course Code 20PBAC11		Internal 40	External 60

### COURSE OUTCOMES

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

- CO1: describe the core concepts regarding efficient management and behavior in business organizations. [K2]
- CO2: articulate the management principles related to people, work as well as the organization environment to the workforce to preserve efficient planning, organizing, directing and controlling. [K2]
- CO3: implement planning, organizing, staffing and controlling at work in order to regulate the individual and group behavior towards the organization development. [K3]
- CO4: critically analyze the business structure, group dynamics, organization culture and climate motivation and leadership styles adopted by the organizations. [K4]
- CO5: evaluate the management principles and practices adopted in organizations. [K5]

### UNIT I

**Introduction to Management and OB:** Definition - Nature and Functions of Management–Importance – Roles of Manager- Levels of Management- Managerial Skills - Management Vs Administration – School of Management Thoughts.

**Organizational Behavior:** Definition- Nature- Scope- Approaches- Characteristics - Organization Design - Structure, Historical Evolution – Challenges of Organizational Behavior.

(18 Hours)

## UNIT II

**Planning, Organizing and Staffing:** Planning: Nature and Importance of Planning - Types of Plans - Steps in Planning - Effective Planning.

**Decision Making:** Meaning - Types of Decision Making - Requisites for Effective Decision.

**Organizing:** Meaning - Principles – Departmentalization- Delegation of Authority- Decentralization.

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

## UNIT III

**Group Behavior:** Group Dynamics and Teams - Power and Politics - Conflicts and Negotiation - Personality & Theories - Perception - Attitude and Values. (18 Hours)

## UNIT IV

**Directing:** Nature and Importance of Directing.

**Motivation:** Meaning - Theories

**Leadership:** Meaning- Styles and Theories

**Communication:** Importance - Purpose-Process-Types- Barriers- Principles - Networks (18 Hours)

## UNIT V

**Controlling and Organizational Development:**

Steps in Control Process- Controlling Techniques- Tools and Techniques.

**Organization System:** Culture- Organizational & Climate -Organization change and resistance - Organizational development and Techniques. (18 Hours)

## SELF STUDY FOR ASSIGNMENT

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

## TEXT BOOKS

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

**REFERENCE BOOK**

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

Course Code 20PBAC11	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	H	L	H	M	M	L	-	M	L	-
CO2	H	H	M	H	H	H	M	L	H	L
CO3	M	M	L	H	H	H	H	M	M	H
CO4	H	H	-	H	H	M	L	-	-	L
CO5	M	M	H	M	M	-	-	M	H	L

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### M.B.A. (2020 -21 onwards)

Semester I	<b>MANAGERIAL ECONOMICS</b>	Hours/Week: 6	
Core Course		Credits: 4	
Course Code <b>20PBAC12</b>		Internal 40	External 60

### COURSE OUTCOMES

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

- CO1: explain the fundamental concepts of micro and macroeconomics that influence business. [K2]
- CO2: Illustrate how business decisions are impacted by applications of economic concepts and theories. [K3]
- CO3: interpret the behaviour of revenue, utility, production, cost, pricing, the market structures and macroeconomic factors in different business situations. [K3]
- CO4: analyse how business decisions are shaped by micro and macroeconomic factors. [K4]
- CO5: evaluate the contemporary microeconomic factors and macroeconomic developments influencing business. [K5]

### UNIT I

**Introduction to Managerial Economics:** Definition – Scope of Managerial Economics – Managerial Economics with Other Disciplines – Time Perspective – Incremental Principle.

**Demand Theory and Analysis:** Law of Demand– Individual and Market Demand– Total and Marginal Revenue – Price – Income – Cross Elasticity – Utility – Indifference Curves and Maps– Utility Maximization.

**Demand Forecasting:** Overview–Types– Purpose – Methods for Forecasting for New and Established Products. (20 Hours)

## UNIT II

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

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

## UNIT III

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

## UNIT IV

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

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

## UNIT V

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

(16 Hours)

## SELF STUDY FOR ASSIGNMENT

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

**TEXT BOOK**

1. Varshney, R.L. & Maheshwari, K.L. (2014). *Managerial Economics*, New Delhi: Sultan Chand & Sons, 22<sup>nd</sup> Edition.

**REFERENCE BOOKS**

1. Craig Peterson, H. & Cris Lewis,(2005). *Managerial Economics*, New Delhi: Prentice Hall of India, 4<sup>th</sup> Edition.
2. Mehta, P.L,(2013). *Managerial Economics -Analysis, Problems and cases*, New Delhi : Sultan Chand & Sons, 15<sup>th</sup> Edition
3. Sankaran, S.(2013). *Managerial Economics*, Chennai: Margham Publications, 15<sup>th</sup> Edition.

Course Code 20PBAC12	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	H	H	-	-	-	-	M	L	-	-
CO2	H	H	M	M	M	L	M	L	M	-
CO3	H	H	M	H	H	H	H	M	M	L
CO4	H	H	M	H	H	H	M	H	M	L
CO5	H	H	-	H	H	H	H	H	-	-

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### M.B.A.

(2020-21 onwards)

Semester I	<b>BUSINESS STATISTICS - I</b>	Hours/Week: 6	
Core Course		Credits: 4	
Course Code <b>20PBAC13</b>		Internal 40	External 60

#### COURSE OUTCOMES

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

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

CO2: solve the various statistical problems using the appropriate statistical tool. [K3]

CO3: analyse the statistical problems using appropriate statistical tools. [K4]

CO4: recommend solutions to various statistical problems using statistical tools. [K4]

CO5: formulate hypotheses and justify using various parametric and non parametric tests. [K5]

#### UNIT I

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

**Collection of Data:** Primary and Secondary Data – Methods of Data Collection. **Techniques of Data Arrangements:** Frequency Distribution– Graphing Frequency Distribution – Different Types of Tabulations – Polygons, Bar Diagrams, Pie Diagrams, Histogram, Ogives.

(18 Hours)

#### UNIT II

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

**Measures of Central Dispersion:** Range– Quartile Deviation–Mean Deviation– Standard Deviation–Coefficient of Variation–Skewness and Kurtosis - Properties.

(18 Hours)



**UNIT III**

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

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

**Sampling :** Principles and Methods – Sampling Error–Types of Sampling.

(18 Hours)

**UNIT IV**

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

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

(18 Hours)

**UNIT V**

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

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

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

(18 Hours)

**NOTE: Question Pattern:** Theory : 20%  
Problems : 80%

**SELF STUDY FOR ASSIGNMENT**

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

**TEXT BOOK**

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

**REFERENCE BOOKS**

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

Course Code 20PBAC13	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	H	H	L	H	H	H	H	-	-	-
CO2	H	H	L	H	H	H	H	-	-	-
CO3	H	H	-	H	H	H	H	-	-	-
CO4	H	H	L	H	H	H	H	-	-	-
CO5	H	H	L	H	H	H	H	-	-	-

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### M.B.A. (2020 -21 onwards)

Semester I	<b>BUSINESS ENVIRONMENT</b>	Hours/Week: 6	
Core Course		Credits: 4	
Course Code <b>20PBAC14</b>		Internal 40	External 60

### COURSE OUTCOMES

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

CO1: Identify the aspects of Business environment with respect to Indian economy. [K2]

CO2: relate various environmental factors to business situations. [K2]

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

CO4: examine the policies, regulations and international environment. [K4]

CO5: Evaluate the factors influencing business environment. [K5]

### UNIT I

**An Introduction to Business Environment:** Concept – Nature – Significance – Types. Environmental Analysis – Concept – Process– Importance – Techniques.

**Political Environment:** Function of State- Economic Role of Government- Rationale of State Intervention. (18 Hours)

### UNIT II

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

### UNIT III

**Legal Environment:** Foreign Exchange Management Act 1999 - Introduction to Companies Act - Consumer Protection Act 1986-Competition Act 2000- Trademark and Patent Act 1999. (18 Hours)

#### UNIT IV

**Socio -Cultural Environment:** Culture and its Impact on business - Corporate Social Responsibility (CSR) – Corporate Governance – Concept – Significance – Principles – Corporate Governance in India.

**Business Ethics:** Concept – Nature – Elements – Source – Need –Factors Governing Business Ethics. (18 Hours)

#### UNIT V

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

#### SELF STUDY FOR ASSIGNMENT

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

#### TEXT BOOK

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

#### REFERENCE BOOKS

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

Course Code 20PBAC14	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	H	H	M	L	H	H	M	L	M	H
CO2	H	H	H	M	H	H	H	M	M	H
CO3	H	M	H	M	H	M	M	M	M	H
CO4	H	H	H	H	M	H	H	H	M	H
CO5	H	M	H	M	H	H	M	L	H	H

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### M.B.A. (2020 -21 onwards)

Semester I	<b>COST &amp; MANAGEMENT ACCOUNTING</b>	Hours/Week: 6	
Core Course		Credits: 4	
Course Code <b>20PBAC15</b>		Internal 40	External 60

### COURSE OUTCOMES

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

- CO1: infer the basic concepts in financial accounting, management accounting and Cost accounting. [K2]
- CO2: prepare budgets, final accounts and apply cost and management accounting tools to enable better decision making. [K3]
- CO3: interpret and analyse the various accounts and take decisions using financial and management accounting. [K4]
- CO4: compare various alternatives in management and cost accounts. [K4]
- CO5: evaluate financial position of the firm and management and costing decisions taken by the firm. [K5]

### UNIT I

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

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

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

## UNIT II

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

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

(18 Hours)

## UNIT III

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

(18 Hours)

## UNIT IV

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

**Zero Based Budgeting** – Advantages – Limitations of Zero Based Budgeting.

(18 Hours)

## UNIT V

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

(18 Hours)

## SELF STUDY FOR ASSIGNMENT

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

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

<b>Theory</b>	<b>:</b>	<b>40 %</b>
<b>Problems</b>	<b>:</b>	<b>60 %</b>

**TEXT BOOK**

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

**REFERENCE BOOKS**

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

Course Code 20PBAC15	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	H	H	M	L	H	H	M	L	H
CO2	H	H	H	M	H	H	H	M	H	H
CO3	H	L	H	L	H	M	L	H	L	M
CO4	H	H	H	H	M	H	H	H	M	H
CO5	H	L	H	M	H	H	M	L	H	M

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### M.B.A. (2020 -21 onwards)

Semester I	<b>VIVA- VOCE</b>	Hours/Week: -	
Viva-Voce 1		Credits: 1	
Course Code <b>20PBAV11</b>		Internal -	External 100

### COURSE OUTCOMES

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

- CO1: understand the Management and business concepts. [K2]
- CO2: apply the management theories to real time business situations. [K3]
- CO3: illustrate various examples of business cases for management concepts. [K3]
- CO4: analyse the opportunities and challenges that exist in the business environment. [K4]
- CO5: evaluate the pros and cons of possible decisions and choose the feasible one for the given situations. [K5]

### GUIDELINES

- The subject viva voce is conducted to evaluate the management conceptual knowledge and communication skills of the students.
- A panel of examiners (internal & external) asks questions to the students from the papers which they studied in that semester.
- The student's skill of applying the management concept to real time business cases is also examined.
- This is a platform for the students to project their subject knowledge, confidence and communication skills.

Course Code 20PBAV11	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	H	H	H	M	M	L		L	-
CO2	H	H	H	M	M	-	-	-	-	-
CO3	H	H	H	M	M	-	L	-	-	-
CO4	H	H	H	M	M	L	M	L	-	-
CO5	H	H	H	M	M	-	-	-	-	-

Dr. P. Suganthi  
Head of the Department

Ms. R. Revathy  
Course Designer



## V.V.VANNIAPERUMAL COLLEGE FOR WOMEN

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VIRUDHUNAGAR - 626 001

### M.B.A. (2020 -21onwards)

Semester II	<b>ENTREPRENEURIAL DEVELOPMENT</b>	Hours/Week: 5	
Core Course		Credits: 4	
Course Code <b>20PBAC21</b>		Internal 40	External 60

### COURSE OUTCOMES

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

- CO1: compare their personal characteristics and interests to that of the “successful” entrepreneur. [K2]
- CO2: discover the business opportunities available and input requirements for startup under rural, social, global and women entrepreneurship. [K3]
- CO3: analyze the significance, problems faced and remedies to overcome problems of MSME, rural, social & women entrepreneurs. [K4]
- CO4: assess the different modes and types of international and domestic Entrepreneurship. [K5]
- CO5: select a business plan and assess sources of finance & support for small business and entrepreneurs. [K5]

### UNIT I

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

**Entrepreneur:** Evolution - Entrepreneur and Managers – Qualities of True Entrepreneur – Types of Entrepreneurs - Functions of Entrepreneur- Intrapreneur – Role of Entrepreneurship towards Nations Development. (18 Hours)

### UNIT II

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

Internal and External Constraints - Project Formulation – Concept – Significance – Elements – Feasibility Report – Project Selection. (18 Hours)

### UNIT III

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

**Family Business:** Meaning – Characteristics– Types - Advantages – Disadvantages of Family Business- Major Challenges Faced by Family Business. (18 Hours)

### UNIT IV

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

**Social Entrepreneurship:** Meaning– Characteristics – Importance - Difference between Social and Business Entrepreneur- Cases of Social Entrepreneurs. (18 Hours)

### UNIT V

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

(18 Hours)

### SELF STUDY FOR ASSIGNMENT

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

### TEXT BOOKS

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

2. Khanka, S.S. (2012). *Entrepreneurial Development*, New Delhi: S.Chand & Company, Revised Edition.

### REFERENCE BOOKS

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

Course Code 20PBAC21	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	H	H	M	M	M	M	-	M	L	L
CO2	M	M	L	H	H	H	-	M	L	-
CO3	H	H	M	H	H	H	-	H	-	L
CO4	H	H	L	M	M	M	-	H	-	-
CO5	H	H	M	H	H	H	M	H	L	-

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### M.B.A. (2020 -21 onwards)

Semester II	<b>MARKETING MANAGEMENT</b>	Hours/Week: 5	
Core Course		Credits: 4	
Course Code <b>20PBAC22</b>		Internal 40	External 60

### COURSE OUTCOMES

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

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

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

CO3: classify the elements of Product, Price, place and promotional mix in the business. [K4]

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

CO5: decide a suitable pricing with an attractive packaging and choose from recent marketing trends for products /services. [K5]

### UNIT I

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

**Marketing Mix:** Product, Price, Place and Promotion.

**Marketing Environment:** Internal and External Environment.

(12 Hours)

## UNIT II

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

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

(12 Hours)

## UNIT III

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

**Place:** Types of Channels of Distribution.

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

**Retailer:** Functions of Retailers - Types of Itinerant Retailers – Large Scale Retail Formats – Difference between Wholesale and Retail Trade.

