



VIVEKANANDHA

COLLEGE OF ARTS AND SCIENCES FOR WOMEN

[Autonomous]

An ISO 9001: 2008 Certified Institution, Affiliated to Periyar University,

Approved by AICTE and Re-Accredited with 'A' Grade by NAAC

Recognized under section 2(f) and 12(B) of UGC Act, 1956.

Elayampalayam – 637 205. Tiruchengode, Namakkal Dt., Tamil Nadu



VIVEKANANDHA
EDUCATIONAL INSTITUTIONS

MASTER OF BUSINESS ADMINISTRATION

MBA

CURRICULA & SYLLABI

(For the candidates admitted from the academic year 2020-21 onwards)

REGULATION 2020

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VIVEKANANDHA
EDUCATIONAL INSTITUTIONS

MBA

Regulation 2020

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

- PO1: To have a thorough understanding of the core aspects of the business.
- PO2: To provide the learners with the management tools to identify, analyze
business opportunities as well as solve business problems.
- PO3: To prepare them to have a holistic approach towards management functions.
- PO4: To motivate them for continuous learning.
- PO5: To inspire and make them practice ethical standards in business.

PROGRAMME OUTCOMES (POs):

- PO1: Ability to apply the business acumen gained in practice.
- PO2: Ability to understand and solve managerial issues.
- PO3: Ability to communicate and negotiate effectively, to achieve organizational and individual goals.
- PO4: Ability to upgrade their professional and managerial skills in their workplace.
- PO5: Ability to explore and reflect about managerial challenges, develop informed managerial decisions in a dynamically unstable environment.
- PO6: Ability to take up challenging assignments.
- PO7: Ability to understand one's own ability to set achievable targets and complete them.
- PO8: Ability to pursue lifelong learning.
- PO9: To have a fulfilling business career.

MAPPING OF PROGRAMME EDUCATIONAL OBJECTIVES (PEOs) WITH PROGRAMME OUTCOMES (Pos)

A broad relation between the Programme Educational objective and the outcomes is given in the following table.

PROGRAMME EDUCATIONAL OBJECTIVES	PROGRAMME OUTCOMES								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
I	✓	✓					✓		
II				✓	✓	✓			
III	✓		✓		✓	✓	✓		
IV				✓		✓	✓	✓	
V		✓	✓					✓	✓



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VIVEKANANDHA
EDUCATIONAL INSTITUTIONS

Programme	M.B.A.	Programme code	313	Regulation	2020
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Department	MASTER OF BUSINESS ADMINISTRATION (MBA)
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CURRICULUM

(For the candidates admitted from the academic year 2020-21 onwards)

SEMESTER – I								
Code	Course Title	Periods / week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
THEORY								
20P1MBA01	Management Practice & Behavior Science	3	0	0	3	25	75	100
20P1MBA02	Business Environment	3	0	0	4	25	75	100
20P1MBA03	Business Accounting & Finance	4	0	0	4	25	75	100
20P1MBA04	Quantitative Techniques	4	0	0	4	25	75	100
20P1MBA05	Managerial Economics	4	0	0	4	25	75	100
20P1MBA06	Mercantile Law	3	0	0	3	25	75	100
20P1MBA07	Managerial Communication	3	0	0	3	25	75	100
PRACTICAL								
20P1MBA08	Creativity and Innovation	0	0	4	2	100	0	100
Total		24	0	4	27			

CA - Continuous Assessment, ESE - End Semester Examination

SEMESTER – II

Code	Course Title	Periods / week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
THEORY								
20P2MBA09	Operations Management	3	0	0	3	25	75	100
20P2MBA10	Managerial Finance	3	0	0	3	25	75	100
20P2MBA11	Marketing Concept and Strategy	3	0	0	3	25	75	100
20P2MBA12	Human Resource Management	3	0	0	3	25	75	100
20P2MBA13	Information Management System	3	0	0	3	25	75	100
20P2MBA14	Resource Management Techniques	3	0	0	3	25	75	100
20P2MBA15	Research Methodology	3	0	0	3	25	75	100
PRACTICAL						25	75	
20P2MBA16	Data Analysis and Business Modeling- Practical	0	0	4	2	25	75	100
Total		21	0	4	23			

SUMMER TRAINING (4 WEEKS)

The training report along with the company certificate should be submitted within two weeks from the reopening date of 3rd semester. The training report should be around 40 pages containing the details of training undergone, the departments wherein she was trained with duration (chronological diary), along with the type of managerial skills developed during the training.

The training report should be sent to the Controller of Examinations by the HOD through the Principal, before the last working day of the 3rd Semester.

SEMESTER – III

Code	Course Title	Periods / week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
THEORY								
20P3MBA17	Strategic Management	3	0	0	3	25	75	100
20P3MBA18	Global Business Management	3	0	0	3	25	75	100
E1	Elective I	3	0	0	3	25	75	100
E2	Elective II	3	0	0	3	25	75	100
E3	Elective III	3	0	0	3	25	75	100
E4	Elective IV	3	0	0	3	25	75	100
E5	Elective V	3	0	0	3	25	75	100
E6	Elective VI	3	0	0	3	25	75	100
PRACTICAL								
20P3MBA19	Internship Training	0	0	12	3	100	0	100
20P3MBA20	Indian Ethos and Human Values (SEMINAR)	0	0	2	2	100	0	100
20P3MBA21	Community Development (Activity)	0	0	1	1	100	0	100
Total		24	0	15	30			

NOTE: Three electives from any two among the 5 areas of functional specialization are to be chosen by the Student (or) Three electives from functional specialization and three from scrotal specialization

SEMESTER – IV

Code	Course Title	Periods / week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
20P4MBA22	Entrepreneurship Development	3	0	0	3	25	75	100
20P4MBA23	Corporate Ethics, Governance And Social Responsibility	3	0	0	3	25	75	100
20P4MBA24	Project Work	0	0	24	9	50	150	200
Total		6	0	24	15			

TOTAL NUMBER OF CREDITS = 95

LIST OF ELECTIVES



MASTER OF BUSINESS ADMINISTRATION (MBA)

Course Code	Course Title	L	T	P	C
MARKETING – ELECTIVES					
20PMBAM01	Brand Management	3	0	0	3
20PMBAM02	Retail Management	3	0	0	3
20PMBAM03	Services Marketing	3	0	0	3
20PMBAM04	Advertising & Sales Promotion	3	0	0	3
20PMBAM05	Consumer Behavior	3	0	0	3
20PMBAM06	Customer Relationship Management	3	0	0	3
FINANCE – ELECTIVES					
20PMBAF01	Security Analysis and Portfolio Management	3	0	0	3
20PMBAF02	Merchant Banking and Financial Services	3	0	0	3
20PMBAF03	International Trade Finance	3	0	0	3
20PMBAF04	Banking Financial Services Management	3	0	0	3
20PMBAF05	Derivatives Management	3	0	0	3
20PMBAF06	Corporate Finance	3	0	0	3

Course Code	Course Title	L	T	P	C
HUMAN RESOURCE MANAGEMENT – ELECTIVES					
20PMBAH01	Managerial Behavior and Effectiveness	3	0	0	3
20PMBAH02	Organizational Theory, Design and Development	3	0	0	3
20PMBAH03	Industrial Relations & Labor Welfare	3	0	0	3
20PMBAH04	Labor Legislations	3	0	0	3
20PMBAH05	Organizational Change and Development	3	0	0	3
20PMBAH06	Strategic Human Resource Management	3	0	0	3
SYSTEMS - ELECTIVES					
20PMBAS01	Advanced Database Management System	3	0	0	3
20PMBAS02	E-Business Management	3	0	0	3
20PMBAS03	Software Project and Quality Management	3	0	0	3
20PMBAS04	Data Mining for Business Intelligence	3	0	0	3
20PMBAS05	Enterprise Resource Planning	3	0	0	3
PRODUCTIONS – ELECTIVES					
20PMBAP01	Logistics and Supply Chain Management	3	0	0	3
20PMBAP02	Services Operations Management	3	0	0	3
20PMBAP03	Project Management	3	0	0	3
20PMBAP04	Lean Six Sigma	3	0	0	3
20PMBAP05	Product Design	3	0	0	3
20PMBAP06	Materials Management	3	0	0	3
HEALTH CARE – ELECTIVES					
20PMBAHC01	Healthcare Management	3	0	0	3
20PMBAHC02	Patient care Operations in Hospital	3	0	0	3
20PMBAHC03	Supportive Services to Hospital	3	0	0	3

LIST OF SECTORAL ELECTIVES

Course Code	Course Title	L	T	P	C
20PMBASE01	Business Data Management	3	0	0	3
20PMBASE02	Artificial Intelligence And Machine Learning: Concepts And Applications	3	0	0	3
20PMBASE03	Statistical Modeling Using R Programming Language	3	0	0	3
20PMBASE04	Enterprise Asset Management	3	0	0	3
20PMBASE05	Digital Transformation Strategy	3	0	0	3
20PMBASE06	Marketing Metrics	3	0	0	3
20PMBASE07	Performance Management	3	0	0	3
20PMBASE08	World Class Manufacturing And Lean Operations	3	0	0	3
20PMBASE09	Business Process Reengineering (Bpr)	3	0	0	3
20PMBASE10	Agri-Business And Rural Business Management	3	0	0	3

	VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN [Autonomous] Elayampalayam, Tiruchengode – 637 205							
	Programme	MBA	Programme code	313		Regulation	2020	
Department	Master of Business Administration			Semester	I			
Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
20P1MBA01	MANAGEMENT PRACTICE & BEHAVIOUR SCIENCE	3	0	0	3	25	75	100

Course Objective	The student should be made to, <ul style="list-style-type: none"> • Know about the functions, strategies involved in the management. • Study about the various organizational structures. • Undergo the study about various control techniques involved in management. • Study the role of demeanor and its influence in organizational performance. • Understand about various superintendency styles practiced in business environment.
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Course Outcomes	At the end of the course, the student should be able to,	Knowledge Level
	CO1: Have a better understanding about strategies and its impact in organization practices.	K4
	CO2: Acquire skill on organizing and staffing.	K3
	CO3: Understand various control techniques involved in organization.	K2
	CO4: They will know the schema for managing individual and group behavior.	K5
CO5: Learn the better superintendency style which matches the organizational needs.	K4	

		CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak								CO/PSO Mapping		
COs	Programme Outcomes (POs)									PSOs		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1	3						3			2		
CO 2				3		2					2	
CO 3		3			3					2		
CO 4				2							2	
CO 5			3		2		2					2

Course Assessment Methods

Direct



1. Continuous Assessment Test I, II & III
2. Assignment
3. End-Semester examinations

Indirect

1. Course - end survey

Unit - I	MANAGEMENT & PLANNING	Periods	9
Nature, Scope and Significance of Management, Evolution and Development of Management Thought. Process			

and Functions of Management-POSDCORB- Levels of management Nature and purpose of planning- Planning process, Managing by Objective (MBO) strategies- Types of strategies			
Unit - II	ORGANIZING & STAFFING	Periods	9
Nature and purpose of organizing- Organization structure- Line and staff authority- Departmentation- Span of control- Centralization and decentralization- Delegation of authority- Staffing- Selection and Recruitment- Career development- Career stages- Training- Performance appraisal.			
Unit - III	DIRECTING & CONTROLLING	Periods	9
Managing people- Communication- Hurdles to effective communication- Managing cultural diversity. Process of controlling- Types of control- Budgetary and non-budgetary control techniques - Managing productivity.			
Unit - IV	BASIC UNDERSTANDING OF THE CONTEXT OF OB	Periods	9
Need and importance of organizational behaviour – Hawthorne Experiment, Behavioural school of thought – Frame work Various Disciplines contributing to OB – Personality – types - Attitude – Perception.			
Unit - V	UNDERSTANDING ORGANIZATIONAL DYNAMICS	Periods	9
Motivation – Theories – Group dynamics – Organizational change - leadership styles – theories – Stress management - Organizational development			
		Total Periods	45
References			
1.	Koontz & Weirich, Essentials of Management, Tata McGraw Hill Publishing Company, New Delhi. 2009		
2.	Robbins.S.P., Fundamentals of Management, Pearson Education. 2010		
3.	Stephen P. Robins, Organisational Behavior, PHI Learning, 11 th edition, 2008.		
Further Readings			
1	VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, 1 st Edition.2010		
2	Tripathy PC and Reddy Pn, "Principles of Management ", Tata McGraw-Hill.2010		
3	Udai Pareek, Understanding Organisational Behaviour, 2 nd Edition, Oxford Higher Education		
4	Mc Shane & Von Glinov, Organisational Behaviour, 4 th Edition, Tata Mc Graw Hill, 2010		
E- resources			
1	https://open.umn.edu/opentextbooks/textbooks/principles-of-management		
2	https://nptel.ac.in/courses/122108038/		
3	https://open.lib.umn.edu/organizationalbehavior/		
4	https://nptel.ac.in/courses/112102106/		

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20P1MBA02	BUSINESS ENVIRONMENT	3	0	0	4	25	75	100																																																																																																							
Course Objective	<ul style="list-style-type: none"> To study about the various dimensions involved in business environment To have a deep knowledge in various industrial policies To analyze the political and legal environment of business To study about the society and its culture role in business environment To understand the international and technological importance in business environment. 																																																																																																														
Course Outcomes	The student should be made to							Knowledge Level																																																																																																							
	CO1: It helps them to concentrate on various business dimensions.							K3																																																																																																							
	CO2: It develops them to have a broad knowledge in industrial policies							K4																																																																																																							
	CO3: It makes them to understand the political, legal influence in business.							K3																																																																																																							
	CO4: It makes the students to give importance in socio-cultural principles in order to develop business.							K3																																																																																																							
	CO5: Gives practical understanding about the technological usage in business.							K3																																																																																																							
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="9" style="text-align: center;">CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak</th> <th colspan="3" style="text-align: center;">CO/PSO Mapping</th> </tr> <tr> <th rowspan="2">COs</th> <th colspan="9">Programme Outcomes (POs)</th> <th colspan="3">PSOs</th> </tr> <tr> <th>PO 1</th> <th>PO 2</th> <th>PO 3</th> <th>PO 4</th> <th>PO 5</th> <th>PO 6</th> <th>PO 7</th> <th>PO 8</th> <th>PO 9</th> <th>PSO 1</th> <th>PSO 2</th> <th>PSO 3</th> </tr> </thead> <tbody> <tr> <td>CO 1</td> <td>2</td> <td></td> <td></td> <td></td> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td>2</td> <td></td> <td></td> </tr> <tr> <td>CO 2</td> <td></td> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>2</td> <td></td> </tr> <tr> <td>CO 3</td> <td></td> <td></td> <td></td> <td></td> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td>2</td> <td></td> <td></td> </tr> <tr> <td>CO 4</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>2</td> </tr> <tr> <td>CO 5</td> <td></td> <td></td> <td></td> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>2</td> <td></td> </tr> </tbody> </table>										CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak									CO/PSO Mapping			COs	Programme Outcomes (POs)									PSOs			PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3	CO 1	2				3					2			CO 2		3									2		CO 3					3					2			CO 4												2	CO 5				2							2	
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Unit - I	INTRODUCTION							Periods	12																																																																																																						
Theoretical Framework of Business Environment: Concept, significance and nature of business environment- Elements of environment –internal and external- Changing dimensions of business environment- Techniques of environmental scanning and monitoring																																																																																																															

Unit - II	ECONOMIC ENVIRONMENT OF BUSINESS	Periods	12
Significance and elements of economic environment- Economic systems and business environment- Economic planning in India- Government policies –industrial policy, fiscal policy, monetary policy, EXIM policy- Public Sector and economic development- Development banks and their relevance to Indian business- Economic reforms, liberalisation and structural adjustment programmes.			
Unit - III	POLITICAL AND LEGAL ENVIRONMENT OF BUSINESS	Periods	12
Critical elements of political environment- Government and business- Changing dimensions of legal environment in India, Competition Act, FEMA and licensing policy			
Unit - IV	SOCIO-CULTURAL ENVIRONMENT	Periods	12
Critical elements of socio-cultural environment- social institutions and systems- Social values and attitudes- Social groups- Middle class- Dualism in Indian society and problems of uneven income distribution- Emerging rural sector in India- Indian business system- Social responsibility of business- consumerism in India, Consumer Protection Act.			
Unit - V	INTERNATIONAL AND TECHNOLOGICAL ENVIRONMENT	Periods	12
Multinational corporations- Foreign collaborations and Indian business- Non –resident Indians and corporate sector- International economic institutions –WTO, World Bank- IMF and their importance to India- Foreign trade policies- Impact of Rupee devaluation- Technological environment in India- Policy on research and development- Patent laws- Technology transfer.			
References		Total Periods	60
1	Francis Cherunilam (2015), Business Environment, Himalaya Publishing House, Bombay		
2	Raj Agrawal and Parag Diwan (2015), Business Environment: Excel Books, New Delhi		
Further Readings			
1	Adhikary , M (2013), Economic Environment of Business, Sultan Chand & Sons, New Delhi.		
2	Ghosh, Biswanath: Economic Environment of Business, Vikas Publication New Delhi Govt of India : Survey, Various issues.		
3	Ramaswamy, V.S. and Nama Kumari: Strategic Planning for Corporate Success, Macmillian, New Delhi.		
4	Sengupta, N.K: Government and Business in India, Vikas Publication, New Delhi.		
E- resources			
1	https://open.umn.edu/opentextbooks/textbooks/business		
2	https://nptel.ac.in/courses/122106780/		
3	https://open.lib.umn.edu/business environment/		
4	https://nptel.ac.in/courses/112102112/		



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Programme	MBA	Programme code	313	Regulation	2020									
Department	Master of Business Administration			Semester	I									
Course code	Course name	Periods per week			Credit	Maximum Marks								
		L	T	P	C	CA	ESE	Total						
20P1MBA03	BUSINESS ACCOUNTING & FINANCE	4	0	0	4	25	75	100						
Course Objective	<ul style="list-style-type: none"> To know the financial accounting preparing process. It makes them to learn various financial statements. Cost accounting and its elements will be understood. Marginal costing and its procedures can be learned by the students. Computers accounting methods role in various activities can be learned. 													
Course Outcomes	The student should be made to							Knowledge Level						
	CO1: To apply the financial accounting practices in business.							K3						
	CO2: To give better knowledge in preparing various financial statements.							K6						
	CO3: The students can apply the cost accounting practices in preparing budget statements.							K3						
	CO4: It makes the students to make decision in marginal costing system.							K5						
	CO5: It helps the students to carry out report preparation by using computers in accounting.							K4						
		CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak							CO/PSO Mapping					
		COs	Programme Outcomes (POs)							PSOs				
			PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
		CO 1	3									2		
		CO 2			2							2		
		CO 3					2							2
		CO 4				2								2
		CO 5					2					2		
Course Assessment methods														
Direct														
1. Continuous Assessment Test I, II & III														
2. Assignment														
3. End-Semester examinations														
Indirect														
1. Course – Accounting software's														
Unit - I	FINANCIAL ACCOUNTING										Periods	12		
Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventions and Concepts-preparation of Final – Journal, Ledger, Trial Balance, Profit and Loss account, Balance sheet.														
Unit - II	ANALYSIS OF FINANCIAL STATEMENTS										Periods	12		
Analysis of financial statements – Financial ratio analysis, Comparative and Common size Statements, cash flow and funds flow statement analysis.														

Unit - III	COST ACCOUNTING		Periods
			12
Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Elements of Cost – Cost Sheet - Problems. Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Master budget and Cash Budget , Flexible and Fixed Budgets, - Problems -Zero Base Budgeting.			
Unit - IV	MARGINAL COSTING		Periods
			12
Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break - even point Analysis - Contribution, P/V Ratio, Margin of Safety – Decision making under marginal costing system, make or buy decisions			
Unit - V	ACCOUNTING IN COMPUTERISED ENVIRONMENT		Periods
			12
Significance of Computerized Accounting System- Codification and Grouping of Accounts- Report Preparation.			
References			Total Periods
			60
1	M.Y.Khan & P.K.Jain, Management Accounting, Tata McGraw Hill, 2009.		
2	R.Narayanaswamy, Financial Accounting -A managerial perspective, PHI Learning, New Delhi, 2008		
Further Readings			
1	Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 14 th edition, Tata McGraw Hill Publishers, 2009.		
2	Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2010.		
3	Stice & Stice, Financial Accounting Reporting and Analysis, 7 th edition, Cengage Learning, 2008		
E- resources			
1	https://nptel.ac.in/noc/individual_course.php?id=noc18-mg12		
2	http://www.nptelvideos.com/course.php?id=671		



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Programme	MBA	Programme code	313	Regulation	2020			
Department	Master of Business Administration			Semester	I			
Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
20P1MBA04	QUANTITATIVE TECHNIQUES	4	0	0	4	25	75	100

Course Objectives	<ul style="list-style-type: none"> To learn the mean, median and mode and its importance in statistics. To learn the sampling, population distribution techniques To learn about various hypothesis testing methods To understand about non-parametric methods usage. To study about the correlation and regression techniques.
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Course Outcomes	The student should be made to	Knowledge level
	CO1: It gives better knowledge in using mean, median and mode	K2
	CO2: It helps the students to analyze the sampling techniques	K4
	CO3: It strengthens student knowledge in applying hypothesis	K2
	CO4: Develops the ability to use non-parametric test for derived results.	K3
	CO5: It helps the student to carry out data analysis systematically	K6



CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak										CO/PSO Mapping		
COs	Programme Outcomes (POs)									PSOs		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1				2						2		
CO 2						3					2	
CO 3								3			2	
CO 4								3				2
CO 5				3								2

Course Assessment methods

Direct
1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations
Indirect
1. Course – Exercise problems

Unit - I	INTRODUCTION TO STATISTICS	Periods	12
Importance of statistics in Business Management domain. Arranging data to convey meaning - Tables, Graphs and Frequency Distribution Measures of Central Tendency – Arithmetic Mean, Median, Mode. Measures of Dispersion – Range, Quartile, Mean Deviation, Standard Deviation, Coefficient of Variation.			



