



# **VIVEKANANDHA**

## **COLLEGE OF ARTS AND SCIENCES FOR WOMEN**

[Autonomous]

An ISO 9001: 2108 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 – 637 215. Tiruchengode, Namakkal Dt., Tamil Nadu



**VIVEKANANDHA**  
EDUCATIONAL INSTITUTIONS

## **MASTER OF BUSINESS ADMINISTRATION**

## **MBA**

### **CURRICULA & SYLLABI**

(For the candidates admitted from the academic year 2021-2022 onwards)

### **REGULATION 2021**

### **OBE**

### **OUTCOME BASED EDUCATION**



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**VIVEKANANDHA**  
EDUCATIONAL INSTITUTIONS

**MBA**  
**Regulation 2021**

**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 a holistic approach towards management functions.

PO4: To motivate and **facilitate** 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 the professional and managerial skills in the 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 to complete .
- 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

<b>Programme</b>	M.B.A.	<b>Programme code</b>	313	<b>Regulation</b>	2021
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<b>Department</b>	<b>MASTER OF BUSINESS ADMINISTRATION (MBA)</b>
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## CURRICULUM

(For the candidates admitted from the academic year 2121-21 onwards)

<b>SEMESTER – I</b>								
Code	Course Title	Periods / week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>THEORY</b>								
21P1MBA01	Management Practice & Behavior Science	3	0	0	3	25	75	100
21P1MBA02	Business Environment	3	0	0	4	25	75	100
21P1MBA03	Business Accounting & Finance	5	0	0	4	25	75	100
21P1MAE02	Quantitative Techniques	4	0	0	4	25	75	100
21P1MBA04	Managerial Economics	4	0	0	4	25	75	100
21P1MBA05	Mercantile Law	4	0	0	3	25	75	100
21P1MBA06	Managerial Communication	3	0	0	3	25	75	100
<b>PRACTICAL</b>								
21P1MBAP08	Creativity and Innovation	0	0	4	2	100	0	100
<b>Total</b>		<b>26</b>	<b>0</b>	<b>4</b>	<b>27</b>			

CA - Continuous Assessment, ESE - End Semester Examination

SEMESTER – II								
Code	Course Title	Periods / week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>THEORY</b>								
21P2MBA09	Operations Management	3	0	0	4	25	75	100
21P2MBA10	Managerial Finance	3	0	0	3	25	75	100
21P2MBA11	Marketing Concept and Strategy	3	0	0	3	25	75	100
21P2MBA12	Human Resource Management	3	0	0	3	25	75	100
21P2MBA13	Information Management System	3	0	0	3	25	75	100
21P2MAE02	Resource Management Techniques	3	0	0	3	25	75	100
21P2MBA15	Research Methodology	3	0	0	3	25	75	100
<b>PRACTICAL</b>						25	75	
21P2MBAP16	Data Analysis and Business Modeling-Practical	0	0	4	2	25	75	100
<b>Total</b>		<b>21</b>	<b>0</b>	<b>4</b>	<b>24</b>			

### 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 C	Maximum Marks		
		L	T	P		CA	ESE	Total
<b>THEORY</b>								
21P3MBA17	Strategic Management	3	0	0	3	25	75	100
21P3MBA18	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
<b>PRACTICAL</b>								
21P3MBA19	Internship Training	0	0	12	3	100	0	100
21P3MBAP21	Indian Ethos and Human Values (SEMINAR)	3	0	2	2	100	0	100
21P3MBAP21	Community Development (Activity)	3	0	1	1	100	0	100
<b>Total</b>		<b>30</b>	<b>0</b>	<b>15</b>	<b>30</b>			

**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 C	Maximum Marks		
		L	T	P		CA	ESE	Total
21P4MBA22	Entrepreneurship Development	3	0	0	3	25	75	100
21P4MBA23	Corporate Ethics, Governance And Social Responsibility	3	0	0	3	25 25	75 75	100
21P4MBA24	Project Work	0	0	24	9	50	150	210
<b>Total</b>		<b>6</b>	<b>0</b>	<b>24</b>	<b>15</b>			

**TOTAL NUMBER OF CREDITS = 95**

## LIST OF ELECTIVES

### MASTER OF BUSINESS ADMINISTRATION (MBA)

Course Code	Course Title	L	T	P	C
<b>MARKETING – ELECTIVES</b>					
21PMBAM01	Brand Management	3	0	0	3
21PMBAM02	Retail Management	3	0	0	3
21PMBAM03	Services Marketing	3	0	0	3
21PMBAM04	Advertising & Distribution Management	3	0	0	3
21PMBAM05	Consumer Behavior	3	0	0	3
21PMBAM06	Customer Relationship Management	3	0	0	3
<b>FINANCE – ELECTIVES</b>					
21PMBAF01	Security Analysis and Portfolio Management	3	0	0	3
21PMBAF02	Merchant Banking and Financial Services	3	0	0	3
21PMBAF03	International Trade Finance	3	0	0	3
21PMBAF04	Banking Financial Services Management	3	0	0	3
21PMBAF05	Derivatives Management	3	0	0	3
21PMBAF06	Corporate Finance	3	0	0	3



Course Code	Course Title	L	T	P	C
<b>HUMAN RESOURCE MANAGEMENT – ELECTIVES</b>					
21PMBAH01	Managerial Behavior and Effectiveness	3	0	0	3
21PMBAH02	Organizational Theory, Design and Development	3	0	0	3
21PMBAH03	Industrial Relations & Labor Welfare	3	0	0	3
21PMBAH04	Labor Legislations	3	0	0	3
21PMBAH05	Organizational Change and Development	3	0	0	3
21PMBAH06	Strategic Human Resource Management	3	0	0	3
<b>SYSTEMS - ELECTIVES</b>					
21PMBAS01	Advanced Database Management System	3	0	0	3
21PMBAS02	E-Commerce Management	3	0	0	3
21PMBAS03	Software Project and Quality Management	3	0	0	3
21PMBAS04	Data Mining for Business Intelligence	3	0	0	3
21PMBAS05	Enterprise Resource Planning	3	0	0	3
<b>PRODUCTIONS – ELECTIVES</b>					
21PMBAP01	Logistics and Supply Chain Management	3	0	0	3
21PMBAP02	Services Operations Management	3	0	0	3
21PMBAP03	Project Management	3	0	0	3
21PMBAP04	Lean Six Sigma	3	0	0	3
21PMBAP05	Product Design	3	0	0	3
21PMBAP06	Materials Management	3	0	0	3
<b>HEALTH CARE – ELECTIVES</b>					
21PMBAHC01	Healthcare Management	3	0	0	3
21PMBAHC02	Patient care Operations in Hospital	3	0	0	3
21PMBAHC03	Supportive Services to Hospital	3	0	0	3

## LIST OF SECTORAL ELECTIVES

<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
21PMBASE01	Business Data Management	3	0	0	3
21PMBASE02	Artificial Intelligence And Machine Learning: Concepts And Applications	3	0	0	3
21PMBASE03	Statistical Modeling Using R Programming Language	3	0	0	3
21PMBASE04	Enterprise Asset Management	3	0	0	3
21PMBASE05	Digital Transformation Strategy	3	0	0	3
21PMBASE06	Marketing Metrics	3	0	0	3
21PMBASE07	Performance Management	3	0	0	3
21PMBASE08	World Class Manufacturing And Lean Operations	3	0	0	3
21PMBASE09	Business Process Reengineering (BPR)	3	0	0	3
21PMBASE10	Agri-Business And Rural Business	3	0	0	3



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<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>			
<b>Department</b>	Master of Business Administration			<b>Semester</b>	I			
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>		
		L	T	P	C	CA	ESE	Total
<b>21P1MBA01</b>	<b>MANAGEMENT PRACTICE &amp; BEHAVIOUR SCIENCE</b>	3	0	0	3	25	75	100

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

<b>Unit - I</b>	<b>MANAGEMENT &amp; PLANNING</b>	<b>Periods</b>	<b>9</b>
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			
<b>Unit - II</b>	<b>ORGANIZING &amp; STAFFING</b>	<b>Periods</b>	<b>9</b>
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.			
<b>Unit - III</b>	<b>DIRECTING &amp; CONTROLLING</b>	<b>Periods</b>	<b>9</b>
Managing people- Communication- Hurdles to effective communication- Managing cultural diversity. Process of controlling- Types of control- Budgetary and non-budgetary control techniques - Managing productivity.			
<b>Unit - IV</b>	<b>BASIC UNDERSTANDING OF THE CONTEXT OF OB</b>	<b>Periods</b>	<b>9</b>
Need and importance of organizational behaviour – Hawthorne Experiment, Behavioural school of thought – Frame work Various Disciplines contributing to OB – Personality – types - Attitude – Perception.			
<b>Unit - V</b>	<b>UNDERSTANDING ORGANIZATIONAL DYNAMICS</b>	<b>Periods</b>	<b>9</b>
Motivation – Theories – Group dynamics – Organizational change - leadership styles – theories – Stress management - Organizational development-Recent Concepts in Management principles and OB.			
		<b>Total Periods</b>	<b>45</b>
<b>References</b>			
1.	Harold Koontz, Heinz Weirich & Mark V Cannie , Essentials of Management – An International, Innovation and Leadership Perspective, Tata McGraw Hill Publishing Company, ISBN: 9789353168148, 9353168147, edition: 11, 2021		
2.	Robbins.S.P., Fundamentals of Management, Pearson Education. Edition 2018		
3.	Stephen P. Robins, Organisational Behavior, PHI Learning, 11 <sup>th</sup> edition, 2018.		
<b>Further Readings</b>			
1	VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, 1 <sup>st</sup> Edition.2010		
2	Tripathy PC and Reddy Pn, "Principles of Management ", Tata McGraw-Hill.2010		
3	Udai Pareek, Understanding Organisational Behaviour, 2 <sup>nd</sup> Edition, Oxford Higher Education		
4	Mc Shane & Von Glinov, Organisational Behaviour, 4 <sup>th</sup> Edition, Tata Mc Graw Hill, 2010		
<b>E- resources</b>			
1	<a href="https://open.umn.edu/opentextbooks/textbooks/principles-of-management">https://open.umn.edu/opentextbooks/textbooks/principles-of-management</a>		
2	<a href="https://nptel.ac.in/courses/122108038/">https://nptel.ac.in/courses/122108038/</a>		
3	<a href="https://open.lib.umn.edu/organizationalbehavior/">https://open.lib.umn.edu/organizationalbehavior/</a>		
4	<a href="https://nptel.ac.in/courses/112102106/">https://nptel.ac.in/courses/112102106/</a>		



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<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>			
<b>Department</b>	Master of Business Administration			<b>Semester</b>	I			
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>		
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CA</b>	<b>ESE</b>	<b>Total</b>
<b>21P1MBA02</b>	<b>BUSINESS ENVIRONMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>25</b>	<b>75</b>	<b>100</b>