(12 Hours)

## UNIT IV

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

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

**Personal Selling:** Features – Advantages – Disadvantages of Personal Selling - Types of Salesmen – Essentials of Effective Selling.

(12 Hours)

## UNIT V

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

**Recent Concepts in Marketing:** Customer Relationship Management – Social Media Marketing – Green/ Marketing – Cause Related Marketing

(12 Hours)

## SELF STUDY FOR ASSIGNMENT

1. Creation of Advertisement Copy
2. Product Portfolio Basket

**TEXT BOOK**

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

**REFERENCE BOOKS**

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

Course Code 20PBAC22	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	H	H	M	M	M	M	H	M	L	L
CO2	M	M	L	H	H	H	M	M	L	H
CO3	H	H	M	H	H	H	H	H	H	H
CO4	H	H	L	M	M	M	H	H	H	M
CO5	H	H	M	H	H	H	H	H	M	M

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### M.B.A.

(2020 -21onwards)

Semester II	<b>FINANCIAL MANAGEMENT</b>	Hours/Week: 5	
Core Course		Credits: 4	
Course Code <b>20PBAC23</b>		Internal 40	External 60

### COURSE OUTCOMES

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

- CO1: explain the various functional areas of financial management. [K2]
- CO2: apply theories, techniques and methods to find solutions for financial problems in the areas of capital, working capital, dividend, etc. [K3]
- CO3: compare and illustrate the various methods used in problems relating to capital structure, leverage, cost of capital, capital budgeting and working capital. [K4]
- CO4: analyse the various factors determining capital structure, sources of finance, capital budgeting, working capital and dividend policy. [K4]
- CO5: evaluate the various approaches and techniques to enable better decision making in various areas of financial management. [K5]

### UNIT I

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

### UNIT II

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

**UNIT III**

**Capital Budgeting:** Objectives – Steps in the Capital Budgeting Process -Methods – Non-Discounted Method: Payback Period – Accounting Rate of Return - Discounted Method: Net Present Value - Internal Rate of Return - Profitability Index.

**Cost of Capital:** Meaning – Definition – Importance – Classification of Cost of Capital – Determination of Cost of Capital. (15 Hours)

**UNIT IV**

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

(15 Hours)

**UNIT V**

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

**SELF STUDY FOR ASSIGNMENT**

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

**NOTE:**

<b>Composition of the Question Paper:</b>	<b>Theory</b>	<b>:</b>	<b>40 %</b>
	<b>Problems</b>	<b>:</b>	<b>60 %</b>

**TEXT BOOK**

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

**REFERENCE BOOKS**

1. Khan, M.Y. & Jain, P.K. (2006). *Financial Management – Text, Problems and Cases*, New Delhi: Tata McGraw Hill, 4th Edition.
2. Prasanna Chandra. (2005). *Fundamentals of Financial Management*, New Delhi:TataMcGraw Hill, 4<sup>th</sup> Edition.
3. Amrishi Gupta. (2007). *Financial Accounting for Management*, London:Pearson Education, 2<sup>nd</sup>Impression.

Course Code 20PBAC23	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	H	H	M	M	M	H	-	-	-	-
CO2	H	H	L	M	H	H	-	-	-	-
CO3	H	H	-	L	H	M	M	M	M	M
CO4	H	H	-	H	H	H	M	M	M	M
CO5	H	H	M	M	H	H	M	H	H	H

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### M.B.A. (2020 -21 onwards)

Semester II	<b>OPERATIONS MANAGEMENT</b>	Hours/Week: 5	
Core Course		Credits: 4	
Course Code <b>20PBAC24</b>		Internal 40	External 60

### COURSE OUTCOMES

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

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

CO2: discover the fundamentals of operations management. [K3]

CO3: examine the prevailing approaches in handling operations in an organization. [K4]

CO4: analyse the challenges and decisions in operations management. [K4]

CO5: recommend strategies for efficient operations management. [K5]

### UNIT I

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

### UNIT II

**Forecasting:** Concepts – Use of Forecasting in Operation Planning – Techniques.  
**Capacity Planning:** Concepts – Approaches.  
**Product Design:** Factors Influencing Product Design – Characteristics of Good Product Design.  
**Process Design:** Process Strategy – Decisions – Make or Buy Decision. (15 Hours)

### UNIT III

**Plant Location:** Concepts – Factors – Techniques.

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

**Material Handling:** Principles and Practices.

**Production Activity Control:** Loading- Sequencing and Scheduling.

(15 Hours)

### UNIT IV

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

(15 Hours)

### UNIT V

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

(15 Hours)

### SELF STUDY FOR ASSIGNMENT

1. Preparation of Plant Layout
2. Product Process

### TEXT BOOK

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

### REFERENCE BOOKS

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

Course Code 20PBAC24	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO 2	PSO 3.b	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	H	H	M	H	H	H	M	M	L	L
CO2	H	H	M	H	H	H	M	M	L	L
CO3	H	H	M	H	H	H	M	M	L	L
CO4	H	H	M	H	H	H	M	M	L	L
CO5	H	H	M	H	H	H	M	M	L	L

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### M.B.A. (2020 -21 onwards)

Semester II	<b>HUMAN RESOURCE MANAGEMENT</b>	Hours/Week: 4	
Core Course		Credits: 4	
Course Code <b>20PBAC25</b>		Internal 40	External 60

### COURSE OUTCOMES

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

- CO1: understand the features of the domestic and international labor market to ensure fair and stable human resource practices and to maintain good industrial relations in the dynamic and diversified work environment. [K2]
- CO2: procure, train and retain the most suitable, talented and committed workforce in organizations with appropriate recruitment, training and compensation practices respectively to ensure sustainability of the business. [K3]
- CO3: implement and communicate the provisions of labour laws related to health, security and social welfare of employees in organizations to secure fair and stress free working conditions. [K3]
- CO4: analyze and identify the issues related to recruitment, selection, performance appraisal, training and development, reward system and settlement of disputes to facilitate competitive human resource management practices in organizations. [K4]
- CO5: audit and measure the performance of the workforce in the organizations scientifically and systematically by adopting suitable techniques to ensure quality work life and to maintain industrial harmony. [K5]

### UNIT I

**Introduction of Human Resource Management:** Definition – Objectives – Scope – Characteristics – Functions – Importance - Role of HR Manager– Contemporary Issues and Trends of HRM International Human Resource Management (IHRM) – Strategic Human Resource Management (SHRM) - Human Resource Information System (HRIS). (15 Hours)

## UNIT II

**Recruitment, Selection & Appraisal :** Human Resource Planning (HRP)-Significance and process

**Procurement of Human Resources:** Recruitment – Concepts – Sources, Selection: Concepts – Steps in Selection

**Performance Appraisal:** Objectives– Purposes – Appraiser– techniques of Performance Appraisal

(15 Hours)

## UNIT III

### Human Resource Development

Employee Training- Objectives - Training Need Analysis– On The Job & Off the Job Training Techniques.

Executive/Management Development – Objectives – Importance – Benefits – Techniques - Career Management and Development - HR Accounting –HR Audit.

(15 Hours)

## UNIT IV

### Employee Welfare and social security legislations

The Factories Act, 1948 – Fundamentals – Provisions Regarding Employment Settings.

The ESI Act, 1948 – Fundamentals – Features.

The Employees Provident Funds Act – Miscellaneous Provisions Act, 1952 - Fundamentals – Features. Employee Compensation and Benefits: Various Monetary and Non-Monetary Benefits to Employees.

(15 Hours)

## UNIT V

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

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

(15 Hours)

## SELF STUDY FOR ASSIGNMENT

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



**TEXT BOOK**

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

**REFERENCE BOOKS**

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

Course Code 20PBAC25	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	H	-	H	M	M	H	L	-	H	M
CO2	H	L	M	H	L	M	H	-	H	H
CO3	H	-	H	L	-	-	L	-	H	H
CO4	H	M	-	H	M	H	M	H	-	M
CO5	M	M	L	H	L	H	M	H	M	H

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### M.B.A. (SEMESTER)

(2018 -19 onwards)

Semester II	<b>BUSINESS STATISTICS - II &amp; OPERATIONS RESEARCH</b>	Hours/Week: 5	
Core Course		Credits: 4	
Course Code <b>20PBAC26</b>		Internal 40	External 60

### COURSE OUTCOMES

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

- CO1: explain the tools to support business intelligence and data analysis needs of modern organisations. [K2]
- CO2: describe the key terminology, concepts, tools and techniques used in business administration. [K2]
- CO3: develop practical computational skills and problem-solving capabilities utilising appropriate analytical approaches to a given problem. [K3]
- CO4: analyze the numerical information for decision-making in business. [K4]
- CO5: evaluate the legal, social and economic environments of business using techniques of Statistics and Operations Research. [K5]

### UNIT - I

#### Business Statistics:

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

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

### UNIT II

**Analysis of Time Series:** Utility- Components of Time Series – Measurement of Trends,

**Index Numbers:** Unweighted Index numbers- Weighted Index numbers-Weighted Average of Relatives - Quantity or Volume Index Numbers- Chain Index Numbers, Conversion of Chain to Fixed Index numbers. (15 Hours)

### UNIT III

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

### UNIT IV

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

### UNIT V

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

### SELF STUDY FOR ASSIGNMENT

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

### NOTE:

#### Composition of the Question Paper:

<b>Theory</b>	<b>:</b>	<b>20 %</b>
<b>Problems</b>	<b>:</b>	<b>80 %</b>

### TEXT BOOKS

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

**REFERENCE BOOKS**

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

Course Code 20PBAC26	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO 2	PSO 3.b	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	H	H	H	M	M	M	M	M	L	L
CO2	H	H	H	M	M	L	M	L	-	-
CO3	H	H	H	M	M	M	M	M	M	-
CO4	M	M	-	L	L	H	H	M	L	M
CO5	-	-	-	L	L	-	-	H	H	H

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### M.B.A. (2020 -21 onwards)

Semester II	<b>SEMINAR ON MANAGERIAL SKILLS- I</b>	Hours/Week: 1	
Skill Enhancement Course -1		Credits: 1	
Course Code <b>20PBAS21</b>		Internal 100	External -

### COURSE OUTCOMES

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

- CO1: explain contemporary business issues and recent trends in Business. [K2]
- CO2: apply academic knowledge of management concepts to real time business cases and offer recommendations. [K3]
- CO3: analyze and present a research or a magazine article published in a reputed journal. [K4]
- CO4: evaluate business cases and get insights. [K5]
- CO5: appraise on industry, company, personality, startup, product and management concept. [K5]

### LIST

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

Course Code 20PBAS21	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	H	H	H	M	M	M	M	M	M	-
CO2	H	H	M	M	M	M	M	M	M	-
CO3	H	H	M	H	H	H	M	H	H	-
CO4	H	H	M	H	H	H	L	H	H	L
CO5	H	H	H	H	H	H	L	H	H	L

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### M.B.A. (2020 -21 onwards)

Semester II	<b>Viva-Voce</b>	Hours/Week: -	
Viva-Voce 1		Credits: 1	
Course Code <b>20PBAV21</b>		Internal -	External 100

### COURSE OUTCOMES

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

CO1: understand the Management and business concepts. [K2]

CO2: apply the management theories to real time business situations. [K3]

CO3: illustrate various examples of business cases for management concepts. [K3]

CO4: analyse the opportunities and challenges that exist in the business environment. [K4]

CO5: evaluate the pros and cons of possible decisions and choose the feasible one for the given situations. [K5]

### GUIDELINES

- The subject viva voce is conducted to evaluate the management conceptual knowledge and communication skills of the students.
- A panel of examiners (internal & external) asks questions to the students from the papers which they studied in that semester.
- The student's skill of applying the management concept to real time business cases is also examined.
- This is a platform for the students to project their subject knowledge, confidence and communication skills.