Unit - II	SAMPLING DISTRIBUTION AND ESTIMATION	Periods	12
Introduction to sampling distributions, mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.			
Unit - III	TESTING OF HYPOTHESIS	Periods	12
Hypothesis testing: Types and Steps - one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way.			
Unit - IV	NON-PARAMETRIC METHODS	Periods	12
Chi-square test for single sample. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Mann – Whitney U test and Kruskal Wallis test. One sample run test, Spearman's rank correlation test.			
Unit - V	CORRELATION AND REGRESSION ANALYSIS	Periods	12
Introduction-Concepts of Correlation–Types of correlation-Karl Pearson's coefficient of correlation, correlation coefficient of bivariate frequency distribution, rank correlation. Regression – regression coefficient and regression lines.			
References			Total Periods
			60
1	Levin R.I. and Rubin D.S., Statistics for Management, 7 th edition, PHI, New Delhi, 2009.		
2	Srivatsava TN, Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2008		
Further Readings			
1	Anand Sharma, Statistics for Management, Himalaya Publishing House, Second Revised edition, 2008.		
2	Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 8 th edition, Thomson (South – Western) Asia, Singapore, 2002		
3	Aczel A.D. and Sounderpandian J., Complete Business Statistics, 8 th edt., Tata McGraw – Hill, 2009.		
E- resource			
1	http://www.nptelvideos.com/course.php?id=564		

	VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN [Autonomous] Elayampalayam, Tiruchengode – 637 205							
	Programme	MBA	Programme code	313		Regulation	2020	
Department	Master of Business Administration		Semester		I			
Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total

20P1MBA05	MANAGERIAL ECONOMICS	4	0	0	4	25	75	100																																																																																																								
Course Objectives	<ul style="list-style-type: none"> To learn about the fundamentals of economics To study about the demand analysis and consumer behavior To concentrate on cost analysis and production function. To know about various types of market and pricing policies. To learn the national income and money market and its influence in business. 																																																																																																															
Course Outcomes	The student should be made to							Knowledge level																																																																																																								
	CO1: Students gain better knowledge in economic fundamentals							K2																																																																																																								
	CO2: It brings them to predict demand and how it influences consumer behavior							K5																																																																																																								
	CO3: To make effective managing of production and cost activities							K3																																																																																																								
	CO4: To forecast various pricing policies and apply in the market environment							K5																																																																																																								
	CO5: It develops them to be an effective utilization of money, persons in business activities.							K6																																																																																																								
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Unit - I	INTRODUCTION TO ECONOMICS						Periods	12																																																																																																								
Meaning, Definition, Functions (Decision making and Forward Planning), Nature and scope of Managerial Economics – The themes of economics – scarcity and efficiency – three fundamental economic problems – society’s capability – Production possibility frontiers (PPF) – Productive efficiency Vs economic efficiency – economic growth & stability – Micro economies and Macro economies – the role of markets and government – Positive Vs negative externalities.																																																																																																																
Unit - II	DEMAND ANALYSIS AND CONSUMER BEHAVIOR						Periods	12																																																																																																								
Meaning, Definitions, Law of demand, Determinants and types of Demand — Elasticity of Demand –Methods of Demand Forecasting – Theory of Consumer Behavior: Law of Diminishing marginal utility – Law of Equilibrium – Marginal utility – Indifference curve Analysis																																																																																																																
Unit - III	PRODUCTION FUNCTION AND COST ANALYSIS						Periods	12																																																																																																								
Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale – Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function																																																																																																																
Unit - IV	TYPES OF MARKET						Periods	12																																																																																																								



Price and output determinations under different markets – Different market Structures: Perfect Competition – Monopoly – Monopolistic Competition – Oligopoly – Pricing Policy and practices: Pricing Objectives – Pricing Methods – Pricing problems

Unit - V	NATIONAL INCOME AND MONEY MARKET	Periods	12
Definition, Concepts of National Income, Methods of Calculating national Income Business Cycle: Phases of Business Cycle, Causes of Business Cycle, Unemployment and its impact – Okun’s law , Inflation: Types, Causes, Effects, Balance of Trade and Balance of Payment. Money market- Demand and supply of money – money-market equilibrium and national income – the role of monetary policy.			
References			Total Periods
Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19 th edition, Tata McGraw Hill, New Delhi, 2010			60
2	GS Gupta, Managerial Economics, Tata MaGraw Hill, Delhi, 2010		
Further Readings			
1	P.L. Mehta, Managerial Economics – Analysis, Problems and Cases, Sultan Chand Sons, New Delhi, 2008		
2	Paul A. Samuelson and William D. Nordhaus, Economics, 18 th edition, Tata McGraw Hill, 2009.		
3	William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2008.		
E- resource			
1	http://www.nptelvideos.com/course.php		

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	Programme	MBA	Programme code	313	Regulation		2020	
Department	Master of Business Administration			Semester		I		
Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
20P1MBA06	MERCANTILE LAW	3	0	0	3	25	75	100

Course Objectives	<ul style="list-style-type: none"> To learn about the contract act and sales act and its fundamentals. To study about the negotiable instruments act procedures To know about the rules involved in company law and industrial law To learn the corporate tax and gst role in business To enlighten and get aware of consumer protection act and cyber laws 																																																																																																																		
Course Outcomes	The student should be made to											Knowledge level																																																																																																							
	CO1: The students must obtain deep understanding on contract and sales act and how it can be applied in business activities.											K2																																																																																																							
	CO2: It gain better knowledge in negotiable instruments act and it improves the skill level of governance of company.											K4																																																																																																							
	CO3: It builds confidence in following company law and industrial law procedures systematically in Industry											K3																																																																																																							
	CO4: To carry out financial and tax related decisions											K6																																																																																																							
CO5: It enhances the student to know about cyber laws and how it governing the business.											K4																																																																																																								
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Indirect																																																																																																																			
1. Course – Case study																																																																																																																			
Unit - I	THE INDIAN CONTRACT ACT 1872									Periods	15																																																																																																								
Definition of contract, Formation of a contract, Essential of a valid contract, Void Agreements, performance of contracts, breach of contract and its remedies, Quasi contracts.																																																																																																																			
THE SALE OF GOODS ACT 1930																																																																																																																			
Sales contract, Transfer of title and risk of loss, Guarantees and Warranties in sales contract, performance of sales contracts, conditional sales and rights of an unpaid seller																																																																																																																			
Unit - II	NEGOTIABLE INSTRUMENTS ACT 1881									Periods	10																																																																																																								
Nature and requisites of negotiable instruments. Transfer of negotiable instruments and liability of parties, enforcement of secondary liability, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.																																																																																																																			
AGENCY																																																																																																																			
Nature of agency – Creation of agency, types of agents, Agent’s authority and liability of principal and third party: Rights and duties of principal, agents and Third party, termination of agency.																																																																																																																			
Unit - III	COMPANY LAW 2013 AND INDUSTRIAL LAW									Periods	8																																																																																																								
Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up. Amendments of Companies Act, 2013 An																																																																																																																			

Overview of Factories Act,- Payment of Wages Act, Payment of Bonus Act -Industrial Disputes Act.			
Unit - IV	CORPORATE TAX AND GST	Periods	5
Corporate Tax planning, Income Tax, Goods and Services Tax – Introduction, Objective, Classification and practical implications of GST			
Unit - V	CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS	Periods	7
Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums, Competition Act 2002 - Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.			
Total Periods			45
References			
1	N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India, 2009.		
2	P. K. Goel, Business Law for Managers, Bizentra Publishers, India, 2008		
Further Readings			
1	P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008		
2	Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.		
3	Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2007.		
E-Resource			
1	https://open.umn.edu/opentextbooks/textbooks/legal_aspects_of_business		

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	Programme	MBA	Programme code	313	Regulation	2020		
Department	Master of Business Administration			Semester	I			
Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
20P1MBA07	MANAGERIAL COMMUNICATION	3	0	0	3	25	75	100
Course Objectives	<ul style="list-style-type: none"> To understand the fundamentals of communication To understand about letter communication process To know about the types of reports To learn about the communication and body language To understand about the role of technology in communication 							



Course Outcomes	The student should be made to											Knowledge level			
	CO1: To strengthen the communication fundamentals											K2			
	CO2: To practice the letter way of communication for better information sharing											K4			
	CO3: To gain better knowledge in managing different reports											K3			
	CO4: To apply better communication and suitable body language											K6			
	CO5: To utilize suitable technology in order to make effective communication											K4			
		CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak								CO/PSO Mapping					
		COs	Programme Outcomes (POs)							PSOs					
			PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3	
		CO 1	3			3						2			
		CO 2				3								2	
		CO 3				3		2				2			
		CO 4					3	2					2		
		CO 5	3							2			2		
Unit I	INTRODUCTION											Periods	9		
Definition- Methods - Types- Principles of effective communication - Business Letter-Layout (Examples of banking, Insurance, & Agency Letters) - Kinds of Business Letters: Enquiry and Reply - Order Letters - Sales Letters - Sales Letters- Dealing with non payment problems (Collection Letters) – Complaints - Circular Letters.															
Unit II	LETTER COMMUNICATION											Periods	9		
Advertisement - Application Letters - Curriculum Vitae - Invitation to Interview- Acknowledgement - Offer Letter - Letter of acceptance - Letter of Resignation - Testimonial.															
Unit – III	REPORTS											Periods	9		
Reports – Structure - Formal Report, Informal report - Checklist for compiling reports - Executive Summary – Comprehension - Agenda, Minutes of Meeting - Compiling a Press Release.															
Unit – IV	COMMUNICATION AND BODYLANGUAGE											Periods	9		
Face- to- face Communication: Basic skills and techniques for talking to people in business situation - Telephonic conversation- Role Play - Body Language.															
Unit – V	TECHNOLOGY IN COMMUNICATION											Periods	9		
Role of Technology in Communication: Fax- Email - Video Conferencing – Internet- Websites - Public Address System - Cell Phones – Intercom - Dictaphone.															
References											Total Periods	45			
1	Essentials of Business Communication- Rajendra Pal & J.S. Koralahalli														
2	Communication for Business – Shirley Taylor.														
3	Business Communication Today- Bovee, Thill, Schatzman														
4	Advanced Business Communication- Penrose, Rasberry, Myers														
E-Resource															
1	Open.umn.edu														



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Programme	MBA	Programme code	313		Regulation	2020				
Department	Master of Business Administration			Semester		I				
Course code	Course name			Periods per week		Credit	Maximum Marks			
		L	T	P	C	CA	ESE	Total		
20P1MBA08	CREATIVITY AND INNOVATION			0	0	4	2	25	75	100
Course Objectives	<ul style="list-style-type: none"> • To understand about creativity and Innovation • To learn the mechanism of thinking and visualization • To know about the tools and techniques of creativity • To develop the knowledge of using creativity in problem solving • To understand the Innovation practices of modern business 									
Course Outcomes	The student should be made to						Knowledge Level			
	CO1: It develops the skills of creative thinking and Innovative skills						K6			
	CO2: It gives practice of correlating our thinking and converting it in to better visualization of actions.						K3			
	CO3: To become a better person in applying various techniques of creativity						K6			
	CO4: It enriches the skill of using creativity in solving the problems						K3			

	CO5: The students can proceed latest innovations according to the modern business requirements											K5	
COs	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak									CO/PSO Mapping			
	Programme Outcomes (POs)									PSOs			
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3	
	CO 1	2		3						2			
	CO 2		2				2					2	
	CO 3	2		3						2			
CO 4				3	2					2			
CO 5						3	2			2			
Course Assessment methods													
Direct													
1. Continuous Assessment Test I, II & III													
2. Assignment													
3. End-Semester examinations													
Indirect													
Course – Creative Exercises													
Unit – I	INTRODUCTION										Periods	9	
Need for Creative and innovative thinking for quality – Essential theory about directed creativity, components of Creativity, Methodologies and approaches, individual and group creativity, organizational role in creativity, types of innovation, barriers to innovation, innovation process, establishing criterion for assessment of creativity & innovation.													
Unit – II	MECHANISM OF THINKING AND VISUALIZATION										Periods	9	
Definitions and theory of mechanisms of mind heuristics and models : attitudes, Approaches and Actions that support creative thinking - Advanced study of visual elements and principles- line, plane, shape, form, pattern, texture gradation, color symmetry. Spatial relationships and compositions in 2 and 3 dimensional space - procedure for genuine graphical computer animation – Animation aerodynamics – virtual environments in scientific Visualization – Unifying principle of data management for scientific visualization – Visualization benchmarking													
Unit – III	CREATIVITY										Periods	9	
Methods and tools for Directed Creativity – Basic Principles – Tools that prepare the mind for creative thought – stimulation – Development and Actions: - Processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity and Motivation The Bridge between man creativity and the rewards of innovativeness – Applying Directed Creativity.													
Unit – IV	CREATIVITY IN PROBLEM SOLVING										Periods	9	
Generating and acquiring new ideas, product design, service design – case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences.													
Unit – V	INNOVATION										Periods	9	
Achieving Creativity – Introduction to TRIZ methodology of Inventive Problem Solving - the essential factors – Innovator’s solution – creating and sustaining successful growth – Disruptive Innovation model – Segmentive Models – New market disruption - Commoditization and DE- commoditization – Managing the Strategy Development Process – The Role of Senior Executive in Leading New Growth – Passing the Baton													
References										Total Periods	45		
1	Rousing Creativity: Think New Now Floyd Hurr, ISBN 1560525479, Crisp Publications Inc. 1999												
2	Geoffrey Petty, ” how to be better at Creativity”, The Industrial Society 1999												



3	Clayton M. Christensen Michael E. Raynor,” The Innovator’s Solution”, Harvard Business School Press Boston, USA, 2003
4	Semyon D. Savransky,” Engineering of Creativity – TRIZ”, CRC Press New York USA,” 2000
E-Resource	
1	www.hkpl.gov.hk

	VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN [Autonomous] Elayampalayam, Tiruchengode – 637 205												
	Programme	MBA	Programme code	313	Regulation	2020							
Department	Master of Business Administration			Semester	II								
Course code	Course name	Periods per week			Credit	Maximum Marks							
		L	T	P	C	CA	ESE	Total					
20P2MBA09	OPERATIONS MANAGEMENT	3	0	0	3	25	75	100					
Course Objectives	<ul style="list-style-type: none"> To learn about the basics of operations management To understand the forecasting, capacity planning and facility design in the industry To learn about the product designs, process and work systems To improve the knowledge based on materials management. To study about the scheduling methods and project management techniques 												
Course Outcomes	The student should be made to						Knowledge Level						
	Co1: It helps them to understand the various operations strategies						K2						
	Co2: To forecast and able to make clear decisions based on capacity planning, facility design.						K5						
	Co3: It improves the ability in design new product, process and work systems						K3						
	Co4: The students can able to apply their knowledge in managing the materials						K3						
Co5: It develops the skill to make scheduling methods and project management in a better manner.						K6							
		CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak											
		CO/PSO Mapping											
		COs Programme Outcomes (POs) PSOs											
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
		CO 1	3				2				2		
		CO 2				3	2				2		
		CO 3			2			3			2		
		CO 4			2		2	3					2
		CO 5			2			3			2		
Course Assessment methods													
Direct													
1. Continuous Assessment Test I, II & III													
2. Assignment													
3. End-Semester examinations													
Indirect													
1. Course – Mini project about operations.													
Unit – I	INTRODUCTION TO OPERATIONS MANAGEMENT						Periods	9					
Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends;													



Operations Strategy – Strategic fit , framework; Supply Chain Management.			
Unit – II	FORECASTING, CAPACITY AND FACILITY DESIGN	Periods	9
Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Developing capacity alternatives. Overview of sales and operations planning. Overview of MRP, MRP II and ERP. Facility Location – Theories, Steps in Selection, Location Models. Facility Layout – Principles, Types, Planning tools and techniques.			
Unit – III	DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS	Periods	9
Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process – Planning, Selection, Strategy, Major Decisions. Work Study – Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity – Measuring Productivity and Methods to improve productivity.			
Unit – IV	MATERIALS MANAGEMENT	Periods	9
Materials Management – Objectives, Planning, Budgeting and Control. Purchasing – Objectives, Functions, Policies, Vendor rating and Value Analysis. Stores Management – Nature, Layout, Classification and Coding. Inventory – Objectives, Costs and control techniques. Overview of JIT.			
Unit – V	SCHEDULING AND PROJECT MANAGEMENT	Periods	9
Project Management – Scheduling Techniques, PERT, CPM; Scheduling - work centers – nature, importance; Priority rules and techniques, shop floor control; Flow shop scheduling – Johnson’s Algorithm – Gantt charts; personnel scheduling in services.			
References		Total Periods	45
1	Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12th Edition, 2010.		
2	Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 2002.		
Further Readings			
1	William J Stevenson, Operations Management, Tata McGraw Hill, 9th Edition, 2009.		
2	Russel and Taylor, Operations Management, Wiley, Fifth Edition, 2006.		
3	Aswathappa K and Shridhara Bhat K, Production and Operations Management,Himalaya Publishing House, Revised Second Edition, 2008.		
4	Pannerselvam R, Production and Operations Management, Prentice Hall India,Second Edition, 2008.		
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20P2MBA10	MANAGERIAL FINANCE	3	0	0	3	25	75	100																																																																																																								
Course Objectives	<ul style="list-style-type: none"> To study about the fundamentals of finance To know about how investment decisions has been taken in business To identify the nature of financial and dividend policies To know about the working capital management and its role To identify what are the various sources of long term finance 																																																																																																															
Course Outcomes	The student should be made to							Knowledge Level																																																																																																								
	CO1: It gains knowledge in dealing the fund management							K3																																																																																																								
	CO2: It gives confidence to the students in making better investment decisions in business.							K4																																																																																																								
	CO3: To practice and apply the various financial and dividend policies							K4																																																																																																								
	CO4: It gives immense knowledge in handling day to day expenses							K3																																																																																																								
	CO5: It develops the ability of generate and invest them for long term finance.							K6																																																																																																								
<table border="1"> <thead> <tr> <th colspan="10">CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak</th> <th colspan="3">CO/PSO Mapping</th> </tr> <tr> <th rowspan="2">COs</th> <th colspan="9">Programme Outcomes (POs)</th> <th colspan="3">PSOs</th> </tr> <tr> <th>PO 1</th> <th>PO 2</th> <th>PO 3</th> <th>PO 4</th> <th>PO 5</th> <th>PO 6</th> <th>PO 7</th> <th>PO 8</th> <th>PO 9</th> <th>PSO 1</th> <th>PSO 2</th> <th>PSO 3</th> </tr> </thead> <tbody> <tr> <td>CO 1</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>2</td> <td></td> <td></td> <td></td> <td>2</td> <td></td> <td></td> </tr> <tr> <td>CO 2</td> <td>2</td> <td></td> <td></td> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>2</td> <td></td> </tr> <tr> <td>CO 3</td> <td></td> <td>2</td> <td></td> <td>2</td> <td></td> <td></td> <td>2</td> <td></td> <td></td> <td></td> <td>2</td> <td></td> </tr> <tr> <td>CO 4</td> <td>2</td> <td></td> <td></td> <td>2</td> <td></td> <td></td> <td>2</td> <td></td> <td></td> <td>2</td> <td></td> <td></td> </tr> <tr> <td>CO 5</td> <td></td> <td></td> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>3</td> <td></td> <td>2</td> <td></td> </tr> </tbody> </table>										CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak										CO/PSO Mapping			COs	Programme Outcomes (POs)									PSOs			PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3	CO 1						2				2			CO 2	2			3							2		CO 3		2		2			2				2		CO 4	2			2			2			2			CO 5			2						3		2	
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1. Course – Share market investment exercises																																																																																																																
Unit – I	FOUNDATIONS OF FINANCE				Periods			9																																																																																																								
Financial management – An overview- Functions of Financial Management -Time value of money-Introduction to the concept of risk and return of a single asset and of a portfolio- Valuation of bonds and shares-Option																																																																																																																

valuation.			
Unit – II	INVESTMENT DECISIONS	Periods	9
Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Project selection under capital rationing - Inflation and capital budgeting - Concept and measurement of cost of capital - Specific cost and overall cost of capital.			
Unit – III	FINANCING AND DIVIDEND DECISION	Periods	9
Financial and operating leverage - Measurement of leverages – Degree of operating & Financial leverages – combined leverages - capital structure -designing capital structure. Net Income Approach, Net Operating Income Approach, MM Approach – Determinants of Capital structure. Dividend policy - Aspects of dividend policy - practical consideration - forms of dividend policy - forms of dividends - share splits.			
Unit – IV	WORKING CAPITAL MANAGEMENT	Periods	9
Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital - Accounts Receivables Management and factoring - Cash management - Working capital finance: Trade credit, Bank finance and Commercial paper.			
Unit – V	LONG TERM SOURCES OF FINANCE	Periods	9
Indian capital and stock market, New issues market Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.			
References		Total Periods	45
1	M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 6th edition, 2011.		
2	M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10th edition, 2012.		
3	Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.		
4	James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 11th Edition, 2012.		
5	Brigham, Ehrhardt, Financial Management Theory and Practice, 12th edition, Cengage Learning.		
6	Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2012.		
E-Resource			
1	https://alison.com		

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	Programme	MBA	Programme code	313			Regulation	2020					
Department	Master of Business Administration			Semester	II								
Course code	Course name	Periods per week			Credit	Maximum Marks							
		L	T	P	C	CA	ESE	Total					
20P2MBA11	MARKETING C CONCEPT AND STRATEGY	3	0	0	3	25	75	100					
Course Objectives	To study about the fundamental concepts of marketing To learn about various marketing strategies To study about various marketing mix decisions involved in sales To learn about the buyer behavior and its influence in sales To gain knowledge in undergo marketing research and to study about various marketing trends												
Course Outcomes	The student should be made to						Knowledge Level						
	CO1: It develops the ability to apply learned marketing concepts in business						K3						
	CO2: It develops the skill of applying suitable marketing strategies						K3						
	CO3: To apply right marketing mix decisions for sales improvements						K3						
	CO4: To attract the buyers based on the knowledge gained in understanding the buyer behavior						K6						
CO5: It makes the students to apply research results in setting unique marketing trends.						K3							
		CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak							CO/PSO Mapping				
		COs									PSOs		
		Programme Outcomes (POs)											
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
		CO 1	2					3			2		
		CO 2			3			3					2
		CO 3		2		3					2		
		CO 4	2					3				2	
		CO 5					3		3			2	
Course Assessment methods													
Direct													
1. Continuous Assessment Test I, II & III													
2. Assignment													
3. End-Semester examinations													
Indirect													
1. Course – Marketing survey													
Unit – I	INTRODUCTION									Periods	9		
Marketing – Definitions - Conceptual frame work – Marketing environment: Internal and External - Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System. Marketing in global environment – Prospects and Challenges.													

Unit - II	MARKETING STRATEGY	Periods	9
Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing — Services marketing – Competitor analysis - Analysis of consumer and industrial markets – Strategic Marketing Mix components.			
Unit - III	MARKETING MIX DECISIONS	Periods	9
Product planning and development – Product life cycle – New product Development and Management – Market Segmentation – Targeting and Positioning – Channel Management – A			
Advertising and sales promotions Personal Selling, Public Relations, Direct Marketing – Pricing Objectives, Policies and methods.			
Unit - IV	BUYER BEHAVIOUR	Periods	9
Understanding industrial and individual buyer behavior - Influencing factors – Buyer Behaviour Models – Online buyer behaviour - Building and measuring customer satisfaction – Customer relationship management – Customer acquisition, Retaining, Defection prevention – CRM Software			
Unit - V	MARKETING RESEARCH & TRENDS IN MARKETING	Periods	9
Marketing Information System – Research Process – Concepts and applications : Product – Advertising – Promotion – Consumer Behaviour – Retail research – Customer driven organizations - Cause related marketing - Ethics in marketing –Online marketing trends.			
References		Total Periods	45
1	Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14th Edition, 2012		
2	KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGrawHill-Vijaynicole, First edition,2010		
Further Readings			
1	Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2nd Edition, 2011.		
2	Lamb, hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching-A south Asian perspective, Cengage Learning — 2012		
3	Micheal R.Czinkota & Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, 2000.		
4	Duglas,J.Darymple, Marketing Management, John Wiley & Sons, 2008.		
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Programme	MBA	Programme code			313	Regulation		2020				
Department	Master of Business Administration				Semester			II				
Course code	Course name	Periods per week			Credit	Maximum Marks						
		L	T	P		C	CA	ESE	Total			
20P2MBA12	HUMAN RESOURCE MANAGEMENT	3	0	0	3	25	75	100				
Course Objectives	<ul style="list-style-type: none"> To learn about the basic perspectives of HRM To learn about the recruitment and selection procedures followed in an organization To learn about various training methods followed in an organization To identify the factors which makes the employees sustaining their interest? To learn about the importance of performance evaluation and control process. 											
Course Outcomes	The student should be made to								Knowledge Level			
	CO1: It helps them to gain better knowledge of HRM fundamentals.								K2			
	CO2: To apply better recruitment and selection procedures								K3			
	CO3: It helps to practice the required suitable training methods								K3			
	CO4: It helps to enrich the employees interest and to retain better employees								K6			
CO5: To apply suitable performance evaluation and control technique for better organizational decisions								K3				
CO / PO Mapping										CO/PSO Mapping		
(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak												
Cos	Programme Outcomes (POs)									PSOs		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1	2	3		2						2		
CO 2				3	2						2	
CO 3				2			2					2
CO 4		2								2		
CO 5			2		3						2	
Course Assessment methods												
Direct												
1. Continuous Assessment Test I, II & III												
2. Assignment												
3. End-Semester examinations												
Indirect : Case study discussions												
Unit – I	PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT								Periods	9		
Evolution of human resource management – The importance of the human factor – Challenges – Inclusive												

growth and affirmative action –Role of human resource manager – Human resource policies – Computer applications in human resource management – Human resource accounting and audit-Global HR practices			
Unit – II	THE CONCEPT OF BEST FIT EMPLOYEE	Periods	9
Importance of Human Resource Planning – Forecasting human resource requirement –matching supply and demand – Internal and External sources. Recruitment – Selection – induction – Socialization benefits.			
Unit – III	TRAINING AND EXECUTIVE DEVELOPMENT	Periods	9
Types of training methods –purpose- benefits- resistance. Executive development programmes – Common practices – Benefits – Self development – Knowledge management.			
Unit – IV	SUSTAINING EMPLOYEE INTEREST	Periods	9
Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Development of mentor– Attrition – Protégé relationships.			
Unit – V	PERFORMANCE EVALUATION AND CONTROL PROCESS	Periods	9
Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.			
References		Total Periods	45
1	Dessler Human Resource Management, Pearson Education Limited, 2007		
2	Decenzo and Robbins, Human Resource Management, Wiley, 8 th Edition, 2007		
Further Readings			
1	Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012		
2	Bernadin , Human Resource Management ,Tata Mcgraw Hill ,8 th edition 2012.		
3	Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.		
4	Uday Kumar Haldar, Juthika Sarkar. Human Resource management. Oxford. 2012		
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Department	Master of Business Administration				Semester			II					
Course code	Course name	Periods per week			Credit	Maximum Marks							
		L	T	P		C	CA	ESE	Total				
20P2MBA13	INFORMATION MANAGEMENT SYSTEM	3	0	0	3	25	75	100					
Course Objectives	<ul style="list-style-type: none"> To learn about the various types of Information system To study about the process involved in system analysis and design To learn the database management system process To gain in depth knowledge in security, control and reporting To learn the new IT initiatives 												
Course Outcomes	The student should be made to						Knowledge Level						
	CO1: To apply the best suitable information system according the business nature						K3						
	CO2: To apply the system design for better performance						K3						
	CO3: It helps them to apply database management system to take better decisions						K3						
	CO4: It helps them to managing and practice best control techniques and effective reporting process.						K6						
	CO5: It helps to apply better IT knowledge in information processing						K3						
		CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak							CO/PSO Mapping				
COs		Programme Outcomes (POs)							PSOs				
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1		3	2								2		
CO 2			2		3								2
CO 3			2			3					2		
CO 4				3	2	3		2				2	
CO 5		2				2	2					2	
Course Assessment methods													
Direct													
<ol style="list-style-type: none"> 1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations 													
Indirect : Lab practice in systems													
Unit - I	INTRODUCTION						Periods			10			
Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System development methodologies, Functional Information Systems, DSS, EIS, KMS, GIS, International Information System.													

