



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 (3rd Cycle) by NAAC
VIRUDHUNAGAR - 626 001

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

V.V.Vanniaperumal College for Women, Virudhunagar, established in 1962, offers 13 UG Programmes (Aided), 14 UG Programmes (SF), 13 PG Programmes, and 6 Ph.D. Programmes. The curricula for all these Programmes, except Ph.D. Programmes, have been framed as per the guidelines given by the and University Grants Commission (UGC) & Tamil Nadu State Council for Higher Education (TANSICHE) under Choice Based Credit System (CBCS) and the guidelines for Outcome Based Education (OBE).

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

A. CHOICE BASED CREDIT SYSTEM (CBCS)

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

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

UG PROGRAMMES

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

PG PROGRAMMES

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

* AICTE approved Programmes

OUTLINE OF CHOICE BASED CREDIT SYSTEM- PG

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

B OUTCOME BASED EDUCATION (OBE) FRAMEWORK

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

Vision of the Institution

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

Mission of the Institution

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

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

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

Vision of the Department of M.B.A.

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

Mission of the Department of M.B.A.

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

B.1.1 Programme Educational Objectives (PEOs)

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

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

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

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

B.1.2 Programme Outcomes (POs)

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

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

- 1 apply their in-depth domain knowledge and practical skills in interdisciplinary fields for research-based endeavours, employment and entrepreneurship development. (*Disciplinary Knowledge*)
- 2 communicate proficiently and confidently with the ability to present complex ideas both in spoken and written forms in a concise manner to assorted groups. (*Communication Skills*)
- 3 identify, formulate and solve problems in a consistent and systematic way with updated skills using modern tools and techniques. (*Scientific Reasoning and Problem Solving*)
- 4 analyze the data, synthesis the findings and provide valid conclusion by critical evaluation of theories, policies and practices for the fulfillment of the local, national, regional and global developmental needs. (*Critical Thinking and Analytical Reasoning*)
- 5 explore and evaluate globally competent research methodologies to apply appropriately in interdisciplinary research; Develop and sustain the research capabilities to meet the emerging needs for the welfare of the society. (*Research Related Skills*)
- 6 use ICT to mould themselves for lifelong learning activities to face career challenges in the changing environment. (*Digital Literacy, Self - directed and*

- 7 self-manage and function efficiently as a member or a leader in diverse teams in a multicultural society for nation building. (*Co-operation/Team Work and Multicultural Competence*)
- 8 uphold the imbibed ethical and moral values in personal, professional and social life for sustainable environment. (*Moral and Ethical Awareness*)

B.1.3 Programme Specific Outcomes (PSOs)

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

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

PO1: *Disciplinary Knowledge*

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

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

PO2: *Communication Skills*

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

PO3: *Scientific Reasoning and Problem Solving*

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

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

PO4: *Critical thinking and Analytical Reasoning*

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

PO5: Research Related Skills

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

PO6: Digital Literacy, Self - directed and Lifelong learning

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

PO7: Cooperation/Team Work and Multicultural Competence

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

PO8: Moral and Ethical awareness

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

PO-PEO Mapping Matrix

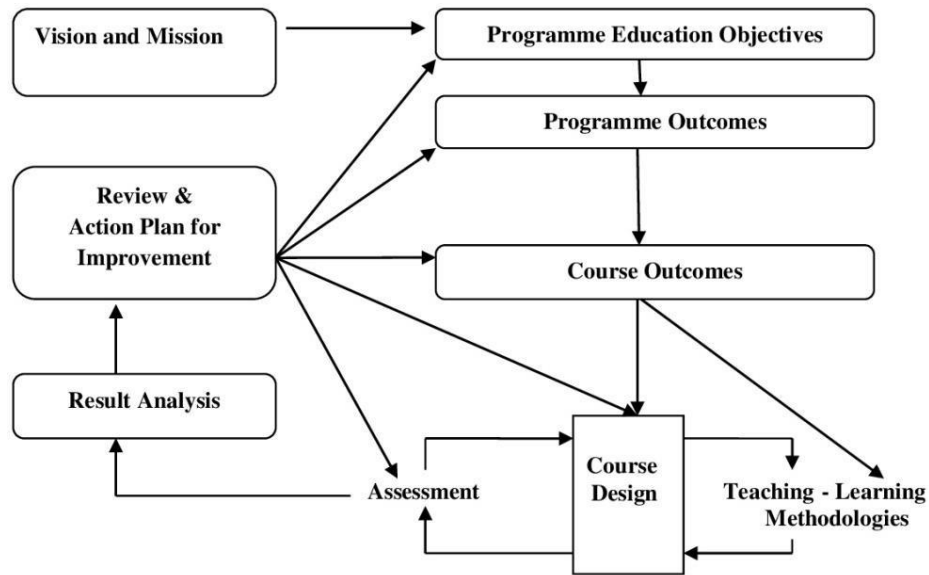
Attainment of PEOs can be measured by a PO-PEO matrix. PEOs should evolve through constant feedback from alumnae, students, industry, management, *etc.* It is mandatory that each PEO should be mapped to at least one of the Pos.