Course Code 20PBAV21	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO	PSO	PSO	PSO	PSO	PSO	PSO	PSO	PSO	PSO
	1.a	1.b	2	3.a	3.b	4	5	6	7	8
CO1	H	H	H	M	M	L		L	-	-
CO2	H	H	H	M	M	-	-	-	-	-
CO3	H	H	H	M	M	-	L	-	-	-
CO4	H	H	H	M	M	L	M	L	-	-
CO5	H	H	H	M	M	-	-	-	-	-

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Head of the Department

Ms. R. Revathy  
Course Designer





## V.V.VANNIAPERUMAL COLLEGE FOR WOMEN

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VIRUDHUNAGAR - 626 001

### M.B.A. (2020 -21 onwards)

Semester III	<b>MANAGEMENT INFORMATION SYSTEMS</b>	Hours/Week: 5	
Core Course		Credits: 3	
Course Code <b>20PBAC31</b>		Internal 40	External 60

### COURSE OUTCOMES

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

CO1: describe the concepts of management information systems. [K2]

CO2: discover the applications of management information systems. [K3]

CO3: classify the components of the management information system. [K4]

CO4: recommend the suitable information system for business. [K5]

CO5: design management information systems for any functional area of management. [K6]

### UNIT I

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

### UNIT II

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

### UNIT III

**Functional Information System:** Production Information System-Marketing Information System - Financial Information System - Human Resource Information System.  
**Introduction to Information security:** Needs, Objectives and Principles. (15 Hours)

#### UNIT IV

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

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

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

#### UNIT V

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

#### SELF STUDY

1. Concepts of Organization
2. Business Application of AI

#### TEXT BOOK

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

#### REFERENCE BOOKS

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

Course Code 20PBAC31	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	H	H	M	H	H	-	H	M	-	-
CO2	H	H	M	H	H	-	H	M	-	-
CO3	H	H	M	H	H	-	H	M	-	-
CO4	H	H	M	H	H	L	H	M	L	L
CO5	H	H	M	H	H	L	H	M	L	L

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### M.B.A. (2020 -21 onwards)

Semester III	<b>RESEARCH METHODOLOGY IN BUSINESS</b>	Hours/Week: 3	
Core Course		Credits: 3	
Course Code <b>20PBAC32</b>		Internal 40	External 60

#### COURSE OUTCOMES

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

- CO1: understand the various types of research and sampling designs, sources of data, data collection methodology, analysis and reporting. [K2]
- CO2: apply various principles and concepts of research methodology to resolve the real-time research problems in the society and in the business environment. [K3]
- CO3: examine the novel problems of business management and society with the scientific research process. [K4]
- CO4: explain research problems by applying data analysis techniques efficiently. [K5]
- CO5: develop competitive principles, theories and strategies based on suggestions from research. [K6]

#### UNIT I

Introduction to Research: Meaning – Objectives – Characteristics – Types of research and its procedures, usefulness and limitations - Research Process. Review of Literature – Purpose – Types – Sources – Procedure. Selection and formulation of Research problem - Hypotheses: Meaning – Types – Sources- Characteristics of a good hypothesis. Research Design or Plan: Meaning – Importance – Contents of a good Research Design.

(15 Hours)

## UNIT II

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

**Primary data collection:** Choices of methods.

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

(15 Hours)

## UNIT III

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

(15 Hours)

## UNIT IV

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

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

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

(15 Hours)

## UNIT V

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

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

(15 Hours)

## SELF STUDY FOR ASSIGNMENT

1. Overview of Quantitative and Qualitative research.
2. Overview of various Parametric and Non-Parametric Statistical Tools for Data Analysis.

## TEXT BOOKS

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

**REFERENCE BOOKS**

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

Course Code 20PBAC32	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	H	H	H	H	L	H	H	H	-	L
CO2	H	H	-	H	H	H	H	H	H	H
CO3	M	H	-	H	H	L	H	H	-	-
CO4	M	M	L	H	H	H	M	H	-	H
CO5	H	H	-	H	H	M	M	H	M	-

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### M.B.A. (2020 -21 onwards)

Semester III	<b>BANKING AND INSURANCE</b>	Hours/Week: 5	
Core Course		Credits: 3	
Course Code <b>20PBAC33</b>		Internal 40	External 60

#### COURSE OUTCOME

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

CO1: identify the different kinds of policies, regulations and schemes in banking. [K2]

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

CO3: analyse various innovations in banking and insurance services. [K4]

CO4: assess the financial services offered in banking and insurance towards development of Indian economy. [K5]

CO5: develop simple solutions in real time problems in banking and insurance. [K6]

#### UNIT I

**Banking:** Introduction

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

(15 Hours)

#### UNIT II

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

**Role of Technology:** Computerisation in Banking Sector - Core Banking – ATM Cards – Debit Cards – Credit Cards – Smart Cards.

(15 Hours)

### UNIT III

**Remittances:** Methods of Remittances

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

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

### UNIT IV

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

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

### UNIT V

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

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

### SELF STUDY FOR ASSIGNMENT

1. Types of Banks.
2. Types of Insurance.

### TEXT BOOK

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

### REFERENCE BOOKS

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



Course Code 20PBAC33	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	H	H	H	H	-	H	H	-	L	H
CO2	H	H	-	M	-	L	-	-	M	H
CO3	H	H	M	H	H	H	H	M	M	H
CO4	H	H	-	H	-	H	M	H	M	H
CO5	H	H	H	H	H	H	H	H	H	H

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### M.B.A. (2020 -21 onwards)

Semester III	<b>RETAIL MARKETING</b>	Hours/Week: 4	
Discipline Specific Elective Course		Credits: 3	
Course Code <b>20PBAE31</b>		Internal 40	External 60

### COURSE OUTCOMES

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

- CO1: describe the concepts, and theories of retail marketing. [K2]
- CO2: discover the methods, components and objectives of marketing in the retail sector. [K3]
- CO3: classify the format and elements of product, price, place and promotional activities in retail units. [K4]
- CO4: assess the procedures, factors, decision processes and functions of retail marketing in the management. [K5]
- CO5: design a retail outlet and create a suitable loyalty programme with the elements of retail marketing management. [K6]

### UNIT I

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

**Classification of Retail Units:** Bases for classification of Retail Units - Classification on the Basis of Ownership – Classification on the Basis of Operational Structure – Classification on the Basis of Retail Location. (18 Hours)

### UNIT II

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

**Key Components of Retail Atmospherics:** Exterior Atmospherics - Interior Atmospherics – Store layout – Visual Merchandising. (18 Hours)

### UNIT III

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

**Retail Location-Place:** Types of Consumer Goods and Location Decision- Types of Retail Location: Free Standing Location – Business Associated Location. (18 Hours)

### UNIT IV

**Retail Pricing:** Introduction – External Influence on Retail Pricing Strategy – Retail Pricing Objective.

**Retail Promotion Strategy:** Steps Involved in Retail Advertising Campaign – Popular Media used in the Indian Retail Sector – Objectives of Sales Promotion – In-Store Promotional Activity –Steps in Designing Retail Sales Promotion. (18 Hours)

### UNIT V

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

**Sector-wise Specific Loyalty Programme:** Super market – Telecom – Travel and Entertainment – Financial Service – Hospitality Industry. (18 Hours)

### SELF STUDY FOR ASSIGNMENT

1. Challenges to Organized Retail in Rural India
2. Methods for setting Retail Price

### TEXT BOOK

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

**REFERENCE BOOKS**

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

Course Code 20PBAE31	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	H	H	H	H	M	M	M	M	-	-
CO2	H	M	H	H	H	H	M	M	L	-
CO3	H	H	M	H	H	H	M	M	L	-
CO4	H	H	L	M	M	M	M	M	L	L
CO5	M	M	H	H	H	H	M	M	M	L

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### M.B.A. (2020 -21 onwards)

Semester III	<b>PRODUCT MANAGEMENT AND DIGITAL MARKETING</b>	Hours/Week: 4	
Discipline Specific Elective Course		Credits: 3	
Course Code <b>20PBAE32</b>		Internal 40	External 60

### COURSE OUTCOMES

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

- CO1: summarize the concept and theories of a product management and digital marketing. [K2]
- CO2: discover a good relationship with customers, manage product effectively and provide a digital marketing platform. [K3]
- CO3: classify the methods, platforms, features of product management and provide various social media marketing services to the customers. [K4]
- CO4: evaluate the various social media advertisement for boosting the sales and manage the product effectively in an organization. [K5]
- CO5: prepare a good digital media advertisement with the product management features. [K6]

### UNIT I

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

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

**Product Positioning:** Types of Strategies- How to Position the Brand. (18 Hours)

### UNIT II

**Product Life Cycle:** Stages, Advantages, and its Levels

**Product Differentiation:** Differentiation Variables – Product Deletion Concept – New Product Development - New Product Launch: Diffusion of Innovation, New Product Success and Failure and its Reasons. (18 Hours)

### UNIT III

**Customer Relationship Management:** Overview, The Economics of Loyalty and Framework of CRM. (18 Hours)

### UNIT IV

**Digital Marketing:** History, Meaning, Features, Advantages – Digital Marketing Communication – Online Advertising – Advantages and Disadvantages – E-mail Marketing: Meaning – Features – Barriers. (18 Hours)

### UNIT V

**Social Media Marketing:** Meaning, Platform, Techniques, Tools of Marketing and Types – Mobile Marketing – Meaning – Features – Video and Audio Marketing – Meaning, Types and its Features. (18 Hours)

### SELF STUDY

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

### TEXT BOOKS

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

### REFERENCE BOOKS

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

Course Code 20PBAE32	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO	PSO	PSO	PSO	PSO	PSO	PSO	PSO	PSO	PSO
	1 a	1 b	2	3 a	3 b	4	5	6	7	8
CO1	H	H	H	H	M	M	H	L	H	M
CO2	H	M	H	H	H	H	H	M	L	M
CO3	H	H	M	H	H	H	H	M	H	H
CO4	M	M	M	M	M	H	H	H	M	H
CO5	M	M	H	H	H	H	H	H	M	H

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### M.B.A. (2020 -21 onwards)

Semester III	<b>SALES PROMOTION AND SALES MANAGEMENT</b>	Hours/Week: 4	
Discipline Specific Elective Course		Credits: 3	
Course Code <b>20PBAE33</b>		Internal 40	External 60

### COURSE OUTCOMES

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

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

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

CO3: analyze the various techniques of sales promotion. [K4]

CO4: evaluate the sales promotion strategy for the organization. [K5]

CO5: prepare a good sales promotion budget. [K6]

### UNIT I

**Sales Force Management:** Personnel Management in the Selling Field – Recruiting and Selecting Sales Personnel – Planning Sales Training Programmes. (18 Hours)

### UNIT II

**Sales Training Programmes:** Executing and Evaluating Sales Training Programmes – Motivating Sales Personnel – Compensating Sales Personnel – Evaluating and Supervising Sales Personnel. (18 Hours)

### UNIT III

**Sales Budgets:** – Sales Quotes – Sales Territories – Sales Control and Cost Analysis – Controlling the Sales Efforts. (18 Hours)



#### UNIT IV

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

**Sales Promotion Objectives:** Nature and Sales Promotion Budget. (18 Hours)

#### UNIT V

Sales promotion design issues – Planning, guidelines and evaluation – Promotion and product choice – Promotion timing – Duration and Frequency – rate of discount – terms and conditions – Characteristics of successful sales promotions – Sales promotion tools and techniques – Types – Tools and Techniques – price deals. (18 Hours)

#### SELF STUDY FOR ASSIGNMENT

1. Sales Promotion
2. Sales Budget

#### TEXT BOOK

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

#### REFERENCE BOOK

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

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

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### M.B.A. (2020-21 onwards)

Semester III	<b>INDIAN CAPITAL MARKETS</b>	Hours/Week: 4	
Discipline Specific Elective Course		Credits: 3	
Course Code <b>20PBAE34</b>		Internal 40	External 60

### COURSE OUTCOMES

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

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

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

CO3: analyse the various securities, process, regulations and functions of players that enable smooth functioning of the capital market. [K4]

CO4: evaluate the alternatives in raising capital, instruments, intermediaries in primary and secondary markets. [K5]

CO5: construct a simple portfolio of securities in a virtual platform. [K6]

### UNIT I

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

**Capital Market:** Functions – Primary Vs. Secondary Market.

**Stock exchange:** Meaning- Functions of Stock Exchange - **Functions of SEBI**

(18 Hours)

### UNIT II

**New issues:** Process- Methods of raising new issues – IPO- Institutional Placement- Rights Issue - Offer for Sale by Promoters

**Types of IPO:** Fixed Price and Book Building- Prospectus and its disclosures- Listing- Venture Capital vs. Private Equity- QIB.