Unit - II	SYSTEM ANALYSIS AND DESIGN	Periods	10
Case tools - System flow chart, Decision table, Data flow Diagram (DFD), Entity Relationship (ER), Object Oriented Analysis and Design(OOAD), UML diagram.			
Unit - III	DATABASE MANAGEMENT SYSTEMS	Periods	9
DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart			
Unit - IV	SECURITY, CONTROL AND REPORTING	Periods	8
Security, Testing, Error detection, Controls, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT, User Interface and reporting.			
Unit - V	NEW IT INITIATIVES	Periods	8
Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.			
References		Total Periods	45
1	Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.		
2	Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2012.		
Further Readings			
1	Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012		
2	Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint 2008.		
3	Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9th edition, 2013.		
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		L	T	P		C	CA	ESE	Total				
20P2MBA14	RESOURCE MANAGEMENT TECHNIQUES	3	0	0	3	25	75	100					
Course Objectives	<ul style="list-style-type: none"> • Able to learn the Linear programming • To learn the procedure involved in linear programming extensions • To learn the game theory and its applications • To learn about inventory models and networking models • To gain knowledge about queuing theory and replacement models 												
Course Outcomes	The student should be made to							Knowledge Level					
	CO1: To apply the knowledge in operations management							K3					
	CO2: It helps to provide feasible solutions for the problems							K5					
	CO3: It helps to apply the game theory							K3					
	CO4: It helps to apply knowledge in decision making under risk							K3					
	CO5: Gives immense application of queuing theory in operations research							K2					
		CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak							CO/PSO Mapping				
		COs							PSOs				
		Programme Outcomes (POs)											
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		CO 2				3	2				2		
		CO 3		2									2
		CO 4				3	3					2	
		CO 5	2			3					2		
Course Assessment methods													
Direct													
1. Continuous Assessment Test I, II & III													
2. Assignment													
3. End-Semester examinations													
Indirect : Statistical problems exercises													
Unit – I	INTRODUCTION TO LINEAR PROGRAMMING (LP)							Periods		9			
Introduction to applications of operations research in functional areas of management. Linear Programming-formulation, solution by graphical and simplex methods (Primal & Penalty), Special cases. Dual simplex method.													
Unit – II	LINEAR PROGRAMMING EXTENSIONS							Periods		9			

Transportation Models (Minimising and Maximising Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel’s approximation methods. Check for optimality. Solution by MODI method. Case of Degeneracy. Assignment Models (Minimising and Maximising Problems) –Balanced and Unbalanced Problems. Solution by Hungarian Algorithms. Travelling Salesman problem.			
Unit - III	GAME THEORY	Periods	9
Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination(Averages), methods of matrices, graphical and LP solutions.			
Unit – IV	INVENTORY MODELS AND NETWORKING MODELS	Periods	9
Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Decision making under risk.			
Unit – V	QUEUING THEORY AND REPLACEMENT MODELS	Periods	9
Queuing Theory - single and Multi-channel models – infinite number of customers and infinite calling source. Replacement Models-Individuals replacement Models (With and without time value of money) – Group Replacement Models.			
References		Total Periods	45
1	Panerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008		
2	N. D Vohra, Quantitative Techniques in Management, Tata Mcgraw Hill, 2010.		
Further Readings			
1	Pradeep Prabakar Pai, Operations Research - Principles and Practice, Oxford Higher Education.		
2	Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Seventh Edition, Third Indian Reprint 2004.		
3	G. Srinivasan, Operations Research – Principles and Applications, PHI, 2007		
4	Gupta P.K, Hira D.S, Problem in Operations Research, S.Chand and Co, 2007		
5	Kalavathy S, Operations Research, Second Edition, Vikas Publishing House, 2004		
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1	Libguides.gatech.edu		
2	https://ifors.org		



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Department	Master of Business Administration			Semester	II									
Course code	Course name	Periods per week			Credit	Maximum Marks								
		L	T	P	C	CA	ESE	Total						
20P2MBA15	RESEARCH METHODOLOGY	3	0	0	3	25	75	100						
Course Objectives	<ul style="list-style-type: none"> It helps to learn the purpose of research It helps the students to learn about the research design and how it is measured It helps them to know the process of data collection It helps them to learn how to make data preparation and analysis It teaches them to know research design, writing and ethics of business research 													
Course Outcomes	The student should be made to						Knowledge Level							
	CO1: To apply the basic concepts of research in business						K3							
	CO2: It develops them to be a researcher in handling the research problem						K6							
	CO3: To enrich them in become expertise of researcher						K6							
	CO4: It develops the ability of analyzing the research problem effectively						K6							
CO5: It improves their research knowledge.						K3								
		CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak							CO/PSO Mapping					
		COs	Programme Outcomes (POs)							PSOs				
			PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
		CO 1	3							2		2		
		CO 2	2							3				2
		CO 3	2			3			2			2		
		CO 4					3			2			2	
		CO 5	2							2	2		2	
Course Assessment methods														
Direct														
<ol style="list-style-type: none"> 1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations 														
Indirect : spss application														
Unit – I	INTRODUCTION						Periods	9						
Business Research – Definition and Significance – the research process – Types of Research–Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.														
Unit – II	RESEARCH DESIGN AND MEASUREMENT						Periods	9						

Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling.			
Unit – III	DATA COLLECTION	Periods	9
Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire– Validation of questionnaire – Sampling plan – Sample size – determinants optimal sample size – sampling techniques.			
Unit – IV	DATA PREPARATION AND ANALYSIS	Periods	9
Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Bivariate and Multivariate statistical techniques – Factor analysis – Discriminate analysis – cluster analysis – multiple regression and correlation– Application of statistical software for data analysis.			
Unit – V	REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH	Periods	9
Research report – Different types – Contents of report – need of executive summary – chapterization– the role of audience – readability – comprehension – tone – final proof – report format – title of the report – ethics in research – ethical behaviour of research – subjectivity and objectivity in research.			
References		Total Periods	45
1	Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata Mc Graw Hill, New Delhi, 2012.		
2	Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.		
Further Readings			
1	Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.		
2	William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.		
E-Resource			
1	https://global.oup.com		
2	gent.uab.cat		



VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN



[Autonomous]



Elayampalayam, Tiruchengode – 637 205

Programme	MBA	Programme code	313	Regulation	2020								
Department	Master of Business Administration			Semester	II								
Course code	Course name	Periods per week			Credit	Maximum Marks							
		L	T	P	C	CA	ESE	Total					
20P2MBA16	DATA ANALYSIS AND BUSINESS MODELING	0	0	4	2	25	75	100					
Course Objectives	<ul style="list-style-type: none"> To gain knowledge about various accounting packages To learn about hypothesis, correlation and regression To know about portfolio selection, revenue management methods To learn transportation and assignment, networking models To learn about queuing theory, Inventory models 												
Course Outcomes	The student should be made to						Knowledge Level						
	CO1: They can apply various accounting packages in business						K3						
	CO2: It develops the research knowledge in applying statistical tools						K3						
	CO3: To make them to apply portfolio, revenue management models in business						K3						
	CO4: It gives experience in applying transportation, assignment and networking procedures in business models						K3						
	CO5: It develops the skill of managing the inventory						K6						
		CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak							CO/PSO Mapping				
COs		Programme Outcomes (POs)							PSOs				
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1			2	3								2	
CO 2					3		2					2	
CO 3			3		2						2		
CO 4		3					2		2				2
CO 5		3			2		2				2		
Course Assessment methods													
Direct													
1. Computer – Software practices													
2. End-Semester examinations													
Indirect : Exercise problems													
S.No.	Exp No.	Name of the experiments										Duration	
1	1	Accounting Packages										4	

2	2	Descriptive Statistics	4
3	3	Hypothesis – Parametric	4
4	4	Hypothesis – Non-parametric	4
5	5	Correlation & Regression	4
6	6	Forecasting	4
7	-	Extended experiment – 1	4
8	7	Portfolio Selection	4
9	8	Revenue Management	4
10	-	Extended experiment – 2	4
11	9	Transportation & Assignment	4
12	10	Networking Models	4
13	11	Queuing Theory	4
14	12	Inventory Models	4
15	-	Extended experiments – 3	4
			Total 60
Periods			
1	Personal Computers – 30 nos		
2	Any licensed Spreadsheet and Analysis software like Microsoft Excel, SPSS etc– 30 user Licenses		

Text Books	
1	David M. Levine et al, “Statistics for Managers using MS Excel” (6th Edition) Pearson, 2010
2	David R. Anderson, et al, „An Introduction to Management Sciences: Quantitative approaches to Decision Making, (14th edition) South-Western College Pub, 2011.
3	William J. Stevenson, Ceyhun Ozgur, „Introduction to Management Science with Spreadsheet“, Tata McGraw Hill, 2009.

E-Resource	
1	www.udemy.com
2	www.coursera.org
3	www.lynda.com

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	Programme	MBA	Programme code			313	Regulation		2020				
Department	Master of Business Administration					Semester			III				
Course code	Course name					Periods per week			Credit	Maximum Marks			
						L	T	P	C	CA	ESE	Total	
20P3MBA17	STRATEGIC MANAGEMENT					3	0	0	3	25	75	100	
Objective	<ul style="list-style-type: none"> • It helps to learn the nature of strategy • It helps the students to learn about the importance of competitive strategy • It helps them to know the various strategy and its impact in business • It helps them to learn the strategy implementation process • It teaches them to know what are the other strategic issues involved 												
Course Outcomes	The student should be made to										Knowledge Level		
	CO1: To apply the suitable strategy for business										K3		
	CO2: It enriches them to formulate various competitive strategies										K4		
	CO3: To enrich them in become expertise in formulating various strategy										K3		
	CO4: It develops the ability of strategy implementation process										K5		
	CO5: It improves their confidence in solving various strategic issues										K2		
CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak													
COs		Programme Outcomes (POs)								PSOs			
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1		3							2		2		
CO 2		2							3		2		
CO 3		2			3			2			2		
CO 4						3		2					2
CO 5		2						2	2		2		
Course Assessment methods													
Direct													
1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations													
Indirect : Case studies													
Unit - I	STRATEGY AND PROCESS								Periods	9			
Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals -													

Corporate Governance and Social responsibility-case study			
Unit - II	COMPETITIVE ADVANTAGE	Periods	9
External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-Globalisation and Industry Structure - National Context and Competitive advantage Resources-Capabilities and competencies-core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive advantage-Avoiding failures and sustaining competitive Advantage-Case Study.			
Unit - III	STRATEGIES	Periods	9
The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy-Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card			
Unit - IV	STRATEGY IMPLEMENTATION & EVALUATION	Periods	9
The implementation process, Resource allocation, Designing organizational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.			
Unit - V	OTHER STRATEGIC ISSUES	Periods	9
Managing Technology and Innovation-Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-case study			
References		Total Periods	45
1	Hill. Strategic Management : An Integrated approach, 2009 Edition Wiley (2012).		
2	John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).		
3	Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill, 2008.		
Further Readings			
1	Adriau Haberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.		
2	Lawrence G. Hrebiniak, Making strategy work, Pearson, 2005		
3	Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – PHI, 2011.		
E-Resource			
1	www.edx.org > learn > strategic-management		
2	strdiv.org		



VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN



[Autonomous]

Elayampalayam, Tiruchengode – 637 205



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Programme	MBA	Programme code				313			Regulation		2020					
Department	Master of Business Administration						Semester			III						
Course code	Course name	Periods per week			Credit		Maximum Marks									
		L	T	P	C		CA	ESE	Total							
20P3MBA18	GLOBAL BUSINESS MANAGEMENT	3	0	0	3		25	75	100							
Objective	<ul style="list-style-type: none"> To acquaint the students to the basic concepts of global business management To learn the strategies involved in global trade and investment To understand the functions of global strategic management To update their knowledge in production, marketing, finance, hr of global business To understand the process of conflict management in GBM. 															
Course Outcomes	The student should be made to									Knowledge Level						
	CO1: To become familiar with global business environment									K3						
	CO2: It enriches them to practice global trade and investment									K4						
	CO3: To enrich them to frame strategies for global market									K4						
	CO4: It makes them to concentrate on all fields of global business									K3						
	CO5: It gives confidence in managing dispute and ethics in GBM									K2						
COs	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak									CO/PSO Mapping						
	Programme Outcomes (POs)										PSOs					
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3			
	CO 1	3							2		2					
	CO 2	2					3						2			
	CO 3	2			3			2			2					
	CO 4						3		2			2				
CO 5	2							2	2		2					
Course Assessment methods																
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #e0e0e0;">Direct</td> </tr> <tr> <td>1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations</td> </tr> <tr> <td style="background-color: #e0e0e0;">Indirect : Case studies</td> </tr> <tr> <td style="background-color: #e0e0e0;"> </td> </tr> </table>													Direct	1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations	Indirect : Case studies	
Direct																
1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations																
Indirect : Case studies																
Unit - I	INTRODUCTION									Periods	8					
International Business –Definition – Internationalizing business-Advantages – factors causing globalization of business- international business environment – country attractiveness –Political, economic and cultural environment – Protection Vs liberalization of global business environment.																
Unit - II	INTERNATIONAL TRADE AND INVESTMENT									Periods	8					

Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements – Challenges for global business – global trade and investment– theories of international trade and theories of international investment – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages – RTBs across the globe – brief history.			
Unit - III	INTERNATIONAL STRATEGIC MANAGEMENT	Periods	8
Strategic compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management- global entry strategy – different forms of international business – advantages -organizational issues of international business – organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system			
Unit - IV	PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS	Periods	8
Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development , pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund- exchange –rate risk and management – strategic orientation – selection of expatriate managers- Training and development – compensation.			
Unit - V	CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT	Periods	8
Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies –Ethical issues in international business– Ethical decision-making.			
References		Total Periods	40
1	Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata McGraw Hill, New Delhi, 2010.		
2	John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, 12th Edition, New Delhi, 2010		
Further Readings			
1	K. Aswathappa, International Business, 6th Edition, Tata Mc Graw Hill, New Delhi, 2015		
2	Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7th Edition, Cengage Learning, New Delhi, 2010		
3	Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009		
E-Resource			
1	online.norwich.edu		
2	internationalbusinessguide.org		
3	Global Business Management A Cross-cultural Perspective - ABEL ADEKOLA & BRUNO S. SERGI - ASHGATE Publishers		

	VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN [Autonomous] Elayampalayam, Tiruchengode – 637 205				
	Programme	MBA	Programme code		313

Department	Master of Business Administration					Semester			III				
Course code	Course name	Periods per week			Credit	Maximum Marks							
		L	T	P	C	CA	ESE	Total					
20P3MBA20	Indian Ethos and Values	0	0		2	25	75	100					
Course Objectives	<ul style="list-style-type: none"> To understand the sources of moral ideas in Indian Tradition. To learn the meaning of ethics in Indian tradition to connect company and cause compassion into an working environment Understanding Indian heritage in business in order to incorporate value system in the working culture To learn how the ethical values, myths, ethical codes and ethical principles are used in business It is designed to prepare students to handle challenges facing in business environment and to apply the Indian ethical principles to resolve the conflicts in an organisation. 												
Course Outcomes	The student should be made to							Knowledge Level					
	CO1: The various elements of Indian ethos and management lessons from Indian scriptures.							K3					
	CO2: Understand the Indian system of learning and the concepts of karma.							K3					
	CO3: Know the work ethos and values and its relevance to management.							K3					
	CO4: Learn the concepts of management of stress.							K3					
CO5: Know the concepts of Indian ethos and personality development.							K6						
	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak									CO/PSO Mapping			
	Cos	Programme Outcomes (POs)									PSOs		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
	CO 1	3		2	2	1					2		
	CO 2		1		2								2
	CO 3	3	3	1				2				2	
	CO 4	3			2	1	1				2		
CO 5	2	2	3	1						2			
Course Assessment methods													
Direct													
1. Seminar													
Indirect : Assignments													

SEMINAR TOPICS

1. Indian Heritage in Business and Management – Quality, Economics of giving, Law of Karma, The matrix of vendantic philosophy and wisdom in aid of contemporary management.

2. Ethics in Business - Religious view, Ethics policy, Scholars view on ethics.

3.Values - Science and human values, Aristotle view, Application of Values, Holistic Approach for Managers in Decision Making ,Trans-cultural Human Values in Management, Secular Versus Spiritual Values in Management

4. Indian perspective on general and functions of management - Planning, Organizing, Leadership, Control

Communication, Decision making- Holistic Approach, Organization Behaviour

5. Self-Management - Personal growth and lessons from Ancient Indian Education System, Techniques for Time Management, Stress management and Anger management

6. Leadership - Meaning, Contemporary Approaches to Leadership, Joint Hindu Family Business – Leadership Qualities of Karta

7. Indian Ethos and Personality Development

8. Trans-cultural human values in management education

9. Relevance of Value Based Management in Global Change, Impact of Values on Stakeholders, Employees, Customers, Government, Competitors and Society.

10. Emerging trends - Indian Ethos and Corporate Governance, Relevance of Gandhian Thought for the contemporary manager

Reference Books

1. Nandagopal, Ajith Shanker, Indian Ethos and Values in Management , Tata McgrawHill,2010
2. Khandelwal Indian Ethos and Values for Managers, Himalaya Publishing House, 2009
3. Biswanath Ghosh, Ethics In Management and Indian Ethos,Vikas Publishing House,2009
4. Joseph Des Jardins, An Introduction to Business Ethics , Tata Mc Graw Hill,2009
5. Management by Values, Oxford University Press, New Delhi, 2008
6. Rinku Sanjeev, Parul Khanna, Ethics and Values in Business Management, Ane Books Pvt. Ltd., 2009
7. Rao. A.B,Business Ethics and Professional values, Excel Books, 2000
8. Gandhi M K, The Story of My Experiment with Truth, Navjivan Publishing House,Ahmedabad, 1972

Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P		CA	ESE	Total
20P4MBA22	ENTREPRENEURSHIP DEVELOPMENT	3	0	0	3	25	75	100



VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN

[Autonomous]



Elayampalayam, Tiruchengode – 637 205



Programme	MBA	Programme code	313	Regulation	2020
Department	Master of Business Administration			Semester	IV

Objective	<ul style="list-style-type: none"> To develop the ability to become entrepreneurial competent It helps to understand the various entrepreneurial environment It helps the students to make the business plan preparation It enriches them to launch small business It helps to understand how to manage small business 												
Course Outcomes	The student should be made to											Knowledge Level	
	CO1: To become an competent entrepreneur by developing skills											K2	
	CO2: It enriches them to adapt the various entrepreneurial environment											K3	
	CO3: To enrich them to apply business plan											K2	
	CO4: It makes them to carry out successfully small business activities											K1	
	CO5: It gives confidence in managing small business activity											K2	
	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak									CO/PSO Mapping			
	COs	Programme Outcomes (POs)									PSOs		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
	CO 1	3							2		2		
	CO 2	2							3			2	
	CO 3	2			3			2			2		
	CO 4						3		2		2		
CO 5	2							2	2		2		
Course Assessment methods													
Direct													
1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations													
Indirect : Case studies													
Unit - I	ENTREPRENEURIAL COMPETENCE										Periods	8	
Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur.													
Unit - II	ENTREPRENEURIAL ENVIRONMENT										Periods	10	
Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organizational Services - Central and State Government Industrial Policies and Regulations - International Business.													
Unit - III	BUSINESS PLAN PREPARATION										Periods	10	
Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.													
Unit - IV	LAUNCHING OF SMALL BUSINESS										Periods	8	
Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching – Incubation, Venture capital, IT startups.													
Unit - V	MANAGEMENT OF SMALL BUSINESS										Periods	9	
Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective													

Management of small Business.		
References		Total Periods 45
1	Hisrich, Entrepreneurship, Edition 9, Tata McGraw Hill, New Delhi, 2014	
Further Readings		
1	S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, (Revised Edition) 2020.	
2	Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra, 2nd Edition, 2005.	
3	Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 1996.	
4	P.Saravanel, Entrepreneurial Development, Ess Pee kay Publishing House, Chennai 1997.	
5	Arya Kumar. Entrepreneurship. Pearson, 2012.	
6	Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. Cengage, 2012	
E-Resource		
1	www.entrepreneur.com	

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	Programme	MBA	Programme code	313	Regulation	2020		
Department	Master of Business Administration			Semester	IV			
Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
20P4MBA23	CORPORATE ETHICS, GOVERNANCE AND SOCIAL RESPONSIBILITY	3	0	0	3	25	75	100
Objective	<ul style="list-style-type: none"> To understand the basic concepts of business ethics To gain knowledge in understanding the conceptual framework of corporate governance To learn the procedure to manage the corporate To understand the role and functions of board committees To gain knowledge about corporate social responsibility 							
	The student should be made to						Knowledge	

Course Outcomes												Level															
	CO1: It helps them to apply business ethics systematically											K2															
	CO2: It enriches them to follow corporate governance procedures											K2															
	CO3: It builds confidence in managing the corporate activities											K3															
	CO4: It makes them to perform role of board committees											K4															
	CO5: It helps them to apply CSR activities for the social development											K3															
		CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak								CO/PSO Mapping																	
		COs								Programme Outcomes (POs)			PSOs														
		PO 1		PO 2		PO 3		PO 4		PO 5		PO 6		PO 7		PO 8		PO 9		PSO 1		PSO 2		PSO 3			
CO 1		3												2								2					
CO 2		2						3																2			
CO 3		2				3						2															
CO 4										3				2				2		2							
CO 5		2												2				2									
Course Assessment methods																											
Direct																											
1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations																											
Indirect : Case studies																											
Unit - I		BUSINESS ETHICS											Periods		12												
Concept of business ethics; various approaches to business ethics; ethical theories; ethical governance; social responsibility—an extension of business ethics; the concept of corporate ethics; benefits of adopting ethics in business; ethics programme; code of ethics; ethics committee.																											
Unit - II		CONCEPTUAL FRAMEWORK OF CORPORATE GOVERNANCE											Periods		12												
Evolution of corporate governance; developments in India; regulatory framework of corporate governance in India; SEBI guidelines and clause 49; reforms in the Companies Act; Recent developments in India.																											
Unit - III		CORPORATE MANAGEMENT											Periods		12												
Management vs. Governance; internal constituents of the corporate governance; key managerial personnel (KMP); chairman- qualities of a chairman, powers, responsibilities and duties of a chairman; chief executive officer (CEO), role and responsibilities of the CEO; separation of roles of chairman and CEO; CFO; manager; company secretary; auditor.																											
Unit - IV		ROLE AND FUNCTIONS OF BOARD COMMITTEES											Periods		12												
Standing committees, ad-hoc committees, task force committees, advisory committees; powers, functions and duties of board committees; limitations of board committees; statutory committees of board- audit committee, remuneration committee, nomination committee, compliance committee, shareholders grievance committee, investors relation committee, investment committee, risk management committee, other committees.																											
Unit - V		CORPORATE SOCIAL RESPONSIBILITY (CSR)											Periods		12												
Meaning; corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; CSR and business ethics; CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; global reporting initiatives; major codes on CSR; initiatives in India.																											
References											Total Periods		60														

1	Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.
2	Francesco Perrini, Stefano, and Antonio Tencati, Developing Corporate Social Responsibility-A European Perspective, Edward Elgar.
3	Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
Further Readings	
1	Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi.
2	Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd, New Delhi.
E-Resource	
1	www.csr.edu.in



VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN





[Autonomous]

Elayampalayam, Tiruchengode – 637 205

Programme	MBA	Programme code	313	Regulation	2020								
Department	Master of Business Administration			Semester	III								
Course code	Course name	Periods per week			Credit	Maximum Marks							
		L	T	P	C	CA	ESE	Total					
20PMBAM01	BRAND MANAGEMENT	3	0	0	3	25	75	100					
Objective	<ul style="list-style-type: none"> To understand the nature of brand and its importance in business To learn about various brand strategies To understand what are the various brand communications involved in marketing To learn about various factors involved in brand extension To gain knowledge in brand equity and brand audit 												
Course Outcomes	The student should be made to						Knowledge Level						
	CO1: It helps them to create the brand image for the business						K2						
	CO2: It enriches them to apply various brand strategies for sales						K2						
	CO3: It builds confidence in deriving results of based on effective brand communications						K3						
	CO4: It makes them to perform brand extension activities globally						K4						
	CO5: It helps them to apply brand audit and brand promotion systematically.						K5						
		CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak							CO/PSO Mapping				
COs		Programme Outcomes (POs)								PSOs			
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1		3					3				2		
CO 2		2							3				2
CO 3		2			3			2			2		
CO 4							3		2			2	
CO 5		2					2		2			2	
Course Assessment methods													
Direct													
<ol style="list-style-type: none"> 1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations 													
Indirect : Case studies													
Unit - I	INTRODUCTION										Periods	8	
Basics Understanding of Brands – Definitions - Branding Concepts – Functions of Brand - Significance of Brands – Different Types of Brands – Co branding – Store brands.													