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

B.1.4 Course Outcomes (COs)

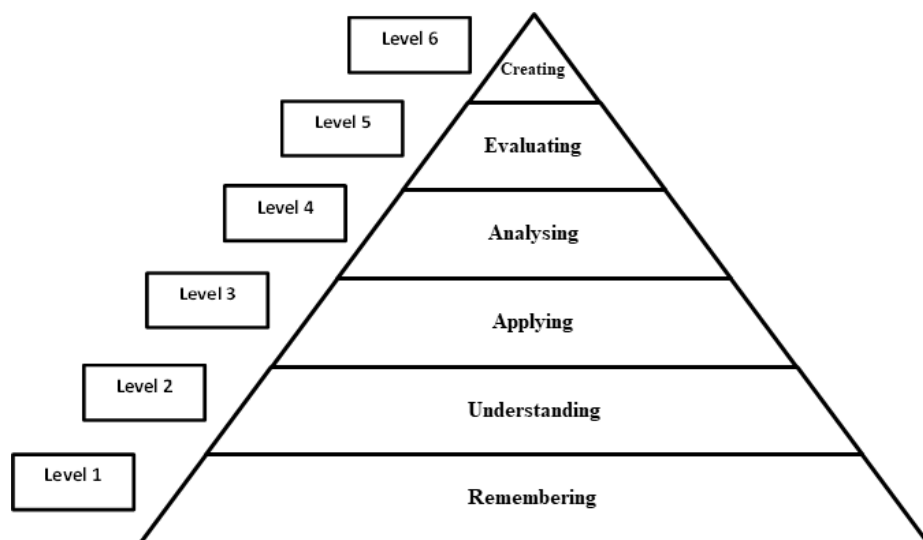
Course Outcomes are narrow statements restricted to the course contents

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



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

BLOOM’S TAXONOMY



CO - PO Mapping of Courses

After framing the CO statements, the COs framed for each course is mapped with

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

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

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

ELIGIBILITY FOR ADMISSION

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

DURATION OF THE PROGRAMME

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

MEDIUM OF INSTRUCTION

English

B.1 EVALUATION SCHEME

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

B.2.1 Core Courses, Discipline Specific Elective Courses

INTERNAL ASSESSMENT

Distribution of Marks Theory

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

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

Curriculum for M.B.A.

Question Pattern for Internal Test

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.(6-9)	Internal Choice - Either Or Type	4	4	5	20
C Q.No.(10&11)	Internal Choice - Either Or Type	2	2	10	20
Total					45

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

Summative Examination

External Assessment

Distribution of Marks

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

Summative Examination

Question Pattern

Duration: 3 Hours

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

B.2.2 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 60-75days (66% -84%) of attendance are permitted to appear for the Summative Examinations after paying the required fine amount and fulfilling other conditions according to the respective cases.
- The students who have attended the classes for 59 days and less – upto 45 days (50% - 65%) can appear for the Summative Examinations only after getting special permission from the Principal.
- The students who have attended the classes for 44 days or less (<50%) cannot appear for the Summative Examinations and have to repeat the whole semester.
- These rules are applicable to UG, PG and M.Phil. Programmes and come into effect from 2020-2021 onwards.
- For Certificate, Diploma, Advanced Diploma and Post Graduate Diploma Programmes, the students require 75% of attendance to appear for the Theory/Practical Examinations.

B.1 ASSESSMENT MANAGEMENT PLAN

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

B.3.1 Assessment Process for CO Attainment

Curriculum for M.B.A.