<b>Course Objective</b>	<ul style="list-style-type: none"> <li>To study about the various dimensions involved in business environment</li> <li>To have a deep knowledge in various industrial policies</li> <li>To analyze the political and legal environment of business</li> <li>To study about the society and its culture role in business environment</li> <li>To understand the international and technological importance in business environment.</li> </ul>
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<b>Course Outcomes</b>	The student should be made to	<b>Knowledge Level</b>
	CO1: It helps to concentrate on various business dimensions.	K3
	CO2: It develop a broad knowledge in industrial policies	K4
	CO3: It makes 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

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	

### Course Assessment methods

<b>Direct</b>
<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I, II</li> <li>2. Assignment</li> <li>3. End-Semester examinations</li> </ol>
<b>Indirect</b>
<ol style="list-style-type: none"> <li>1. Course - end survey</li> </ol>

<b>Unit - I</b>	<b>INTRODUCTION</b>	<b>Periods</b>	<b>12</b>
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			
<b>Unit - II</b>	<b>ECONOMIC ENVIRONMENT OF BUSINESS</b>	<b>Periods</b>	<b>12</b>
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, liberalization and structural adjustment programmes.			
<b>Unit - III</b>	<b>POLITICAL AND LEGAL ENVIRONMENT OF BUSINESS</b>	<b>Periods</b>	<b>12</b>
Critical elements of political environment- Government and business- Changing dimensions of legal environment in India, Competition Act, FEMA and licensing policy			
<b>Unit - IV</b>	<b>SOCIO-CULTURAL ENVIRONMENT</b>	<b>Periods</b>	<b>12</b>
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.			
<b>Unit - V</b>	<b>INTERNATIONAL AND TECHNOLOGICAL ENVIRONMENT</b>	<b>Periods</b>	<b>12</b>
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. <b>Global impact of COVID-19 in the business environment.</b>			
<b>References</b>		<b>Total Periods</b>	<b>60</b>
1	Francis Cherunilam (2018), Business Environment, Himalaya Publishing House, Bombay		
2	Raj Agrawal and Parag Diwan (2019), Business Environment: Excel Books, New Delhi		
<b>Further Readings</b>			
1	Adhikary, M (2018), 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.		
<b>E- resources</b>			
1	<a href="https://open.umn.edu/opentextbooks/textbooks/business">https://open.umn.edu/opentextbooks/textbooks/business</a>		
2	<a href="http://www.pondiuni.edu.in/storage/dde/downloads/h1040.pdf">http://www.pondiuni.edu.in/storage/dde/downloads/h1040.pdf</a>		
3	<a href="https://open.lib.umn.edu/business_environment/">https://open.lib.umn.edu/business_environment/</a>		
4	<a href="https://nptel.ac.in/courses/112102112/">https://nptel.ac.in/courses/112102112/</a>		



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<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	2021			
<b>Department</b>	Master of Business Administration			<b>Semester</b>	I			
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>		
		L	T	P	C	CA	ESE	Total
21P1MBA03	BUSINESS ACCOUNTING & FINANCE	4	0	0	4	25	75	100

<b>Course Objective</b>	<ul style="list-style-type: none"> <li>To know the financial accounting preparing process.</li> <li>It makes to learn various financial statements.</li> <li>Cost accounting and its elements will be understood.</li> <li>Marginal costing and its procedures can be learned by the students.</li> <li>Computers accounting methods role in various activities can be learned.</li> </ul>
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<b>Course Outcomes</b>	The student should be made to	<b>Knowledge Level</b>
	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 gives decision in marginal costing system.	K5
	CO5: It helps the students to carry out report preparation by using computers in accounting.	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	
CO 2				2						2		
CO 3						2						2
CO 4					2							2
CO 5						2				2		

**Course Assessment methods**

**Direct**

- Continuous Assessment Test I, II
- Assignment
- End-Semester examinations

**Indirect**

- Course – Accounting software's

<b>Unit - I</b>	<b>FINANCIAL ACCOUNTING</b>	<b>Periods</b>	<b>12</b>
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.			
<b>Unit - II</b>	<b>ANALYSIS OF FINANCIAL STATEMENTS</b>	<b>Periods</b>	<b>12</b>
Analysis of financial statements – Financial ratio analysis, Comparative and Common size Statements, cash flow and funds flow statement analysis.			
<b>Unit - III</b>	<b>COST ACCOUNTING</b>	<b>Periods</b>	<b>12</b>
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.			
<b>Unit - IV</b>	<b>MARGINAL COSTING</b>	<b>Periods</b>	<b>12</b>
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			
<b>Unit - V</b>	<b>ACCOUNTING IN COMPUTERISED ENVIRONMENT</b>	<b>Periods</b>	<b>12</b>
Significance of Computerized Accounting System- Codification and Grouping of Accounts- Report Preparation. <b>Recent Updates in Accounting Software.</b>			
<b>References</b>		<b>Total Periods</b>	<b>60</b>
1	M.Y.Khan & P.K.Jain, Management Accounting, Tata McGraw Hill, 2019.		
2	R.Narayanaswamy,Financial Accounting -A managerial perspective, PHI Learning,New Delhi, 2018		
<b>Further Readings</b>			
1	Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 14 <sup>th</sup> edition, Tata McGraw Hill Publishers, 2019.		
2	Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2018.		
3	Stice & Stice, Financial Accounting Reporting and Analysis, 7 <sup>th</sup> edition, Cengage Learning, 2018		
<b>E- resources</b>			
1	<a href="https://nptel.ac.in/noc/individual_course.php?id=noc18-mg12">https://nptel.ac.in/noc/individual_course.php?id=noc18-mg12</a>		
2	<a href="http://www.nptelvideos.com/course.php?id=671">http://www.nptelvideos.com/course.php?id=671</a>		





# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN

[Autonomous]

Elayampalayam, Tiruchengode – 637 215



<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>			
<b>Department</b>	Master of Business Administration			<b>Semester</b>	<b>I</b>			
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>		
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CA</b>	<b>ESE</b>	<b>Total</b>
<b>21P1MAE02</b>	<b>QUANTITATIVE TECHNIQUES</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>25</b>	<b>75</b>	<b>100</b>

<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>The aim of this course is to acquaint the students with the fundamental concepts of probability and statistics.</li> <li>To provide an understanding of the processes by which real life statistical problems are analyzed in Management.</li> <li>To develop an understanding of the role of statistics in Management.</li> </ul>
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<b>Course Outcomes</b>	The student should be made to	Knowledge level
	CO1: To acquaint the students to formulate problems, solving them using Statistical analysis of data and interpreting the results.	K2
	CO2: To acquaint the students to formulate problems, solving them using Statistical analysis of data and interpreting the results.	K4
	CO3: It strengthens student knowledge in applying sampling techniques & hypothesis	K2
	CO4: Develops the ability to use Parametric & non-parametric test for derived results.	K3
	CO5: It helps the student to carry out data analysis systematically	K6

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

### Course Assessment methods

<b>Direct</b>
1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations
<b>Indirect</b>
1. Course – Exercise problems

<b>Unit - I</b>	<b>INTRODUCTION TO STATISTICS</b>	<b>Periods</b>	<b>12</b>
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.			
<b>Unit - II</b>	<b>SAMPLING DISTRIBUTION AND ESTIMATION</b>	<b>Periods</b>	<b>12</b>
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.			
<b>Unit - III</b>	<b>TESTING OF HYPOTHESIS</b>	<b>Periods</b>	<b>12</b>
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.			
<b>Unit - IV</b>	<b>NON-PARAMETRIC METHODS</b>	<b>Periods</b>	<b>12</b>
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.			
<b>Unit - V</b>	<b>CORRELATION AND REGRESSION ANALYSIS</b>	<b>Periods</b>	<b>12</b>
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.			
<b>References</b>		<b>Total Periods</b>	<b>60</b>
1	Levin R.I. and Rubin D.S., Statistics for Management, 8 <sup>th</sup> edition, PHI, New Delhi, 2019.		
2	Srivatsava TN, Shailaja Rego, Statistics for Management, 3 <sup>rd</sup> edition, Tata McGraw Hill, 2019.		
<b>Further Readings</b>			
1	Anand Sharma, Statistics for Management, Himalaya Publishing House, Second Revised edition, 2019..		
2	Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 8 <sup>th</sup> edition, Thomson (South – Western) Asia, Singapore, 2020.		
3	Aczel A.D. and Sounderpandian J., Complete Business Statistics, 8 <sup>th</sup> edition., Tata McGraw – Hill, 2019		
<b>E- resource</b>			
1	<a href="http://www.nptelvideos.com/course.php?id=564">http://www.nptelvideos.com/course.php?id=564</a>		



**VIVEKANANDHA**  
**COLLEGE OF ARTS AND SCIENCES FOR WOMEN**  
 [Autonomous]  
 Elayampalayam, Tiruchengode – 637 215



<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	2021
<b>Department</b>	Master of Business Administration			<b>Semester</b>	I

Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
21P1MBA05	MANAGERIAL ECONOMICS	4	0	0	4	25	75	100

<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To learn about the fundamentals of economics</li> <li>To study about the demand analysis and consumer behavior</li> <li>To concentrate on cost analysis and production function.</li> <li>To know about various types of market and pricing policies.</li> <li>To learn the national income and money market and its influence in business.</li> </ul>
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<b>Course Outcomes</b>	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

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				3						2		
CO 3				3							2	
CO 4						3	2				2	
CO 5	3			3						2		

**Course Assessment methods**

**Direct**

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

**Indirect**

1. Course – Case study

<b>Unit - I</b>	<b>INTRODUCTION TO ECONOMICS</b>	<b>Periods</b>	<b>12</b>
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.			
<b>Unit - II</b>	<b>DEMAND ANALYSIS AND CONSUMER BEHAVIOR</b>	<b>Periods</b>	<b>12</b>
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			
<b>Unit - III</b>	<b>PRODUCTION FUNCTION AND COST ANALYSIS</b>	<b>Periods</b>	<b>12</b>
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			
<b>Unit - IV</b>	<b>TYPES OF MARKET</b>	<b>Periods</b>	<b>12</b>
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			
<b>Unit - V</b>	<b>NATIONAL INCOME AND MONEY MARKET</b>	<b>Periods</b>	<b>12</b>
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. <b>Impact of Economic issues during the COVID-19.</b>			
<b>References</b>			<b>Total Periods</b>
			<b>60</b>
	Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19 <sup>th</sup> edition, Tata McGraw Hill, New Delhi, 2018.		
2	GS Gupta, Managerial Economics, Tata MaGraw Hill, Delhi, 2018.		
<b>Further Readings</b>			
1	P.L. Mehta, Managerial Economics – Analysis, Problems and Cases, Sultan Chand Sons, New Delhi, 2108		
2	Paul A. Samuelson and William D. Nordhaus, Economics, 18 <sup>th</sup> edition, Tata McGraw Hill, 2019.		
3	William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2018.		
<b>E- resource</b>			
1	<a href="http://www.nptelvideos.com/course.php">http://www.nptelvideos.com/course.php</a>		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN

[Autonomous]