Unit - II	BRAND STRATEGIES	Periods	10
Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands			
Unit - III	BRAND COMMUNICATION	Periods	8
Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions.			
Unit - IV	BRAND EXTENSION	Periods	9
Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.			
Unit - V	BRAND PERFORMANCE	Periods	10
Measuring Brand Performance – Brand Equity Management – Global Branding strategies – Brand Audit – Brand Equity Measurement – Brand Leverage – Role of Brand Managers – Branding Challenges & Opportunities			
References		Total Periods	45
1	Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing, Prentice Hall, 3rd Edition, 2007.		
2	Moorthi YLR, Brand Management – I edition, Vikas Publishing House 2012		
Further Readings			
1	Lan Batey, Asain Branding – A Great way to fly, PHI, Singapore, 2002.		
2	Paul Tmepoal, Branding in Asia, John Willy, 2000.		
3	Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.		
4	Jagdeep Kapoor, Brandex, Biztranza, India, 2005		
5	Mahim Sagar, Deepali Singh, D.P.Agarwal, Achintya Gupta.–Brand Management Ane Books Pvt.Ltd – (2009).		
E-Resource			
1	www.lucidpress.com		
2	uk.sagepub.com		

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Programme	MBA	Programme code	313	Regulation	2020																																														
Department	Master of Business Administration		Semester		III																																														
Course code	Course name	Periods per week			Credit	Maximum Marks																																													
		L	T	P	C	CA	ESE	Total																																											
20PMBAM02	RETAIL MANAGEMENT	3	0	0	3	25	75	100																																											
Objective	<ul style="list-style-type: none"> To understand the concepts of effective retailing To learn about the various retailing formats involved To understand the procedures involved in retailing decisions To gain knowledge in managing retail shops To know the behavior of retail shopper 																																																		
Course Outcomes	The student should be made to					Knowledge Level																																													
	CO1: It helps them to apply the retailing concepts in business					K1																																													
	CO2: It enriches them to choose and practice better retailing formats					K2																																													
	CO3: It builds confidence in taking retailing decisions					K4																																													
	CO4: It makes them to perform better management of retail shops					K3																																													
	CO5: It helps them to manage the retail shopper behavior					K4																																													
COs	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak									CO/PSO Mapping																																									
	Programme Outcomes (POs)									PSOs																																									
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3																																						
	CO 1	3						2			2																																								
	CO 2	2					3				2																																								
	CO 3	2		3			2				2																																								
CO 4					3		2					2																																							
CO 5	2		3					2		2																																									
Course Assessment methods																																																			
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="13" data-bbox="236 1715 1460 1749" style="background-color: #e0e0e0;">Direct</td> </tr> <tr> <td colspan="13" data-bbox="236 1749 1460 1877"> 1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations </td> </tr> <tr> <td colspan="13" data-bbox="236 1877 1460 1944" style="background-color: #e0e0e0;">Indirect : Case studies</td> </tr> </table>													Direct													1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations													Indirect : Case studies												
Direct																																																			
1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations																																																			
Indirect : Case studies																																																			
Unit - I	INTRODUCTION					Periods	9																																												
An overview of Global Retailing – Challenges and Opportunities - Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.																																																			

Unit - II	RETAIL FORMATS	Periods	9
Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.			
Unit - III	RETAILING DECISIONS	Periods	9
Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions. Merchandising and category management – buying.			
Unit - IV	RETAIL SHOP MANAGEMENT	Periods	9
Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends .			
Unit - V	RETAIL SHOPPER BEHAVIOUR	Periods	9
Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India.			
References		Total Periods	45
1	Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007		
2	Ogden , Integrated Retail Management, Biztantra, India, 2008.		
Further Readings			
1	Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008.		
2	Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.		
3	Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 3rd Edition, 2009.		
4	Dunne, Retailing, Cengage Learning, 2nd Edition, 2008		
5	Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008		
6	Dr.Jaspreet Kaur , Customer Relationship Management, Kogent solution.		
E-Resource			
1	ivend.com		
2	india.oup.com		





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 [Autonomous]
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Programme	MBA	Programme code	313	Regulation	2020											
Department	Master of Business Administration			Semester	III											
Course code	Course name	Periods per week			Credit	Maximum Marks										
		L	T	P	C	CA	ESE	Total								
20PMBAM03	SERVICES MARKETING	3	0	0	3	25	75	100								
Objective	<ul style="list-style-type: none"> To understand the meaning of services and the significance of marketing the services To learn the various service marketing opportunities To understand the process involved in service design & development To learn the process of service delivery and promotion To understand the various service strategies 															
Course Outcomes	The student should be made to						Knowledge Level									
	CO1: It helps them to overcome the challenges in services marketing						K2									
	CO2: It enriches them to utilize service marketing opportunities						K3									
	CO3: It builds confidence in framing service design and development						K4									
	CO4: It makes them to perform better service delivery and promotion						K3									
	CO5: It helps them to apply better service strategies						K4									
		CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak							CO/PSO Mapping							
COs		Programme Outcomes (POs)								PSOs						
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3			
CO 1		3							2		2					
CO 2		2				3					2					
CO 3		2			3			2			2					
CO 4						3		2			2					
CO 5		2		2				2	2		2					
Course Assessment methods																
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #e0e0e0;">Direct</td> </tr> <tr> <td>1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations</td> </tr> <tr> <td style="background-color: #e0e0e0;">Indirect : Case studies</td> </tr> </table>														Direct	1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations	Indirect : Case studies
Direct																
1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations																
Indirect : Case studies																
Unit – I	INTRODUCTION									Periods	9					
Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing.																

Unit – II	SERVICE MARKETING OPPORTUNITIES	Periods	9
Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.			
Unit – III	SERVICE DESIGN AND DEVELOPMENT	Periods	9
Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.			
Unit – IV	SERVICE DELIVERY AND PROMOTION	Periods	9
Positioning of services – Designing service delivery system, service channel – Pricing of services, methods – Service marketing triangle – Integrated service marketing triangle.			
Unit – V	SERVICE STRATEGIES	Periods	9
Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment & public utility Information technique Services			
References		Total Periods	45
1	Christopher H.Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 7th edition, 2011.		
2	Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2008.		
Further Readings			
1	Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.		
2	Halen Woodroffe, Services Marketing, McMillan, 2003.		
3	Valarie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2007.		
4	Christian Gronroos, Services Management and Marketing a CRM Approach, John Wiley, 2001.		
5	Gronroos, Service Management and Marketing –Wiley India.		
6	Dr.Jaspreet Kaur , Customer Relationship Management, Kogent solution.		
E-Resource			
1	www.eminentseo.com ›		
2	theinvestorsbook.com ›		

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	Programme	MBA	Programme code	313	



Department	Master of Business Administration					Semester			III				
Course code	Course name	Periods per week			Credit	Maximum Marks							
		L	T	P	C	CA	ESE	Total					
20PMBAM04	ADVERTISING & SALES PROMOTION	3	0	0	3	25	75	100					
Objective	<ul style="list-style-type: none"> To understand the basic concepts of advertising To know the role of advertising media To understand the importance of sales promotion To learn the role of maintaining public relations To gain knowledge in forming publicity for product promotion 												
Course Outcomes	The student should be made to						Knowledge Level						
	CO1: It helps them to apply the fundamentals of advertising in business						K3						
	CO2: It enriches them to utilize the advertising media effectively						K2						
	CO3: It builds confidence in implementing better suitable sales promotion techniques						K3						
	CO4: It makes them to perform better in public relations activity						K4						
CO5: It helps them to apply better publicity and it in turns improves brand image and sales.						K3							
		CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak							CO/PSO Mapping				
		COs								PSOs			
		Programme Outcomes (POs)											
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1		3							2		2		
CO 2		2							3		2		
CO 3		2			3			2				2	
CO 4							3		2				2
CO 5		2							2	2			2
Course Assessment methods													
Direct													
1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations													
Indirect : Case studies													
Unit – I		INTRODUCTION TO ADVERTISEMENT							Periods		9		
Concept –definition-scope-Objectives-functions-principles of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Advertisement Agencies – Selection and remuneration – Advertisement campaigns – case studies.													
Unit - II		ADVERTISEMENT MEDIA							Periods		9		
Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling. design and execution of advertisements –Message development – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio, T.V and web advertisements – Media research – Measuring impact of advertisements – case studies.													
Unit – III		SALES PROMOTION							Periods		9		

Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented. Sales promotion – Requirement identification – Designing of sales promotion campaign – Out sourcing sales promotion national and international promotion strategies – Coordination within the various promotion techniques – Online sales promotions- case studies.			
Unit – IV	PUBLIC RELATIONS	Periods	9
Introduction – Meaning – Objectives –Scope-Functions-integrating PR in to Promotional Mix-Marketing Public Relation function- Process of Public Relations-advantages and disadvantages of PR-Measuring the Effectiveness of PR- PR tools and techniques. PR and Media Relations, - PR consultancy: Pros and Cons. - Discussion on opinion survey of PR in Public and Private Enterprises. PR- Research, Evaluation, Counseling-Marketing Public Relations (MPR)-Structure of Public Relations Department. Budgeting of PR. PR Agencies			
Unit – V	PUBLICITY	Periods	9
Introduction – Meaning – Objectives - Tools – Goals of Publicity – Scope of Publicity – Importance of Publicity – Difference between Marketing, PR and Publicity - Social publicity – Web Publicity and Social media – Publicity Campaigns			
References		Total Periods	45
1	George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill 7 th edition, 2010		
2	Wells, Moritary & Burnett, Advertising, Principles & Practice, PHI, 7 th Edition, 2007.		
3	Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 2003.		
Further Readings			
1	S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 2001.		
2	Julian Cummings, Sales Promotion, Kogan Page, London 1998.		
E-Resource			
1	www.emerald.com ›		
2	thrivehive.com ›		

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	Programme	MBA	Programme code	313		Regulation	2020	
Department	Master of Business Administration		Semester		III			
Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P		C	CA	ESE
20PMBAM05	CONSUMER BEHAVIOUR	3	0	0	3	25	75	100
Objective	To understand the concepts of consumer behavior To Analyze of the reasons and motives for consumer buying behavior							

	<p>To analyze the relationship between psychological social and cultural drivers behind consumer behavior and marketing</p> <p>To identify the external factors influencing consumer behavior</p> <p>To learn the process involved in purchasing decision</p>												
Course Outcomes	The student should be made to											Knowledge Level	
	CO1: It helps them to apply the knowledge of consumer behavior in marketing decisions											K2	
	CO2: It enriches them to utilize the better consumer behavior models											K3	
	CO3: It provides better application of ideas in satisfying customer expectations											K3	
	CO4: It makes them to perform better in managing external factors systematically.											K2	
CO5: It helps them to make better choice of applying purchasing decisions											K4		
		CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak								CO/PSO Mapping			
		COs								PSOs			
		Programme Outcomes (POs)											
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1		3							2		2		
CO 2		2				3						2	
CO 3		2			3			2			2		
CO 4							3		2		2		
CO 5		2					3			2			2
Course Assessment methods													
Direct													
1. Continuous Assessment Test I, II & III													
2. Assignment													
3. End-Semester examinations													
Indirect : Case studies													
Unit – I		INTRODUCTION								Periods		9	
Concepts – Significance – Dimensions of Consumer Behavior – Application of knowledge of Consumer Behavior in marketing decisions.													
Unit – II		CONSUMER BEHAVIOUR MODELS								Periods		9	
Industrial and individual consumer behaviour models - Howard- Sheth, Engel – Kollat, Webstar and wind Consumer Behaviour Models – Implications of the models on marketing decisions.													
Unit – III		INTERNAL INFLUENCES								Periods		9	
Psychological Influences on consumer behavior – motivation – perception – personality Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction.													
Unit – IV		EXTERNAL INFLUENCES								Periods		9	
Socio-Cultural, Cross Culture – Family group – Reference group – Communication – Influences on Consumer behaviour.													
Unit – V		PURCHASING DECISION PROCESS								Periods		9	
High and low involvement - Pre-purchase and post-purchase behaviour – Online purchase decision process – Diffusion of Innovation – Managing Dissonance - Emerging Issues.													
References										Total Periods		45	
1	Leon G Schiffman, Joseph Wisemblit, S Ramesh Kumar , Consumer Behaviour, 11th												

	edition, Pearson, 2015
2	Barry J.Babin, Eric G.Harris, Ashutosh Mohan, Consumer Behavior: A South Asian Perspective, Cengage Learning, Indian Edition, 6th Edition, 2016
3	P.C.Jain and Monika Bhatt., Consumer Behavior in Indian Context, S.Chand & Company, 2013.
Further Readings	
1	Srabanti Mukherjee, Consumer behavior, Cengage Learning, 2012.
2	Assael, Consumer Behavior - A Strategic Approach, Biztranza, 2008
3	Dinesh kumar, Consumer Behaviour, Oxford University Press, 2015.
E-Resource	
1	www.frontiersin.org
2	swayam.gov.in › nd2_imb20_mg20 ›

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	Programme	MBA	Programme code	313	Regulation		2020	
Department	Master of Business Administration			Semester	III			
Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
20PMBAM06	CUSTOMER RELATIONSHIP MANAGEMENT	3	0	0	3	25	75	100
Objective	1. To understand the fundamentals of customer relationship management 2. To learn about the customers perception and its influence in sales 3. To gain knowledge in various CRM structures 4. To get better ideas in planning and implementing CRM 5. To upgrade the latest CRM trends in business.							
	The student should be made to					Knowledge Level		

Course Outcomes	CO1: It helps them to apply the knowledge of consumer behavior in marketing decisions	K2
	CO2: It enriches them to utilize the better consumer behavior models	K3
	CO3: It provides better application of ideas in satisfying customer expectations	K2
	CO4: It makes them to perform better in managing external factors systematically.	K3
	CO5: It helps them to make better choice of applying purchasing decisions	K4



2COs	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak									CO/PSO Mapping		
	Programme Outcomes (POs)									PSOs		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1	3					3				2		
CO 2	2							3			2	
CO 3	2			3			2			2		2
CO 4						3		2		2		
CO 5	2							2	2		2	

Course Assessment methods

Direct
1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations
Indirect : Case studies

Unit – I	INTRODUCTION	Periods	9
Definitions – Concepts and context of relationship management – Evolution – Transactional Vs Relationship Approach – CRM as a Strategic Marketing Tool – CRM significance to the stakeholders			
Unit – II	UNDERSTANDING CUSTOMERS	Periods	9
Customer information database – Customer Profile Analysis - Customer Perception. Expectations analysis - Customer Behavior in relationship perspectives: individual and group customer’s – Customer life time value – Selection of Profitable Customer Segments.			
Unit – III	CRM STRUCTURES	Periods	9
Elements of CRM – CRM Process – Strategies for Customer Acquisition – Retention and Prevention of Defection – Models of CRM – CRM road map for business applications.			
Unit – IV	CRM PLANNING AND IMPLEMENTATION	Periods	9
Strategic CRM planning process – Implementation issues – CRM Tools – Analytical CRM – Operational CRM – Call Center Management – Role of CRM Managers.			
Unit – V	TRENDS IN CRM	Periods	9
E-CRM Solutions – Data Warehousing – Data mining for CRM – An Introduction to CRM software packages.			
References		Total Periods	45
1	G.Shainesh, Jagdish, N.Sheth, Customer Relationships Management Strategic Prespective, Macmillan 2005.		
2	Alok Kumar et al, Customer Relationship Management : Concepts and applications, Biztantra, 2008		
Further Readings			
1	H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing 2005.		

2	Jim Catheart, The Eight Competencies of Relationship selling, Macmillan India, 2005.
3	Assel, Consumer Behavior, Cengage Learning, 6th Edition.
4	Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2007.
5	Francis Buttle, Customer Relationship Management: Concepts & Tools, Elsevier, 2004.
6	Zikmund. Customer Relationship Management, Wiley 2012 .
7	Mohammed Hp/Sagadevan. A Customer Relationship Management- A step by step approach, Ist edition
E-Resource	
1	saaslist.com
2	www.itarian.com

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	Programme	MBA	Programme code	313	Regulation	2020		
Department	Master of Business Administration			Semester	III			
Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P		C	CA	ESE
20PMBAF01	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	3	0	0	3	25	75	100
Objective	Enables student to: i. Understand the nuances of stock market operations ii. Understand the techniques involved in deciding upon purchase or sale of securities iii. Understand the forecasting techniques involved in securities market iv. Gain knowledge in various charting methods v. Gives better understanding in portfolio management process							
Course Outcomes	The student should be made to						Knowledge Level	
	CO1: It helps them to carry out stock market operations systematically						K2	
	CO2: It enriches them to utilize the technique for purchase or sale of securities						K3	
	CO3: It provides better application of forecasting techniques in securities market						K3	
	CO4: It makes them to perform better charting methods						K4	
CO5: It helps them to make better portfolio management						K1		
CO / PO Mapping (3/2/1 indicates strength of correlation)					CO/PSO Mapping			

		3-Strong, 2 – Medium, 1 – Weak										
COs	Programme Outcomes (POs)								PSOs			
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1	3					2				2		
CO 2	2			3							2	
CO 3	2			3			2				2	
CO 4						3		2		2		
CO 5	2							2	2		2	

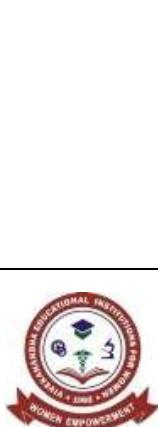
Course Assessment methods

Direct

1. Continuous Assessment Test I, II & III
2. Assignment
3. End-Semester examinations

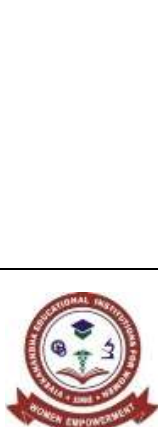

Indirect : Case studies

Unit – I	INVESTMENT SETTING	Periods	8
Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts			
Unit – II	SECURITIES MARKETS	Periods	10
Financial Market – Segments – Types - Participants in Financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of Primary Market – Regulation of Primary Market, Stock Exchanges in India – BSE, OTCEI, NSE, ISE and Regulations of Stock Exchanges – Trading System in Stock Exchanges – SEBI			
Unit – III	FUNDAMENTAL ANALYSIS	Periods	9
Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios			
Unit – IV	TECHNICAL ANALYSIS	Periods	9
Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.			
Unit – V	PORTFOLIO MANAGEMENT	Periods	9
Portfolio Analysis - Portfolio Selection – Capital Asset Pricing Model – Portfolio Revision – Portfolio Evaluation – Mutual Funds			
References		Total Periods	45
1	Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.		
2	Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.		
Further Readings			
1	Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 9th edition, 2011.		
2	S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2012.		
3	V.K.Bhalla, Investment Management, S.Chand & Company Ltd., 2012		
4	V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2011.		
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1	smude.edu.in		
2	som.nitk.ac.in		



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Programme	MBA			Programme code			313		Regulation			2020			
Department	Master of Business Administration						Semester			III					
Course code	Course name						Periods per week			Credit		Maximum Marks			
							L	T	P	C	CA	ESE	Total		
20PMBAF02	MERCHANT BANKING AND FINANCIAL SERVICES						3	0	0	3	25	75	100		
Objective	Enables student to: 1. Understand the nature of merchant banking 2. Understand the process of Issue management 3. Gain knowledge in other fee based services 4. It helps to identify fund based financial services 5. It helps to concentrate other fund based financial services														
Course Outcomes	The student should be m												Knowledge Level		
	CO1: It helps them to ca						systematically						K1		
	CO2: It enriches them to apply the issue management procedures						systematically						K2		
	CO3: It provides better application of other fee based services												K4		
	CO4: It makes them to perform better fund based financial services												K3		
CO5: It helps them to make effective implementation of fund based financial services												K3			
CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak													CO/PSO Mapping		
COs		Programme Outcomes (POs)									PSOs				
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3		
CO 1		3							3			2			

	CO 2	2				3		2			2		
	CO 3	2			3			2				2	
	CO 4		2				3						2
	CO 5	2							2	2		2	
Course Assessment methods													
Direct													
1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations													
Indirect : Case studies													
Unit – I	MERCHANT BANKING										Periods	5	
Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges and OTCEI.													
Unit – II	ISSUE MANAGEMENT										Periods	12	
Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.													
Unit – III	OTHER FEE BASED SERVICES										Periods	10	
Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds – Business Valuation													
Unit – IV	FUND BASED FINANCIAL SERVICES										Periods	10	
Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.													
Unit – V	OTHER FUND BASED FINANCIAL SERVICES										Periods	8	
Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – Factoring and Forfeiting – Venture capital													
References											Total Periods	45	
1	M.Y.Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2012												
2	Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.												
Further Readings													
1	Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010												
2	J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi												
3	Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi												
4	Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 2nd Edition, 2011												
5	Website of SEBI												
E-Resource													
1	iaear.weebly.com												
2	dimr.edu.in												



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Programme	MBA	Programme code	313			Regulation	2020					
Department	Master of Business Administration			Semester			III					
Course code	Course name	Periods per week			Credit	Maximum Marks						
		L	T	P	C	CA	ESE	Total				
20PMBAF03	INTERNATIONAL TRADE FINANCE	3	0	0	3	25	75	100				
Objective	To enable student: i. Understand the documentation involved in international trade ii. Understand import, export finance procedures iii. Understand the procedures involved in forex management iv. To gain knowledge in documentation in international trade v. To gain ideas about various export promotion schemes											
Course Outcomes	The student should be made to						Knowledge Level					
	CO1: It helps them to be expertise in documentation procedures of international trade						K2					
	CO2: It enriches them to perform better in import, export finance procedures						K3					
	CO3: It provides better experience in forex management						K3					
	CO4: It makes them to well verse in documentation of international trade						K2					
	CO5: It helps them to apply suitable export promotion schemes for business.						K4					
		CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak							CO/PSO Mapping			
COs	Programme Outcomes (POs)									PSOs		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1	3				2					2		
CO 2	2						3					2
CO 3	2			3			2				2	
CO 4						3				2		
CO 5	2				3			2	2		2	

Course Assessment methods

Direct
1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations
Indirect : Case studies