**Intermediaries:** Merchant Banker- Underwriter- Banker to an Issue and Registrar.

(18 Hours)

### UNIT III

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

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

Market Capitalisation – Limit Order – Market Order – Stop Loss

Introduction to Online Share Trading (Gaming Applications)

**Securities Market Indicators:** SENSEX & NIFTY.

(18 Hours)

### UNIT IV

#### Secondary Markets – II

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

**Foreign Investment:** Introduction to ADR and GDR.

**Debt market:** Government Debt Instruments, Primary Dealer- Auction of Government Bonds. Corporate Debt Instruments - Regulations of SEBI on Issue and Listing and Trading of Debt Securities

(11 Hours)

### UNIT V

**Derivatives :**Introduction – Factors driving the growth of derivatives - Forwards- Futures- Options- Swaps – Currency and Interest- Introduction to Commodity Derivatives- Warrants- Convertible Bonds

(10 Hours)

### SELF STUDY FOR ASSIGNMENT

1. Creating an Account and Trading on a Virtual Stock Trading Platform
2. Analyse an IPO

**TEXT BOOK**

S. Gurusamy, (2009) *Financial Markets and Institutions*, Tata McGraw Hill Education Private Limited, New Delhi, 2<sup>nd</sup> Edition, First Reprint

**REFERENCE BOOKS**

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

Course Code 20PBAE34	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	H	H	-	L	L	-	-	-	L	M
CO2	H	H	H	M	M	L	M	L	M	H
CO3	H	H	H	H	H	H	H	M	M	H
CO4	H	H	L	H	H	H	M	H	M	H
CO5	H	H	-	-	-	M	H	H	-	-

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### M.B.A. (2020-21 onwards)

Semester III	<b>INTERNATIONAL TRADE, FINANCE AND DOCUMENTATION</b>	Hours/Week: 4	
Discipline Specific Elective Course		Credits: 3	
Course Code <b>20PBAE35</b>		Internal 40	External 60

### COURSE OUTCOMES

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

- CO1: recognize the basics of International Trade, Finance, Foreign Exchange, Documentation and its Promotion. [K2]
- CO2: apply theoretical understanding in handling Financing, Documentation, and Foreign Exchange in cross-border trade. [K3]
- CO3: analyse the Prospects, Challenges and Incentives involved in International Trade. [K4]
- CO4: evaluate Business Opportunities and Problems and decide on a correct course of action. [K5]
- CO5: identify an International Business Opportunity and draw a plan to convert into business. [K6]

### UNIT I

**International Trade:** Benefits – Basis of International Trade Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – Indian EXIM Policy. (10 Hours)

### UNIT II

**Export and Import Finance:** Special Need for Finance in International Trade – INCOTerms (FOB, CIF, etc.) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfeiting – Deferred Payment Terms – EXIM Bank – ECGC and its Schemes – Import Licensing – Financing Methods for Import of Capital Goods. (10 Hours)

### UNIT III

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

### UNITIV

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

**Risk Covering Document:** Insurance Policy - Insurance Cover Note.

**Official Document:** Export Declaration Forms - GR Form - PP Form - COD Form - Softer Forms - Export Certification - GSPS – UPCDC Norms. (13 Hours)

### UNIT V

**Export Promotion Schemes** : Government Organizations Promoting Exports – Export Incentives: Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other Efforts - Export Promotion – EPZ – EQU – SEZ and Export House. (15 Hours)

### SELF STUDY FOR ASSIGNMENT

1. Prepare A List of Documents for a Hypothetical Foreign Trade Situation
2. Write Down the Regulations for a Given Foreign Business

### TEXT BOOK

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

**REFERENCE BOOKS**

1. Justin Paul & Rajiv Aserkar, (2013). *Export Import Management*, New Delhi : Oxford, 2<sup>nd</sup> Edition.
2. Prof Catrinus Jepma and Dr Andre Rhoen, (1996). *International Trade: A Practical Guide*, New Delhi: Prentice Hall.

Course Code 20PBAE35	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO	PSO	PSO	PSO	PSO	PSO	PSO	PSO	PSO	PSO
	1 a	1 b	2	3 a	3 b	4	5	6	7	8
CO1	H	H	-	L	L	-	-	-	L	-
CO2	H	H	H	M	M	L	-	L	M	-
CO3	H	H	H	H	H	H	L	M	M	M
CO4	H	H	M	H	H	H	L	H	M	M
CO5	H	H	M	H	H	M	M	H	M	H

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## V.V.VANNIAPERUMAL COLLEGE FOR WOMEN

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VIRUDHUNAGAR - 626 001

### M.B.A. (2020 -21 onwards)

Semester III	<b>STRATEGIC FINANCIAL MANAGEMENT</b>	Hours/Week: 4	
Discipline Specific Elective Course		Credits: 3	
Course Code <b>20PBAE36</b>		Internal 40	External 60

#### COURSE OUTCOMES

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

CO1: interpret the perspectives of business ethics in finance. [K2]

CO2: apply the tools and techniques of cost management. [K3]

CO3: analyze strategic and financial planning in their organization. [K4]

CO4: Evaluate risk and uncertainty in the financial activity of business. [K5]

CO5: plan various techniques in investment analysis. [K6]

#### UNIT I

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

**Strategic Cost Management:** Concept- Objectives and Applications-Tools and Techniques- Manufacturing Perspectives. (18 Hours)

#### UNIT II

**Business Ethics:** Concepts- Economics of Business Ethics – Structuring of Business Ethics- Crucial Perspectives – Entrepreneurial- Organisational- Employee- Financial Markets and Investor's Perspective- International Perspective and Corporate Governance- Stakeholder's Perspective. (18 Hours)

### UNIT III

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

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

(18 Hours)

### UNIT IV

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

(18 Hours)

### UNIT V

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

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

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

(18 Hours)

### SELF STUDY FOR ASSIGNMENT

1. Analyse the Financial Strategies of a Company and How They Have Worked For The Company.
2. Analyse the Investment Avenues and Their Return for Sample Company.

### TEXT BOOKS

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

### REFERENCE BOOK

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

Course Code 20PBAE36	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1 a	PSO 1 b	PSO 2	PSO 3a	PSO 3 b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	H	H	-	H	H	H	H	H	H	H
CO2	H	H	-	M	M	H	H	H	M	M
CO3	H	H	-	H	H	H	H	M	-	H
CO4	H	H	L	-	H	H	M	H	M	H
CO5	H	H	H	H	H	H	H	H	H	H

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### M.B.A. (2020 -21 onwards)

Semester III	<b>INDUSTRIAL RELATIONS AND LABOUR LAW</b>	Hours/Week: 4	
Discipline Specific Elective Course		Credits: 3	
Course Code <b>20PBAE37</b>		Internal 40	External 60

#### COURSE OUTCOMES

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

- CO1: demonstrate descriptive knowledge of the field of industrial relations and labour laws in Indian context. [K2]
- CO2: apply the core concepts of industrial relations by using modern technological aids and communicate the provisions of Indian social security laws to protect the rights of labor at the personal, organizational and national levels. [K3]
- CO3: analyze the industrial relations problems scientifically with contemporary technical aids to offer appropriate solutions at personal, organizational, industry and national level in order to ensure fair and ethical working conditions. [K4]
- CO4: investigate industrial relations problems and offer rational solutions based on the research and also assess current human resource management practices adopted in the industry to build good teamwork and organizational climate. [K5]
- CO5: formulate the competitive industrial relations practices at personal, organizational, industry and national level to ensure organizational, economical and national development. [K6]

#### UNIT I

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

The Industrial Employment (Standing Order) act, 1946: Scope- Applicability – certification of Standing Orders - Core provisions of New Amendments – Rights and Duties of Employer and Employees. (18 Hours)

## UNIT II

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

Trade Union Act, 1926: Scope- Applicability – Eligibility of Workers- Registration procedure - Core Provisions of New Amendments –Benefits. (18 Hours)

## UNIT III

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

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

Grievances Handling Procedure – Meaning – Causes of Grievances – Effects – Procedure to Resolve Grievances - Techniques to Identify the Reasons of Grievances (18 Hours)

## UNIT IV

**Industrial Dispute:** Conceptual Overview – Causes of dispute

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

Industrial Dispute Act, 1947: Scope- Applicability – Eligibility of workers- Core provisions of recent amendments –Benefits (18 Hours)

## UNIT V

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

**Benefits:** The Maternity Act, 1961 –The Payment of Gratuity Act, 1962 – The Payment of Bonus Act, 1965 - Workmen’s Compensation Act, 1923. (18 Hours)

**SELF STUDY FOR ASSIGNMENT**

1. Case Analysis on Industrial Disputes across Indian Industries.
2. Role of Trade Union in Business Reforms in Indian Context.

**TEXT BOOKS**

1. Sivarethinamohan, R. (2010). *Industrial Relations and Labour Welfare: Text and Cases* –New Delhi: PHI Learning Pvt. Ltd.
2. Sarma, A.M. (2013). *Industrial Relation: Conceptual and Legal Framework* – Himalaya Publishing House, 10<sup>th</sup> Edition.
3. Munjal, S. (2010). *Industrial Relation* -New Delhi: Vayu Education of India, 1<sup>st</sup> Edition.

**REFERENCE BOOKS**

1. Memoria, C.B., Memoria, S.& Gankar, S.V. (2008). *Dynamics of Industrial Relations*-Himalaya Publishing House, 16<sup>th</sup> Edition.
2. Gupta, I. (2011). *Human Resource Management and Industrial Relations* – K. Nath & Co Educational Publishers, 11<sup>th</sup> Edition.

Course Code 20PBAE37	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	H	-	-	M	-	H	-	-	-	-
CO2	H	L	H	H	M	M	H	M	L	H
CO3	M	H	-	H	L	M	H	H	L	H
CO4	M	H	L	H	-	H	-	M	H	H
CO5	H	M	M	H	H	M	-	H	H	H

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### M.B.A.

(2020 -21 onwards)

Semester III	<b>WAGES AND SALARY ADMINISTRATION</b>	Hours/Week: 4	
Discipline Specific Elective Course		Credits: 3	
Course Code 20PBAE38		Internal 40	External 60

### COURSE OUTCOMES

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

- CO1: understand the fundamental concepts and provisions related to wages and salary for the workforce in Indian context. [K2]
- CO2: apply various theories and formulas of wages and salary administration in the work environment to motivate and retain talented employees. [K3]
- CO3: analyze national wage policies and the business environment scientifically to create a fair and ethical work environment. [K4]
- CO4: evaluate the jobs and personnel at various levels by scientific research to fix suitable monetary benefits. [K5]
- CO5: construct competitive wages and salary administration policies to retain and motivate talented labor force. [K6]

### UNIT I

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

(18 Hours)

### UNIT II

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

**Removing Wage Disparities** – Reorganizing the Wage Structure in a Company – Implementing a Job Evaluation – Scheme Job Evaluation for Plant Personnel.

(18 Hours)

### UNIT III

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

(18 Hours)

### UNIT IV

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

(18 Hours)

### UNIT V

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

(18 Hours)

### SELF STUDY FOR ASSIGNMENT

1. Components of Wage Payment
2. Collective Bargaining

### TEXT BOOK

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

### REFERENCE BOOKS

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



Course Code 20PBAE38	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	H	H	M	L	L	M	H	M	H	-
CO2	H	M	M	M	H	M	M	L	H	-
CO3	H	M	M	M	H	H	L	H	H	-
CO4	H	M	H	H	L	M	M	H	L	-
CO5	H	H	H	H	M	M	H	H	M	M

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### M.B.A. (2020 -21 onwards)

Semester III	<b>ORGANIZATIONAL DEVELOPMENT</b>	Hours/Week: 4	
Discipline Specific Elective Course		Credits: 3	
Course Code <b>20PBAE39</b>		Internal 40	External 60

### COURSE OUTCOMES

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

- CO1: explain the concept of an organizational development. [K2]
- CO2: relate the strategies and methods of an organizational development. [K3]
- CO3: analyze the characteristics and importance of an organizational development. [K4]
- CO4: evaluate the techniques and process of an organizational development. [K5]
- CO5: prepare a plan in emerging trends of organizational development. [K6]

### UNIT I

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

(18 Hours)

### UNIT II

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

(18 Hours)

### UNIT III

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

**Designing Interventions:** OD Interventions - Characteristics of OD Interventions - Levels of Diagnosis in Organizations - OD Map - Factors Affecting Success of Interventions  
(18 Hours)

#### UNIT IV

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

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

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

#### UNIT V

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

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

#### SELF STUDY FOR ASSIGNMENT

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

#### TEXT BOOKS

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

#### REFERENCE BOOKS

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

Course Code 20PBAE39	PO1		PO2	PO3	PO4	PO5	PO6	PO7	PO8	
	PSO 1.a	PSO 1.b	PSO 2	PSO 3.b	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	H	H	M	M	M	H	L	L	-	L
CO2	H	M	H	M	H	H	-	-	M	L
CO3	M	M	M	M	M	H	H	L	H	H
CO4	M	L	M	L	L	H	L	L	M	L
CO5	M	M	M	M	H	L	L	-	H	-

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### M.B.A. (2020 -21 onwards)

Semester III	<b>INTERNSHIP &amp; SEMINAR ON MANAGERIAL SKILLS II</b>	Hours/Week: 1	
Skill Enhancement Course-2		Credits: 1	
Course Code <b>20PBAS31</b>		Internal 100	External -

### COURSE OUTCOMES

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

CO1: explain various activities in the functional areas of marketing / finance / HR. [K2]

CO2: identify the skills required for a team player and the team leader. [K3]

CO3: analyze a business situation in any functional area. [K4]

CO4: evaluate the cases in the functional areas of marketing / finance / HR. [K5]

CO5: develop the interpersonal communication skills. [K6]

### ACTIVITIES

Concept analysis, presentations, case study and discussion of contemporary issues and others in elective subjects through the following clubs:

1. Marketing Club
2. Finance Club
3. Human Resources Club

Course Code 20PBAS31	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	H	H	H	M	M	M	M	M	M	-
CO2	H	H	M	M	M	M	M	M	M	-
CO3	H	H	M	H	H	H	M	H	H	-
CO4	H	H	M	H	H	H	L	H	H	L
CO5	H	H	H	H	H	H	L	H	H	L

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### M.B.A.