Elayampalayam, Tiruchengode – 637 215



<b>Programme</b>	MBA	<b>Programme code</b>	313			<b>Regulation</b>	2021						
<b>Department</b>	Master of Business Administration				<b>Semester</b>			<b>I</b>					
<b>Course code</b>	<b>Course name</b>		<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>						
			<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CA</b>	<b>ESE</b>	<b>Total</b>				
<b>21P1MBA06</b>	<b>MERCANTILE LAW</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>25</b>	<b>75</b>	<b>100</b>				
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To learn about the contract act and sales act and its fundamentals.</li> <li>To study about the negotiable instruments act procedures</li> <li>To know about the rules involved in company law and industrial law</li> <li>To learn the corporate tax and GST role in business</li> <li>To enlighten and get aware of consumer protection act and cyber laws</li> </ul>												
<b>Course Outcomes</b>	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				
	<b>CO / PO Mapping</b> (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak						<b>CO/PSO Mapping</b>						
	<b>COs</b>	<b>Programme Outcomes (POs)</b>								<b>PSOs</b>			
		<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>
	CO 1	3			3						2		2
	CO 2				3								
	CO 3				3	2					2		
	CO 4					3	2				2		
	CO 5	3							2		2		

### Course Assessment methods

#### Direct

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

#### Indirect

1. Course – Case study

<b>Unit - I</b>	<b>THE INDIAN CONTRACT ACT 1872</b>	<b>Periods</b>	<b>15</b>
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.			
<b>THE SALE OF GOODS ACT 1930</b>			
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			
<b>Unit - II</b>	<b>NEGOTIABLE INSTRUMENTS ACT 1881</b>	<b>Periods</b>	<b>10</b>
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.			
<b>AGENCY</b>			
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.			
<b>Unit - III</b>	<b>COMPANY LAW 2113 AND INDUSTRIAL LAW</b>	<b>Periods</b>	<b>8</b>
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.			
<b>Unit - IV</b>	<b>CORPORATE TAX AND GST</b>	<b>Periods</b>	<b>5</b>
Corporate Tax planning, Income Tax, Goods and Services Tax – Introduction, Objective, Classification and practical implications of GST – <b>GST Recent Amendments.</b>			
<b>Unit - V</b>	<b>CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS</b>	Periods	7
Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums, Competition Act 2102 - Cyber crimes, IT Act 2100 and 2102, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act. <b>Recent updates in Cyber Crime.</b>			
<b>Total Periods</b>			<b>45</b>
<b>References</b>			
1	N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India, 2019.		
2	P. K. Goel, Business Law for Managers, Bizentra Publishers, India, 2018		
<b>Further Readings</b>			
1	P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2018		
2	Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2018.		
3	Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2017.		
<b>E-Resource</b>			
1	<a href="https://open.umn.edu/opentextbooks/textbooks/legal_aspects_of_business">https://open.umn.edu/opentextbooks/textbooks/legal_aspects_of_business</a>		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN

[Autonomous]

Elayampalayam, Tiruchengode – 637 215



<b>Programme</b>	MBA	<b>Programme code</b>	<b>313</b>			<b>Regulation</b>	<b>2021</b>		
<b>Department</b>	Master of Business Administration				<b>Semester</b>		<b>I</b>		
<b>Course code</b>	<b>Course name</b>		<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>		
			<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CA</b>	<b>ESE</b>	<b>Total</b>
<b>21P1MBA07</b>	<b>MANAGERIAL COMMUNICATION</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>25</b>	<b>75</b>	<b>100</b>
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. Understand the scope of communication and learn its importance and implication strategies.</li> <li>2. Recognize and learn the sub-skills of listening and speaking and be able to deliver effectively in the real time contexts.</li> <li>3. Imbibe the mechanics of writing and construct effective paragraphs which befit in a longer composition.</li> <li>4. Use different forms of written communication techniques to make effective internal and external business correspondence.</li> <li>5. Produce different types of reports with appropriate format, organization and language.</li> </ol>								
<b>Course Outcomes</b>	The student should be made to								Knowledge level
	C01: To strengthen the communication fundamentals								K2
	C02: To practice the letter way of communication for better information sharing								K4
	C03: To gain better knowledge in managing different reports								K3
	C04: To apply better communication and suitable body language								K6
C05: To utilize suitable technology in order to make effective communication								K4	

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

<b>Unit I</b>	<b>INTRODUCTION</b>	<b>Periods</b>	<b>9</b>
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. Case Study: Effectiveness in managerial communication			
<b>Unit II</b>	<b>LETTER COMMUNICATION</b>	<b>Periods</b>	<b>9</b>
Advertisement - Application Letters - Curriculum Vitae - Invitation to Interview- Acknowledgement - Offer Letter - Letter of acceptance - Letter of Resignation - Testimonial.			
<b>Unit – III</b>	<b>REPORTS</b>	<b>Periods</b>	<b>9</b>
Reports – Structure - Formal Report, Informal report - Checklist for compiling reports - Executive Summary – Comprehension - Agenda, Minutes of Meeting - Compiling a Press Release.			
<b>Unit – IV</b>	<b>COMMUNICATION AND BODY LANGUAGE</b>	<b>Periods</b>	<b>9</b>
Face- to- face Communication: Basic skills and techniques for talking to people in business situation - Telephonic conversation- Role Play - Body Language.			
<b>Unit – V</b>	<b>TECHNOLOGY IN COMMUNICATION</b>	<b>Periods</b>	<b>9</b>
Role of Technology in Communication: Fax- Email - Video Conferencing – Internet- Websites - Public Address System - Cell Phones – Intercom – Dictaphone- <b>Recent Trends in Communication.</b>			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Managerial Communication: Strategies and Applications – 8 th edition – Jennifer R. Veltsos, SAGE Publications Inc., Feb - 2021		
2	The Science of Effective Communication, Antuhovsky, Dec 2019		
3	Essentials of Business Communication- <a href="#">Mary Ellen Guffey</a> (Author), <a href="#">Dana Loewy</a> (Author), Cengage- January 2018.		
4	Communication for Business – Shirley Taylor.		
5	Business Communication Today - Fifteenth Edition - By Pearson Paperback – 1 June 2021		
6	The Advanced Business English Guide: How to Communicate Effectively at The Workplace and Greatly Improve Your Business Writing Skills - Import, 4 June 2021 - by <a href="#">Christopher Hill</a> (Author)		
<b>E-Resource</b>			
1	<a href="https://www.studocu.com/in/document/visvesvaraya-technological-university/human-resource-management/mba-mc-study-material-managerial-communication/6554374">https://www.studocu.com/in/document/visvesvaraya-technological-university/human-resource-management/mba-mc-study-material-managerial-communication/6554374</a>		
2	<a href="https://gtumbanotes.files.wordpress.com/2111/06/managerial-communication.pdf">https://gtumbanotes.files.wordpress.com/2111/06/managerial-communication.pdf</a>		
3	<a href="http://www.rapodar.ac.in/pdf/elearn/Business%20Communication%20Semester%20I%20notes.pdf">http://www.rapodar.ac.in/pdf/elearn/Business% 21Communication% 21Semester% 21I% 21notes.pdf</a>		
4	<a href="https://www.businessstudynotes.com/hrm/barriers-to-managerial-communication/">https://www.businessstudynotes.com/hrm/barriers-to-managerial-communication/</a>		
5	<a href="https://www.ddegjust.ac.in/studymaterial/mba/cp-105.pdf">https://www.ddegjust.ac.in/studymaterial/mba/cp-105.pdf</a>		
6	<a href="https://www.webcontactus.com/managerial-communication-notes/">https://www.webcontactus.com/managerial-communication-notes/</a>		
7	<a href="https://www.toppr.com/guides/business-studies/directing/communication/">https://www.toppr.com/guides/business-studies/directing/communication/</a>		
8	<a href="https://gurukpo.com/Content/BBA/Business_Communication.pdf">https://gurukpo.com/Content/BBA/Business_Communication.pdf</a>		
9	<a href="https://examupdates.in/mba-business-communication/">https://examupdates.in/mba-business-communication/</a>		
10	<a href="https://www.dynamicutorialsandservices.org/2118/10/business-communication-i-notes.html">https://www.dynamicutorialsandservices.org/2118/10/business-communication-i-notes.html</a>		





# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN

[Autonomous]  
Elayampalayam, Tiruchengode – 637 215



<b>Programme</b>	MBA	<b>Programme code</b>	<b>313</b>			<b>Regulation</b>	<b>2021</b>						
<b>Department</b>	Master of Business Administration				<b>Semester</b>			<b>I</b>					
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>							
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CA</b>	<b>ESE</b>	<b>Total</b>					
<b>21P1MBA08</b>	<b>CREATIVITY AND INNOVATION</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>	<b>25</b>	<b>75</b>	<b>100</b>					
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To understand about creativity and Innovation</li> <li>To learn the mechanism of thinking and visualization</li> <li>To know about the tools and techniques of creativity</li> <li>To develop the knowledge of using creativity in problem solving</li> <li>To understand the Innovation practices of modern business</li> </ul>												
<b>Course Outcomes</b>	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					
	<b>CO / PO Mapping</b> (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak									<b>CO/PSO Mapping</b>			
	<b>COs</b>	<b>Programme Outcomes (POs)</b>								<b>PSOs</b>			
		<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>
	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	
<b>Course Assessment methods</b>													
<b>Direct</b>													
1. Continuous Assessment Test I, II													
2. Assignment													
3. End-Semester examinations													
<b>Indirect</b>													
Course – Creative Exercises													

<b>Unit – I</b>	<b>INTRODUCTION</b>	<b>Periods</b>	<b>9</b>
<b>Define Creativity-</b>	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.		
<b>Unit – II</b>	<b>MECHANISM OF THINKING AND VISUALIZATION</b>	<b>Periods</b>	<b>9</b>
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			
<b>Unit – III</b>	<b>CREATIVITY</b>	<b>Periods</b>	<b>9</b>
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.			
<b>Unit – IV</b>	<b>CREATIVITY IN PROBLEM SOLVING</b>	<b>Periods</b>	<b>9</b>
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.			
<b>Unit – V</b>	<b>INNOVATION</b>	<b>Periods</b>	<b>9</b>
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 – <b>Passing the Baton-Idea generation,Methods,Evaluation of Idea Generation.</b>			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Rousing Creativity: Think New Now Floyd Hurr, ISBN 1560525479, Crisp Publications Inc. 2017.		
2	Geoffrey Petty,” how to be better at Creativity”, The Industrial Society 2018.		
3	Clayton M. Christensen Michael E. Raynor,” The Innovator’s Solution”, Harvard Business School Press Boston, USA, 2018.		
4	Semyon D. Savransky,” Engineering of Creativity – TRIZ”, CRC Press New York USA,” 2018.		
<b>E-Resource</b>			
<b>1</b>	<a href="http://www.hkpl.gov.hk">www.hkpl.gov.hk</a>		





# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN

[Autonomous]

Elayampalayam, Tiruchengode – 637 215



	<b>VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN</b> [Autonomous] Elayampalayam, Tiruchengode – 637 215												
<b>Programme</b>	<b>MBA</b>	<b>Programme code</b>	<b>313</b>	<b>Regulation</b>	<b>2021</b>								
<b>Department</b>	<b>Master of Business Administration</b>		<b>Semester</b>		<b>II</b>								
Course code	Course name	Periods per week			Credit	Maximum Marks							
		L	T	P	C	CA	ESE	Total					
<b>21P2MBA09</b>	<b>OPERATIONS MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>25</b>	<b>75</b>	<b>100</b>					
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To learn about the basics of operations management</li> <li>To understand the forecasting, capacity planning and facility design in the industry</li> <li>To learn about the product designs, process and work systems</li> <li>To improve the knowledge based on materials management.</li> <li>To study about the scheduling methods and project management techniques</li> </ul>												
<b>Course Outcomes</b>	The student should be made to						Knowledge Level						
	<b>Co1:</b> It helps them to understand the various operations strategies						K2						
	<b>Co2:</b> To forecast and able to make clear decisions based on capacity planning, facility design.						K5						
	<b>Co3:</b> It improves the ability in design new product, process and work systems						K3						
	<b>Co4:</b> The students can able to apply the knowledge in managing the materials						K3						
<b>Co5:</b> 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				
<b>COs</b>		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		
<b>Course Assessment methods</b>													
<b>Direct</b>													
1. Continuous Assessment Test I, II													
2. Assignment													
3. End-Semester examinations													
<b>Indirect</b>													
1. Course – Mini project about operations.													