Unit – I	INTERNATIONAL TRADE	Periods	9
International Trade – Meaning and benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – WTO – Indian EXIM Policy			
Unit – II	EXPORT AND IMPORT FINANCE	Periods	9
Special need for Finance in International Trade – INCO Terms (FOB, CIF etc.) – Payment Terms – Letters of Credit – Pre shipment and Post shipment Finance – Forfeiting – Deferred Payment Terms – EXIM Bank– ECGC and its schemes – Import Licensing – Financing Methods for Import of Capital Goods			
Unit – III	FOREX MANAGEMENT	Periods	9
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.			
Unit – IV	DOCUMENTATION IN INTERNATIONAL TRADE	Periods	9
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.			
Unit – V	EXPORT PROMOTION SCHEMES	Periods	9
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.			
References		Total Periods	45
1	Apte P.G., International Financial Management, Tata McGraw Hill, 2011.		
2	Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2011.		
Further Readings			
1	Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5th Edition, 2010.		
2	Eun and Resnik, International Financial Management, Tata McGraw Hill, 5th Edition, 2011.		
3	Website of Indian Government on EXIM policy		
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1	tradefinanceanalytics.com		
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Programme	MBA	Programme code	313			Regulation	2020						
Department	Master of Business Administration					Semester			III				
Course code	Course name	Periods per week			Credit	Maximum Marks							
		L	T	P		C	CA	ESE	Total				
20PMBAF04	BANKING FINANCIAL SERVICES MANAGEMENT	3	0	0	3	25	75	100					
Objective	To enable student: 1. To gain insight about Indian banking system 2. To understand various sources and application of bank funds 3. To gain knowledge about credit monitoring and risk management 4. To learn about the procedures involved in mergers, diversification and performance evaluation 5. To understand the process involved in Hi-tech green banking												
Course Outcomes	The student should be made to							Knowledge Level					
	CO1: It helps them to perform financial operations based on the Indian banking system							K2					
	CO2: It enriches them to utilize the bank funds systematically							K3					
	CO3: It provides better experience in credit monitoring and risk management							K3					
	CO4: It makes them to formulate financial policies in mergers, diversification and performance evaluation							K4					
	CO5: It helps them to utilize hi-tech green banking globally							K4					
COs	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak									CO/PSO Mapping			
	Programme Outcomes (POs)										PSOs		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3	
	CO 1	3						2		2			
	CO 2	2		3							2		
	CO 3	2		3			2			2			
	CO 4					3				2			
CO 5	2						2	2			2		
Direct Course Assessment Methods													
1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations													
Indirect : Case studies													
UNIT I		OVERVIEW OF INDIAN BANKING SYSTEM						Periods		9			
Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Rights and obligations of a banker, Overview of Financial statement of banks – Balance sheet and Income Statement													

UNIT II	SOURCES AND APPLICATION OF BANK FUNDS	Periods	9
Capital adequacy, Deposits and non-deposit sources, Designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending– Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis.			
UNIT III	CREDIT MONITORING AND RISK MANAGEMENT	Periods	9
Need for credit monitoring, Signals of borrowers’ financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency risks – risk measurement process and mitigation, Basic understanding of NPAs and ALM.			
UNIT IV	MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION	Periods	9
Mergers and Diversification of banks into securities market, underwriting, Mutual funds and Insurance business, Risks associated therewith. Performance analysis of banks – background factors, ratio analysis and CAMELS.			
UNIT V	HIGH TECH E-BANKING	Periods	9
Payment system in India – Paper based, e-payments – Electronic banking – advantages – Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI’s initiatives			
References		Total Periods	45
1	Padmalatha Suresh and Justin Paul, “Management of Banking and Financial Services, Pearson, Delhi, 2012.		
2	Meera Sharma, “Management of Financial Institutions – with emphasis on Bank and Risk Management”, PHI Learn		
Further Readings			
1	Peter S. Rose and Sylvia C. and Hudgins, “Bank Management and Financial Services”, Tata McGraw Hill, New Delhi, 2012.		
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Programme	MBA	Programme code	313			Regulation	2020						
Department	Master of Business Administration					Semester			III				
Course code	Course name	Periods per week			Credit	Maximum Marks							
		L	T	P	C	CA	ESE	Total					
20PMBAF05	DERIVATIVES MANAGEMENT	3	0	0	3	25	75	100					
Objective	<ul style="list-style-type: none"> To understand the derivative and its risks involved To learn about the futures contract and its types To learn about the various options of pricing models To know much about the SWAP and its purpose To gain knowledge about the derivative markets in India 												
Course Outcomes	The student should be made to							Knowledge Level					
	CO1: It helps them to deal effectively the risks involved in derivatives							K3					
	CO2: It enriches them to manage currencies and commodities of business market							K2					
	CO3: It provides better insight and clarity of options and pricing							K3					
	CO4: It makes them to invest wisely in bonds, financial securities							K2					
	CO5: It helps them to invest systematically in NSE, BSE stock markets							K4					
	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak									CO/PSO Mapping			
	COs	Programme Outcomes (POs)								PSOs			
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
	CO 1	3						2			2		
	CO 2	2			3						2		
	CO 3	2			3			2		2	2		
	CO 4					3		2			2		
	CO 5	2						2					2
Direct Course Assessment Methods													
<ol style="list-style-type: none"> 1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations 													
Indirect : Case studies													
UNIT I	INTRODUCTION									Periods		9	
Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives.													

UNIT II	FUTURES CONTRACT	Periods	9
Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging uses Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.			
UNIT III	OPTIONS	Periods	9
Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts.			
UNIT IV	SWAPS	Periods	9
Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs – Credit Risk.			
UNIT V	DERIVATIVES IN INDIA	Periods	9
Evolution of Derivatives Market in India – Regulations - Framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.			
References		Total Periods	45
1	David Dubofsky – „Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.		
2	on M. Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 9th edition, Cengage, 2015.		
Further Readings			
1	John. C. Hull, Options, Futures and Other Derivative Securities“, PHI Learning, 9th Edition, 2012		
2	Keith Redhead, „Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs“,– PHI Learning, 2011		
3	S. L. Gupta, Financial Derivatives- Theory, Concepts and Practice, Prentice Hall of India, 2011		
4	Stulz, Risk Management and Derivatives, Cengage, 2nd Edition, 2011.		
5	Varma, Derivatives and Risk Management, 2nd Edition, 2011		
6	Website of NSE, BSE		
E-Resource			
1	swayam.gov.in › nd1_noc19_mg39		
2	www.ijhssi.org		

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Programme	MBA	Programme code	313	Regulation	2020							
Department	Master of Business Administration			Semester	III							
Course code	Course name	Periods per week			Credit	Maximum Marks						
		L	T	P	C	CA	ESE	Total				
20PMBAF06	CORPORATE FINANCE	3	0	0	3	25	75	100				
Objective	Student will acquire: 1. To know the importance of industrial finance and its sources 2. It helps to understand short term working capital finance 3. To learn about the procedures involved in managing advanced finance. 4. To practice how to make proper financial decisions. 5. To learn the procedures involved in corporate governance											
Course Outcomes	The student should be made to						Knowledge Level					
	CO1: It helps them to manage industrial finance effectively						K2					
	CO2: It enriches them to manage better public deposits and inter corporate investments						K3					
	CO3: It provides a better understanding of decision tree approach						K4					
	CO4: It makes them to apply proper financing and dividend decisions						K4					
	CO5: It helps them to perform better in corporate social responsibility						K3					
	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak								CO/PSO Mapping			
	COs	Programme Outcomes (POs)								PSOs		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2
	CO 1	3							3			2
	CO 2	2							3		2	
	CO 3	2			3			2			2	
	CO 4						3		2			2
CO 5	2						2	2	2			
Direct Course Assessment Methods												
1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations												
Indirect : Case studies												
UNIT I	INDUSTRIAL FINANCE								Periods	9		
Indian Capital Market – Basic Problem of Industrial Finance in India. Equity – Debenture Financing – Guideline from SEBI, advantages and disadvantages and cost of various sources of Finance – Finance from International Sources, financing of exports – role of EXIM bank and commercial banks – Finance for rehabilitation of sick units.												
UNIT II	SHORT-TERM WORKING CAPITAL FINANCE								Periods	9		
Estimating working capital requirements – Approach adopted by Commercial banks, Commercial paper – Public Deposits and inter corporate investments												
UNIT III	ADVANCED FINANCIAL MANAGEMENT								Periods	9		
Appraisal of Risky Investments, certainty equivalent of cash flows and risk adjusted discount rate.												

Risk analysis in the context of DCF methods using Probability information. Nature of cash flows. Sensitivity Analysis: Simulation and Investment decision. Decision tree approach in investment decision.			
UNIT IV	FINANCING DECISIONS	Periods	9
Simulation and financing decision – cash inadequacy and cash insolvency – determining the probability of cash insolvency – Financing decision in the Context of option pricing model and agency costs – Inter-dependence of Investment – Financing and Dividend decisions			
UNIT V	CORPORATE GOVERNANCE	Periods	9
Corporate Governance – SEBI Guidelines – Corporate Disasters and Ethics – Corporate Social Responsibility – Stakeholders and Ethics – Ethics, Managers and Professionalism			
References		Total Periods	45
1	Richard A.Brealey, Stewart C.Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 9th Edition, 2011		
2	I.M.Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12th Edition, 2012.		
Further Readings			
1	Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 2nd Edition, 2011		
2	M.Y Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 2011		
3	Smart, Megginson, and Gitman, Corporate Finance, 2nd Edition, 2011.		
4	Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2011.		
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Programme	MBA	Programme code	313			Regulation	2020						
Department	Master of Business Administration				Semester			III					
Course code	Course name	Periods per week			Credit	Maximum Marks							
		L	T	P		C	CA	ESE	Total				
20PMBAH01	MANAGERIAL BEHAVIOUR AND EFFECTIVENESS	3	0	0	3	25	75	100					
Objective	Student will acquire: 1. To learn about the importance of managerial job 2. To learn about how to manage effectively the job and improve their performance 3. To measure the effectiveness of managerial effectiveness 4. To study about the various environmental issues involved in managerial effectiveness 5. To learn about the process involved in creativity and innovation												
Course Outcomes	The student should be made to						Knowledge Level						
	CO1: It helps them to apply the managerial job effectiveness						K2						
	CO2: It enriches them to maintain employee relationship						K3						
	CO3: It also gives experience in better effectiveness of managerial activities						K4						
	CO4: It gives them better insight to solve various environmental issues						K5						
	CO5: It helps them to apply creative skills and innovative ideas						K2						
		CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak							CO/PSO Mapping				
COs		Programme Outcomes (POs)								PSOs			
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1		3				3							2
CO 2		2						3				2	
CO 3		2			3			2			2		
CO 4						3						2	
CO 5		2						2	2		2		
Direct Course Assessment Methods													
1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations													
Indirect : Case studies													
UNIT I		DEFINING THE MANAGERIAL JOB							Periods		8		
Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job behaviour – Functional and level differences in Managerial Job behaviour.													
UNIT II		DESIGNING THE MANAGERIAL JOB							Periods		12		

Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal Measures – Balanced Scorecard - Feedback – Career Management – Current Practices.

UNIT III	THE CONCEPT OF MANAGERIAL EFFECTIVENESS	Periods	7
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Definition – The person, process, product approaches – bridging the Gap - Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.

UNIT IV	ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS	Periods	8
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Organizational Processes – Organizational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles

UNIT V	DEVELOPING THE WINNING EDGE	Periods	10
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Organisational and Managerial Efforts – Self Development – negotiation skills – Development of the competitive spirit – Knowledge management – Fostering creativity and Innovation.

References	Total Periods	45
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1	Peter Drucker, Management, Harper Row, 2005.
2	Milkovich and Newman, Compensation, McGraw-Hill International, 2005.
3	Blanchard and Thacker, Effective Training Systems, Strategies and Practices Pearson 2006.
4	Dubrin, Leadership, Research Findings, Practices & Skills, Biztantra, 2008.
5	Joe Tidd , John Bessant, Keith Pavitt , Managing Innovation ,Wiley 3rd edition,2006.
6	T.V.Rao,Appraising and Developing Managerial Performance, Excel Books,2000
7	R.M.Omkar, Personality Development and Career Management, S.Chand 1st edition,2008.
8	Richard L.Daft, Leadership, Cengage, 1 st Indian Reprint 2008.



E-Resource

1	www.jstor.org
2	tppl.org.in

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Programme	MBA	Programme code	313	Regulation	2020				
Department	Master of Business Administration			Semester	III				
Course code	Course name	Periods per week			Credit	Maximum Marks			
		L	T	P	C	CA	ESE	Total	
20PMAH02	ORGANISATIONAL THEORY, DESIGN AND DEVELOPMENT	3	0	0	3	25	75	100	



Objective	<p>Student will acquire:</p> <ol style="list-style-type: none"> 1. To understand the nature of organization and environment 2. To know the process involved in organizational design 3. To learn about the types of organizational culture 4. To know about the necessity of organizational change 5. To learn about the models involved in organizational decision making 													
Course Outcomes	The student should be made to											Knowledge Level		
	CO1: It helps them to function better organization and its environment											K2		
	CO2: It enriches them to frame better organizational design											K3		
	CO3: It also gives better insight in managing and selecting suitable organizational culture based on the framed objectives											K2		
	CO4: It gives them ideas how to manage the organizational change effectively											K3		
	CO5: It helps them to apply better organizational models in decision making											K4		
	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak									CO/PSO Mapping				
	COs	Programme Outcomes (POs)									PSOs			
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2		PSO 3
	CO 1	3							2		2			
	CO 2	2							2			2		
	CO 3	2			3			2						2
	CO 4						3			2	2			
CO 5	2							2				2		
	Direct Course Assessment Methods													
	<ol style="list-style-type: none"> 1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations 													
	Indirect : Case studies													
UNIT I	ORGANISATION & ITS ENVIRONMENT									Periods	8			
Meaning of Organization – Need for Existence – Organizational Effectiveness – Creation of Value – Measuring Organizational Effectiveness – External Resources Approach. Internal Systems Approach and Technical Approach – HR Implications														
UNIT II	ORGANISATIONAL DESIGN									Periods	15			
Organizational Design – Determinants – Components – Types – Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual Adjustment – Mechanistic and Organic Structures – Technological and Environmental Impacts on Design – Importance of Design – Success and Failures in Design – Implications for Managers														
UNIT III	ORGANISATIONAL CULTURE									Periods	6			
Understanding Culture – Strong and Weak Cultures – Types of cultures – Importance of Culture – Creating and Sustaining Culture – Culture and Strategy – Implications for practicing managers.														
UNIT IV	ORGANISATIONAL CHANGE									Periods	6			
Meaning – Forces for Change – Resistance to change – Types and forms of change – Evolutionary and Revolutionary change – Change Process – Organization Development – HR Functions and Strategic Change Management – Implications for Practicing Managers.														
UNIT V	ORGANISATIONAL EVOLUTION AND									Periods	10			

		SUSTENANCE			
Organizational life cycle – Models of transformation – Models of Organizational Decision Making – Organizational Learning – Innovation. Intrapreneurship and Creativity – HR Implications					
References				Total Periods	45
1	Gareth R.Jones, Organisational Theory, Design & Change, Pearson Education, 6th Edition 2011.				
2	Richard L. Draft. Understanding the theory & design of organizations. Cengage Learning Western, 10th Edition 2012				
Further Readings					
1	Thomson G. Cummings and Christopher G. Worley, Organizational Development and Change. Cengage Learning, 9th Edition 2011				
2	Robbins Organisation Theory; Structure Design & Applications, Prentice Hall of India, 2009				
3	Bhupen Srivastava, Organisational Design and Development: Concepts application, Biztantra.				
E-Resource					
1	hbs.ac.in				
2	enggedu.com				

		VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN [Autonomous] Elayampalayam, Tiruchengode – 637 205						
Programme	MBA	Programme code	313	Regulation	2020			
Department	Master of Business Administration			Semester	III			
Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P		C	CA	ESE
20PMBAH03	INDUSTRIAL RELATIONS AND LABOUR WELFARE	3	0	0	3	25	75	100
Objective	<ul style="list-style-type: none"> To understand the nature and role of trade unions in an organization To learn the reasons for Industrial conflicts and precautionary steps to be taken to resolve conflicts. To study the various welfare facilities provided to the employees by the organization 							

	<ul style="list-style-type: none"> To gain knowledge about various safety measures to be followed in an Industry. <p>To understand the various welfare schemes provided to special category labors.</p>													
Course Outcomes	The student should be made to										Knowledge Level			
	CO1: It helps them to manage the trade union members effectively										K2			
	CO2: It enriches them to be an good leader in solving industrial conflicts										K3			
	CO4: It gives them better experience in applying proper safety measures to avoid industrial accidents										K3			
	CO5: It enriches them to concentrate on special category labors and it tends to maintain industrial harmony										K4			
	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak									CO/PSO Mapping				
	Cos	Programme Outcomes (POs)								PSOs				
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3	
	CO 1	3							2		2			
	CO 2	2		3								2		
	CO 3	2			3			2				2		
	CO 4						3		2		2			
	CO 5	2		3					2					2
	Direct Course Assessment Methods													
	1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations													
	Indirect : Case studies													
UNIT I	INDUSTRIAL RELATIONS										Periods	7		
Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct														
UNIT II	INDUSTRIAL CONFLICTS										Periods	12		
Disputes – Impact – Causes – Strikes –Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.														
UNIT III	LABOUR WELFARE										Periods	8		
Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labor – Welfare Funds – Education and Training Schemes														
UNIT IV	INDUSTRIAL SAFETY										Periods	9		
Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological Problems – Counseling – Statutory Provisions														
UNIT V	WELFARE OF SPECIAL CATEGORIES OF LABOUR										Periods	9		
Child Labor– Female Labor – Contract Labor – Construction Labor –Agricultural Labor – Differently abled labor – BPO & KPO Labor – social assistance – social security – Implications.														
References											Total Periods	45		
1	Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2007													

2	Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2012
Further Readings	
1	Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
2	C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2007.
3	Srivastava, Industrial Relations and Labour laws, Vikas, 2007
E-Resource	
1	labour.gov.in > industrial-relations
2	www.phindia.com
E-Resource	
1	Labour.gov.in
2	www.phindia.com

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	Programme	MBA	Programme code	313	Regulation	2020		
Department	Master of Business Administration			Semester		III		
Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P		C	CA	ESE
20PMAH04	LABOUR LEGISLATIONS	3	0	0	3	25	75	100
Objective	<ul style="list-style-type: none"> To have a broad understanding of factories, trade union, wages, industrial disputes, compensation, gratuity, bonus acts. To have an in depth knowledge in following provident fund, ESI, standing orders act. To gain better insight in apprentices act and equal remuneration act To follow the rules by understanding maternity benefits through act To learn the rules to be followed in contract labor practices and prevention of child labor.							
Course Outcomes	The student should be made to						Knowledge Level	
	CO1: It helps them to apply the mandatory procedures by possessing deep knowledge in factories act.						K2	
	CO2: It enriches them to be expertise in maintaining EPF Procedures, ESI Procedures etc., for the employees welfare						K3	

	CO3: It also makes them to follow effective system in applying proper remuneration procedures	K3
	CO4: It gives them better way of taking care of women employees health aspect	K4
	CO5: It enriches them to maintain contract act and its principles.	K3



Cos	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak									CO/PSO Mapping		
	Programme Outcomes (POs)									PSOs		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1	3							2		2		
CO 2	2							2			2	
CO 3	2			3			2				2	
CO 4						3				2		
CO 5	2								2		2	

Direct		Course Assessment Methods	
		1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations	
Indirect		Case studies	

S.No	Contained in the following acts are to be studied	Periods
1	The Factories Act, 1948	3
2	The Trade Unions Act, 1926	4
3	The Payment of Wages Act, 1936	3
4	The Minimum Wages Act, 1948	2
5	The Industrial Disputes Act, 1947	5
6	The Workmen's Compensation Act, 1923	2
7	The Payment of Gratuity Act, 1972	3
8	The Payment of Bonus Act, 1965	3
9	The Employee's Provident Fund & Misc. Act, 1952	3
10	The Employees State Insurance Act, 1948	4
11	The Industrial Employment (Standing Orders) Act, 1946	3
12	The Apprentices Act, 1961	2
13	The Equal Remuneration Act, 1976	2
14	The Maternity Benefit Act, 1961	2
15	Contract Labour Regulations and Abolition Act, 1970	2
16	The Child Labour Prevention and Regulation Act, 1986	2
Total Periods		45

References	
1	P.K. Padhi, Industrial Laws, PHI, 2008.

2	Kapoor N. D , Elements of Mercantile Law, Sultan Chand, 2008
Further Readings	
1	Tax Mann, Labour Laws, 2008.
2	D. R. N. Sinha, Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation, 2004.
3	Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2012
4	Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
E-Resource	
1	Labour.gov.n
2	Ebooks.lpude.in

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Programme	MBA	Programme code	313	Regulation	2020			
Department	Master of Business Administration			Semester	III			
Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P		C	CA	ESE
20PMBAH05	ORGANISATIONAL CHANGE & DEVELOPMENT	3	0	0	3	25	75	100
Objective	<ul style="list-style-type: none"> • The student can able to understand the nature of HRD • It helps them to know the process involved in e-hrm • To learn about the procedures involved in cross cultural HRM • To understand the importance of career and competency development • To know about the role of employee counseling and coaching 							
Course Outcomes	The student should be made to						Knowledge Level	
	CO1: It helps them to apply proper HRD Practices						K2	
	CO2: It enriches them to practice best e-hrm to utilize manpower						K3	
	CO3: It also gives better experience in dealing cross cultural HRM						K4	
	CO4: It gives them better experience in developing career and competency						K3	
CO5: It enriches them to concentrate in retaining skilled manpower resources						K5		
		CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak				CO/PSO Mapping		

	COs	Programme Outcomes (POs)									PSOs		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
	CO 1	3						3			2		
	CO 2	2						3		2			
	CO 3	2			3			2	2		2		
	CO 4					3						2	
	CO 5	2						2		2			
Direct		Course Assessment Methods											
		1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations											
Indirect		Case studies											
UNIT I	Organizational Change									Periods	10		
Concept and Significance; Managing Change; Concept of Analyzing the Environment; Perspectives on Change: Contingency; Resource Dependence; Population Ecology; Implications of Change													
UNIT II	Types of Change									Periods	6		
Continuous or Incremental Change; Discontinuous or Radial Change; Participate Change and Directive Change; Change Levers; Levels of Change: Knowledge Changes; Attitudinal Changes; Individual Behaviour Changes and Organizational Performance Changes.													
UNIT III	Implementing Change									Periods	7		
Steps-Assembling a Change; Management in Establishing a New Direction for the Organization; Setting up of Change Teams; Aligning Structure; Systems and Resources; Removing road Blocks; Absorbing Changes into Organization													
UNIT IV	HR and Technological change									Periods	10		
Introduction special features of new technology; organizational implications of technological change; Emerging profile HR; Employee Empowerment, Emotional Intelligence and employee productivity; Managing work stress													
UNIT V	ORGANISATIONAL DEVELOPMENT (OD)									Periods	12		
Concept and Evolution; OD Interventions: Diagnostic Activities; Team Building; Sensitivity Training; Third Party and Inter Group Interventions; Educational and Structural Interventions; Indian Experiences of OD in Public and Private Enterprises													
References									Total Periods	45			
1	Organization Development by Wendell L. French, Pearson												
2	Hammer, Michael and Champy, James, Reengineering the Corporation : A Manifesto for Business Revolution, Harper Business, New York												
Further Readings													
1	Pattanayak, Biswajeet and Kumar Pravash, Change for Growth, Wheeler Publications, New Delhi .												
2	Storey, John, International Cases in Human Resources Mangement, Beacon Books, New Delhi												
3	Kavitha Singh Organisational change and Development , Excel Books New Delhi,2010												
E-Resource													
1	https://msmgf.org												

Course code	Course name	Periods per week			Credit	Maximum Marks							
		L	T	P		C	CA	ESE	Total				
20PMBAH06	STRATEGIC HUMAN RESOURCE MANAGEMENT	3	0	0	3	25	75	100					
Objective	<ul style="list-style-type: none"> • The student can able to understand the nature of HRD • It helps them to know the process involved in e-hrm • To learn about the procedures involved in cross cultural HRM • To understand the importance of career and competency development • To know about the role of employee counseling and coaching 												
Course Outcomes	The student should be made to						Knowledge Level						
	CO1: It helps them to apply proper HRD Practices						K3						
	CO2: It enriches them to practice best e-hrm to utilize manpower						K3						
	CO3: It also gives better experience in dealing cross cultural HRM						K4						
	CO4: It gives them better experience in developing career and competency						K4						
CO5: It enriches them to concentrate in retaining skilled manpower resources						K1							
		CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak							CO/PSO Mapping				
COs		Programme Outcomes (POs)							PSOs				
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1		3							2			2	
CO 2		2				3				2	2		
CO 3					3			2				2	
CO 4						3			2		2		
CO 5		2							2			2	



VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN

[Autonomous]
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Programme MBA **Programme code** 313 **Regulation** 2020

Department Master of Business Administration **Semester** III

Course code **Course name** **Periods per week** **Credit** **Maximum Marks**

20PMBAH06 **STRATEGIC HUMAN RESOURCE MANAGEMENT** 3 0 0 3 25 75 100



Objective

- The student can able to understand the nature of HRD
- It helps them to know the process involved in e-hrm
- To learn about the procedures involved in cross cultural HRM
- To understand the importance of career and competency development
- To know about the role of employee counseling and coaching

COs	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak									CO/PSO Mapping		
	Programme Outcomes (POs)									PSOs		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1	3							2			2	
CO 2	2				3				2	2		
CO 3				3			2				2	
CO 4					3			2		2		
CO 5	2							2			2	

Direct		Course Assessment Methods	
1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations			
Indirect : Case studies			
UNIT I	HUMAN RESOURCE DEVELOPMENT	Periods	10
Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability , Bench Marking and HRD Audit.			
UNIT II	E-HRM	Periods	6
e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e - training and development – e- Performance management and Compensation design – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online			
UNIT III	CROSS CULTURAL HRM	Periods	7
Domestic Vs International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International Assignments - Current challenges in Outsourcing, Cross border Mergers and Acquisitions - Repatriation etc - Building Multicultural Organisation			
UNIT IV	CAREER AND COMPETENCY DEVELOPMENT	Periods	10
Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models			
UNIT V	EMPLOYEE COACHING AND COUNSELING	Periods	12
Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee and Welfare Programs – Work Stress – Sources - Consequences – Stress Management Techniques.- Eastern and Western Practices			
References		Total Periods	45
1	Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 2007.		
2	Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2011		
Further Readings			
1	Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, Southwestern 2007		
2	Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007		
3	Monir Tayeb. International Human Resource Management. Oxford. 2007		
E-Resource			
1			

	www.hrzone.com
2	iedunote.com

		VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN [Autonomous] Elayampalayam, Tiruchengode – 637 205													
Programme	MBA	Programme code	313	Regulation		2020									
Department	Master of Business Administration			Semester		III									
Course code	Course name	Periods per week			Credit	Maximum Marks									
		L	T	P	C	CA	ESE	Total							
20PMBAS01	ADVANCED DATABASE MANAGEMENT SYSTEM	3	0	0	3	25	75	100							
Objective	<ul style="list-style-type: none"> • It helps to learn various DBMS models • It helps to understand the procedure involved in database implementation • To know about the role of distributed databases • To understand the purpose of object oriented databases • To learn the latest emerging trends in DBMS 														
Course Outcomes	The student should be made to						Knowledge Level								
	CO1: It helps them to maintain suitable business information						K2								
	CO2: It enriches them to implement database systematically						K3								
	CO3: It also gives better experience in distributed databases						K3								
	CO4: It gives them to apply better data base models						K2								
	CO5: It enriches them to equip latest trends of DBMS in business						K4								
		CO / PO Mapping							CO/PSO Mapping						
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak													
		COs		Programme Outcomes (POs)						PSOs					
				PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
		CO 1		2							2				
		CO 2		2				3							2
		CO 3		2			3			2		2	2		
		CO 4						3			2		2		
		CO 5		2							2		2		
		Direct Course Assessment Methods													
		1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations													
		Indirect : Case studies													

UNIT I	INTRODUCTION	Periods	9
DBMS Models - Multimedia Databases, Parallel Databases, embedded, web, spatial, temporal databases, Virtualization, Active Databases - Embedded databases - Web databases.			
UNIT II	DATABASE IMPLEMENTATION	Periods	9
Query Processing basics and optimization – Heuristic Optimization – Transactions Models – Concurrency Control – Recovery – Security and Authorization – Storage – Indexing and Hashing – ISAM – B-Trees – Kd Trees – X Trees – Dynamic Hashing			
UNIT III	DISTRIBUTED DATABASES	Periods	9
Distributed databases – queries – optimization access strategies – Distributed transactions management – concurrency control – reliability			
UNIT IV	OBJECT ORIENTED DATABASES	Periods	9
Object Oriented Concepts – Data Object Models –Object Oriented Databases – Issues in OODBMS – Object Oriented Relational Databases – Object Definition Languages – Object Query Languages			
UNIT V	EMERGING TRENDS	Periods	9
Data Mining – Data warehousing – Star, Snowflake, Fact Constellation; open source database systems, Scripting Language, JDBC, ODBC			
References		Total Periods	45
1	Peter Rob, Carlos Coronel, Database System and Design, Implementation and Management, 7 th edition, Cengage Learning.		
2	Ramez Elmasri and Shamkant B. Navethe, Fundamentals of Database Systems, 4th , Pearson Education, 2004		
Further Readings			
1	Jeffrey A Hoffer et al, Modern Database Management, 10th Edition, Pearson Education, 2012.		
2	Abraham Silberchatz, Henry F. Korth and S.Sudarsan, Database System Concepts, 5th Edition, McGraw-Hill, 2010		
E-Resource			
1	aries.ektf.hu		
2	smude.edu.in		





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	Elayampalayam, Tiruchengode – 637 205												
Programme	MBA	Programme code	313	Regulation	2020								
Department	Master of Business Administration			Semester		III							
Course code	Course name	Periods per week			Credit	Maximum Marks							
		L	T	P	C	CA	ESE	Total					
20PMBAS02	E-BUSINESS MANAGEMENT	3	0	0	3	25	75	100					
Objective	<ul style="list-style-type: none"> To learn about the fundamentals of e-business To know about the role of technology infrastructure in business To understand the nature of business applications To learn about the various procedures involved in e-business payments and its security To gain knowledge about various legal and privacy issues involved 												
Course Outcomes	The student should be made to						Knowledge Level						
	CO1: It helps them to maintain business transactions smoother						K3						
	CO2: It enriches them to implement suitable technology systematically						K3						
	CO3: It also gives better experience in using business applications						K4						
	CO4: It gives them to make e-business payments in secured manner						K3						
	CO5: It enriches them to handle legal and privacy issues						K3						
	CO / PO Mapping									CO/PSO Mapping			
	(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak												
	COs	Programme Outcomes (POs)								PSOs			
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
	CO 1	3							2		2		
	CO 2			2					3				2
	CO 3	2			3			2			2		
	CO 4					3		2				2	
	CO 5	2			3					2		2	
	Direct	Course Assessment Methods											
		1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations											
	Indirect	Case studies											
UNIT I	INTRODUCTION TO e-BUSINESS					Periods		8					
e-business, e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce, S-commerce													
UNIT II	TECHNOLOGY INFRASTRUCTURE					Periods		10					
Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology basics of web server of hardware and software.													

UNIT III	BUSINESS APPLICATIONS	Periods	10
Consumer oriented e-business – e-tailing and models - Marketing on web – advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals – social media marketing			
UNIT IV	e-BUSINESS PAYMENTS AND SECURITY	Periods	9
E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems-internet security – cryptography – security protocols – network security.			
UNIT V	LEGAL AND PRIVACY ISSUES	Periods	8
Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.			
References		Total Periods	45
1	Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2011.		
2	Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce –A managerial perspective, Pearson Education Asia, 2010.		
Further Readings			
1	Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, e business, Oxford University Press, 2012.		
2	Henry Chan & el , E-Commerce – fundamentals and Applications, Wiley India Pvt Ltd, 2007		
3	Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007		
4	Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3rd Edition. Tata McGrawHill Publications, 2009		
5	Kamlesh K.Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata McGrawHill Publications, 7th reprint, 2009		
E-Resource			
1	link.springer.com		
2	www.ici.net.au		

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	Programme	MBA	Programme code	313	
Department	Master of Business Administration			Semester	III



Course code	Course name	Periods per week			Credit	Maximum Marks							
		L	T	P		C	CA	ESE	Total				
20PMBAS03	SOFTWARE PROJECT AND QUALITY MANAGEMENT	3	0	0	3	25	75	100					
Objective	<ul style="list-style-type: none"> To understand project management cycle in software development To get clarity on application of quality metrics To study various project estimation involved in software development To know about the various quality models in software development. To understand the process involved in software quality assurance 												
Course Outcomes	The student should be made to						Knowledge Level						
	CO1: It helps them to maintain business oriented software development						K2						
	CO2: It enriches them to implement suitable quality techniques						K3						
	CO3: It also gives better experience in managing project cost						K2						
	CO4: It enriches the						K3						
	CO5: It enriches them to handle legal and privacy issues						K2						
		CO / PO Mapping							CO/PSO Mapping				
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak											
COs		Programme Outcomes (POs)							PSOs				
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1		3							2		2		
CO 2		2							3		2		
CO 3		3			2			2				2	
CO 4						2			3		2		2
CO 5		2							2	2	2		2
Direct Course Assessment Methods													
<ol style="list-style-type: none"> Continuous Assessment Test I, II & III Assignment End-Semester examinations 													
Indirect : Case studies													
UNIT – I	INTRODUCTION						Periods	9					
Software Projects, Projects Planning, Process models, Waterfall, RAD, V, Spiral, Incremental, Prototyping, Agile, Project Tracking													
UNIT – II	SOFTWARE METRICS						Periods	10					
Goal, Question, Metric (GQM) model, Product Quality metrics, In process Quality metrics, Metrics for software maintenance and testing, Complexity Metrics													
UNIT – III	SOFTWARE PROJECT ESTIMATION						Periods	10					
Effort and Cost Estimation - Expert Judgment, LOC, Function Points, Extended Function Points. Feature Points, Object Points, COCOMO-81, COCOMO-II; Risk Management													
UNIT – IV	SOFTWARE QUALITY						Periods	9					
Quality Management Systems, Software Quality Models- FURPS, McCalls, models, applying seven basic quality tools in software development, Measuring Quality, Gilb, CoQUAMO, Lean software development.													

UNIT – V	SOFTWARE QUALITY ASSURANCE	Periods	8
Software Reliability models-Rayleigh model, Weibull model; Defect Removal Effectiveness; Quality standards- ISO 9000 models and standards for process improvement, ISO/IEC 9126-1 to 9126-4, SQuaRE, ISO/IEC 25000, ISO/IEC 25010, CMM, PCMM, CMMI, SPICE.			
References		Total Periods	45
1	Roger S. Pressman, Software Engineering A Practioners Approach, McGraw Hill International Edition, New Delhi, 7th Edition, 2010		
2	Stephen Kan, Metrics and Models in Software Quality Engineering, Pearson Education Asia, 8th Impression 2009.		
Further Readings			
1	Walker Royce, Software Project Management – A unified framework, Pearson Education Asia, New Delhi, 2000		
2	Alan Gillies, Software Quality – Theory and Management, Thomson Learning, 2011		
3	Bob Hughes and Mike Cotterell, Software Project Management, Tata McGraw Hill, 5th Edition, 2010)		
4	Robert T. Futrell, Donald F. Sahefer and Linda I. Shafer, Quality Software Project Management, Pearson Education Asia, 2002.		
5	Richard H. Thayer, Software Engineering Project Management, John Wiley, 2007		
E-Resource			
1	link.springer.com		
2	www.pmi.org		

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	Programme	MBA	Programme code	313	Regulation		2020	
Department	Master of Business Administration			Semester	III			
Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
20PMBAS04	DATA MINING FOR BUSINESS INTELLIGENCE	3	0	0	3	25	75	100
Objective	<ul style="list-style-type: none"> • To gain knowledge about the data mining process • To know the functions of data warehousing • To understand the usage of data mining tools, methods and techniques • To gather knowledge on modern information technology and its business opportunities • To study about Bi and data mining applications 							



Course Outcomes	The student should be made to										Knowledge Level				
	CO1: It helps them to apply the data mining concept effectively										K2				
	CO2: It enriches them to effectively the functions of data warehousing										K3				
	CO3: It also gives better experience in handling data mining tools, methods and techniques for effective decision making										K4				
	CO4: It explore the application of IT in developing business										K3				
	CO5: To implement Bi and data mining applications in business										K1				
		CO / PO Mapping								CO/PSO Mapping					
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak													
		COs	Programme Outcomes (POs)							PSOs					
			PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3	
		CO 1	3						3		2				
		CO 2	2						3		2				
		CO 3	2			3		2					2		
		CO 4					3		2			2			
		CO 5	2						2	2	2		2		
		Direct Course Assessment Methods													
		1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations													
		Indirect : Case studies													
UNIT – I	INTRODUCTION										Periods	9			
Data mining, Text mining, Web mining, Spatial mining, Process mining, BI process- Private and Public intelligence, Strategic assessment of implementing BI															
UNIT – II	DATA WAREHOUSING										Periods	10			
Data ware house – characteristics and view - OLTP and OLAP - Design and development of data warehouse, Meta data models, Extract/ Transform / Load (ETL) design															
UNIT – III	DATA MINING TOOLS , METHODS, TECHNIQUES										Periods	10			
Regression and correlation; Classification- Decision trees; clustering –Neural networks; Market basket analysis- Association rules-Genetic algorithms and link analysis, support vector machine, Ant colony optimization															
UNIT – IV	MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS OPPORTUNITIES										Periods	9			
Business intelligence software, BI on web, Ethical and legal limits, Industrial espionage, modern techniques of crypto analysis, managing and organizing for an effective BI Team															
UNIT – V	BI AND DATA MINING APPLICATIONS										Periods	8			
Applications in various sectors – Retailing, CRM, Banking, Stock Pricing, Production, Crime, Genetics, Medical, Pharmaceutical.															
References											Total Periods	45			

1	Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers 2006
2	Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, Prentice Hall, 2008.
Further Readings	
1	W.H.Inmon, Building the Data Warehouse, fourth edition Wiley India Pvt. Ltd. 2005.
2	Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 2005.
3	Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc 2nd Edition, 2011.
4	Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 2011
5	G. K. Gupta, Introduction to Data mining with Case Studies, Prentice hall of India, 2011
E-Resource	
1	www.educba.com
2	www.qyte.com

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Programme	MBA	Programme code	313	Regulation	2020			
Department	Master of Business Administration		Semester		III			
Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P		C	CA	ESE
20PMBAS05	ENTERPRISE RESOURCE PLANNING	3	0	0	3	25	75	100
Objective	To understand the business process of an enterprise To grasp the activities of ERP software solutions To understand the emerging trends in ERP implementation To learn the procedures involved in post implementation To gain awareness in emerging trends on ERP							
Course Outcomes	The student should be made to					Knowledge Level		
	CO1: It helps them to effectively follow the business process smoothly					K3		
	CO2: It enriches them to maintain database with deriving proper solutions for the business problems					K4		



	CO3: It also gives better experience in implementing the ERP process.	K3	
	CO4: It gives better experience in post implementation of ERP knowledge in business	K4	
	CO5: To implement Bi and data mining applications in business	K5	
	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak	CO/PSO Mapping	
	COs	Programme Outcomes (POs)	
		PSOs	
		PO 1 PO 2 PO 3 PO 4 PO 5 PO 6 PO 7 PO 8 PO 9 PSO 1 PSO 2 PSO 3	
	CO 1	2	3
	CO 2	2	3
	CO 3	3	2 2
	CO 4	3	2
	CO 5	2	2
	Direct Course Assessment Methods		
	1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations		
	Indirect : Case studies		
UNIT – I	INTRODUCTION	Periods	9
Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems.			
UNIT – II	ERP SOLUTIONS AND FUNCTIONAL MODULES	Periods	9
Overview of ERP software solutions- Small, medium and large enterprise vendor solutions, BPR, and best business practices - Business process Management, Functional modules.			
UNIT – III	ERP IMPLEMENTATION	Periods	9
Planning Evaluation and selection of ERP systems - Implementation life cycle - ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation- Consultants, Vendors and Employees.			
UNIT – IV	POST IMPLEMENTATION	Periods	9
Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation. development			
UNIT – V	EMERGING TRENDS ON ERP	Periods	9
Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics- Future trends in ERP systems-web enabled, Wireless technologies, cloud computing.			
References		Total Periods	45
1	Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008.		
2	Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012		
Further Readings			
1	Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008		
2	Alexis Leon, Enterprise Resource Planning, third edition, Tata McGraw-Hill, 2014.		
3	Mahadeo Jaiswal and Ganesh Vanapalli, first edition,ERP Macmillan India, 2013		
4	Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, second edition Prentice Hall of India, 2009.		
E-Resource			
1			

	www.syspro.com
2	www.netsuite.com



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	Programme	MBA	Programme code	313	Regulation	2020			
Department	Master of Business Administration			Semester			III		
Course code	Course name	Periods per week			Credit	Maximum Marks			
		L	T	P	C	CA	ESE	Total	
20PMBAP01	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	3	0	0	3	25	75	100	
Objective	1. Understand the scope and practice of business logistics and supply chain management 2. To know about the decision making process involved in logistics 3. To understand the process involved in inventory and warehousing 4. To identify the role of transportation and packaging in logistics sector 5. To get clear idea on organizational structure and its control.								
Course Outcomes	The student should be made to							Knowledge Level	
	CO1: It helps them to effectively follow the business process smoothly							K2	
	CO2: It enriches them to maintain database with deriving proper solutions for the business problems							K3	
	CO3: It also gives better experience in implementing the ERP process.							K4	
	CO4: It gives better experience in post implementation of ERP knowledge in business							K3	
	CO5: To implement Bi and data mining applications in business							K4	
	CO / PO Mapping				CO/PSO Mapping				
	(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak								
COs	Programme Outcomes (POs)				PSOs				

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3		
CO 1	3							2		2				
CO 2	2						3					2		
CO 3	2			3			2		2		2			
CO 4						3		2			2			
CO 5	2							2		2				
Direct Course Assessment Methods														
1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations														
Indirect : Case studies														
UNIT – I	INTRODUCTION								Periods	9				
Business logistics and supply chain – importance, objectives and drivers. Strategy – planning, selecting proper channel, performance measurement. Outsourcing- Make vs buy approach – sourcing strategy														
UNIT – II	MANAGING FLOWS								Periods	9				
Planning Networks – Decision making under risk – Decision trees – Decision making under uncertainty. Distribution Network Design – Role – Factors Influencing Options, Value Addition.. Supply Chain Network optimization models. Logistics information system - Role of IT – Framework for IT adoption														
UNIT – III	INVENTORY AND WAREHOUSING								Periods	9				
Inventory–objectives, bullwhip effect, control - Probabilistic inventory models, Risk pooling, Vendor managed inventory, Multi-echelon inventory. Warehousing Functions – Types – Site Selection – Decision Model – Layout Design – Costing – Virtual Warehouse.														
UNIT – IV	TRANSPORTATION AND PACKAGING								Periods	9				
Transportation – Drivers, Modes, Measures - Strategies for Transportation, 3PL and 4PL, Vehicle Routing and Scheduling. Packaging- Design considerations, Material and Cost. Packaging as Unitisation. Consumer and Industrial Packaging.														
UNIT – V	ORGANIZATION AND CONTROL								Periods	9				
Organisation Structure – need and development. Organizational – Choices, Orientation and positioning. Inter functional and inter organisational management – alliances and partnerships. Control – Process framework, system details, information, measurement and interpretation.														
References									Total Periods	45				
1	Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition													
2	Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, 2007													
Further Readings														
1	Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 2010													
2	Vinod V. Sople, Logistics Management-The Supply Chain Imperative, Pearson. 2012.													
3	Coyle et al., The Management of Business Logistics, Thomson Learning, 7th Edition, 2004.													
4	Mohanty R.P and Deshmukh S.G, Supply chain theories and practices, Biztantra publications, 2007.													

5	Leenders, Johnson, Flynn, Fearon, Purchasing and supply management, Tata McGraw Hill, 2010.
E-Resource	
1	www.thebalancesmb.com
2	www.supplychainopz.com

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Programme	MBA	Programme code	313	Regulation	2020							
Department	Master of Business Administration			Semester	III							
Course code	Course name	Periods per week			Credit	Maximum Marks						
		L	T	P	C	CA	ESE	Total				
20PMBAP02	SERVICES OPERATION MANAGEMENT	3	0	0	3	25	75	100				
Objective	It helps to understand the nature of services It helps to know the understand the process of service design It helps to maintain the service quality standards by following the procedures It helps to choose better service facility according to the various operations TO gain knowledge in managing capacity and demand during service operations											
Course Outcomes	The student should be made to						Knowledge Level					
	CO1: It helps them to utilize the suitable service for their business operations						K2					
	CO2: It enriches them to perform better method of service design						K3					
	CO3: It also gives better knowledge in maintaining quality standards of service						K4					
	CO4: It enriches to function better service facility for performing suitable operations						K3					
	CO5: To implement the effective goals of connecting capacity and demand by following better service operations						K4					
CO / PO Mapping										CO/PSO Mapping		
(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak												
COs	Programme Outcomes (POs)									PSOs		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1	2							3		2		
CO 2	2							3				2
CO 3				3			2		2	2		
CO 4						3		2			2	
CO 5	2							2		2		



	Direct		Course Assessment Methods	
	1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations			
	Indirect : Case studies			
UNIT I	INTRODUCTION		Periods	9
Services – Importance, role in economy, service sector – growth; Nature of services -Service classification , Service Package, distinctive characteristics , open-systems view; Service Strategy – Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Internet strategies - Environmental strategies.				
UNIT II	SERVICE DESIGN		Periods	9
New Service Development – Design Elements – Service Blue-printing – Process Structure – Generic Approaches – Value to Customer; Retail design strategies – store size – Network Configuration; Managing Service Experience – Experience economy, key dimensions; Vehicle Routing and Scheduling				
UNIT III	SERVICE QUALITY		Periods	9
Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality –SERVQUAL - Walk-through Audit; Quality service by design - Service Recovery - Service Guarantees; Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface – service decoupling.				
UNIT IV	SERVICE FACILITY		Periods	9
Service scapes – behavior - environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location , location set covering problem				
UNIT V	MANAGING CAPACITY AND DEMAND		Periods	9
Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines –Queuing systems, psychology of waiting; Managing for growth- expansion strategies, franchising , globalization.				
References			Total Periods	45
1	James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw-Hill – 5th Edition 2006			
2	Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service			
3	Operations Management, South-Western, Cengage Learning, 2nd Edition			
Further Readings				
1	Cengiz Haksever, Barry Render, Roberta S. Russell, Rebert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.			
2	Robert Johnston, Service Operations Management, Pearson Education, 2nd Edition, 2005.			
E-Resource				
1	www.irma.ac.in			
2	www.referenceforbusiness.com			

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Programme	MBA	Programme code	313	Regulation	2020										
Department	Master of Business Administration			Semester	III										
Course code	Course name	Periods per week			Credit	Maximum Marks									
		L	T	P	C	CA	ESE	Total							
20PMBAP03	PROJECT MANAGEMENT	3	0	0	3	25	75	100							
Objective	<ul style="list-style-type: none"> To learn the concepts of managing projects To understand the process of planning and budgeting To learn about the scheduling and resource allocation process involved To analyze the control cycle process and evaluation To learn about the functions of project organization and conflict management process 														
Course Outcomes	The student should be made to						Knowledge Level								
	CO1: It helps them to give better experience in handling projects						K2								
	CO2: It enriches them to be expertise in planning and budgeting						K3								
	CO3: It helps them to apply better time schedule and proper resource fixing for better project management						K4								
	CO4: It gives better implementation of control cycle process and evaluation procedures						K3								
	CO5: To implement better project management and solve c						K4								
		CO / PO Mapping							CO/PSO Mapping						
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak													
		COs		Programme Outcomes (POs)						PSOs					
				PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
		CO 1		2					3				2		
		CO 2		2						3			2		
		CO 3		2			3			2		2	2	2	
		CO 4							3		2				2
		CO 5		2							2	2	2		
		Direct Course Assessment Methods													
		1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations													
		Indirect : Case studies													
UNIT I	INTRODUCTION	TO	PROJECT					Periods	9						