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

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

Indirect Assessment - Done through Course Exit Survey.

CO Assessment Rubrics

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

CO Attainment

Direct CO Attainment

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

Target Setting for Assessment Method

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

Formula for Attainment for each CO

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

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

Attainment Levels of COs

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

Indirect CO Attainment

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

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

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

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

B.3.2 Assessment Process for Overall PO Attainment

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

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

Programme Articulation Matrix (PAM)

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

Indirect Attainment of POs for all Courses

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

Attainments of POs for all Courses

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

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

Expected Level of Attainment for each of the Programme Outcomes

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

Level of PO Attainment

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

B.3.3 Assessment Process for PEOs

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

Target for PEO Attainment

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

Attainment of PEOs

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

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

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

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

Expected Level of Attainment for each of the Programme Educational Objectives

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

Level of PEO Attainment

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

B. 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 2023-24

Components	Semester				Total Number of Hours (Credits)
	I	II	III	IV	
Core Course	6 (4)	5 (4)	5 (4)	5 (4)	21(16)
Core Course	6 (4)	5 (4)	5 (4)	-	16(12)
Core Course	6 (4)	5 (4)	5 (3)	-	16(11)
Core Course	6 (4)	5 (4)	-	-	11(8)
Core Course	6 (4)	4 (4)	-	-	10(8)
Core Course	-	5 (4)	-	-	5 (4)
Project	-	-	-	6(5)	6(5)
Discipline Specific Elective Course	-	-	4 (3)	6 (4)	10(7)
Discipline Specific Elective Course	-	-	4 (3)	6 (4)	10(7)
Discipline Specific Elective Course	-	-	5(3)	6 (4)	11 (7)
Skill Enhancement Course/ Professional Competency Skill	-	1 (1)	2 (2)	-	3 (3)
Self Study Course	-	-	0(1)	-	0(1)
Ability Enhancement Compulsory Course	-	-	-	1(1)	1(1)
Total	30 (20)	30 (25)	30 (23)	30 (22)	120 (90)
Extra Credit Course (Optional) - offered by the Department	-	-	0(2)	-	0(2)
Extra Credit Course (Optional) - MOOC	-	-	-	-	Limited to a maximum of 15 credits



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MBA - 0121

PROGRAMME CONTENT

For those who join in the Academic Year 2023- 2024

SEMESTER I

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

SEMESTER II

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



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M.B.A.

(2023-24 onwards)

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

COURSE OUTCOMES

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

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

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

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

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

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

UNIT I

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

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

UNIT II

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

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

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

UNIT III

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

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

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

(18 Hours)

UNIT IV

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

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

UNIT V

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

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

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

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

SELF STUDY FOR ASSIGNMENT

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

TEXTBOOKS

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

REFERENCE BOOK

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

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

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

Dr. P. Suganthi
Head of the Department

Mrs. A. Ajitha
Course Designer



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VIRUDHUNAGAR - 626 001

MBA

(2023-2024 onwards)

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

Course Outcomes:

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

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

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

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

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

UNIT I

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

(20 Hours)

UNIT II

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

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

UNIT III

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

UNIT IV

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

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

UNIT V

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

SELF STUDY FOR ASSIGNMENT

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

TEXT BOOKS

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

REFERENCE BOOKS

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

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

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

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Course Designer



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VIRUDHUNAGAR - 626 001

M.B.A.

(2023-24 onwards)

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

COURSE OUTCOMES

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

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

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

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

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

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

UNIT I

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

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

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

UNIT II

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

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

UNIT III

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

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

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

UNIT IV

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

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

(18 Hours)

UNIT V

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

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

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

(18 Hours)

NOTE: Question Pattern: Theory : 20%

Problems : 80%

SELF STUDY FOR ASSIGNMENT

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

TEXT BOOK

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

REFERENCE BOOKS

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

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

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

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Ms.M.Keerthiga Sri
Course Designer



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M.B.A.

(2023-24 onwards)

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

COURSE OUTCOMES

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

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

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

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

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

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

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

UNIT V

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

SELF STUDY FOR ASSIGNMENT

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

TEXT BOOK

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

REFERENCE BOOKS

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

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

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

Dr. P. Suganthi

Head of the Department

Mrs. S.Shree nithi

Course Designer



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VIRUDHUNAGAR - 626 001

M.B.A.