<b>Unit – I</b>	<b>INTRODUCTION TO OPERATIONS MANAGEMENT</b>	<b>Periods</b>	<b>9</b>
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.			
<b>Unit – II</b>	<b>FORECASTING, CAPACITY AND FACILITY DESIGN</b>	<b>Periods</b>	<b>9</b>
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.			
<b>Unit – III</b>	<b>DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS</b>	<b>Periods</b>	<b>9</b>
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.			
<b>Unit – IV</b>	<b>MATERIALS MANAGEMENT</b>	<b>Periods</b>	<b>9</b>
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.			
<b>Unit – V</b>	<b>SCHEDULING AND PROJECT MANAGEMENT</b>	<b>Periods</b>	<b>9</b>
Project Management – Scheduling Techniques, PERT, CPM; Scheduling - work centers – nature, importance; Priority rules and techniques, shop floor control; Flow shop scheduling – Johnsons Algorithm – Gantt charts; personnel scheduling in services.			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12th Edition, 2018.		
2	Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 2018.		
<b>Further Readings</b>			
1	William J Stevenson, Operations Management, Tata McGraw Hill, 9th Edition, 2019.		
2	Russel and Taylor, Operations Management, Wiley, Fifth Edition, 2018.		
3	Aswathappa K and Shridhara Bhat K, Production and Operations Management,Himalaya Publishing House, Revised Second Edition, 2018.		
4	Pannerselvam R, Production and Operations Management, Prentice Hall India,Second Edition, 2018.		
<b>E-Resource</b>			
1	<a href="http://www.mitsde.com/operations">www.mitsde.com/operations</a>		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN

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<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	2021																																																																																																										
<b>Department</b>	Master of Business Administration		<b>Semester</b>		II																																																																																																										
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21P2MBA10	MANAGERIAL FINANCE	3	0	0	3	25	75	100																																																																																																							
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To study about the fundamentals of finance</li> <li>To know about how investment decisions has been taken in business</li> <li>To identify the nature of financial and dividend policies</li> <li>To know about the working capital management and its role</li> <li>To identify what are the various sources of long term finance</li> </ul>																																																																																																														
<b>Course Outcomes</b>	The student should be made to							Knowledge Level																																																																																																							
	<b>CO1:</b> It gains knowledge in dealing the fund management							K3																																																																																																							
	<b>CO2:</b> It gives confidence to the students in making better investment decisions in business.							K4																																																																																																							
	<b>CO3:</b> To practice and apply the various financial and dividend policies							K4																																																																																																							
	<b>CO4:</b> It gives immense knowledge in handling day to day expenses							K3																																																																																																							
	<b>CO5:</b> It develops the ability of generate and invest them for long term finance.							K6																																																																																																							
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="10" 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" style="text-align: center;">Programme Outcomes (POs)</th> <th colspan="3" style="text-align: center;">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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<ol style="list-style-type: none"> <li>1. Course – Share market investment exercises</li> </ol>																																																																																																															

<b>Unit – I</b>	<b>FOUNDATIONS OF FINANCE</b>	<b>Periods</b>	<b>9</b>
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.			
<b>Unit – II</b>	<b>INVESTMENT DECISIONS</b>	<b>Periods</b>	<b>9</b>
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.			
<b>Unit – III</b>	<b>FINANCING AND DIVIDEND DECISION</b>	<b>Periods</b>	<b>9</b>
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.			
<b>Unit – IV</b>	<b>WORKING CAPITAL MANAGEMENT</b>	<b>Periods</b>	<b>9</b>
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.			
<b>Unit – V</b>	<b>LONG TERM SOURCES OF FINANCE</b>	<b>Periods</b>	<b>9</b>
Indian capital and stock market, New issues market Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity-Recent Updates in Stock Market.			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 6th edition, 2018.		
2	M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10th edition, 2018.		
3	Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2018.		
4	James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 11th Edition, 2018.		
5	Brigham, Ehrhardt, Financial Management Theory and Practice, 12th edition, Cengage Learning.		
6	Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2018.		
<b>E-Resource</b>			
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<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>
<b>Department</b>	Master of Business Administration		<b>Semester</b>		<b>II</b>

Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>21P2MBA11</b>	<b>MARKETING C CONCEPT AND STRATEGY</b>	3	0	0	3	25	75	100

<b>Course Objectives</b>	To <b>understand</b> the fundamental concepts of marketing To learn about various marketing strategies To <b>know</b> 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
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<b>Course Outcomes</b>	The student should be made to	Knowledge Level
	<b>CO1: Apply the</b> learned marketing concepts in business	K3
	<b>CO2: Enrich</b> the skill of applying suitable marketing strategies	K3
	<b>CO3: Apply</b> right marketing mix decisions for sales improvements	K3
	<b>CO4: Gain knowledge about buyer behavior</b>	K6
	<b>CO5: Analyze the concept of recent marketing trends.</b>	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	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

<b>Direct</b>
<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I, II</li> <li>2. Assignment</li> <li>3. End-Semester examinations</li> </ol>
<b>Indirect</b>
<ol style="list-style-type: none"> <li>1. Course – Marketing survey</li> </ol>

<b>Unit – I</b>	<b>INTRODUCTION</b>	<b>Periods</b>	<b>9</b>
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.			
<b>Unit - II</b>	<b>MARKETING STRATEGY</b>	<b>Periods</b>	<b>9</b>
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.			
<b>Unit - III</b>	<b>MARKETING MIX DECISIONS</b>	<b>Periods</b>	<b>9</b>
Product planning and development – Product life cycle – New product Development and Management – Market Segmentation – Targeting and Positioning – Channel Management – Advertising and sales promotions Personal Selling, Public Relations, Direct Marketing – Pricing Objectives, Policies and methods-Product Life Line.			
<b>Unit - IV</b>	<b>BUYER BEHAVIOUR</b>	<b>Periods</b>	<b>9</b>
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			
<b>Unit - V</b>	<b>MARKETING RESEARCH &amp; TRENDS IN MARKETING</b>	<b>Periods</b>	<b>9</b>
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. Recent Trends in Digital Marketing. Sales of Distribution,Branding.			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14th Edition, 2018.		
2	KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGrawHill-Vijaynicole, First edition,2019.		
<b>Further Readings</b>			
1	Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2nd Edition, 2019.		
2	Lamb, hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching-A south Asian perspective, Cengage Learning — 2018		
3	Micheal R.Czinkota & Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, 2018.		
4	Duglas,J.Darymple, Marketing Management, John Wiley & Sons, 2018.		
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<b>21P2MBA12</b>	<b>HUMAN RESOURCE MANAGEMENT</b>	3	0	0	3	25	75	100																																																																																																								
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To learn about the basic perspectives of HRM</li> <li>To understand about the recruitment and selection procedures followed in an organization</li> <li>To know about various training methods followed in an organization</li> <li>To identify the factors which makes the employees sustaining their interest</li> <li>To learn about the importance of performance evaluation and control process.</li> </ul>																																																																																																															
<b>Course Outcomes</b>	The student should be made to							Knowledge Level																																																																																																								
	CO1: Gain better knowledge of HRM fundamentals.							K2																																																																																																								
	CO2: Apply better recruitment and selection procedures							K3																																																																																																								
	CO3: Analyze and practice the suitable training methods							K3																																																																																																								
	CO4: Enrich the employees' interest and to retain better employees							K6																																																																																																								
	CO5: Apply suitable performance evaluation and control technique for better organizational decisions							K3																																																																																																								
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="10" 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>3</td> <td></td> <td>2</td> <td></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></td> <td></td> <td>3</td> <td>2</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>2</td> <td></td> <td></td> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td>2</td> </tr> <tr> <td>CO 4</td> <td></td> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td></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>3</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						2			CO 2				3	2						2		CO 3				2			2					2	CO 4		2								2			CO 5			2		3						2	
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**Course Assessment methods**

<b>Direct</b>
1. Continuous Assessment Test I, II
2. Assignment
3. End-Semester examinations
<b>Indirect : Case study discussions</b>

<b>Unit – I</b>	<b>PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT</b>	<b>Periods</b>	<b>9</b>
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			
<b>Unit – II</b>	<b>THE CONCEPT OF BEST FIT EMPLOYEE</b>	<b>Periods</b>	<b>9</b>
Importance of Human Resource Planning – Forecasting human resource requirement – matching supply and demand – Internal and External sources. Recruitment – Selection – induction – Socialization benefits.			
<b>Unit – III</b>	<b>TRAINING AND EXECUTIVE DEVELOPMENT</b>	<b>Periods</b>	<b>9</b>
Types of training methods – purpose- benefits- resistance. Executive development programmes – Common practices – Benefits – Self development – Knowledge management.			
<b>Unit – IV</b>	<b>SUSTAINING EMPLOYEE INTEREST</b>	<b>Periods</b>	<b>9</b>
Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Development of mentor– Attrition – Protégé relationships.			
<b>Unit – V</b>	<b>PERFORMANCE EVALUATION AND CONTROL PROCESS</b>	<b>Periods</b>	<b>9</b>
Method of performance evaluation – Feedback – <b>HRIS-HRA</b> -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- <b>Recent Trends in HR.</b>			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	<b>Gary Dessler</b> Human Resource Management, Pearson Education Limited, 2018		
2	Decenzo and Robbins, Human Resource Management, Wiley, 8 <sup>th</sup> Edition, 2018		
<b>Further Readings</b>			
1	Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2018		
2	Bernadin , Human Resource Management ,Tata Mcgraw Hill ,8 <sup>th</sup> edition 2018.		
3	Wayne Cascio, Managing Human Resource, McGraw Hill, 2018.		
4	Uday Kumar Haldar, Juthika Sarkar. Human Resource management. Oxford. 2018		
<b>E-Resource</b>			
1	<a href="https://online-learning.harvard.edu">https://online-learning.harvard.edu</a>		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN

[Autonomous]

Elayampalayam, Tiruchengode – 637 215



	<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>							
	<b>Department</b>	Master of Business Administration			<b>Semester</b>	<b>II</b>							
	<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>						
			<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CA</b>	<b>ESE</b>	<b>Total</b>				
	<b>21P2MBA13</b>	<b>INFORMATION MANAGEMENT SYSTEM</b>	3	0	0	3	25	75	100				
	<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>• To learn about the various types of Information system</li> <li>• To understand the process involved in system analysis and design</li> <li>• To learn the database management system process</li> <li>• To gain in depth knowledge in security, control and reporting</li> <li>• To learn the new IT initiatives</li> </ul>											
<b>Course Outcomes</b>	The student should be made to							Knowledge Level					
	CO1: Apply the best suitable information system according the business nature							K3					
	CO2: Know the system design for better performance							K3					
	CO3: Analyze to apply database management system to take better decisions							K3					
	CO4: Execute and practice best control techniques and effective reporting process.							K6					
	CO5: Gain better IT knowledge in information processing							K3					
	<b>CO / PO Mapping</b> (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak									<b>CO/PSO Mapping</b>			
	<b>COs</b>	<b>Programme Outcomes (POs)</b>								<b>PSOs</b>			
		<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>
	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	
<b>Course Assessment methods</b>													
<b>Direct</b>													
<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I, II</li> <li>2. Assignment</li> <li>3. End-Semester examinations</li> </ol>													
<b>Indirect : Lab practice in systems</b>													

<b>Unit - I</b>	<b>INTRODUCTION</b>	<b>Periods</b>	<b>10</b>
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.			
<b>Unit - II</b>	<b>SYSTEM ANALYSIS AND DESIGN</b>	<b>Periods</b>	<b>10</b>
Case tools - System flow chart, Decision table, Data flow Diagram (DFD), Entity Relationship (ER), Object Oriented Analysis and Design(OOAD), UML diagram.			
<b>Unit - III</b>	<b>DATABASE MANAGEMENT SYSTEMS</b>	<b>Periods</b>	<b>9</b>
DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart			
<b>Unit - IV</b>	<b>SECURITY, CONTROL AND REPORTING</b>	<b>Periods</b>	<b>8</b>
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.			
<b>Unit - V</b>	<b>NEW IT INITIATIVES</b>	<b>Periods</b>	<b>8</b>
Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM-Recent Trends in IT initiatives-Case Studies.			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Robert Schulthe is and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2018.		
2	Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2018.		
<b>Further Readings</b>			
1	Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2018.		
2	Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint 2018.		
3	Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill,. 9th edition, 2018.		
<b>E-Resource</b>			
1	<a href="https://elearning.scranton.edu">https://elearning.scranton.edu</a>		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN

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<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>								
<b>Department</b>	Master of Business Administration			<b>Semester</b>	<b>II</b>								
Course code	Course name	Periods per week			Credit	Maximum Marks							
		L	T	P	C	CA	ESE	Total					
<b>21P2MAE02</b>	<b>RESOURCE MANAGEMENT TECHNIQUES</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>25</b>	<b>75</b>	<b>100</b>					
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>Ability to understand and analyze managerial problems in industry so that they are able to use resources (capitals, materials, staffing, and machines) more effectively.</li> <li>Knowledge of formulating mathematical models for quantitative analysis of managerial problems in industry.</li> <li>Skills in the use of Operations Research approaches and computer tools in solving real problems in industry.</li> <li>Mathematical models for analysis of real problems in Operations Research in Management.</li> </ul>												
<b>Course Outcomes</b>	The student should be made to						Knowledge Level						
	CO1: To provide knowledge about the basic (Optimization) programming techniques models commonly used in business decision-making.						K3						
	CO2: To study the applications, methods, and interpretations to various business and management related situations.						K5						
	CO3: To inculcate in the students 'situation oriented –application thinking' approach towards a number of areas of Operations Research.						K3						
	CO4: It helps to apply knowledge in decision making under risk.						K3						
	CO5: Gives immense application of queuing theory in operations research.						K2						
<b>CO / PO Mapping</b> (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak													
<b>COs</b>		<b>Programme Outcomes (POs)</b>								<b>CO/PSO Mapping</b>			
		<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>
CO 1		2	3		2						2		
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
2. Assignment
3. End-Semester examinations

**Indirect** : Statistical problems exercises

<b>Unit – I</b>	<b>INTRODUCTION TO LINEAR PROGRAMMING (LP)</b>	<b>Periods</b>	<b>9</b>
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.			
<b>Unit – II</b>	<b>LINEAR PROGRAMMING EXTENSIONS</b>	<b>Periods</b>	<b>9</b>
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.			
<b>Unit - III</b>	<b>GAME THEORY</b>	<b>Periods</b>	<b>9</b>
Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination(Averages), methods of matrices, graphical and LP solutions.			
<b>Unit – IV</b>	<b>INVENTORY MODELS AND NETWORKING MODELS</b>	<b>Periods</b>	<b>9</b>
Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Decision making under risk.			
<b>Unit – V</b>	<b>QUEUING THEORY AND REPLACEMENT MODELS</b>	<b>Periods</b>	<b>9</b>
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.			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	KantiSwarup, P K Gupta, Man Mohan, Operations Research, Sultan Chand & Sons , 2018.		
2	Sharma J K - Operations Research, Pearson publication, 2018.		
<b>Further Readings</b>			
1	Pradeep Prabakar Pai, Operations Research - Principles and Practice, Oxford Higher Education, 2012.		
2	Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Seventh Edition, Third Indian Reprint 2017.		
3	Hillier, Frederick S. & Lieberman, “Introduction to Operations Research Concepts and Cases”, 2016		
4	Anderson, D.R., Sweeney, D.J., Williams, T.A, Martin, K, An Introduction to Management Science: Quantitative Approach to Decision Making, South Western, 14 <sup>th</sup> Edition, 2019.		
5	N. D Vohra, Quantitative Techniques in Management,Tata Mcgraw Hill, 2018.		
<b>E-Resource</b>			
1	Libguides.gatech.edu		
2	<a href="https://ifors.org">https://ifors.org</a>		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN

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Elayampalayam, Tiruchengode – 637 215



<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>
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<b>Department</b>	Master of Business Administration	<b>Semester</b>	II
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Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total

<b>21P2MBA15</b>	<b>RESEARCH METHODOLOGY</b>	3	0	0	3	25	75	100
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<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>It helps to learn the purpose of research</li> <li>It helps the students to learn about the research design and how it is measured</li> <li>It helps to know the process of data collection by students.</li> <li>It helps to learn how to make data preparation and analysis by students.</li> <li>It teaches them to know research design, writing and ethics of business research</li> </ul>
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<b>Course Outcomes</b>	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

<b>Direct</b>
<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I, II</li> <li>2. Assignment</li> <li>3. End-Semester examinations</li> </ol>
<b>Indirect : SPSS Application</b>

<b>Unit – I</b>	<b>INTRODUCTION</b>	<b>Periods</b>	<b>9</b>
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.			
<b>Unit – II</b>	<b>RESEARCH DESIGN AND MEASUREMENT</b>	<b>Periods</b>	<b>9</b>
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.			
<b>Unit – III</b>	<b>DATA COLLECTION</b>	<b>Periods</b>	<b>9</b>
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.			
<b>Unit – IV</b>	<b>DATA ANALYSIS AND INTERPRETATION</b>	<b>Periods</b>	<b>9</b>
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.			
<b>Unit – V</b>	<b>REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH</b>	<b>Periods</b>	<b>9</b>
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- <b>Reference-Bibliography-Recent Research Software.</b>			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata Mc Graw Hill, New Delhi, 2018.		
2	Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2018.		
<b>Further Readings</b>			
1	Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition,Wiley India, New Delhi, 2018.		
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,2018.		
<b>E-Resource</b>			
1	<a href="https://global.oup.com">https://global.oup.com</a>		
2	<a href="http://gent.uab.cat">gent.uab.cat</a>		





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<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	2021			
<b>Department</b>	Master of Business Administration		<b>Semester</b>		II			
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>		
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CA</b>	<b>ESE</b>	<b>Total</b>
21P2MBA16	DATA ANALYSIS AND BUSINESS MODELING	0	0	4	2	25	75	100

<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To gain knowledge about various accounting packages</li> <li>To learn about hypothesis, correlation and regression</li> <li>To know about portfolio selection, revenue management methods</li> <li>To learn transportation and assignment, networking models</li> <li>To learn about queuing theory, Inventory models</li> </ul>
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<b>Course Outcomes</b>	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

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				3		2					2	
CO 3		3		2					2			
CO 4	3					2		2				2
CO 5	3			2		2				2		

**Course Assessment methods**

<b>Direct</b>
1. Computer – Software practices 2. End-Semester examinations
<b>Indirect</b> : 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
			<b>Total 60</b>
<b>Periods</b>			
1	Personal Computers – 30 nos		
2	Any licensed Spreadsheet and Analysis software like Microsoft Excel, SPSS etc– 30 user Licenses		

<b>Text Books</b>	
1	David M. Levine et al, “Statistics for Managers using MS Excel” (6th Edition) Pearson, 2018.
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, 2019.

<b>E-Resource</b>	
1	<a href="http://www.udemy.com">www.udemy.com</a>
2	<a href="http://www.coursera.org">www.coursera.org</a>
3	<a href="http://www.lynda.com">www.lynda.com</a>



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<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>								
<b>Department</b>	Master of Business Administration			<b>Semester</b>	<b>III</b>								
Course code	Course name	Periods per week			Credit	Maximum Marks							
		L	T	P	C	CA	ESE	Total					
<b>21P3MBA17</b>	<b>STRATEGIC MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>25</b>	<b>75</b>	<b>100</b>					
<b>Objective</b>	<ul style="list-style-type: none"> <li>It helps to learn the nature of strategy</li> <li>It helps the students to learn about the importance of competitive strategy</li> <li>It helps them to know the various strategy and its impact in business</li> <li>It helps them to learn the strategy implementation process</li> <li>It teaches them to know what are the other strategic issues involved</li> </ul>												
<b>Course Outcomes</b>	The student should be made to							Knowledge Level					
	CO1: Apply the suitable strategy for business							K3					
	CO2: Enriching in formulating various competitive strategies							K4					
	CO3: Enhance in become expertise in formulating various strategy							K3					
	CO4: Develop the ability of strategy implementation process							K5					
	CO5: Improve the confidence in solving various strategic issues							K2					
		<b>CO / PO Mapping</b> (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak											
<b>COs</b>		<b>Programme Outcomes (POs)</b>								<b>CO/PSO Mapping</b>			
		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	
<b>Course Assessment methods</b>													
<b>Direct</b>													
1. Continuous Assessment Test I, II													
2. Assignment													
3. End-Semester examinations													
<b>Indirect : Case studies</b>													