	MANAGEMENT		
Project Management – Definition – Goal – Lifecycles. Project Selection Methods. Project Portfolio Process – Project Formulation. Project Manager – Roles – Responsibilities and Selection – Project Teams			
UNIT II	PLANNING AND BUDGETING	Periods	9
The Planning Process – Work Break down Structure – Role of Multidisciplinary teams. Budget the Project – Methods. Cost Estimating and Improvement. Budget uncertainty and risk management.			
UNIT III	SCHEDULING & RESOURCE ALLOCATION	Periods	9
PERT & CPM Networks - Crashing – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling. Allocating scarce resources – Goldratts Critical Chain			
UNIT IV	CONTROL AND COMPLETION	Periods	9
The Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system. Project Evaluation, Auditing and Termination			
UNIT V	PROJECT ORGANISATION & CONFLICT MANAGEMENT	Periods	9
Formal Organization Structure – Organization Design – Types of project organizations. Conflict – Origin & Consequences. Managing conflict – Team methods for resolving conflict.			
References		Total Periods	45
1	Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005		
2	John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006		
Further Readings			
1	Gido and Clements, Successful Project Management, Second Edition, Thomson Learning, 2003.		
2	Harvey Maylor, Project Management, Third Edition, Pearson Education, 2006		
E-Resource			
1	www.teamgantt.com		
2	technologyadvice.com		



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Programme	MBA	Programme code	313	Regulation	2020								
Department	Master of Business Administration			Semester	III								
Course code	Course name	Periods per week			Credit	Maximum Marks							
		L	T	P	C	CA	ESE	Total					
20PMBAP04	LEAN SIX SIGMA	3	0	0	3	25	75	100					
Objective	To have better understanding about lean and six sigma fundamentals To practice the application of tools and techniques of six sigma To gain knowledge in knowing various six sigma methodologies applied in business To understand the process involved in six sigma implementation and its challenges To identify the evaluation procedures and learn the continuous improvement methods												
Course Outcomes	The student should be made to						Knowledge Level						
	CO1: It helps them to practice six sigma fundamentals in industry						K3						
	CO2: It enriches them to apply the tools and techniques for better results						K3						
	CO3: It also gives better usage of six sigma methodologies						K4						
	CO4: It gives better implementation of six sigma to qualitative usage of resources						K5						
	CO5: To implement and gain continuous improvement in productivity.						K2						
	CO / PO Mapping												
	(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak												
	CO/PSO Mapping												
	COs	Programme Outcomes (POs)								PSOs			
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
	CO 1	3							2		2		
	CO 2	2				3					2		
	CO 3	2			3			2		2	2		
	CO 4					3			2		2	2	
	CO 5	2							2		2		
	Direct Course Assessment Methods												
	1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations												
	Indirect : Case studies												
UNIT I	LEAN & SIX SIGMA BACKGROUND AND FUNDAMENTALS							Periods	9				
Historical Overview – Definition of quality – What is six sigma -TQM and Six sigma - lean manufacturing and six sigma- six sigma and process tolerance – Six sigma and cultural changes – six sigma capability – six sigma need assessments - implications of quality levels, Cost of Poor Quality (COPQ), Cost of Doing Nothing – assessment questions													
UNIT II	THE SCOPE OF TOOLS AND TECHNIQUES							Periods	9				

Tools for definition – IPO diagram, SIPOC diagram, Flow diagram, CTQ Tree, Project Charter – Tools for measurement – Check sheets, Histograms, Run Charts, Scatter Diagrams, Cause and effect diagram, Pareto charts, Control charts, Flow process charts, Process Capability Measurement, Tools for analysis – Process Mapping, Regression analysis, RU/CS analysis, SWOT, PESTLE, Five Whys, interrelationship diagram, overall equipment effectiveness, TRIZ innovative problem solving – Tools for improvement – Affinity diagram, Normal group technique, SMED, 5S, mistake proofing, Value stream Mapping, forced field analysis– Tools for control – Gantt chart, Activity network diagram, Radar chart, PDCA cycle, Milestone tracker diagram, Earned value management.			
UNIT III	SIX SIGMA METHODOLOGIES	Periods	9
Design For Six Sigma (DFSS), Design For Six Sigma Method- Failure Mode Effect Analysis – (FMEA), FMEA process - Risk Priority Number (RPN)- Six Sigma and Leadership, committed leadership – Change Acceleration Process (CAP)- Developing communication plan – Stakeholder			
UNIT IV	SIX SIGMA IMPLEMENTATION AND CHALLENGES	Periods	9
Tools for implementation – Supplier Input Process Output Customer (SIPOC) – Quality Function Deployment or House of Quality (QFD) – alternative approach –implementation – leadership training, close communication system, project selection – project management and team – champion training – customer quality index – challenges – program failure, CPQ vs six sigma, structure the deployment of six sigma – cultural challenge – customer/internal metrics			
UNIT V	EVALUATION AND CONTINUOUS IMPROVEMENT METHODS	Periods	9
Evaluation strategy – the economics of six sigma quality, Return on six Sigma (ROSS), ROI, poor project estimates – continuous improvement – lean manufacturing – value, customer focus, Perfection, focus on waste, overproduction – waiting, inventory in process (IIP), processing waste, transportation, motion, making defective products, underutilizing people – Kaizen – 5S			
References		Total Periods	45
1	Michael L.George, David Rowlands, Bill Kastle, What is Lean Six Sigma, McGraw – Hill 2003		
2	Thomas Pyzdek, The Six Sigma Handbook, McGraw-Hill,2000		
Further Readings			
1	Fred Soleimannejed , Six Sigma, Basic Steps and Implementation, AuthorHouse, 2004		
2	Forrest W. Breyfogle, III, James M. Cupello, Becki Meadows, Managing Six Sigma:A Practical Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom-Line Success, John Wiley & Sons, 2000		
	James P. Womack, Daniel T.Jones, Lean Thinking, Free Press Business, 2003		
E-Resource			
1	www.leansixsigmainstitute.org		

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	Programme	MBA	Programme code	313		Regulation	2020	
Department	Master of Business Administration		Semester		III			
Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
20PMBAP05	PRODUCT DESIGN	3	0	0	3	25	75	100



Objective	<ul style="list-style-type: none"> • Understand the characteristics and generic process involved in product development • To learn the steps involved in product planning and product life cycle • To learn the basics of product concept and its methodologies • To Understand about the process involved in industrial design and design tools • To know about the procedures of obtaining patents and its significance. 														
Course Outcomes	The student should be made to											Knowledge Level			
	CO1: It helps them to follow suitable product development and improves production efficiency											K3			
	CO2: It enriches them to maintain effective product planning and systematic application of techniques and methodologies											K2			
	CO3: It also gives better experience in production applications											K2			
	CO4: It gives better exposure in utilizing production design tools effectively											K4			
	CO5: To implement the patent procedures in a effective manner											K4			
		CO / PO Mapping								CO/PSO Mapping					
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak													
COs		Programme Outcomes (POs)								PSOs					
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3		
CO 1		3							2		2				
CO 2		2					3				2				
CO 3		2			3			2			2				
CO 4							3		2				2		
CO 5		2							2	2	2				
Direct Course Assessment Methods															
1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations															
Indirect : Case studies															
UNIT I	INTRODUCTION										Periods	9			
Defining Product, Types of products. Product development – characteristics, duration and cost, challenges. Development Process: Generic Process- Adapting to product types. Evaluation – decay curve – cost expenditure curve.															
UNIT II	PRODUCT PLANNING										Periods	9			
Product Planning Process – Steps. Opportunity identification – breakdown structure- product development charter. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs - Disruptive Technologies- Product Specification - Concept Generation – Activity- Steps- Techniques.															
UNIT III	PRODUCT CONCEPT										Periods	9			
Concept Selection – Importance, Methodology, concept Screening, Concept Scoring. Concept Testing. Product Architecture- Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.															
UNIT IV	INDUSTRIAL DESIGN AND DESIGN TOOLS										Periods	9			
Industrial Design, Design for Manufacturing-Value Engineering-Ergonomics-Prototyping-Robust															

Design-Design for X-failure rate curve-product use testing-Collaborative Product development-Product development economics-scoring model- financial analysis.			
UNIT V	PATENTS	Periods	9
Defining Intellectual Property and Patents, Patent Searches and Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patent Law.			
References		Total Periods	45
1	Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, Tata McGraw – Hill, Fourth Edition, reprint 2009.		
2	Kenneth B.Kahn, New Product Planning, Sage, 2nd Edition 2011		
Further Readings			
1	A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008		
2	Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.		
3	Anil Mital. Anoop Desai, Anand Subramanian, Aashi Mital, Product Development, Elsevier, 2009		
4	Michael Grieves, Product Life Cycle Management, Tata McGraw Hill , 2006		
5	Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata-McGraw Hill, 2007		
E-Resource			
1	www.nid.edu		

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	Programme	MBA	Programme code	313	Regulation	2020		
Department	Master of Business Administration			Semester	III			
Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P		C	CA	ESE
20PMBAP06	MATERIALS MANAGEMENT	3	0	0	3	25	75	100
Objective	<ul style="list-style-type: none"> To understand the role of project management in production plan. To learn about the material requirements and materials planning process. To learn the inventory management techniques To know the purchasing management procedures To learn the procedures involved in warehouse management 							

Course Outcomes	The student should be made to											Knowledge Level			
	CO1: Students learn the best project management practices											K3			
	CO2: They can be expertise in handling the materials in effective manner											K2			
	CO3: To maintain better inventory management practices.											K2			
	CO4: To apply suitable purchase management techniques											K4			
	CO5: To maintain effective warehouse management procedures											K4			
		CO / PO Mapping								CO/PSO Mapping					
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak													
COs		Programme Outcomes (POs)								PSOs					
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3		
CO 1				3					2			2			
CO 2		2							3			2			
CO 3		2			3			2		2		2			
CO 4							3		2		2				
CO 5		2							2		2				
Direct		Course Assessment Methods													
		1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations													
Indirect		Case studies													
UNIT I	INTRODUCTION TO PROJECT MANAGEMENT											Periods	9		
Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches-master scheduling-manufacturing planning and control system-manufacturing resource planning-enterprise resource planning-making the production plan															
UNIT II	MATERIALS PLANNING											Periods	9		
Materials requirements planning-bill of materials-resource requirement planning-manufacturing resource planning-capacity management-scheduling orders-production activity control-codification.															
UNIT III	INVENTORY MANAGEMENT											Periods	9		
Policy Decisions-objectives-control -Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand With and without shortages -Quantity discount models. Probabilistic inventory models.															
UNIT IV	PURCHASING MANAGEMENT											Periods	9		
Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment-international purchasing															
UNIT V	WAREHOUSE MANAGEMENT											Periods	9		
Warehousing functions – types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis-material handling-transportation and traffic management -operational efficiency-productivity-cost effectiveness-performance measurement															
References												Total	45		



		Periods
1	J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012	
2	JP. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012	
Further Readings		
1	A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2nd Edition, 2006	
2	A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2006	
3	Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2012	
4	Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition	
5	S. N. Chary, Production and Operations Management, Tata McGraw Hill , 2012	
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Programme	MBA	Programme code	313	Regulation	2020				
Department	Master of Business Administration			Semester	III				
Course code	Course name	Periods per week			Credit	Maximum Marks			
		L	T	P	C	CA	ESE	Total	
20PMBAHC01	HEALTHCARE MANAGEMENT	3	0	0	3	25	75	100	
Objective	<ul style="list-style-type: none"> To learn about the concept of hospital To know about the patient care and its treatment procedures To learn about the hospital administration procedures To understand the legal responsibilities involved To learn about the laws related to medical practice 								
Course Outcomes	The student should be made to						Knowledge Level		
	CO1: It helps to gain knowledge about the hospital process						K3		
	CO2: To practice better patient care and treatment procedures						K2		
	CO3: To implement better hospital administration procedures						K2		
	CO4: To follow the legal responsibilities involved						K4		

	CO5: To understand and follow the laws related towards medical practice										K4			
	CO / PO Mapping									CO/PSO Mapping				
	(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak													
	COs	Programme Outcomes (POs)									PSOs			
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2		PSO 3
	CO 1								2		2			
	CO 2	2							3		2			
CO 3	2			3			2			2	2			
CO 4	3					2		2				2		
CO 5	2							2	2			2		
Direct Course Assessment Methods														
1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations														
Indirect : Case studies														

UNIT I	CONCEPT OF HOSPITALS	Periods	9
Planning and design of hospital (building and physical layout) – Space required for separate function – different types of hospitals – problems and constraints in different type of hospitals – structure of different types of hospital. History of hospital development- Department and organization. Departmentation in Hospital - Organisation – structure – Vertical & Horizontal – Clinical & Non clinical – supportive & ancillary services			
UNIT II	PATIENT CARE	Periods	9
Introduction, Importance of improving the quality care of patients, role of natural and human resources in patient care management, patient counseling: for surgical procedures, for treatment, grief counseling; protocols, Medicare standards			
UNIT III	HOSPITAL ADMINISTRATION	Periods	9
Role of Medical Superintendent, Hospital Administrator, Resident Medical Officer, Night Duty Executive; Public and guest relation; importance in patient care, information regarding patients, code of press relations, medical information, patient information booklets, attendants’ management.			
UNIT IV	LEGAL RESPONSIBILITIES	Periods	9
Essential documents, state licensure, civil rights, authority of examination, treatments, autopsy, responsibilities of medical staff, tort liability, insurance, use of investigational drugs. General policies and procedures of the hospitals for patients and personnel. Need, legal implications, Pollution Control Board Act, Safe Collection, segregation, disposal, dumping, incineration and training.			
UNIT V	LAWS RELATED TO MEDICAL PRACTICE	Periods	9
Code of ethics – introduction – professional ethics – personal qualities of the medical professional. Medical council act – clinical trials – disability act – legal aspects of medical records – transplantation of human organ act – prevention of food and adulteration act – medical termination of pregnancy act, 1971 – birth and death registration act – sex determination act – Indian mental health act, 1987			
References		Total Periods	45
1	Liewellyne Davis and H.M. Macacaulay, Hospital Administration and Planning, JP Brothers, New Delhi, 2001.		
2	S.G. Kabra, Medical Audit		

Further Readings	
1	Arun Kumar (ed) Encyclopedia of Hospital Administration and Development, Anmol Publications, New Delhi, 2000.
2	Srinivasan, A.V. (ed), Managing a Modern Hospitals, Response Books, New Delhi, 2000.
3	Environment Management Systems, ISO 14000 Documents.
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Programme	MBA	Programme code	313	Regulation	2020			
Department	Master of Business Administration		Semester	III				
Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
20PMBHC02	PATIENTCARE OPERATIONS IN HOSPITAL	3	0	0	3	25	75	100
Objective	<ul style="list-style-type: none"> To learn about the basic ideology of patient care To understand the service activities involved in front office in hospitals To learn about the laboratory services and its practices To learn about the best operations and nursing services To understand about the importance about quality control dimensions 							
Course Outcomes	The student should be made to						Knowledge Level	
	CO1: To apply best patient care practices						K3	
	CO2: To perform better front office activities in hospitals						K2	
	CO3: To apply best laboratory services and practices						K2	
	CO4: To perform better operations and nursing services						K4	
CO5: To practice better quality control dimensions						K4		
		CO / PO Mapping				CO/PSO Mapping		
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak						
COs	Programme Outcomes (POs)				PSOs			



	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3	
CO 1	2							2			2		
CO 2	2							3		2			
CO 3	2			3			2				2		
CO 4						2		2				2	
CO 5	2							2	2		2		

Direct		Course Assessment Methods											
		1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations											
Indirect		Case studies											

UNIT I	PATIENT CARE - INTRODUCTION	Periods	9
Meaning and scope of patient care services – significance of patient care – role of administration in patient care – classification of Hospital.			
UNIT II	FRONT OFFICE IN HOSPITALS	Periods	9
Front office services – outpatient services – inpatient services – Accident and Emergency services – Billing services.			
UNIT III	LABORATORY SERVICES	Periods	9
Lab services – Radiology and Imaging services – Rehabilitation services – Blood bank services – Telemedicine			
UNIT IV	OPERATIONS AND NURSING SERVICES	Periods	9
Operation theatre – Intensive care units – Hospital acquired infections – Sterilization – Nursing services – Ward Management.			
UNIT V	QUALITY CONTROL DIMENSIONS	Periods	9
Concept of quality – Quality control – Quality assurance – ISO 9000 standards – TQM – Accreditation – NABL – JCAHQ – Quality manual – Medical tourism			
References		Total Periods	45
1	Hospital Operations: Principles of High Efficiency Health Care (FT Press Operations Management) 1st Edition by Wallace J. Hopp, William S. Lovejoy		
2	Hospital Department Profiles - Gold Berry A.J		
3	Management process in Health care - S.Srinivasan		
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	Indirect : Case studies

UNIT I	NUTRITION AND PHARMACY SERVICES	Periods	9
Nutrition and dietary services – pharmacy services – Medical records services			
UNIT II	NON-MEDICAL SERVICES	Periods	9
Facilities Engineering – Maintenance of Civil Assets- Electrical supply and water supply – Medical gas pipeline – plumbing and sanitation – Air conditioning system – Hot water and steam supply – Communication system – Biomedical engineering department in modern hospital			
UNIT III	HOUSEKEEPING SERVICES	Periods	9
Laundry services – Housekeeping services – Energy conservation methods- Cost containment measures in a hospital			
UNIT IV	TRANSPORTATION AND SECURITY SERVICES	Periods	9
Transportation services – Mortuary services – Hospital security services			
UNIT V	PHYSICAL CHALLENGES IN HOSPITALS	Periods	9
Disaster management – Fire Hazards – Engineering Hazards – Radiology hazards			
References		Total Periods	45
1	Hospital and facilities planning and Design-G.D.Kunders		
2	Hand Book of Bio-Medical Engineering-Jacob Kline		
Further Readings			
1	Clinical Engineering Principles and Practices-Webster J.G. and Albert M.Cook		
2	Maintenance Planning and Control-Antony Kelly		
3	Hospital Engineering in Developing Country – Hans Pfeiff, Veera		
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	Programme	MBA	Programme code	313	Regulation	2020							
Department	Master of Business Administration			Semester	III								
Course code	Course name	Periods per week			Credit	Maximum Marks							
		L	T	P	C	CA	ESE	Total					
20PMBASE01	BUSINESS DATA MANAGEMENT	3	0	0	3	25	75	100					
Objective	<ul style="list-style-type: none"> To learn about the data base management systems To understand the database architecture, models and structure To Learn about the database management and administration process To know about the database management design activities To learn about the emerging trends followed in Business data management. 												
Course Outcomes	The student should be made to						Knowledge Level						
	CO1: To practice better data base management systems						K3						
	CO2: To choose and apply better database architecture, models and structures.						K2						
	CO3: To practice better database management and administration activities						K2						
	CO4: To choose an d maintain database management design						K4						
	CO5: To maintain latest database management systems						K4						
		CO / PO Mapping							CO/PSO Mapping				
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak											
COs		Programme Outcomes (POs)							PSOs				
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1		3						2			2		
CO 2		2							3		2		
CO 3		2			3			2			2		
CO 4							3						2
CO 5		2							2	2	2		
Direct		Course Assessment Methods											
		1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations											
Indirect		Case studies											

UNIT I	DATABASE MANAGEMENT SYSTEMS - OVERVIEW	Periods	9
Data vs Information, Traditional Processing Systems, Database approach, Types of databases – Personal, Workgroup, Department, Enterprise, Inter-organizational, Virtual Storage, Ethics while			



handling data Functions & Components of DBMS, Risks & advantages of DBMS, Roles & Users of DBMS.			
UNIT II	DATABASE ARCHITECTURE, MODELS & STRUCTURE	Periods	9
Database Architecture, Database schemas – Logical, Conceptual, and Physical, Designing databases – Database design strategies, Database Models – Hierarchical, Network, Relational, Object-oriented, Object- Relational - Comparison between different data models. Database structures – Tables, Views, Indexes			
UNIT III	DATABASE MANAGEMENT & ADMINISTRATION	Periods	9
Roles & Responsibilities of Database Administrator, Providing database access and assigning user privileges Importance of security in a database management system - Security threats, System vulnerability and hazards, Computer Crimes, Disaster Recovery Planning, Risk management, Information Privacy, Database logs, Database audits - Audit trail			
UNIT IV	DATABASE MANAGEMENT DESIGN	Periods	9
Logical design vs Physical design, Cardinality, Types of Keys, Entity Relationship modeling. Normalization and de-normalization. Setting up an RDBMS environment.			
UNIT V	EMERGING TRENDS	Periods	9
Data Centers, Distributed Data Storage, Big Data – Storage and Retrieval, Web, Cloud Databases, Influence of Data Management – Social Media, Business, E- Commerce, Retail, Banking, etc.,			
References		Total Periods	45
1	Gillenson, M. L., Ponniah, P., Kriegel, A., Trukhov, B. M., Taylor, A. G., Powell, G., & Miller, F. (2013). Introduction to Database Management. Sahibabad: Wiley India Pvt. Ltd.		
Further Readings			
1	Leon, A., & Leon, M. (2010). Fundamentals of Database Management Systems, McGraw Hill Education (India) Pvt. Ltd.		
2	Hoffer J.A., Ramesh V., & Topi H. (2011). Modern database management (10th ed.). New Delhi: Pearson.		
3	Coronel, C., Morris, C., & Rob, P. (2011). Database Principles – Fundamentals of Design, Implementation, and Management. Cengage Learning India Pvt. Ltd.		
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	Programme	MBA	Programme code		313
Department	Master of Business Administration		Semester		III

Course code	Course name	Periods per week			Credit	Maximum Marks									
		L	T	P		C	CA	ESE	Total						
20PMBASE02	ARTIFICIAL INTELLIGENCE & MACHINE LEARNING: CONCEPTS AND APPLICATIONS	3	0	0	3	25	75	100							
Objective	<ul style="list-style-type: none"> • It helps to learn about artificial intelligence • To learn about goal based agents and utility agents • To get better understanding about problem solving by searching • To know the Knowledge representation process • To learn about the natural language processing 														
Course Outcomes	The student should be made to						Knowledge Level								
	CO1: To apply the artificial intelligence techniques in business						K3								
	CO2: To implement goal based and utility based agents						K2								
	CO3: To apply effectively heuristic functions						K2								
	CO4: To understand and apply knowledge based agents.						K4								
	CO5: To better apply syntax, semantic, pragmatic , Discourse analysis.						K4								
		CO / PO Mapping							CO/PSO Mapping						
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak													
		COs		Programme Outcomes (POs)						PSOs					
				PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
		CO 1		2					3				2		
		CO 2		2						3					2
		CO 3		2			3			2					2
		CO 4							3		2			2	
		CO 5		2							2	2		2	
		Direct Course Assessment Methods													
		1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations													
		Indirect : Case studies													

UNIT I	INTRODUCTION TO ARTIFICIAL INTELLIGENCE	Periods	9
History of artificial intelligence (AI). AI problems. AI techniques. Turing test. AI models.			
UNIT II	INTELLIGENT AGENTS	Periods	9
Agents and Environment. Concepts of rationality. Nature of environment. Structure of agents. Goal-based agents. Utility agents.			
UNIT III	PROBLEM- SOLVING BY SEARCHING	Periods	9
Problem-solving agents. Problems. Searching for a solution. Uninformed search. Informed or Heuristic Search. A* search, Heuristic functions.			
UNIT IV	KNOWLEDGE REPRESENTATION	Periods	9
Logical agents. Knowledge –based agents. Proposition logic. First-order logic. Inference in first-order			



logic. Propositional Vs. first order inference. Unification & lifts, Clausal form conversion, Forward chaining, Backward Chaining.			
UNIT V	NATURAL LANGUAGE PROCESSING	Periods	9
Introduction, Syntax processing, Semantic Analysis, Pragmatic and Discourse Analysis.			
References		Total Periods	45
1	S. Russell and P. Norvig, Artificial Intelligence A Modern Approach, 2nd Edition. Pearson Education, (2007).		
2	Jones & Bartlett - Artificial Intelligence Illuminated- Ben Coppin, 2nd Ed. (2004)		
Further Readings			
1	Eugene Charniak and Drew McDermott, Introduction to Artificial Intelligence, 2nd Edition. Singapore: Pearson Education, (2005).		
2	George F Luger, Artificial Intelligence Structures and Strategies for Complex Problem Solving, 4th Edition. Singapore: Pearson Education, (2008)		
Web Sources			
1	http://Philosophy.uchicago.edu/faculty/haugeland.html		
2	http://www.pamelamc.com/html/machines_who_think.html		

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Programme	MBA	Programme code	313	Regulation	2020			
Department	Master of Business Administration		Semester		III			
Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
20PMBASE03	STATISTICAL MODELING USING R PROGRAMMING LANGUAGE	3	0	0	3	25	75	100
Objective	<ul style="list-style-type: none"> To learn the fundamentals of R 							