(2020 -21 onwards)

Semester III	<b>VIVA-VOCE</b>	Hours/Week: -	
Viva-Voce 1		Credits: 1	
Course Code <b>20PBAV31</b>		Internal -	External 100

### COURSE OUTCOMES

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

CO1: understand the Management and business concepts. [K2]

CO2: apply the management theories to real time business situations. [K3]

CO3: analyse the opportunities and challenges existing in the business environment. [K4]

CO4: evaluate the pros and cons of possible decisions and choose the feasible one for the given situations. [K5]

CO5: frame strategies for business enterprise. [K6]

### GUIDELINES

- The subject viva voce is conducted to evaluate the management conceptual knowledge and communication skills of the students.
- A panel of examiners (internal & external) asks questions to the students from the papers which they studied in that semester.
- The student's skill of applying the management concept to real time business cases is also examined.
- This is a platform for the students to project their subject knowledge, confidence and communication skills.

Course Code 20PBAV31	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	H	H	H	M	M	L		L	-	-
CO2	H	H	H	M	M	-	-	-	-	-
CO3	H	H	H	M	M	-	L	-	-	-
CO4	H	H	H	M	M	L	M	L	-	-
CO5	H	H	H	M	M	-	-	-	-	-

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### M.B.A.

(2020 -21 onwards)

Semester III	<b>Practice for SET/NET – General Paper</b>	Hours/Week:1
Online Course		Credits: 1
Course Code <b>20PGOL31</b>		Internal 100

### 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: analyze the circumstances, instances, contents and arrive at / choose the best option. [K4]
- CO4: interpret the data using ICT tools and logical reasoning. [K5]
- CO5: build self learning activities to face challenges in their life. [K6]

### 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.

### UNITII COMMUNICATION AND HIGHER EDUCATION SYSTEM

Communication, Meaning, Types, Characteristics of Communication, Verbal and Non- Verbal, Barriers to Communication .

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

### **UNITIII COMPREHENSION**

A passage of text will be given. Answers should be given according to the questions from the passage.

### **UNITIV 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.

### **UNITV ICT and Environmental Studies**

ICT: General Abbreviations, Basics of Internet, Email, Digital Initiatives in Higher Education.

Environmental Studies: Pollution, Impacts of Pollutants, Natural and Energy Sources, Natural Disasters and Environmental Protection Act.

### **TEXTBOOK**

Madan, K.V.S.(2019),*NTA-UGCNET/SET/JRF-Teaching and Research Aptitude*.  
Noida: Pearson India Education Services Pvt. Ltd.

### **REFERENCE BOOKS**

Rashmi Singh & Asim Khan (2019).*UGC-NET Paper-I*. New Delhi : Disha Publication.  
Usha Rani Jain (2018).*UGC-NET Mital Books India Ltd*. New Delhi.

Course Code 20PGOL31	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	H	-	-	M	L	-	L
CO2	H	H	L	M	H	M	-	M
CO3	H	M	M	H	H	M	-	M
CO4	H	M	H	H	H	H	-	L
CO5	H	L	M	L	L	H	-	L

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### M.B.A. (2020 -21 onwards)

Semester III	<b>BUSINESS PLAN PREPARATION</b>	Hours/Week: -	
Extra Credit Paper: 1		Credits: 2	
Course Code <b>20PBA031</b>		Internal 100	External -

### COURSE OUTCOMES

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

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

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

CO3: Analyse the financial requirements to start the business. [K4]

CO4: evaluate the business opportunities available in the environment. [K5]

CO5: Prepare a comprehensive marketing plan. [K6]

### ACTIVITIES

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

Course Code 20PBAO31	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	H	H	H	M	L	M	M	M	M	-
CO2	H	H	M	M	L	M	M	M	M	-
CO3	H	H	M	H	L	H	M	H	H	-
CO4	H	H	M	H	L	H	L	H	H	L
CO5	H	H	H	H	L	H	L	H	H	L

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VIRUDHUNAGAR - 626 001

### M.B.A. (2020 -21 onwards)

Semester IV	<b>STRATEGIC MANAGEMENT</b>	Hours/Week: 5	
Core Course		Credits: 4	
Course Code <b>20PBAC41</b>		Internal 40	External 60

### COURSE OUTCOMES

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

- CO1: describe the concepts of strategic management. [K2]
- CO2: illustrate the essentials of strategic management. [K3]
- CO3: classify the elements of strategic management. [K4]
- CO4: recommend the strategies in functional areas of management. [K5]
- CO5: design the strategies for real-life problems in management. [K6]

### UNIT I

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

### UNIT II

**Environmental Analysis:** Concept - Role - Environment – Factors.

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

(18 Hours)

### UNIT III

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

**Business Strategies:** Cost Leadership Strategy – Differentiation Strategy – Focus Strategy.  
(18 Hours)

#### UNIT IV

**Strategic Choice:** Concept – Choice Process - BCG Growth Share Matrix, GE Nine Cell Planning Grid – Objective Factors and Subjective Factors.  
(18 Hours)

#### UNIT V

**Strategy Implementation :**Structural Implementation – Forms of Organization Structure – Behavioural Implementation – Leadership- Organisational Culture - Corporate Governance.  
(18 Hours)

#### SELF STUDY FOR ASSIGNMENT

1. SWOT Analysis
2. Environment Scanning

#### TEXT BOOK

Prasad, L.M., (2012). *Business policy: Strategic management*, New Delhi, Sultan Chand & Sons, Fifth Revised and Enlarged Edition Reprint.

#### REFERENCE BOOKS

1. Jeyarathnam, M.(2007). *Business Policy and Strategic Management*, Mumbai: Himalaya Publications, Second Edition.
2. Azhar Kazmi,(1998). *Business Policy and strategic Management*, New Delhi : Tata McGraw Hill,2<sup>nd</sup> Edition.
3. Ghosh, P.K. (1995).*Business Policy*, New Delhi : Tata McGraw Hill, 5<sup>th</sup> Edition.

Course Code 20PBAC41	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	H	H	M	H	H	H	M	M	-	-
CO2	H	H	M	H	H	H	M	M	-	-
CO3	H	H	M	H	H	H	M	M	-	-
CO4	H	H	M	H	H	H	M	M	M	M
CO5	H	H	M	H	H	H	M	M	M	M

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### M.B.A. (2020 -21 onwards)

Semester IV	<b>PROJECT</b>	Hours/Week: 6	
Core Course		Credits: 3	
Course Code <b>20PBAC41PR</b>		Internal 40	External 60

### COURSE OUTCOME

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 [K3]

CO2: collect and review related literature, formulate hypothesis for the research problem identified and collect data through appropriate research instruments. [K3]

CO3: analyse the data by employing research tools and check the statistical significance of the hypotheses of the study. [K4]

CO4: infer from the findings of the research and propose suggestions to or advance further discussions about the research problem. [K5]

CO5: suggest newer areas of research for further advancement of knowledge in the research problem considered. [K6]

Guidelines for the project:

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

Course Code 20PBAC41PR	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	H	H	M	-	-	-	-	-	-	-
CO2	H	H	M	H	H	M	M	M	-	-
CO3	H	H	M	H	H	H	M	M	L	-
CO4	H	H	M	H	H	H	M	M	M	M
CO5	H	H	M	H	H	H	M	M	M	M

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### M.B.A. (2020 -21 onwards)

Semester IV	<b>ADVERTISING</b>	Hours/Week: 6	
Discipline Specific Elective Course		Credits: 4	
Course Code <b>20PBAE41</b>		Internal 40	External 60

#### COURSE OUTCOMES

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

- CO1: describe the concepts, principles and theories of advertising. [K2]
- CO2: discover the key players, objectives and media for a product or service in advertising. [K3]
- CO3: analyze the models, types, appeals and designs of media and advertising. [K4]
- CO4: assess an appropriate layout, advertising method, campaigns, celebrities and mascots to be used by the advertising agency. [K5]
- CO5: create an online advertisement with the elements of advertising layout based on the interest of the consumers. [K6]

#### UNIT I

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

**Advertising Model:** AIDA Model – FCB Model of Advertising Strategy – DAGMAR Approach. (12 Hours)

#### UNIT II

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

**Types of Media:** Print Media – Electronic Media – Direct Mail Advertising – Outdoor Advertising – Other Media (12 Hours)

### UNIT III

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

**Layout:** Introduction- Features – Principles of Preparing Layout.

**Advertising Appeals:** Meaning - Types of Advertising Appeal. (12 Hours)

### UNIT IV

**Celebrity Endorsements:** Meaning – Reasons for using Celebrity Endorsements – Why Celebrity Endorsement may Not Work? – Disadvantages of Celebrity Endorsement.

**Mascot:** Use of Mascots in Indian Advertising – Why to use Mascots - Issues to be Considered in Using Mascots. (12 Hours)

### UNIT V

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

**Online Advertising:** Meaning – Types of Online Advertising – Revenue Model in Online Advertising – Advantages and Disadvantages. (12 Hours)

### SELF STUDY FOR ASSIGNMENT

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

### TEXT BOOK

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

### REFERENCE BOOKS

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

Course Code 20PBAE41	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	H	H	H	H	M	M	M	L	L	M
CO2	H	M	H	H	H	H	M	M	L	M
CO3	H	H	M	H	H	H	M	M	M	M
CO4	M	M	L	M	M	H	H	M	M	H
CO5	M	M	H	H	H	H	H	M	M	H

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### M.B.A. (2020 -21 onwards)

Semester IV	<b>CONSUMER BEHAVIOUR</b>	Hours/Week: 6	
Discipline Specific Elective Course		Credits: 4	
Course Code <b>20PBAE42</b>		Internal 40	External 60

#### COURSE OUTCOMES

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

- CO1: summarize the concepts and theories of consumer behaviour. [K2]
- CO2: Illustrate the fundamentals of consumer behaviour. [K3]
- CO3: select competency in understanding the behaviour of consumer. [K4]
- CO4: recommend the strategy of consumer behaviour for realizing the better customer relationship. [K5]
- CO5: formulate a better consumer behaviour for realizing the company's objective. [K6]

#### UNIT I

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

(12 Hours)

#### UNIT II

**Consumer Motivation:** Theories and Its Involvements.

**Consumer Perception:** Element- Complexities of Consumer Perception.

**Consumer Personality:** Nature – Theories - Endorsement by Celebrities - Brand Personality and Brand Image.

(12 Hours)

### UNIT III

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

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

**Culture:** Manifestation of Culture In India - Impact of Culture and Emergence of New Consumer Culture. (12 Hours)

### UNIT – IV

**Decision making process:** Consumer Decision-Making Process - Impulse Buying Decision- Decision Making Criteria - Evaluation Strategies - Factors Influencing In Decision Making - Purchase Decisions: Issues & Resolution. (12 Hours)

### UNIT V

**Diversity of Indian Market:** Demographic Picture of Indian Market – Changing Indian Consumer Behavior: Drivers Of Change - Consumer Trends - Significance of The Rural Markets - Rural Consumer Behavior And Product Category Wise: Behavioral Patterns. (12 Hours)

### SELF STUDY FOR ASSIGNMENT

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

### TEXT BOOK

Ramanuj Majumdar, (2010). *Consumer Behavior (Insights in Indian Market)*, New Delhi: Prentice Hall of India, 2<sup>nd</sup> Edition.

### REFERENCE BOOKS

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

Course Code 20PBAE42	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO 2	PSO 3.b	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	H	H	H	H	H	H	-	-	-	H
CO2	H	H	H	H	H	H	-	-	-	H
CO3	H	H	H	H	H	H	-	-	-	H
CO4	H	H	H	H	H	H	M	M	M	H
CO5	H	H	H	H	H	H	M	M	M	H

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### M.B.A. (2020 -21 onwards)

Semester IV	<b>BRAND MANAGEMENT</b>	Hours/Week: 6	
Discipline Specific Elective Course		Credits: 4	
Course Code <b>20PBAE43</b>		Internal 40	External 60

#### COURSE OUTCOMES

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

- CO1: explain the brand portfolio concepts for products and services in an organization. [K2]
- CO2: discover the strategic essence, functions, factors and decisions in brand management. [K3]
- CO3: analyse the brand position, loyalty level, brand image and values in the minds of the customers. [K4]
- CO4: Evaluate the brand image, extension, equity and business values among consumers. [K5]
- CO5: design labels with the branding elements based on the recent trends in the market. [K6]

#### UNIT I

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

(12 Hours)

#### UNIT II

**Brand Extensions:** Need - Merits and Demerits - Types and Brand Extension Failures -  
**Brand Equity:** Introduction - Components and Advantages.

**Packaging and Labeling:** Importance – Advantages – Factors - Packaging Trends in India – Labeling. (12 Hours)

### UNIT III

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

**Brand positioning:** Introduction - Types of Brand Positioning – 3Cs of Positioning – Frame of Reference – Types of Point of Difference – Positioning Strategy – Brand Success - Brand Image and Personality - Elements of Brand Positioning. (12 Hours)

### UNIT IV

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

**Brand Equity:** Concept – Branding Adds Value – Brand Image Constellation – Brand Image Dimensions – Customer Based Brand Equity – Brand Assets and Liabilities – Brand Report Card. (12 Hours)

### UNIT V

**Branding Outcome:** Consumer and Brands – Brand and Business Value – Brand Valuation – Methods of Brand Valuation – Choice of Valuation Method – Brand Measurement. (12 Hours)

### SELF STUDY FOR ASSIGNMENT

1. Brand Personality
2. Brand Power

### TEXT BOOK

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

**REFERENCE BOOKS**

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

Course Code 20PBAE43	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	H	H	H	H	M	M	L	L	-
CO2	H	M	H	H	H	H	L	M	M	-
CO3	H	H	M	H	H	H	M	M	M	-
CO4	M	M	M	M	M	H	M	M	L	-
CO5	M	M	H	H	H	H	M	L	L	L

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### M.B.A. (2020 -21 onwards)

Semester IV	<b>SERVICES MARKETING</b>	Hours/Week: 6	
Discipline Specific Elective Course		Credits: 4	
Course Code <b>20PBAE44</b>		Internal 40	External 60

### COURSE OUTCOMES

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

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

CO2: Illustrate the role of media selection in advertising a service. [K3]

CO3: select competency in designing services marketing mix. [K4]

CO4: recommend the strategy for realizing the services marketing objective of an organization. [K5]

CO5: formulate a better service process for realizing the company's objective. [K6]

### UNIT I

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

**Services Marketing Mix:** Elements of Services Marketing Mix. (12 Hours)

### Unit II

**Services Product:** Services Concept – Analysis of the Service Offer – Stages of Services Development – Services Life Cycle – Branding – Advantages of Branding – Services Positioning.