(2023-24 onwards)

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

COURSE OUTCOMES

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

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

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

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

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

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

UNIT I

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

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

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

UNIT II

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

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

UNIT III

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

UNIT IV

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

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

UNIT V

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

SELF STUDY FOR ASSIGNMENT

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

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

Theory	:	40 %
Problems	:	60 %

TEXT BOOK

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

REFERENCE BOOKS

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

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

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

Dr. P. Suganthi
Head of the Department

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Course Designer



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

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

COURSE OUTCOMES

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

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

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

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

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

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

UNIT I

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

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

UNIT II

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

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

UNIT III

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

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

UNIT IV

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

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

UNIT V

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

SELF STUDY FOR ASSIGNMENT

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

TEXT BOOKS

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

REFERENCE BOOKS

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

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

Strong-3, Medium-2, Low-1

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

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

COURSE OUTCOMES

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

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

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

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

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

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

UNIT I

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

Marketing Mix: Product, Price, Place and Promotion.

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

UNIT II

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

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

(15 Hours)

UNIT III

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

Place: Types of Channels of Distribution.

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

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

UNIT IV

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

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

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

UNIT V

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

Recent Concepts in Marketing: Customer Relationship Management

Social Media Marketing – Green/ Marketing – Cause Related Marketing

(15 Hours)

SELF STUDY FOR ASSIGNMENT

1. Creation of Advertisement Copy
2. Product Portfolio Basket

TEXT BOOK

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

REFERENCE BOOKS

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

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

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

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Ms.V.Sobika.
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M.B.A.

(2023-24 onwards)

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

COURSEOUTCOMES

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

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

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

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

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

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

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

UNIT V

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

SELF STUDY FOR ASSIGNMENT

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

NOTE:

Composition of the Question Paper: Theory : 40 %

Problems : 60 %

TEXT BOOK

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

REFERENCE BOOKS

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

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

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

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VIRUDHUNAGAR - 626 001

M.B.A.

(2023 -24 onwards)

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

COURSE OUTCOMES

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

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

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

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

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

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

UNIT I

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

UNIT II

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

Capacity Planning: Concepts – Approaches.

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

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

(15 Hours)

UNIT III

Plant Location: Concepts – Factors – Techniques.

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

Material Handling: Principles and Practices.

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

UNIT IV

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

UNIT V

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

SELF STUDY FOR ASSIGNMENT

1. Preparation of Plant Layout
2. Product Process

TEXT BOOK

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

REFERENCE BOOKS

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

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

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VIRUDHUNAGAR - 626 001

M.B.A

(2023 -24 onwards)

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

COURSE OUTCOMES

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

CO1: understand the features of the domestic and international labor market to ensure fair and stable human resource practices and to maintain good industrial relations in the dynamic and diversified work environment. [K2]

CO2: procure, train and retain the most suitable, talented and committed workforce in organizations with appropriate recruitment, training and compensation practices respectively to ensure sustainability of the business. [K3]

CO3: implement and communicate the provisions of labour laws related to health, security and social welfare of employees in organizations to secure fair and stress free working conditions. [K3]

CO4: analyze and identify the issues related to recruitment, selection, performance appraisal, training and development, reward system and settlement of disputes to facilitate competitive human resource management practices in organizations. [K4]

CO5: analyze the performance of the workforce in the organizations scientifically and systematically by adopting suitable techniques to ensure quality work life and to maintain industrial harmony. [K4]

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

UNIT V

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

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

SELF STUDY FOR ASSIGNMENT

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

TEXT BOOK

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

REFERENCE BOOKS

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

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

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M.B.A.

(2023 -24 onwards)

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

COURSE OUTCOMES

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

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

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

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

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

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

UNIT - I

Business Statistics:

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

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

UNIT II

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

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

UNIT III

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

UNIT IV

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

UNIT V

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

SELF STUDY FOR ASSIGNMENT

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

NOTE:

Composition of the Question Paper:

Theory : 20 %

Problems : 80 %

TEXT BOOKS

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

REFERENCE BOOKS

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

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

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M.B.A.

(2023 -24 onwards)

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

COURSE OUTCOMES

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

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

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

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

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

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

LIST

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

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

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