	<ul style="list-style-type: none"> To understand the process of data preparation in R To learn about the data manipulation in R To learn about the data visualization in R To gain knowledge in understanding statistical analysis & modeling 												
Course Outcomes	The student should be made to											Knowledge Level	
	CO1: To apply various variables of R in software packages											K3	
	CO2: To prepare the data systematically by using R											K2	
	CO3: To manipulate the data effectively in R											K2	
	CO4: To use tabulation and customization in R											K4	
	CO5: To choose suitable statistical tools and modeling techniques.											K4	
	CO / PO Mapping									CO/PSO Mapping			
	(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak												
	COs	Programme Outcomes (POs)								PSOs			
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
	CO 1	2				3		2			2		
	CO 2	2						3				2	
	CO 3	2			3			2			2		
	CO 4					3		2				2	
	CO 5	2						2	2			2	
	Direct	Course Assessment Methods											
		1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations											
	Indirect	Case studies											

UNIT I	INTRODUCTION TO R	Periods	9
Installing R and R-Studio, downloading packages in R, using the R-Studio interface. Importing data into R – text files, Excel, from other statistical software packages, from databases, and from the web, viewing data. Arithmetic with R, Variable assignment, basic data types in R. Vectors, Matrices, Data frames and Lists. Categorical data – factors, discretizing variables.			
UNIT II	DATA PREPARATION IN R	Periods	9
Exploring raw data, basic data visualization through graphs, cleaning data, preparing data for analysis – missing and special values, outliers and obvious values.			
UNIT III	DATA MANIPULATION IN R	Periods	9
The dplyr package and the tbl class, Selecting and mutating data – joining data with dplyr, filtering and arranging data, Filtering based on factors, Summarizing data and the pipe operator, Group by and working with databases.			
UNIT IV	DATA VISUALIZATION IN R	Periods	9
Frequency tables and Cross-tabulation. Advanced plot customization, other graphics systems in R.			
UNIT V	STATISTICAL ANALYSIS & STATISTICAL MODELING	Periods	9
Testing of Hypothesis – t-test, Chi-Square test, ANOVA, Correlation. Simple Linear Regression, multiple regression – assumption checking, model estimation and validation.			
References		Total	45



		Periods
1	Wickham H., Grolemund G. (2016). R for Data Science: Import, Tidy, Transform, Visualize, and Model Data. O'Reilly Media.	
2	Roger D. Peng (2016) R Programming for Data Science, Leanpub	
Further Readings		
1	Cotton, R. (2013). Learning R: A Step-by-Step Function Guide to Data Analysis 1st Edition [Kindle Version]. Retrieved from http://www.amazon.in .	
2	Knell, R. (2013) Introductory R: A Beginner's Guide to Data Visualisation, Statistical Analysis and Programming in R. [Kindle Version]. Retrieved from http://www.amazon.in .	
3	Murray, S. (2013) Learn R in a Day. [Kindle Version]. Retrieved from http://www.amazon.in .	
Web Sources		
1	www.datacamp.org	

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Programme	MBA	Programme code	313	Regulation	2020			
Department	Master of Business Administration		Semester	III				
Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P		C	CA	ESE
20PMBASE04	ENTERPRISE ASSET MANAGEMENT	3	0	0	3	25	75	100
Objective	<ul style="list-style-type: none"> To understand the process of maintenance management framework To gain knowledge in enterprise asset management To learn the maintenance planning and scheduling process To learn the procedures involved in computerized maintenance management system To learn the safety management and accident prevention techniques 							
Course Outcomes	The student should be made to						Knowledge Level	
	CO1: To apply the concept of MUDA, MURA in maintenance management effectively						K3	
	CO2: To handle effectively on enterprise asset management						K2	

	CO3: To carry out maintenance planning and scheduling process systematically	K2
	CO4: To effectively handle computerized maintenance management system	K4
	CO5: To apply better safety management practices and accident prevention techniques.	K4
	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak	CO/PSO Mapping
	COs	PSOs
	Programme Outcomes (POs)	
	PO 1 PO 2 PO 3 PO 4 PO 5 PO 6 PO 7 PO 8 PO 9	PSO 1 PSO 2 PSO 3
CO 1	3	2
CO 2	2	2
CO 3	2	2
CO 4	2	2
CO 5	2	2
	Direct Course Assessment Methods	
	1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations	
	Indirect : Case studies	

UNIT I	MAINTENANCE MANAGEMENT FRAMEWORK	Periods	9
Definition & role of maintenance, Challenges of maintenance, Functions of maintenance, Classifications of maintenance system, Organization for maintenance management. Concept of MUDA, MURA and Muri.			
UNIT II	ENTERPRISE ASSET MANAGEMENT	Periods	9
Design of maintenance system, Preventive maintenance, Predictive maintenance, Break down maintenance, Total planned maintenance, Overhauls and shutdown, Inspection and lubrications			
UNIT III	MAINTENANCE PLANNING & SCHEDULING	Periods	9
Planning of different types of maintenance, Scheduling and schedule preparations, Design of maintenance system, Organization for maintenance			
UNIT IV	COMPUTERIZED MAINTENANCE MANAGEMENT SYSTEM	Periods	9
Equipment classification, Job cataloguing, inspection scheduling, Repair planning, repair fulfillment report, Break down entry and analysis, Material intent preparation.			
UNIT V	SAFETY MANAGEMENT AND ACCIDENT PREVENTION	Periods	9
Safety stages-During installation, commissioning & maintenance, Safety of plant and people, accidents, causes of accidents, Fire hazards, electrical hazards, Chemical hazards, Occupational diseases, Cost of accidents, How accidents can be prevented, Safety management.			
References			Total Periods
			45
1	Mishra R.C. & Pathak, K (2012). Maintenance Engineering & Management. PHI		
2	S K Srivastava, Industrial Maintenance Management		
Further Readings			

1	Idhammer, Christopher (2006). Results Oriented Reliability and Maintenance Management Book (2nd Edition, 312p). IDCON.
Web Sources	
1	www.dynaway.org

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Programme	MBA	Programme code	313	Regulation	2020			
Department	Master of Business Administration			Semester	III			
Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P		C	CA	ESE
20PMBASE05	DIGITAL TRANSFORMATION STRATEGY	3	0	0	3	25	75	100
Objective	<ul style="list-style-type: none"> To understand the process of digital transformation To build various phases of transformation To build leadership capabilities in big data and analytics To understand the winning moves of powerful machines To prepare and drive digital transformation. 							
Course Outcomes	The student should be made to						Knowledge Level	
	CO1: To carryout digital transformation process systematically						K3	
	CO2: To understand & implement the phases of transformation						K2	
	CO3: To proceed leadership skills in handling big data and analytics						K2	
	CO4: To become expertise in handling powerful machines						K4	
	CO5: To perform better digital transformation process						K4	

	CO / PO Mapping									CO/PSO Mapping		
	(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak											
	COs	Programme Outcomes (POs)									PSOs	
PO 1		PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1	2							2			2	
CO 2	3							2		2		
CO 3	2			3			2		2	2		
CO 4						3		2		2	2	
CO 5	2						2	2			2	

Direct	Course Assessment Methods
	1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations
Indirect	Case studies

UNIT I	UNDERSTANDING DIGITAL	Periods	9
Understanding Digital Transformations, the nexus of scale, scope, and speed, understanding Innovation adoption and disruptive innovations, the Digital Matrix.			
UNIT II	PHASES OF TRANSFORMATION	Periods	9
Social technologies, Experimentation at the Edge, Cloud Computing, Collision at the Core, Reinvention at the root.			
UNIT III	BUILDING LEADERSHIP CAPABILITIES	Periods	9
Understanding Big Data and Analytics, Understanding IoT Technologies, Understanding Indian Digital Giants.			
UNIT IV	WINNING MOVES	Periods	9
Orchestrate and participate across Ecosystems, Collaborate to co-create new capabilities, Amplify your human talent with powerful machines, Understanding Global Giants.			
UNIT V	PREPARE AND DRIVE DIGITAL TRANSFORMATION	Periods	9
Understanding Indian context, Your theory of Digital adaptation, Your Rules Matrix. Future of digital transformations.			
References		Total Periods	45
1	Venkatraman, Venkat. The Digital Matrix: New Rules for Business Technology. Penguin Random House India (2017)		
Further Readings			
1	Rogers, Everett M. (2010). Diffusion of innovations. Simon and Schuster.		
2	Westerman, George, Bonnet, D. and McAfee, A. (2014) Leading digital: Turning technology into business transformation. Harvard Business Press.		
Web Sources			
1	www.imd.org		





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Programme	MBA	Programme code			313	Regulation		2020							
Department	Master of Business Administration					Semester		III							
Course code	Course name				Periods per week			Credit	Maximum Marks						
					L	T	P	C	CA	ESE	Total				
20PMBASE06	MARKETING METRICS				3	0	0	3	25	75	100				
Objective	<ul style="list-style-type: none"> To understand the nature and importance of marketing metrics To learn about the share metrics procedures To fix margins and profits on investment To understand the various pricing, product and portfolio management To understand the role of sales force. 														
Course Outcomes	The student should be made to									Knowledge Level					
	CO1: To practice the best marketing metrics procedures in business									K3					
	CO2: To apply the proper share metrics procedures in marketing									K2					
	CO3: To practice the investment procedures and profit earning									K2					
	CO4: To apply various methods of pricing, product and portfolio management									K4					
	CO5: To practice the role of sales force in market.									K4					
		CO / PO Mapping							CO/PSO Mapping						
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak													
COs		Programme Outcomes (POs)							PSOs						
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3		
CO 1		3							2		2				
CO 2		2							3		2				
CO 3		2			3			2			2				

	CO 4					3		2				2
	CO 5	2						2	2			2
	Direct Course Assessment Methods											
	1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations											
	Indirect : Case studies											

UNIT I	INTRODUCTION	Periods	9
The alignment of business objectives, strategies and metrics; the potential gap between metrics and business outcomes, people, planet and profit, the importance of marketing metrics, measuring market effectiveness.			
UNIT II	SHARE METRICS	Periods	9
Market share, relative market share, market concentration, market penetration, brand penetration, penetration share, share of requirements, heavy usage index, market share decomposition, brand development index and category development index.			
UNIT III	MARGINS AND PROFITS	Periods	9
Variable and fixed costs, margins, markups, average price per unit, contribution per unit, contribution margin, breakeven sales level, target profit, rate of return on sales and breakeven on incremental investment.			
UNIT IV	PRICING, PRODUCT AND PORTFOLIO MANAGEMENT	Periods	9
Price premium, maximum reserve price and maximum willingness to buy, price elasticity, optimal price, percentage breakeven price change, price discrimination, competitor reaction elasticity and cross and residual price elasticity. Trial volume and trial rate, repeat volume and repeat rate, adjusted trial rate, cannibalization rate, weighted contribution margin and breakeven with cannibalization.			
UNIT V	SALES FORCE	Periods	9
Sales funnel, sales pipeline, lead, closure rate, sales forecasting, workload, sales force effectiveness. Baseline sales, incremental sales, promotional lift, return on marketing investment, coupon redemption, pass-through, gross rating points, impression, cost per thousand impressions, reach, frequency, share of voice, page views, visitors, click-through rates, cost per click, cost per order, cost per customer acquired, bounce rate, abandonment rate. Customer lifetime value, retention rate, attrition rate& churn rate.			
References		Total Periods	45
1	Winston, W.L. (2014). Marketing Analytics: Data-driven Techniques with Microsoft Excel (FirstEdition). Indianapolis, Indiana: John Wiley & Sons.		
Further Readings			
1	Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein, (2006) Marketing Metrics: 50+ Metrics Every Executive Should Master, Wharton School Publishing.		
2	Bendle, N.T., Farris, P.W., Pfeifer, P.E., and Reibstein, D.J. (2006) Marketing Metrics: The Manager's Guide to Measuring Marketing Performance (Third Edition). Upper Saddle River, New Jersey: Pearson.		
Web Sources			
1	www.marketo.com		



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Programme	MBA	Programme code	313	Regulation	2020								
Department	Master of Business Administration			Semester	III								
Course code	Course name	Periods per week			Credit	Maximum Marks							
		L	T	P	C	CA	ESE	Total					
20PMBASE07	PERFORMANCE MANAGEMENT	3	0	0	3	25	75	100					
Objective	<ul style="list-style-type: none"> To understand the performance management concept. To learn about the performance management process and strategic planning To learn about the various approaches in measuring performance To learn about the performance evaluation and employee development To learn about the business performance improvement and business excellence models 												
Course Outcomes	The student should be made to						Knowledge Level						
	CO1: To apply about the performance management procedures effectively						K3						
	CO2: To apply the performance management process and strategic planning in organizations						K2						
	CO3: To understand the various approaches in measuring performance						K2						
	CO4: To apply the performance evaluation and employee development activities.						K4						
	CO5: To understand business performance improvement and business excellence models.						K4						
		CO / PO Mapping							CO/PSO Mapping				
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak											
		Programme Outcomes (POs)							PSOs				
COs		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1		2			3				2		2		
CO 2		2							2				2
CO 3		2			3			2			2		
CO 4						3					2		
CO 5		2							2	2	2		
Direct		Course Assessment Methods											
		<ol style="list-style-type: none"> 1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations 											



Indirect : Case studies	
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UNIT I	Introduction: Performance Management in context	Periods	9
Definition of Performance Management (PM); The Performance Management Contribution; Theories of performance management (Goal Setting, Expectancy, Control, Justice); AMO Framework; Disadvantages / Dangers of Poorly Implemented PM Systems; Aims and Role of PM Systems; PMS around the world			
UNIT II	Performance management process and Strategic Planning	Periods	9
Performance Management Prerequisites, Performance Planning – Results, Behaviors, Development Plan; Performance Execution; Performance Assessment; Performance Review; Performance Renewal and Recontracting			
Unit - III	Approaches to measuring performance	Periods	9
Determinants of Performance - Factors Influencing Determinants of Performance, Performance Dimensions, Approaches to Measuring Performance (Behavior Approach, Results Approach, Trait Approach); Comparative Systems & Absolute Systems of performance measurement			
Unit - IV	Performance Evaluation and Employee Development	Periods	9
Appraisal Forms, Characteristics of Appraisal Forms, Determining Overall Rating, Appraisal Period and Meetings; Providing Performance Information (Supervisors, Peers, Subordinates, Self, Customers); Rater Motivation Model; Rater training and prevention of rating distortion; Personal Developmental Plans; 360-Degree Feedback Systems – advantages and risks			
Unit - V	Business Performance Improvement and Business Excellence Models	Periods	9
Financial and non-financial measures of performance; The growing emphasis on Non-financial performance indicators (NFPI); Business improvement / Business Excellence Models – Balance Scorecard, Fitzgerald and Moon's Building Block Model, TQM Models - Deming Grand Prize, Six Sigma, CMMI.			
References		Total Periods	45
1	Aguinis, H. (2009). Performance management (2nd ed.). New Delhi: Pearson Education.		
Further Readings			
1	Armstrong, M. (2009). Performance management: Key strategies and practical guidelines (3 rd ed.). Kogan Page. (2) Rao, T.V. (2010). Performance management & appraisal systems: HR tools for global competitiveness. New Delhi: Sage-Response Books.		
2	Rao, T.V. (2010). Performance management & appraisal systems: HR tools for global competitiveness. New Delhi: Sage-Response Books.		
Web Sources			
1	hr.berkley.edu		

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	Programme	MBA	Programme code	313	Regulation	2020							
Department	Master of Business Administration			Semester	III								
Course code	Course name	Periods per week			Credit	Maximum Marks							
		L	T	P	C	CA	ESE	Total					
20PMBASE08	WORLD CLASS MANUFACTURING AND LEAN OPERATIONS	3	0	0	3	25	75	100					
Objective	<ul style="list-style-type: none"> To learn the basic concepts in operations To Understand the importance of Just in time approach To Understand the lean concepts in manufacturing process To Learn about the world class manufacturing process To understand the various sustainability in operations 												
Course Outcomes	The student should be made to						Knowledge Level						
	CO1: To apply about the operations procedures in industry						K3						
	CO2: To practice the Just in time approach in manufacturing process						K2						
	CO3: To apply the lean manufacturing concept in operations						K2						
	CO4: To practice the world class manufacturing process effectively						K4						
	CO5: To practice the various sustainability in operations in manufacturing process.						K4						
		CO / PO Mapping							CO/PSO Mapping				
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak											
COs		Programme Outcomes (POs)							PSOs				
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1		3							2		2		
CO 2		2							3		2		
CO 3		2			3			2				2	
CO 4							3		2			2	
CO 5		2							2	2		2	
Direct		Course Assessment Methods											
		1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations											
Indirect		Case studies											

UNIT I	Introduction to basic concepts in operations	Periods	9
Classical Production System; Push and Pull Manufacturing System, Strategies for improving the effectiveness of Push and Pull systems, Work Cells & Cellular Management;			



Effective facility layouts.			
UNIT II	Just in time concepts	Periods	9
Elements and benefits of Just in Time (JIT) inventory and JIT Manufacturing, Application of JIT in manufacturing and services.			
UNIT III	Lean concepts	Periods	9
Concepts of waste in operations, Waste classification and elimination concepts, Muda, Mura and Muri, Concepts of Lean, Toyota Production system(TPS), Kanban Concept of Value Stream Mapping(VSM) to eliminate waste, Practical workshop on application of VSM, Application of Lean in manufacturing and service sectors, Application of 5S.			
UNIT IV	World class manufacturing	Periods	9
Flexible Manufacturing Systems, Agile manufacturing, Rapid prototyping, E-manufacturing computer integrated manufacturing and service, contract manufacturing, synchronous manufacturing.			
UNIT V	Sustainability in Operations	Periods	9
Environmental considerations in Operations management, sustainable use of natural resources and energy, design of cleaner and safer products and processes, industrial ecology.			
References: 1. Arnold, J.R.T., & Chapman, S.N., & Clive, L. M. (2011). Introduction to materials management. New Delhi :Pearson.			
Further Readings: Chapman, S.N. (2008). The fundamentals of production planning & control. India: Pearson.			
Thomas Pyzdek (2000), Six Sigma handbook, Mc Graw Hill			
Web Sources			
1	www.business-improvement.eu		

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	Programme	MBA	Programme code		313

Department	Master of Business Administration					Semester			III				
Course code	Course name	Periods per week			Credit	Maximum Marks							
		L	T	P	C	CA	ESE	Total					
20PMBASE09	BUSINESS PROCESS RE-ENGINEERING (BPR)	3	0	0	3	25	75	100					
Objective	<ul style="list-style-type: none"> To understand the Business process Re-engineering principles To understand the business vision and process objectives To Carry out the BPR Implementation methodology successfully To learn about the BPR and IT Sectors. To follow about the typical BPR activities within the phases 												
Course Outcomes	The student should be made to						Knowledge Level						
	CO1: To apply the principles of BPR						K3						
	CO2: To follow the business vision and process objectives						K2						
	CO3: To make the BPR Implementation methodology effectively						K2						
	CO4: To function better activities in BPR and IT Sectors						K4						
	CO5: To apply the BPR activities in different phases						K4						
		CO / PO Mapping					CO/PSO Mapping						
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak											
COs		Programme Outcomes (POs)					PSOs						
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1		2							2		2		
CO 2		2						2			2		
CO 3					3			2					2
CO 4		2					3		2			2	
CO 5		2							2	2		2	
Direct		Course Assessment Methods											
		1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations											
Indirect		Case studies											

UNIT I	BPR – INTRODUCTION	PERIODS	9
Introduction to BPR – Concept, Need for Reengineering, Benefits, guiding principles, BPR and performance Improvement, Pitfalls in BPR, Myths of BPR.			
UNIT II	BUSINESS VISION AND PROCESS OBJECTIVES	PERIODS	9
Processes to be redesigned, measuring existing processes, BPR and other management concepts: TQM, Quality function deployment, ISO standards.			
UNIT III	BPR IMPLEMENTATION METHODOLOGY	PERIODS	9
BPR implementation methodology, Success factors of BPR, Barriers to BPR			

UNIT IV	BPR AND IT	PERIODS	9
BPR in Manufacturing industry BPR and IT, BPR and relevant technologies, BPR and ERP			
UNIT V	Typical BPR Activities within the Phases	PERIODS	9
Change management in BPR – introduction, Nature, process of change, Management of Change in BPR. Strategic aspects of BPR. Case studies on BPR			
Books:			
1.R. Radhakrishnan, S.Balasubramanian, Business Process Reengineering, PHI			
2.Vikram Sethi William R. King Organisational Transformation Through Business Process Reengineering, Pearson Publication			
References:			
1	B.R.Dey, Business Process Reengineering and Change Management, Wiley Publication		
2	Dr. Charles W.Zamzow Business Process Reengineering Galgotia		
3	K. Shridhara Bhatt Business Process Reengineering Himalaya		
4	Henry J Johansson, H J Johansson, Mo Business Process Reengineering John Wiley		
Web Sources			
1	www.integrify.com		

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Programme	MBA	Programme code	313	Regulation	2020			
Department	Master of Business Administration		Semester		III			
Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
20PMBASE10	AGRI-BUSINESS & RURAL BUSINESS MANAGEMENT	3	0	0	3	25	75	100

Objective	<ul style="list-style-type: none"> To learn about the agri-business process To apply the concepts in Agri-business To understand the technology activities in agri-business sector To learn about the rural marketing practices in agri-business To learn the characteristics in rural marketing 												
Course Outcomes	The student should be made to											Knowledge Level	
	CO1: To follow effectively about the agri-business process											K3	
	CO2: To apply and gain profit and productivity in agri-business											K2	
	CO3: To choose the best technology in agri-business sector											K2	
	CO4: To develop the rural marketing strategy in agri-business											K4	
	CO5: To function the rural marketing process systematically											K4	
	CO / PO Mapping										CO/PSO Mapping		
	(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak												
	COs	Programme Outcomes (POs)									PSOs		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
	CO 1	2						2			2		
	CO 2	2					3		2		2		
	CO 3				3			2			2		
CO 4						3		2	2		2		
CO 5	2							2		2			
	Direct Course Assessment Methods												
	1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations												
	Indirect : Case studies												

UNIT I	AGRI-BUSINESS - INTRODUCTION	PERIODS	9
Nature of Agri-Business, Evolution of Changing Dimensions of Agri-Business in India. Application of management principles in agri-business. Type, pattern and scope of Agri-Business.			
UNIT II	CONCEPTS IN AGRI-BUSINESS	PERIODS	9
Characteristics of Production, consumption and Marketable surplus of Agri Business in India. Rural Marketing, Distribution system, Marketing of Agriculture inputs, Marketing by the Govt., functioning of selected procurement agencies. Location factors and other problems in processing of Agricultural products.			
UNIT III	TECHNOLOGY IN AGRI-BUSINESS	PERIODS	9
Advanced concepts in Agricultural production: Technology Management for Livestock products, Quality Management in food industry, Agricultural inputs supply management, Vegetable seeds production management, Crop seed production management, Fertilizer management, Management of veterinary hospitals.			
UNIT IV	RURAL MARKETING	PERIODS	9
Rural Marketing - Concept and Scope - Nature of rural markets - attractiveness of rural			

markets - Rural Vs Urban Marketing - Characteristics of Rural consumers - Buying decision process - Rural Marketing Information System - Potential and size of the Rural Markets.	
UNIT V	RURAL MARKET CHARACTERISTICS
PERIODS	9
Selection of Markets - Competitive product strategies for rural markets. Pricing strategy - innovative pricing methods for rural markets - promotion strategy - promotional campaigns. Distribution - Problems encountered - selection of appropriate channels - New approaches to reach out rural markets – Electronic choupal applications	
Books:	
1.Koontz, H. and Wechrich, Horticulture Management, 10th edition .Newyork McGrawhill 1995	
2. Balam Dogra & Karminder Ghuman, Rural Marketing: Concept & Cases, Tata McGraw-Hill Publishing Company, New Delhi, 2008	
References:	
1. Kenneth D. Dull, Principles of Management in Agri-Business, Western Publication	
2. A.K. Singh & S. Pandey, Rural Marketing: Indian Perspective, New Age International Publuishers, 2007	
3. Philip Kotler, Marketing Management, Prentice - Hall India Ltd. New Delhi	
Web Sources	
1	dimr.edu.in