**Pricing in Services:** Objectives of Pricing – Factors Affecting Pricing – Methods of Pricing in Services – Pricing Strategy. (12 Hours)

### UNIT III

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

**Place in Services:** Location of Service Premises – Look of Service Premises – Designing Distribution System – Functions of Services Intermediaries – Role of Customer in Delivery System. (12 Hours)

### UNIT IV

**People in Services:** Types of Service Personnel.

**Services Process:** Designing Service Process – Spectrum of Service Processes – Service Design Options – Service Process Planning – Service Blueprint – Types of Layout – Role of Technology and Physical Aid in Service Process. (12 Hours)

### UNIT V

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

**Globalization of Services:** Challenges – Successful Global Services Marketing. (12 Hours)

### SELF STUDY FOR ASSIGNMENT

1. Creating an Advertisement for Marketing a Service
2. Service Marketing Firms in India

### TEXT BOOK

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

### REFERENCE BOOKS

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

Course Code 20PBAE44	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	H	H	H	H	H	H	M	-	-	H
CO2	H	H	H	H	H	H	M	-	-	H
CO3	H	H	H	H	H	H	M	-	-	H
CO4	H	H	H	H	H	H	M	M	M	H
CO5	H	H	H	H	H	H	M	M	M	H

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### M.B.A. (2020 -21 onwards)

Semester IV	<b>INTERNATIONAL MARKETING</b>	Hours/Week: 6	
Discipline Specific Elective Courses		Credits: 4	
Course Code <b>20PBAE45</b>		Internal 40	External 60

### COURSE OUTCOMES

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

CO1: explain the various international marketing strategy. [K2]

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

CO3: analyze the various international sales promotion strategies. [K4]

CO4: evaluate international marketing negotiation policy. [K5]

CO5: frame the international marketing mix for the products services. [K6]

### UNIT I

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

**International Market Environment:** Internal and External Environment. (12 Hours)

### UNIT II

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

**International pricing:** Pricing Objective – Factors affecting Pricing Decision – Steps Involved in Pricing – Pricing Method – Data required for Export Pricing Decision – Types of Intermediaries. (12 Hours)

### UNIT III

**Market Selection:** Introduction – Market Selection Process – Determinants of Market Selection.

**International Promotion:** Market Environment and Promotion Strategy – Decision in International Marketing Communication – Role of Export Promotion Organization - Problems in International Communication Market - Personal Selling in International Marketing – Management of Personal Selling - Personal Selling Process. (12 Hours)

### UNIT IV

**International Negotiation:** 4C's of Negotiation – Stages of Negotiation – Negotiation with Regulators.

**Trade Policy and Regulation of India:** Trade Strategies of India – Economic Policy Liberalization in India – Marketing Assistance. (12 Hours)

### UNIT V

**International Marketing Research:** International Marketing Intelligence – Sources of Information – International Marketing Information System – Marketing Research – Types of Research – Phases of a Research Project – Research Agencies. (12 Hours)

### SELF STUDY FOR ASSIGNMENT

1. Global Media Decisions
2. Export Promotion & Incentives

### TEXT BOOK

Francis Cherunilam (2017). *International Marketing (Text and Cases)*, New Delhi: Himalaya Publishing House, 15<sup>th</sup> Edition.

### REFERENCE BOOKS

1. Warren. J. Keegan (2013). *Global Marketing Management*, New Delhi: Prentice Hall, 8<sup>th</sup> Edition.
2. Philip R. Cateora and John L. Graham (2017). *International Marketing*, New Delhi: McGraw Hill, 15<sup>th</sup> Edition.
3. Sak Onkvisit and John J. Shaw (2004). *International Marketing Analysis and strategy*, New Delhi: Prentice Hall, 4<sup>th</sup> Edition.



CourseCode 20PBAE45	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	H	H	H	H	H	M	H	M	H	L
CO2	H	H	H	H	H	M	H	L	H	-
CO3	M	M	M	H	H	M	H	-	H	L
CO4	H	H	H	-	-	M	H	M	H	-
CO5	H	H	H	H	H	M	H	M	H	-

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### M.B.A. (2020 -21 onwards)

Semester IV	<b>INVESTMENT AND PORTFOLIO MANAGEMENT</b>	Hours/Week: 6	
Discipline Specific Elective Course		Credits: 4	
Course Code <b>20PBAE46</b>		Internal 40	External 1 60

### COURSE OUTCOMES

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

CO1: understand the concepts and rationale of investment and speculation and a portfolio. [K2]

CO2: determine valuation of investments and construct a portfolio based on a fair understanding of factors influencing investment and trading decisions. [K3]

CO3: appraise a company based on its valuation, fundamental and technical analysis and analyse the performance of a portfolio. [K4]

CO4: evaluate the choice of a security for investment or trading based on estimated returns and factors influencing the returns. [K5]

CO5: construct a sample portfolio for an investor group of students using gaming software applications, calculate its return and modify the same to meet the investor group expectations. [K6]

### UNIT I

**Introduction:** Investment –Characteristics – Process - Gambling Vs. Speculation – Factors Favoring Investment - Investment alternatives - Risk and Return Concepts.

(10 Hours)

### UNIT II

**Bonds:** Features – Types - Measures of Bond Returns – Calculation of YTM – Valuation of Bonds

**Shares:** Types - Valuation of Shares - Intrinsic Price Vs. Market Price - Dividend Models: Constant Growth Model - Zero Growth Model – Single Period Valuation – Multi Period Valuation-Earning Multiplier Approach (Price Earnings Ratio). (12 Hours)

### **UNIT III**

Economic Analysis – Macro-economic Indicators- Classification- Industry Analysis – Factors influencing Industry - Company Analysis - Qualitative and Quantitative factors- Financial Analysis. (12 Hours)

### **UNIT IV**

Technical Analysis - Dow theory : Primary- Secondary and Minor Trends- Resistance and Support Levels – Breadth of the Market – Volume of Trading – Moving Averages- Advantages of Moving Averages - Charts - Elliot Wave Theory – Oscillators - Random Walk Theory – Efficient Market Hypothesis – Weak Form – Semi strong Form – Strong Form (13 Hours)

### **UNIT V**

Portfolio Theory and Management : Portfolio – Diversification – Markowitz Theory: Assumptions- Model – Capital Asset Pricing Market (CAPM) Theory: Assumptions- CML- SML- limitations – APT Theory –Portfolio Analysis – Portfolio Construction –Evaluation - Revision. (13 Hours)

### **SELF STUDY FOR ASSIGNMENT**

1. Perform a Fundamental Analysis for Any Company
2. Determine the Price of a Stock on the basis of CAPM Model and Compare it With Market Price

### **TEXT BOOKS**

Punithavathi Pandiyan (2103). *Security Analysis and Portfolio Management*, Noida: Vikas Publishing House Private Limited, 2<sup>nd</sup> Edition, First Reprint

**REFERENCE BOOKS**

1. Donald E. Fisher & Ronald J. Jordan, (2013). *Security Analysis and Portfolio Management*, New Delhi : Pearson Prentice Hall of India , 10<sup>th</sup> Impression,
2. Bhalla V.K., (2011). *Investment Management; Security Analysis and Portfolio Management*, New Delhi, S. Chand & Co. Ltd, 17<sup>th</sup> Edition
3. Prasanna Chandra, (2007). *Investment Analysis and Portfolio Management*, New Delhi, Tata McGraw Hill Publishing Company Limited, 6<sup>th</sup> Reprint

Course Code 20PBAE46	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	H	H	-	-	-	-	L	-	-	-
CO2	H	H	M	M	M	L	M	L	M	-
CO3	H	H	M	H	H	H	H	M	M	L
CO4	H	H	-	H	H	H	M	H	M	L
CO5	H	H	H	H	H	H	H	H	H	L

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Course Designer



## V.V.VANNIAPERUMAL COLLEGE FOR WOMEN

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VIRUDHUNAGAR – 626 001

### M.B.A. (2020 -21 onwards)

Semester IV	<b>MICRO FINANCE</b>	Hours/Week: 6	
Discipline Specific Elective Course		Credits: 4	
Course Code <b>20PBAE47</b>		Internal 40	External 60

### COURSE OUTCOMES

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

CO1: describe the various concepts and models of microfinance. [K2]

CO2: illustrate the need and various services of microfinance in the development of our nation. [K3]

CO3: analyses the offerings related to microfinance. [K4]

CO4: assess the impact of microfinance on various sections of the economy. [K5]

CO5: develop strategies to address constraints related to microfinance. [K6]

### UNIT I

**History of Microfinance:** Why Microfinance-Microfinance - Meaning - Characteristics - Importance - Assumption and Lessons - Demand & Supply of Microfinance- Microfinance as Development Strategy- Financial Inclusion. (18 Hours)

### UNIT II

**Grameen Bank:** Objectives- Roles- Products & Services- Challenges- Models of Microfinance- Microfinance Delivery Methodologies- The Self Help Group Model- Grameen Bank Model- Grammen Model vis-à-vis SHG Model. (18 Hours)

### UNIT III

**SHG-Bank Linkage Programme:** Objective- Criteria- Uniqueness- Advantages & Models - Microfinance Services/Products - Credit - Savings - Insurance - Micro pension- Remittances - Leasing - Housing Loans - Managing Operational Risk in Microfinance (18 Hours)

**UNIT IV**

**Impact assessment of Microfinance:** Social Evaluation of Microfinance- Poverty Assessment- Intermediaries of Microfinance- State Intervention in Rural Credit.

(18 Hours)

**UNIT V**

**Emerging Issues & Challenges in Microfinance:** Recent Initiatives of GoI Under Microfinance - Strategies to Address the Constraints - Microfinance & Women Empowerment - Microcredit as Priority Sector Advance.

(18 Hours)

**SELF STUDY FOR ASSIGNMENT**

1. Evaluate the Impact of Microfinance in Their Local Environment

**TEXT BOOKS**

1. Rana, O.C & Hem Raj. (2016). *Microfinance*, Himalaya Publishing House, 1<sup>st</sup>Edition.

**REFERENCE BOOKS**

1. IIBF (2014). *Microfinance Perspectives & Operations*, Macmillan Publisher, 2<sup>nd</sup>Edition.
2. Debadutta K.Panda (2009). *Understanding Microfinance*, Wiley Publisher, 1<sup>st</sup> Edition.

Course Code 20PBAE47	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	H	H	L	M	-	L	L	M	L	H
CO2	H	H	M	M	M	M	M	L	M	H
CO3	H	H	M	H	H	H	H	M	M	H
CO4	H	H	-	L	H	H	M	H	M	H
CO5	H	H	H	H	H	M	H	H	H	H

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VIRUDHUNAGAR – 626 001

### M.B.A. (2020 -21 onwards)

Semester IV	<b>INTERNATIONAL FINANCIAL MANAGEMENT</b>	Hours/Week: 6	
Elective		Credits: 4	
Course Code <b>20PBAE48</b>		Internal 40	External 60

### COURSE OUTCOMES

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

- CO1: explain the concept of Foreign Exchange Market, Exchange Rate, Net Transaction exposure, International Financing and Cash Management. [K2]
- CO2: illustrate the various methods of exchange markets, rates, currencies, financing and cash flows in International Financial Markets. [K3]
- CO3: analyse the factors influencing the International Financial Market in all its Exchanges, financing and cash management. [K4]
- CO4: evaluate the constraints of foreign exchange quotations, exchange rate equilibrium, hedging policies, exchange rate risk, and business methods. [K5]
- CO5: anticipate the exchange rate and foreign currency value to estimate future economy. [K6]

### UNIT I

**International Financial Markets:** Motives - Foreign Exchange Markets – Foreign Exchange Transactions –Spot- Forward and Bid/Ask Spread – Interpreting Foreign Exchange Quotations – Forward Rates- Direct Vs. Indirect- Cross Exchange Rates – Currency Futures and Option Markets. (18 Hours)

### UNIT II

**Exchange Rate Determination:** Determinants – Types of Exchange Rates – Exchange Rate Systems - Measuring Exchange Rate Movements – Exchange Rate Equilibrium –

Demand- Supply and Equilibrium – Factors that Influences Exchange Rate – Interaction of Factors. (18 Hours)

### UNIT III

**Managing Transaction Exposure:** Introduction – Identifying Net Transaction Exposure- Adjusting the Invoice to Manage Exposure – Techniques to Eliminate Transaction Exposure – Futures Hedge- Forward Hedge- Money Market Hedge- Currency Option Hedge – Comparison of Hedging Techniques – Hedging Policies – Limitations of Hedging.