<b>Unit - I</b>	<b>STRATEGY AND PROCESS</b>	<b>Periods</b>	<b>9</b>
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.			
<b>Unit - II</b>	<b>COMPETITIVE ADVANTAGE</b>	<b>Periods</b>	<b>9</b>
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.			
<b>Unit - III</b>	<b>STRATEGIES</b>	<b>Periods</b>	<b>9</b>
The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy-Vertical Integration-Diversification and <b>Strategy Ploy</b> - 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			
<b>Unit - IV</b>	<b>STRATEGY IMPLEMENTATION &amp; EVALUATION</b>	<b>Periods</b>	<b>9</b>
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.			
<b>Unit - V</b>	<b>OTHER STRATEGIC ISSUES</b>	<b>Periods</b>	<b>9</b>
Managing Technology and Innovation-Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-case study			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Hill. Strategic Management : An Integrated approach, 2109 Edition Wiley (2018).		
2	John A.Parnell. Strategic Management, Theory and practice Biztantra (2018).		
3	Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill, 2018.		
<b>Further Readings</b>			
1	Adriau HAbenberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2018.		
2	Lawerence G. Hrebiniak, Making strategy work, Pearson, 2019		
3	Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – PHI, 2018.		
<b>E-Resource</b>			
1	<a href="http://www.edx.org/learn/strategic-management">www.edx.org › learn › strategic-management</a>		
2	strdiv.org		

<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Hill. Strategic Management : An Integrated approach, 2 <sup>nd</sup> Edition Wiley,2019		
2	John A.Parnell. Strategic Management, Theory and practice Biztantra (2019).		
3	Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill, 2018.		
<b>Further Readings</b>			
1	Adriau HAbenberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2018.		
2	Lawerence G. Hrebiniak, Making strategy work, Pearson, 2017		
3	Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – PHI, 2018.		
<b>E-Resource</b>			
1	<a href="http://www.edx.org/learn/strategic-management">www.edx.org › learn › strategic-management</a>		
2	strdiv.org		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN

[Autonomous]

Elayampalayam, Tiruchengode – 637 215



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<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>
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<b>Department</b>	Master of Business Administration	<b>Semester</b>	<b>III</b>
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Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total

<b>21P3MBA18</b>	<b>GLOBAL BUSINESS MANAGEMENT</b>	3	0	0	3	25	75	100
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<b>Objective</b>	<ul style="list-style-type: none"> <li>To familiarize the students to the basic concepts of international business management</li> <li>To learn the strategies involved in international trade and investment</li> <li>To understand the functions of international strategic management</li> <li>To update their knowledge in production, marketing, finance, hr of global business</li> <li>To understand the process of conflict management in IBM.</li> </ul>
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<b>Course Outcomes</b>	The student should be made to	Knowledge Level
	CO1: To become familiar with global business environment	K3
	CO2: It enriches them to practice international 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 conflict and ethics in IBM	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

<b>Direct</b>
<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I, II</li> <li>2. Assignment</li> <li>3. End-Semester examinations</li> </ol>
<b>Indirect : Case studies</b>

<b>Unit - I</b>	<b>INTRODUCTION</b>	<b>Periods</b>	<b>10</b>
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.			
<b>Unit - II</b>	<b>INTERNATIONAL TRADE AND INVESTMENT</b>	<b>Periods</b>	<b>8</b>
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–			
<b>Unit - III</b>	<b>INTERNATIONAL STRATEGIC MANAGEMENT</b>	<b>Periods</b>	<b>9</b>
Strategic compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management-global entry strategy – different forms of international business – advantages -organizational issues of international			
<b>Unit - IV</b>	<b>PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS</b>	<b>Periods</b>	<b>8</b>
Global production –Location –scale of operations- cost of production – Make or Buy decisions - Globalization of markets, marketing strategy – Challenges in product development , pricing, production and channel management.			
<b>Unit - V</b>	<b>CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT</b>	<b>Periods</b>	<b>10</b>
Disadvantages of international business – Conflict in international business–Ethical issues in international business– Ethical decision-making.			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
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		
<b>Further Readings</b>			
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		
<b>E-Resource</b>			
1	online.norwich.edu		
2	internationalbusinessguide.org		

	<b>VIVEKANANDHA</b> <b>COLLEGE OF ARTS AND SCIENCES FOR WOMEN</b> [Autonomous] Elayampalayam, Tiruchengode – 637 215												
<b>Programme</b>	<b>MBA</b>	<b>Programme code</b>	<b>313</b>	<b>Regulation</b>	<b>2021</b>								
<b>Department</b>	<b>Master of Business Administration</b>			<b>Semester</b>	<b>III</b>								
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>							
		<b>L</b>	<b>T</b>	<b>P</b>		<b>C</b>	<b>CA</b>	<b>ESE</b>	<b>Total</b>				
<b>21P3MBA21</b>	<b>Indian Ethos and Values</b>	<b>0</b>	<b>0</b>		<b>2</b>	<b>25</b>	<b>75</b>	<b>100</b>					
<b>Course Objectives</b>	<ul style="list-style-type: none"> <li>To understand the sources of moral ideas in Indian Tradition.</li> <li>To learn the meaning of ethics in Indian tradition to connect company and cause compassion into an working environment</li> <li>Understanding Indian heritage in business in order to incorporate value system in the working culture</li> <li>To learn how the ethical values, myths, ethical codes and ethical principles are used in business</li> <li>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.</li> </ul>												
<b>Course Outcomes</b>	<b>The student should</b>						<b>Knowledge Level</b>						
	<b>CO1: Be exposed to the various elements of Indian ethos and management lessons from Indian scriptures.</b>						<b>K3</b>						
	<b>CO2: Understand the Indian system of learning and the concepts of karma.</b>						<b>K3</b>						
	<b>CO3: Learn the work ethos and values and its relevance to management.</b>						<b>K3</b>						
	<b>CO4: Practice the concepts of management of stress.</b>						<b>K3</b>						
	<b>CO5: Know the concepts of Indian ethos and personality development.</b>						<b>K6</b>						
		<b>CO / PO Mapping</b> (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak							<b>CO/PSO Mapping</b>				
<b>COs</b>		<b>Programme Outcomes (POs)</b>							<b>PSOs</b>				
		<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>
<b>CO 1</b>		3		2	2	1					2		
<b>CO 2</b>			1		2								2
<b>CO 3</b>		3	3	1				2				2	
<b>CO 4</b>		3			2	1	1				2		
<b>CO 5</b>		2	2	3	1						2		
<b>Course Assessment methods</b>													
<b>Direct</b>													
<b>1. Seminar</b>													
<b>Indirect : Assignments</b>													

## 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,2019
2. Khandelwal Indian Ethos and Values for Managers, Himalaya Publishing House, 2019.
3. Biswanath Ghosh, Ethics In Management and Indian Ethos,Vikas Publishing House,2019.
4. Joseph Des Jardins, An Introduction to Business Ethics , Tata Mc Graw Hill,2019.
5. Management by Values, Oxford University Press, New Delhi, 2018
6. Rinku Sanjeev, Parul Khanna, Ethics and Values in Business Management, Ane Books Pvt. Ltd., 2019
7. Rao. A.B,Business Ethics and Professional values, Excel Books, 2017
8. Gandhi M K, The Story of My Experiment with Truth, Navjivan Publishing House,Ahmedabad, 2017.





# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN

[Autonomous]

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<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>			
<b>Department</b>	Master of Business Administration		<b>Semester</b>		<b>IV</b>			
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>		
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CA</b>	<b>ESE</b>	<b>Total</b>
<b>21P4MBA22</b>	<b>ENTREPRENEURSHIP DEVELOPMENT</b>	3	0	0	3	25	75	100

<b>Objective</b>	<ul style="list-style-type: none"> <li>To develop the ability to become entrepreneurial competent</li> <li>It helps to understand the various entrepreneurial environment</li> <li>It helps the students to make the business plan preparation</li> <li>It enriches them to launch small business</li> <li>It helps to understand how to manage small business</li> </ul>
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<b>Course Outcomes</b>	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

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

<b>Direct</b>
<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I, II</li> <li>2. Assignment</li> <li>3. End-Semester examinations \</li> </ol>
<b>Indirect : Case studies</b>

<b>Unit - I</b>	<b>ENTREPRENEURIAL COMPETENCE</b>	<b>Periods</b>	<b>8</b>
Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur.			
<b>Unit - II</b>	<b>ENTREPRENEURIAL ENVIRONMENT</b>	<b>Periods</b>	<b>10</b>
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.			
<b>Unit - III</b>	<b>BUSINESS PLAN PREPARATION</b>	<b>Periods</b>	<b>10</b>
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.			
<b>Unit - IV</b>	<b>LAUNCHING OF SMALL BUSINESS</b>	<b>Periods</b>	<b>8</b>
Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching – Incubation, Venture capital, IT startups.			
<b>Unit - V</b>	<b>MANAGEMENT OF SMALL BUSINESS</b>	<b>Periods</b>	<b>9</b>
Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of small Business.			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Hisrich, Entrepreneurship, Edition 9, Tata McGraw Hill, New Delhi, 2018		
<b>Further Readings</b>			
1	S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, (Revised Edition) 2018.		
2	Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra, 2nd Edition, 2018..		
3	Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 2017..		
4	P.Saravanavel, Entrepreneurial Development, Ess Pee kay Publishing House, Chennai 2017.		
5	Arya Kumar. Entrepreneurship. Pearson, 2018.		
6	Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. Cengage, 2018.		
<b>E-Resource</b>			
1	www.entrepreneur.com		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN



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Elayampalayam, Tiruchengode – 637 215

<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>								
<b>Department</b>	Master of Business Administration			<b>Semester</b>	IV								
Course code	Course name	Periods per week			Credit	Maximum Marks							
		L	T	P		C	CA	ESE	Total				
<b>21P4MBA23</b>	<b>CORPORATE ETHICS, GOVERNANCE AND SOCIAL RESPONSIBILITY</b>	3	0	0	3	25	75	100					
<b>Objective</b>	<ul style="list-style-type: none"> <li>To understand the basic concepts of business ethics</li> <li>To gain knowledge in understanding the conceptual framework of corporate governance</li> <li>To learn the procedure to manage the corporate</li> <li>To understand the role and functions of board committees</li> <li>To gain knowledge about corporate social responsibility</li> </ul>												
<b>Course Outcomes</b>	The student should be made to						Knowledge 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				
<b>COs</b>		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

<b>Direct</b>
<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I, II</li> <li>2. Assignment</li> <li>3. End-Semester examinations</li> </ol>
<b>Indirect : Case studies</b>

<b>Unit - I</b>	<b>BUSINESS ETHICS</b>	<b>Periods</b>	<b>12</b>
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.			
<b>Unit - II</b>	<b>CONCEPTUAL FRAMEWORK OF CORPORATE GOVERNANCE</b>	<b>Periods</b>	<b>12</b>
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.			
<b>Unit - III</b>	<b>CORPORATE MANAGEMENT</b>	<b>Periods</b>	<b>12</b>
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.			
<b>Unit - IV</b>	<b>ROLE AND FUNCTIONS OF BOARD COMMITTEES</b>	<b>Periods</b>	<b>12</b>
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.			
<b>Unit - V</b>	<b>CORPORATE SOCIAL RESPONSIBILITY (CSR)</b>	<b>Periods</b>	<b>12</b>
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.			
<b>References</b>		<b>Total Periods</b>	<b>60</b>
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.		
<b>Further Readings</b>			
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.		
<b>E-Resource</b>			
1	<a href="http://www.csr.edu.in">www.csr.edu.in</a>		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN



[Autonomous]  
Elayampalayam, Tiruchengode – 637 215

<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>								
<b>Department</b>	Master of Business Administration			<b>Semester</b>		<b>III</b>							
Course code	Course name	Periods per week			Credit	Maximum Marks							
		L	T	P		C	CA	ESE	Total				
<b>21PMBAM01</b>	<b>BRAND MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>25</b>	<b>75</b>	<b>100</b>					
<b>Objective</b>	<ul style="list-style-type: none"> <li>Develop a consumer-centric approach to building, measuring and evaluating strategies that build brand equity for new and existing brands.</li> <li>Identify important issues related to planning and implementing brand strategies for a diverse group of marketing offerings (e.g., products, services, industrial goods, non-profits, etc.).</li> <li>Learn how to identify brand meaning and to measure brand strength for any particular market offering.</li> <li>Apply branding principles and marketing communication concepts and frameworks to achieve brand management goals and improve marketing performance.</li> </ul>												
<b>Course Outcomes</b>	The student should be made to						Knowledge Level						
	CO1: It helps to create the brand image for the business						K2						
	CO2: It enriches to enrich <b>knowledge</b> 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 to apply brand audit and brand promotion systematically.						K5						
		<b>CO / PO Mapping</b> (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak							<b>CO/PSO Mapping</b>				
<b>COs</b>		<b>Programme Outcomes (POs)</b>							<b>PSOs</b>				
		<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>
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

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

**Indirect** : Case studies

<b>Unit - I</b>	<b>INTRODUCTION</b>	<b>Periods</b>	<b>8</b>
Brand History and Overview - Basics Understanding of Brands – Definitions - Branding Concepts – Functions of Brand - Significance of Brands – Different Types of Brands – Co branding – Store brands - <b>Review of brand management and brand leadership ideas</b>			
<b>Unit - II</b>	<b>BRAND STRATEGIES</b>	<b>Periods</b>	<b>10</b>
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 - <b>Developing marketing and communication programs for brands.</b>			
<b>Unit - III</b>	<b>BRAND COMMUNICATION</b>	<b>Periods</b>	<b>8</b>
Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions.			
<b>Unit - IV</b>	<b>BRAND EXTENSION</b>	<b>Periods</b>	<b>9</b>
Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.			
<b>Unit - V</b>	<b>BRAND PERFORMANCE</b>	<b>Periods</b>	<b>10</b>
Measuring Brand Performance – Brand Equity Management – Global Branding strategies – Brand Audit – <b>Branding research and brand measurement</b> -- Brand Leverage – Role of Brand Managers – Branding Challenges & Opportunities			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Brand Management - <a href="#">Emmanuel Mogaji</a> (Author) - Palgrave Macmillan; 1st ed. 2021 edition (21 March 2021)		
2	Global Brand Management A Guide to Developing Building & Managing an International Brand 2019 Edition by Laurence Minsky, IlanGeva , Kogan		
3	Strategic Brand Management   Fifth Edition   By Pearson Paperback – 15 November 2021 by <a href="#">Isaac C. Jacob Kevin Lane Keller</a> , <a href="#">VanithaSwaminathan</a> , <a href="#">Ambi M.G. Parameswaran</a> (Author)		
<b>E-Resource</b>			
1	<a href="https://www.managementstudyguide.com/brand-management.htm">https://www.managementstudyguide.com/brand-management.htm</a>		
2	<a href="https://www.geektonight.com/brand-management-notes/">https://www.geektonight.com/brand-management-notes/</a>		
3	<a href="https://www.investopedia.com/terms/b/brand-management.asp">https://www.investopedia.com/terms/b/brand-management.asp</a>		
4	<a href="https://gurukpo.com/Content/MBA/productandBrandManagement.pdf">https://gurukpo.com/Content/MBA/productandBrandManagement.pdf</a>		
5	<a href="https://www.tutorialspoint.com/brand_management/brand_management_tutorial.pdf">https://www.tutorialspoint.com/brand_management/brand_management_tutorial.pdf</a>		
6	<a href="https://www.ddegjust.ac.in/studymaterial/mba/mm-408.pdf">https://www.ddegjust.ac.in/studymaterial/mba/mm-408.pdf</a>		
7	<a href="https://indiafreenotes.com/bangalore-university-bba-mk6-5-brand-management/">https://indiafreenotes.com/bangalore-university-bba-mk6-5-brand-management/</a>		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN

[Autonomous]

Elayampalayam, Tiruchengode – 637 215



<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>
<b>Department</b>	Master of Business Administration		<b>Semester</b>		<b>III</b>

Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>21PMBAM02</b>	<b>RETAIL MANAGEMENT</b>	3	0	0	3	25	75	100

<b>Objective</b>	<ul style="list-style-type: none"> <li>To understand the concepts of effective retailing</li> <li>To learn about the various retailing formats involved</li> <li>To understand the procedures involved in retailing decisions</li> <li>To gain knowledge in managing retail shops</li> <li>To know the behavior of retail shopper</li> </ul>
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<b>Course Outcomes</b>	The student should	Knowledge Level
	CO1: Gain knowledge about the application of retailing concepts in business	K1
	CO2: Choose and practice better retailing formats	K2
	CO3: Confident in taking retailing decisions	K4
	CO4: Gain knowledge about the better management of retail shops	K3
	CO5: Easily study 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

<b>Direct</b>
<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I, II</li> <li>2. Assignment</li> <li>3. End-Semester examinations</li> </ol>
<b>Indirect : Case studies</b>

<b>Unit - I</b>	<b>INTRODUCTION</b>	<b>Periods</b>	<b>9</b>
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.			
<b>Unit - II</b>	<b>RETAIL FORMATS</b>	<b>Periods</b>	<b>9</b>
Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.			
<b>Unit - III</b>	<b>RETAILING DECISIONS</b>	<b>Periods</b>	<b>9</b>
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.			
<b>Unit - IV</b>	<b>RETAIL SHOP MANAGEMENT</b>	<b>Periods</b>	<b>9</b>
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 .			
<b>Unit - V</b>	<b>RETAIL SHOPPER BEHAVIOUR</b>	<b>Periods</b>	<b>9</b>
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- <b>Opportunities and Challenges of COVID-19.</b>			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2017		
2	Ogden , Integrated Retail Management, Biztantra, India, 2018.		
<b>Further Readings</b>			
1	Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2018.		
2	Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2017.		
3	Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 3rd Edition, 2019.		
4	Dunne, Retailing, Cengage Learning, 2nd Edition, 2018.		
5	Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2018.		
6	Dr.Jaspreet Kaur , Customer Relationship Management, Kogent solution.		
<b>E-Resource</b>			
1	ivend.com		
2	india.oup.com		





# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN

[Autonomous]  
Elayampalayam, Tiruchengode – 637 215



<b>Programme</b>	MBA	<b>Programme code</b>	<b>313</b>			<b>Regulation</b>	<b>2021</b>								
<b>Department</b>	<b>Master of Business Administration</b>					<b>Semester</b>	<b>III</b>								
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>									
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CA</b>	<b>ESE</b>	<b>Total</b>							
<b>21PMBAM03</b>	<b>SERVICES MARKETING</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>25</b>	<b>75</b>	<b>100</b>							
<b>Objective</b>	<ul style="list-style-type: none"> <li>To understand the meaning of services and the significance of marketing the services</li> <li>To learn the various service marketing opportunities</li> <li>To understand the process involved in service design &amp; development</li> <li>To learn the process of service delivery and promotion</li> <li>To understand the various service strategies</li> </ul>														
<b>Course Outcomes</b>	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							
	<b>CO / PO Mapping</b> (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak									<b>CO/PSO Mapping</b>					
<b>COs</b>	<b>Programme Outcomes (POs)</b>									<b>PSOs</b>					
	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>			
<b>CO 1</b>	3							2			2				
<b>CO 2</b>	2					3					2				
<b>CO 3</b>	2			3			2			2					
<b>CO 4</b>						3		2			2				
<b>CO 5</b>	2		2					2	2		2				
<b>Course Assessment methods</b>															
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #e0e0e0; padding: 2px;"><b>Direct</b></td> </tr> <tr> <td style="padding: 2px;">           1. Continuous Assessment Test I, II            2. Assignment            3. End-Semester examinations         </td> </tr> <tr> <td style="background-color: #e0e0e0; padding: 2px;"><b>Indirect : Case studies</b></td> </tr> </table>													<b>Direct</b>	1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations	<b>Indirect : Case studies</b>
<b>Direct</b>															
1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations															
<b>Indirect : Case studies</b>															

<b>Unit – I</b>	<b>INTRODUCTION</b>	<b>Periods</b>	<b>9</b>
Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing.			
<b>Unit – II</b>	<b>SERVICE MARKETING OPPORTUNITIES</b>	<b>Periods</b>	<b>9</b>
Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.			
<b>Unit – III</b>	<b>SERVICE DESIGN AND DEVELOPMENT</b>	<b>Periods</b>	<b>9</b>
Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.			
<b>Unit – IV</b>	<b>SERVICE DELIVERY AND PROMOTION</b>	<b>Periods</b>	<b>9</b>
Positioning of services – Designing service delivery system, service channel – Pricing of services, methods – Service marketing triangle – Integrated service marketing triangle.			
<b>Unit – V</b>	<b>SERVICE STRATEGIES</b>	<b>Periods</b>	<b>9</b>
Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment & public utility Information technique Services-Recent Trends in Service Marketing.			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
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, 2108.		
<b>Further Readings</b>			
1	Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2104.		
2	Halen Woodroffe, Services Marketing, McMillan, 2013.		
3	Valarie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2017.		
4	Christian Gronroos, Services Management and Marketing a CRM Approach, John Wiley, 2017.		
5	Gronroos, Service Management and Marketing –Wiley India.		
6	Dr.Jaspreet Kaur , Customer Relationship Management, Kogent solution.		
<b>E-Resource</b>			
1	<a href="http://www.eminentseo.com">www.eminentseo.com</a> ›		
2	<a href="http://theinvestorsbook.com">theinvestorsbook.com</a> ›		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN



[Autonomous]