(18 Hours)

### UNIT IV

**International Financing:** Long Term Financing – Measuring Cost of Financing – Effects of Exchange Rate Movements – Assessing Exchange Rate Risk – Reducing Exchange Rate Risk- Impact.

Short Term Financing- Sources – Internal Financing – Foreign Financing – Effective Financing Rate – Criteria for Foreign Financing – Interest Rate Parity- Forwards Rate - Exchange Rate- Portfolio of Currencies - Impact.

(18 Hours)

### UNIT V

**International Cash Management:** Cash Flow Analysis – Centralized Cash Management – Techniques to Optimize Cash Flows – Complications.

**Multinational Finance Management:** Introduction – Goal – Impact – Constraints – International Business Methods- International Opportunities –Exposure to International Risk.

(18 Hours)

### SELF STUDY FOR ASSIGNMENT

1. Purchasing Power Parity.
2. Risk Speculation.

### TEXT BOOK

Jeff Madura (2008). *International Financial Management*, Southwestern College Publication, 9<sup>th</sup> Edition.

### REFERENCE BOOKS

1. Maurice D Levi, (2009). *International Finance*, Routledge, 5<sup>th</sup> Edition.
2. L.M. Bhole, (2009). *Financial Institutions & Markets*, Tata McGraw Hill, 5<sup>th</sup> Edition.



Course Code 20PBAE48	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	H	H	---	M	M	L	---	----	----	----
CO2	H	H	L	M	M	M	L	----	L	L
CO3	H	H	M	H	H	H	H	----	M	M
CO4	H	H	L	M	L	M	L	----	M	M
CO5	H	H	L	H	M	L	H	----	L	L

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### M.B.A. (2020 -21 onwards)

Semester IV	<b>FINANCIAL INSTITUTIONS AND SERVICES</b>	Hours/Week: 6	
Discipline Specific Elective Course		Credits: 4	
Course Code <b>20PBAE49</b>		Internal 40	External 60

### COURSE OUTCOMES

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

CO1: understand the functioning of various financial institutions. [K2]

CO2: interpret the purpose of various financial markets, services and institutions. [K3]

CO3: identify the role of financial institutions in uplifting various sections of the economy. [K4]

CO4: evaluate the functions of various non-banking financial institutions. [K5]

CO5: Perform a role-play on how a financial institution can play a vital role in economic development. [K6]

### UNIT I

**Money Market** – Call Money Market- Treasury Bills Market- Commercial Bills Market- Markets for Commercial Paper and Certificates of Deposits.

**Micro Finance:** Meaning – Characteristics – Self Help Groups. (10 Hours)

### UNIT II

**Non-Banking Financial Institutions - I:** Small Savings - Provident Funds and Pension Funds - Hire Purchase- Lease Finance.

(10 Hours)

### UNIT III

**Non - Banking Financial Institutions - II:** Merchant Bank- Venture Capital- Credit Rating- Factors – Loan companies – Housing Finance Companies.

(12 Hours)

#### **UNIT IV**

**Mutual Fund:** UTI & Other Private Mutual Funds- Regulatory Aspects- Functions- Various Types of Funds.

(13 Hours)

#### **UNIT V**

**Securitization:** Features- Need- Process- Participants- Benefits & Limitations- Introduction to Securitisation and Asset Reconstruction Companies.

(13 Hours)

#### **SELF STUDY FOR ASSIGNMENT**

1. Certificate of Deposits.
2. Types of Mutual funds

#### **TEXT BOOKS**

1. L.M. Bhole & Jitendra Mahakud, (2011). *Financial institutions and markets*, New Delhi, Tata McGraw Hill Publishing company Ltd., 5<sup>th</sup> Reprint.

#### **REFERENCE BOOKS**

1. Dr. S. Gurusamy, (2013). *Financial Services*, New Delhi, McGraw Hill Private Limited. 5<sup>th</sup> Reprint.
2. Dr. Punithavathy Pandian, (2013). *Financial Services and Markets*, Noida, Vikas Publishing House Pvt. Ltd., 1<sup>st</sup> Reprint.

Course Code 20PBAE49	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	H	H	-	-	-	-	-	L	-	-
CO2	H	H	L	M	M	L	M	L	M	-
CO3	H	H	L	M	M	H	H	M	M	L
CO4	H	H	-	M	M	H	M	H	M	L
CO5	H	H	H	H	H	H	H	H	H	L

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### M.B.A. (2020 -21 onwards)

Semester IV	<b>BUDGETING, PROFIT PLANNING AND CONTROL</b>	Hours/Week: 6	
Discipline Specific Elective Course		Credits: 4	
Course Code <b>20PBAE4A</b>		Internal 40	External 60

### COURSE OUTCOMES

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

CO1: understand the fundamental concepts of budgeting and profit planning. [K2]

CO2: apply various budgeting tools to achieve efficiency in an organization. [K3]

CO3: analyse how profits can be maximised and production and costs can be controlled through proper budgeting and profit planning measures. [K4]

CO4: evaluate the budgets drafted by the organisation and how it results in efficient profit planning. [K5]

CO5: draw a budget for production, purchases, expenses of a firm. [K6]

### UNIT I

**Fundamentals of Profit Planning and Control:** Concept – Management Planning – Time Dimensions – Management Control –Performance Reporting, Responsibility Accounting, Activity Costing, Zero- Base Budgeting - Responsibility Centers.

**Profit Planning and Control Process:** Introduction – Components – Phases.

(18 Hours)

### UNIT II

**Planning and Controlling of Revenues: Sales and Services:** Introduction – Comprehensive Sales Planning - Sales Planning Vs. Forecasting – Strategic Sales Plan – Tactical Sales Plan – Components – Developing a Comprehensive Sales Plan – Control of Sales and Related Expenses.

(18 Hours)

### UNIT III

**Planning and Controlling Production: Work-in-Progress and Finished Goods Inventories:** Introduction – Production Planning – Production Budget – Material Requirement Planning – Just- in-Time Production – Production Control.

(18 Hours)

#### UNIT IV

**Planning and Controlling Purchases and Materials Usage:** Raw Material and Component Parts – EOQ Model – JIT Purchasing.

**Planning and Controlling Direct Labour Costs:** Approaches – Structure – Control.

**Planning and Controlling Expenses:** Introduction – Cost Vs. Expense – Classification of Costs – Planning Expenses – Control of Manufacturing Overhead.

(18 Hours)

#### UNIT V

**Flexible Expense Budget:** Concepts – Relationship of Expenses to Output – Fixed Expenses- Variable Expenses and Semi Variable Expenses - Flexible Budget Format – Uses of Flexible Budgets.

**Capital Expenditure Budget:** Definition – Characteristics - Time Dimensions –Benefits – Responsibilities – Methods of Measuring the Economic Value.

(18 Hours)

#### SELF STUDY FOR ASSIGNMENT

1. Control of Sales and Related Expenses.
2. Fixed Expenses, Variable Expenses

#### TEXT BOOK

Glenn A. Welsch, Ronald W. Hilton, Paul. N. Gordon.,(2010).*Budgeting – Profit Planning and Control*, PHI Learning Private Limited, 5<sup>th</sup> Edition.

#### REFERENCE BOOKS

1. Richard M. Lynch, Robert W. Williamson,(2001). *Accounting for Management – Planning and control*. McGraw Hill Education, 3<sup>rd</sup> Edition.
2. Willaim R. Lalli (2003). *Hand book of Budgeting*, John Wiley & Sons, 6<sup>th</sup> Edition.
3. Lloyd R.Amey (1979). *Budget Planning and Control Systems*, Pitman Publishing.

Course Code 20PBAE4A	PO1		PO2	PO3		PO4	PO 5	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	H	H	-	-	-	L	-	L	-	-
CO2	H	H	M	M	M	L	M	L	M	-
CO3	H	H	M	H	H	H	M	M	M	-
CO4	H	H	M	H	H	H	M	H	M	L
CO5	H	H	M	H	H	H	H	H	-	-

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### M.B.A. (2020 -21 onwards)

Semester IV	<b>TRAINING AND DEVELOPMENT</b>	Hours/Week: 6	
Discipline Specific Elective Course		Credits: 4	
Course Code <b>20PBAE4B</b>		Internal 40	External 60

### COURSE OUTCOMES

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

- CO1: describe the concepts and significance of training and development in an organizational setting. [K2]
- CO2: demonstrate the significance, principles, tools and techniques of training and development in the business organization. [K3]
- CO3: evaluate the scope of training and development. [K5]
- CO4: analyze the factors, process and problems of training and development in an organization. [K4]
- CO5: create the mind map for training and development. [K6]

### UNIT I

Conceptual Overview–Introduction & Definitions– Scope –Objectives –Problems- Training Process – Benefits - Organization- Individual–Group - Roles and Responsibilities of HR/ Training Manager - Difference Between Training, Development and Education - Training Principles and Policy. (18 Hours)

### UNIT II

**Training Need Analysis (TNA):** Meaning – Objectives - Significance – Methods and Tools– TNA at Various Levels – Approaches – Merits and Demerits.

**Training Design:** Components - Factors Affecting the Design Process.



**Training Budget:** Types of Costs Involved – Significance - Preparation of Training Budget

**Learning:** Role of Individual Learning in Training - Theories (18 Hours)

### UNIT III

**Training Techniques:** On the job - Off the job – Merits and Demerits of Various Methods – Choosing Optimum Method.

**Training Implementation:** Significance - Principles of Effective Implementation - Factors to be Considered – Problems. Trainer – Qualities and Skills of Trainer.

(18 Hours)

### UNIT IV

**Evaluation:** Importance - Principles – Criteria – Objectives – Approaches – Instruments Used .

**Model of Evaluation:** Kirkpatrick – CIRO – Philip’ ROI – Problems in Evaluation.

(18 Hours)

### UNIT V

**Management Development :** Objectives– Characteristics – Techniques.

**Organization Development :** Objectives- Characteristics – Techniques- Career Development - Succession Planning.

(18 Hours)

### SELF STUDY FOR ASSIGNMENT

1. Training and Development Program Initiatives of Various Private, Public and MNC Companies Across Industries.
2. Contemporary Training and Development Concepts and Techniques in Indian Context.

### TEXT BOOKS

1. Janakiram.B. (2012). *Training and Development* –New Delhi: Biztantra, Indian text edition.

### REFERENCE BOOKS

1. Noe, R & Kodwani. A.D. (2012). *Employee Training and Development*- New Delhi: Tata McGraw-Hill, 5<sup>th</sup> Edition.

Course Code 20PBAE4B	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	H	H	H	H	H	H	H	M	M	M
CO2	H	M	H	H	H	H	M	M	H	H
CO3	H	H	H	H	H	H	M	-	-	H
CO4	H	M	H	H	H	H	M	H	L	M
CO5	H	H	H	H	H	H	M	-	H	M

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VIRUDHUNAGAR – 626 001

### M.B.A. (2020 -21 onwards)

Semester IV	<b>INTRODUCTION TO PSYCHOLOGY</b>	Hours/Week: 6	
Discipline Specific Elective Course		Credits: 4	
Course Code <b>20PBAE4C</b>		Internal 40	External 60

### COURSE OUTCOMES

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

- CO1: understand the underlying dimensions of human behavior such as biological foundations of behaviour, sensation, perception, cognition, memory, learning, motivation, emotion, intelligence and personality to lead self-directed and multi-cultural competence in both personal and professional life. [K2]
- CO2: apply the principles and concepts of psychology in day-to-day life for the better understanding of self and others to efficiently manage the employees in organizations. [K3]
- CO3: identify, manage and control own and others mental, psychological and emotional potential for efficient accomplishment of personnel and business goals by conducting scientific research. [K4]
- CO4: critically evaluate psychological and emotional state of self and others to maintain good professional relationship, teamwork and also to maintain good communication with people from different culture in personal and professional environment. [K5]
- CO5: create amicable environment for the better personal and work life by conducting psychological research scientifically and logically to resolve psychological, emotional and interpersonal related issues. [K6]

## UNIT I

**Conceptual overview of the field Psychology:** Definition- Scope– Subfields of Psychology Evolution of Psychology – Past, present and contemporary approaches – Key issues and controversies in the field of Psychology.

**Overview of Stages of Life Span Development:** Prenatal Development, Birth and Infancy, Childhood, Adolescence, Adulthood. Applications of developmental psychology in the field of Business. (15 Hours)

## UNIT II

**Sensation:** Meaning – Difference between Sensation and Perception – Sensory Adaptations – Types of sensory organs.

**Perception:** Concepts –Gestalt Laws of Organization – Top-Down and Bottom-Up Processing – Perceptual Illusions – Employee Perception

**Learning:** Classical Conditioning - Operant Conditioning - Cognitive Approaches –Learning of Employees in Organizations

(15 Hours)

## UNIT III

**Memory:** Types - Processes - Stages of memory – Levels of Processing Model.

**Forgetting:** Major Memory Impairments - Strategies to Improve Memory.

**Cognition:** Thinking – Process of Reasoning and Decision Making - Problem Solving: Process - Impediments - Creative Thinking Employee's Cognition and its Impact on Behavior and Performances in Organization

(15 Hours)

## UNIT IV

**Intelligence:** Different Conceptions – Approaches – Emotional Intelligence – Measuring Intelligence – Variations in Intellectual Ability –Determinants of Intelligence: Culture - race – environment.

**Motivation:** Approaches: Instinct – drive – Reduction – Arousal – Incentive - Cognitive - Maslow's Hierarchy– Human Need and Motivation: Achievement, Affiliation and Power.

**Emotions:** Functions – Theories – Expressions of Emotions.

Strategies to Improve Employees' Emotional Intelligence (EQ) and Motivation.

(15 Hours)

**UNIT V**

**Overview of personality** – Approaches: Freud’s and Neo-Freudian Psychoanalytic theory- Trait- Learning- Biological- Evolutionary – Humanistic - Personality assessment.

**Psychological Disorders:** Abnormality Definitions – Approaches: Medical – Psychoanalytic – Behavioral – Cognitive - Humanistic - Socio-cultural – Major Psychological Disorders and Different P- Personality Development

(15 Hours)

**SELF STUDY FOR ASSIGNMENT**

1. Impact of Culture on Perception among Individuals in Indian Context
2. Implications of Psychological Concepts in Business

**TEXT BOOK**

1. Feldman K. (2017). *Understanding Psychology* -New Delhi: Tata McGraw-Hill edition, 10<sup>th</sup> Edition

**REFERENCE BOOKS**

1. Morgan, C.T, King, R., Weisz, J.R &Schopler, J. (2004). *Introduction to Psychology* – Tata McGraw-Hill edition, 7<sup>th</sup> Edition.
2. Mangal, S.K. (2009). *Introduction to Psychology* - New Delhi: Sterling Publishers Pvt. Ltd., 1<sup>st</sup> Edition.

Course Code 20PBAE4C	PO1		PO2	PO3		PO4	PO5	PO6	PO7	PO8
	PSO 1.a	PSO 1.b	PSO 2	PSO 3.b	PSO 3.b	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8
CO1	M	-	M	L	-	L	-	-	M	M
CO2	H	-	H	M	-	-	-	-	H	M
CO3	H	-	-	H	H	H	-	H	M	H
CO4	M	L	H	L	L	M	-	H	M	H
CO5	L	M	-	H	H	H	-	H	-	L

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### M.B.A. (2020 -21 onwards)

Semester IV	<b>INTERNATIONAL HUMAN RESOURCE MANAGEMENT</b>	Hours/Week: 6	
Discipline Specific Elective Course		Credits: 4	
Course Code <b>20PBAE4D</b>		Internal 40	External 60

### COURSE OUTCOMES

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

CO1: explain the concept of international human resource management. [K2]

CO2: construct the factors and process of international human resource management. [K3]

CO3: compare the failures and reasons of international human resource management. [K4]

CO4: support the functions, techniques and factors of international human resource management. [K5]

CO5: prepare strategy for implementing human resource management globally. [K6]

### UNIT I

**International Human Resource management (IHRM) Overview:** Introduction – Definition, Domestic Vs IHRM – Expatriate – Culture- Factors-Scope-Cultural Value Dimensions – Hofstede's Value Dimensions – Work Force Diversity.

(15 Hours)

### UNIT II

**International Human Resource Planning:** International Division of Labour – HR Planning – Issues in Supply of Manpower – Recruitment – Categories: Micro- Macro-Centralized and Decentralized – Techniques – Contemporary Techniques in Recruitment - Selection: Techniques, Career Cycle of Expatriate- Failures – Reasons of Failures. (15 Hours)

### UNIT III

**Performance Appraisal:** Meaning, Challenges Faced, Process/Steps, Factors-Problems, Principles of Effective Performance Appraisal System – Perceptions – In PCN, HCN and TCN. **Training:** Training for Expatriates- Areas of Training.

(15 Hours)

### UNIT IV

**Compensation in IHRM:** Objectives- Complexities Faced, Factors- Various Approaches.

**Cross Culture Communication:** Process-Barriers- Effective Communication Process.

(15 Hours)

### UNIT V

**Industrial Relation:** Meaning, Factors Affecting Industrial Relation.

**Trade Union:** Meaning- Scope- Characteristics- Functions- Structure and Influences on IHRM. **Collective Negotiations:** Characteristics- Importance-Functions.

**Industrial Conflict/ Dispute:** Causes- Types- Preventing Conflicts- Settlement of Conflicts.

(15 Hours)

### SELF STUDY FOR ASSIGNMENT

1. Effective Management of Workforce Diversity.
2. Performance Appraisal System in MNC's.

### TEXT BOOK

Subba Rao.P (2011). *International Human Resource Management* , Himalaya Publishing House, Himalaya Publishing House, 3<sup>rd</sup> edition.

### REFERENCE BOOKS

1. Peter J.Dowling, Marion Festing, Allen D.Engle.(2014). *International Human Resource Management*, 5<sup>th</sup> Edition
2. Monir H. Tayeb (2010). *International Human Resource Management*, Oxford, 1<sup>st</sup> Edition.
3. Deresk Helen (2010). *International Management: Managing Across Borders and Cultural*, Pearson, 4<sup>th</sup> Edition.

Course Code 20PBAE4D	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	H	H	M	M	M	H	L	L	M	H
CO2	H	M	H	H	H	H	M	L	M	H
CO3	M	M	M	M	M	H	H	-	H	H
CO4	M	L	M	L	L	H	L	L	M	M
CO5	M	M	-	M	H	-	M	M	H	H

Dr. P. Suganthi  
Head of the Department

Dr. M. Jothilakshmi  
Course Designer





## V.V.VANNIAPERUMAL COLLEGE FOR WOMEN

(Belonging to Virudhunagar Hindu Nadars)

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Re-accredited with 'A' Grade (3<sup>rd</sup> Cycle) by NAAC

VIRUDHUNAGAR – 626 001

### M.B.A. (2010 -2021 onwards)

Semester IV	<b>PERFORMANCE MANAGEMENT</b>	Hours/Week: 6	
Discipline Specific Elective Course		Credits: 4	
Course Code <b>20PBAE4E</b>		Internal 40	External 60

### COURSE OUTCOMES

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

CO1: explain and define various attributes of competitive organizational performance management systems, programs and practices. [K2]

CO2: plan and communicate effective performance management policies, practices and techniques rationally and ethically to improve organizational and employees performance. [K3]

CO3: analyze the performance management practices of the business with the modern techniques to boost the teamwork and morale of workforce. [K4]

CO4: evaluate the effectiveness of performance management practices adopted by the corporate critically scientifically. [K5]

CO5: design competitive performance management practices to suits the requirement of labour market and supports organizational mission and strategy. [K6]

### UNIT I

**Performance Management:** Introduction – Definition- Performance Management as a System – Objectives – Principles – Characteristics- Performance Management Cycle – Role of HR –Comparison with Performance Appraisal. (15 Hours)

### UNIT II

**Theoretical foundation:** Motivation and Learning Theory – Other Theories – Factors Influencing Performance Management –Reward Based Performance Management. (15 Hours)

### UNIT III

**Process:** Goal Setting – Principle- Types Of Goals- How to Set Goals – Feedback – Uses- Nature- Effectiveness – 360 Degree Feedback – Uses – Methodology – Merits and Demerits – Effectiveness. (15 Hours)

### UNIT IV

**Review:** Process, Formal Review Meeting, Problems in Review, Conducting the Formal Review – Assessing Performance – Process – Methods/Tools Used to Evaluate The Performance – Evaluation of Performance Management. (15 Hours)

### UNIT V

**Organization Performance:** Process – Strategic Approach – Measuring Performance – Business Performance Management System – Organizational Capability – Team Performance – Teams and Performance - Process – Measures for Teams. (15 Hours)

### SELF STUDY FOR ASSIGNMENT

1. Need for Performance Management.
2. 360 Degree Feedback System.

### TEXT BOOK

1.Kandula, S.R. (2012). *Performance management: strategy, Interventions and Drivers*, Eastern Economy Edition.

### REFERENCE BOOKS

1. Armstrong, M. (2012). *Armstrong's handbook of performance management*, Jaico Publishing House, 4<sup>th</sup> Edition.
2. Helen, D. (2010). *International Management: Managing Across Borders and Cultural*, Pearson, 4<sup>th</sup> Edition.

Course Code 20PBAE4E	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	H	H	M	M	M	H	L	L	-	H
CO2	H	-	H	H	H	H	-	L	M	H
CO3	M	-	-	M	M	H	H	-	H	H
CO4	M	L	-	L	L	H	L	L	M	M
CO5	M	-	-	M	H	-	M	-	H	H

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### M.B.A. (2020 -21 onwards)

Semester IV	<b>STRATEGIC HUMAN RESOURCE MANAGEMENT</b>	Hours/Week: 6	
Discipline Specific Elective Course		Credits: 4	
Course Code <b>20PBAE4F</b>		Internal 40	External 60

### COURSE OUTCOMES

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

CO1: understand the components and dimensions of human resource management strategies adopted by business. [K2]

CO2: determine the rationale human resource management strategies in the business to be sustainable in the dynamic business environment. [K3]

CO3: compare the labor market conditions with the existing human resource management strategies adopted by the business to ensure good industrial relations. [K4]

CO4: evaluate the strengths and weaknesses of human resource strategies in Indian context scientifically to create fair and ethical work environment for the workforce. [K5]

CO5: formulate competitive human resource management strategies in the business to retain and motivate quailed and talented workforce. [K6]

### UNIT I

**Introduction:** Definition of Strategy - Nature and Formulation of Strategy – Strategic Management Model - Introduction to Strategic Human Resource Management (SHRM) – Nature – Principles – Approaches – Implications of SHRM Theory. (15 Hours)

### UNIT II

**Framework of HR Strategies:** Purpose –Nature –Types -Developing HR Strategies - Implementing and Evaluating HR Strategies. (15 Hours)

### UNIT III

Human Capital Management – Aims – Developing the Strategy.

**Resourcing strategy:** Components – Workforce Planning - Resource Planning – Retention and Flexibility Strategy – Talent Management - Process – Development of Strategy.

(15 Hours)

### UNIT IV

**Knowledge management strategy:** Types – Process- Source – Components.

**Reward strategy:** Characteristics – Developing strategy – Effectiveness – Principles.

**Employee relations strategy:** Strategic Directions – Strategic Approaches Towards Employee Relations Formulation.

(15 Hours)

### UNIT V

**Learning strategy:** Organizational Learning and Individual Learning Strategy  
Organization Development Strategy – Designing Strategy.

**International SHRM:** Approaches – Issues – Strategic Role of HR Manager.

(15 Hours)

### SELF STUDY FOR ASSIGNMENT

1. Strategic HRM Approaches in Indian Businesses.
2. Role of Strategic HRM in Various Sectors.

### TEXT BOOKS

Armstrong, M. (2011). *Handbook of Strategic Human Resource Management*-Jaico Publishing House, 5<sup>th</sup> Edition.

### REFERENCE BOOKS

1. Dhar, L.M. (2008). *Strategic Human Resource Management* - New Delhi, Excel Books.
2. Regis, R. (2008). *Strategic Human Resource Management and Development*- New Delhi, Excel Books.

Course Code 20PBAE4F	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	H	L	L	M	H	H	-	L	L	M
CO2	H	L	L	H	H	H	L	-	M	H
CO3	H	M	-	H	H	H	M	H	H	H
CO4	M	M	-	H	M	H	M	L	H	H
CO5	M	-	H	M	M	H	H	L	H	H

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### M.B.A. (2020 -21 onwards)

Semester IV	<b>SEMINAR ON INDIAN ETHOS</b>	Hours/Week: 1	
Value Enhancement Course -1		Credits: 1	
Course Code <b>20PBAS41</b>		Internal 100	External --

#### COURSE OUTCOMES

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

CO1: explain importance of values in business. [K2]

CO2: identify business activities that promotes development in society. [K3]

CO3: analyze the importance of Indian Ethos and values in business. [K4]

CO4: evaluate what is right and what is wrong when doing business. [K5]

CO5: draft recommendation for business problems without compromising ethical focus. [K6]

#### UNIT I

Indian Work Ethos. Concept of Dharma - Indian Views on Basic Functions of Management

#### UNIT II

Gita and Management – Krishna as CEO

#### UNIT III

Epic & Role Models

#### UNIT IV

Essential Qualities of Leaders

**UNIT V**

## Self Management

Course Code 20PBAS41	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	L	L	-	L	L	M	L	-	-	H
CO2	L	L	-	M	M	M	-	L	-	H
CO3	L	L	-	M	M	L	L	L	-	H
CO4	L	L	-	M	M	L	-	-	-	H
CO5	L	L	L	M	M	M	-	-	-	H

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### M.B.A.

(2020 -21 onwards)

Semester IV	Viva-Voce	Hours/Week: -	
Viva-Voce 1		Credits: 1	
Course Code <b>20PBAV41</b>		Internal -	External 100

### COURSE OUTCOMES

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

CO1: understand the Management and business concepts. [K2]

CO2: apply the management theories to real time business situations. [K3]

CO3: analyse the opportunities and challenges exist in the business environment. [K4]

CO4: evaluate the pros and cons of possible decisions and choose the feasible one for the given situations. [K5]

CO5: frame strategies for business enterprise. [K6]

### GUIDELINES

- The subject viva voce is conducted to evaluate the management conceptual knowledge and communication skills of the students.
- A panel of examiners (internal & external) asks questions to the students from the papers which they studied in that semester.
- The student's skill of applying the management concept to real time business cases is also examined.
- This is a platform for the students to project their subject knowledge, confidence and communication skills.

Course Code 20PBAV41	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	H	H	H	M	M	L		L	-	-
CO2	H	H	H	M	M	-	-	-	-	-
CO3	H	H	H	M	M	-	L	-	-	-
CO4	H	H	H	M	M	L	M	L	-	-
CO5	H	H	H	M	M	-	-	-	-	-

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