Elayampalayam, Tiruchengode – 637 215

<b>Programme</b>	<b>MBA</b>	<b>Programme code</b>	<b>313</b>			<b>Regulation</b>	<b>2021</b>						
<b>Department</b>	<b>Master of Business Administration</b>					<b>Semester</b>			<b>III</b>				
Course code	Course name	Periods per week			Credit	Maximum Marks							
		L	T	P		C	CA	ESE	Total				
<b>21PMBAM04</b>	<b>ADVERTISING &amp; DISTRIBUTION MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>25</b>	<b>75</b>	<b>100</b>					
<b>Objective</b>	<ul style="list-style-type: none"> <li>To understand the basic concepts of advertising</li> <li>To know the role of advertising media</li> <li>To understand the importance of sales promotion</li> <li>To learn the role of maintaining public relations</li> <li>To gain knowledge in forming publicity for product promotion</li> </ul>												
<b>Course Outcomes</b>	The student should							Knowledge Level					
	CO1: Gain application knowledge about the fundamentals of advertising in business							K3					
	CO2: Know to utilize the advertising media effectively							K2					
	CO3: Build confidence in implementing better suitable sales promotion techniques							K3					
	CO4: Be made them to perform better in public relations activity							K4					
CO5: Know to apply better publicity and in turn must improves brand image and sales.							K3						
		<b>CO / PO Mapping</b> (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak							<b>CO/PSO Mapping</b>				
<b>COs</b>		<b>Programme Outcomes (POs)</b>							<b>PSOs</b>				
		<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>
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

<b>Direct</b>
<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I, II</li> <li>2. Assignment</li> <li>3. End-Semester examinations</li> </ol>
<b>Indirect : Case studies</b>

<b>Unit – I</b>	<b>INTRODUCTION TO ADVERTISEMENT</b>	<b>Periods</b>	<b>9</b>
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.			
<b>Unit - II</b>	<b>ADVERTISEMENT MEDIA</b>	<b>Periods</b>	<b>9</b>
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.			
<b>Unit – III</b>	<b>SALES PROMOTION</b>	<b>Periods</b>	<b>9</b>
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.			
<b>Unit – IV</b>	<b>PUBLIC RELATIONS</b>	<b>Periods</b>	<b>9</b>
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			
<b>Unit – V</b>	<b>PUBLICITY</b>	<b>Periods</b>	<b>9</b>
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 – <b>Recent Trends in Publicity Campaigns.</b>			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill7 <sup>th</sup> edition, 2018.		
2	Wells, Moritary & Burnett, Advertising, Principles & Practice, PHI,7 <sup>th</sup> Edition, 2017.		
3	Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 2018.		
<b>Further Readings</b>			
1	S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi,2018.		
2	Julian Cummings, Sales Promotion, Kogan Page, London 2016.		
<b>E-Resource</b>			
1	www.emerald.com ›		
2	thrivehive.com ›		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN



[Autonomous]  
Elayampalayam, Tiruchengode – 637 215

<b>Programme</b>	MBA	<b>Programme code</b>	313			<b>Regulation</b>	2021						
<b>Department</b>	Master of Business Administration				<b>Semester</b>	III							
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>							
		L	T	P		C	CA	ESE	Total				
<b>21PMBAM05</b>	<b>CONSUMER BEHAVIOUR</b>	3	0	0	3	25	75	100					
<b>Objective</b>	To understand the concepts of consumer behavior To analyze of the reasons and motives for consumer buying behavior To analyze the relationship between psychological social and cultural drivers behind consumer behavior and marketing To identify the external factors influencing consumer behavior To learn the process involved in purchasing decision												
<b>Course Outcomes</b>	The student should						Knowledge Level						
	CO1: Gain knowledge of consumer behavior in the application of marketing decisions						K2						
	CO2: Know the better usage of consumer behavior models						K3						
	CO3: Be able to provide better application of ideas in satisfying customer expectations						K3						
	CO4: Perform best in managing external factors systematically.						K2						
CO5: Make better choice of applying purchasing decisions						K4							
		<b>CO / PO Mapping</b> (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak							<b>CO/PSO Mapping</b>				
<b>COs</b>		<b>Programme Outcomes (POs)</b>							<b>PSOs</b>				
		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
<b>Course Assessment methods</b>													
<b>Direct</b>													
1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations													
<b>Indirect : Case studies</b>													

<b>Unit – I</b>	<b>INTRODUCTION</b>	<b>Periods</b>	<b>9</b>
Concepts – Significance – Dimensions of Consumer Behavior – Application of knowledge of Consumer Behavior in marketing decisions.			
<b>Unit – II</b>	<b>CONSUMER BEHAVIOUR MODELS</b>	<b>Periods</b>	<b>9</b>
Industrial and individual consumer behaviour models - Howard- Sheth, Engel – Kollat, Webster and Wind Consumer Behaviour Models – Implications of the models on marketing decisions.			
<b>Unit – III</b>	<b>INTERNAL INFLUENCES</b>	<b>Periods</b>	<b>9</b>
Psychological Influences on consumer behavior – motivation – perception – personality Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction.			
<b>Unit – IV</b>	<b>EXTERNAL INFLUENCES</b>	<b>Periods</b>	<b>9</b>
Socio-Cultural, Cross Culture – Family group – Reference group – Communication – Influences on Consumer behaviour.			
<b>Unit – V</b>	<b>PURCHASING DECISION PROCESS</b>	<b>Periods</b>	<b>9</b>
High and low involvement - Pre-purchase and post-purchase behaviour – Online purchase decision process – Diffusion of Innovation – Managing Dissonance - Emerging Issues-Case Study.			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
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, 2113.		
<b>Further Readings</b>			
1	Srabanti Mukherjee, Consumer behavior, Cengage Learning, 2016.		
2	Assael, Consumer Behavior - A Strategic Approach, Biztranza, 2018.		
3	Dinesh kumar, Consumer Behaviour, Oxford University Press, 2018.		
<b>E-Resource</b>			
1	www.frontiersin.org		
2	swayam.gov.in › nd2_imb21_mg21 ›		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN



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Elayampalayam, Tiruchengode – 637 215

<b>Programme</b>	MBA	<b>Programme code</b>	<b>313</b>			<b>Regulation</b>	<b>2021</b>						
<b>Department</b>	Master of Business Administration					<b>Semester</b>	<b>III</b>						
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>							
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CA</b>	<b>ESE</b>	<b>Total</b>					
<b>21PMBAM06</b>	<b>CUSTOMER RELATIONSHIP MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>25</b>	<b>75</b>	<b>100</b>					
<b>Objective</b>	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.												
<b>Course Outcomes</b>	<b>The student should</b>							Knowledge Level					
	CO1: Know to apply the knowledge of consumer behavior in marketing decisions							K2					
	CO2: Enrich their knowledge for the better utilization of consumer behavior models							K3					
	CO3: Learn to apply better ideas to achieve customer expectations							K2					
	CO4: Be able to perform better in managing external factors systematically.							K3					
	CO5: Know to make better choice for the application of purchasing decisions							K4					
		<b>CO / PO Mapping</b> (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak								<b>CO/PSO Mapping</b>			
<b>2COs</b>		<b>Programme Outcomes (POs)</b>								<b>PSOs</b>			
		<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>
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

<b>Direct</b>
1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations
<b>Indirect : Case studies</b>

<b>Unit – I</b>	<b>INTRODUCTION</b>	<b>Periods</b>	<b>9</b>
Definitions – Concepts and context of relationship management – Evolution – Transactional Vs Relationship Approach – CRM as a Strategic Marketing Tool – CRM significance to the stakeholders			
<b>Unit – II</b>	<b>UNDERSTANDING CUSTOMERS</b>	<b>Periods</b>	<b>9</b>
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.			
<b>Unit – III</b>	<b>CRM STRUCTURES</b>	<b>Periods</b>	<b>9</b>
Elements of CRM – CRM Process – Strategies for Customer Acquisition – Retention and Prevention of Defection – Models of CRM – CRM road map for business applications.			
<b>Unit – IV</b>	<b>CRM PLANNING AND IMPLEMENTATION</b>	<b>Periods</b>	<b>9</b>
Strategic CRM planning process – Implementation issues – CRM Tools – Analytical CRM – Operational CRM – Call Center Management – Role of CRM Managers.			
<b>Unit – V</b>	<b>TRENDS IN CRM</b>	<b>Periods</b>	<b>9</b>
E-CRM Solutions – Data Warehousing – Data mining for CRM – An Introduction to CRM software packages.			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	G.Shainesh, Jagdish, N.Sheth, Customer Relationships Management Strategic Prespective, Macmillan 2105.		
2	Alok Kumar et al, Customer Relationship Management : Concepts and applications, Biztantra, 2108		
<b>Further Readings</b>			
1	H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing 2105.		
2	Jim Catheart, The Eight Competencies of Relationship selling, Macmillan India, 2105.		
3	Assel, Consumer Behavior, Cengage Learning, 6th Edition.		
4	Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2107.		
5	Francis Buttle, Customer Relationship Management: Concepts & Tools, Elsevier, 2104.		
6	Zikmund. Customer Relationship Management, Wiley 2112 .		
7	Mohammed Hp/Sagadevan. A Customer Relationship Management- A step by step approach, Ist edition		
<b>E-Resource</b>			
1	<a href="http://saaslist.com">saaslist.com</a>		
2	<a href="http://www.itarian.com">www.itarian.com</a>		





# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN



[Autonomous]  
Elayampalayam, Tiruchengode – 637 215

<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>
<b>Department</b>	Master of Business Administration			<b>Semester</b>	<b>III</b>

Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P		C	CA	ESE
<b>21PMBAF01</b>	<b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>25</b>	<b>75</b>	<b>100</b>

**Objective**

Enables student to:

- i. Understand the **unfair practices** of stock market operations
- ii. **Learn** the techniques involved in deciding upon purchase or sale of securities
- iii. **Observe** 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 and <b>money market</b> operations systematically	K2
	CO2: It enriches them to utilize the technique for <b>buy</b> or sale of securities	K3
	CO3: It provides better application of forecasting techniques in securities market and <b>money market.</b>	K3
	CO4: It makes them to perform better charting methods	K4
	CO5: It gives them to better portfolio management and <b>Security Analysis.</b>	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		
CO 3	2			3			2				2		
CO 4						3		2		2			
CO 5	2							2	2		2		

### Course Assessment methods

<b>Direct</b>
<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I, II</li> <li>2. Assignment</li> <li>3. End-Semester examinations</li> </ol>
<b>Indirect : Case studies</b>

<b>Unit – I</b>	<b>INVESTMENT SETTING</b>	<b>Periods</b>	<b>8</b>
Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts.			
<b>Unit – II</b>	<b>SECURITIES MARKETS</b>	<b>Periods</b>	<b>10</b>
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			
<b>Unit – III</b>	<b>FUNDAMENTAL ANALYSIS</b>	<b>Periods</b>	<b>9</b>
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			
<b>Unit – IV</b>	<b>TECHNICAL ANALYSIS</b>	<b>Periods</b>	<b>9</b>
Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.			
<b>Unit – V</b>	<b>PORTFOLIO MANAGEMENT</b>	<b>Periods</b>	<b>9</b>
Portfolio Analysis - Portfolio Selection – Capital Asset Pricing Model – Portfolio Revision – Portfolio Evaluation – Mutual Funds.			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2018.		
2	Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2019.		
<b>Further Readings</b>			
1	Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 9th edition, 2019.		
2	S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2019.		
3	V.K.Bhalla, Investment Management, S.Chand & Company Ltd., 2018.		
4	V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2018.		
<b>E-Resource</b>			
1	smude.edu.in		
2	som.nitk.ac.in		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN



[Autonomous]  
Elayampalayam, Tiruchengode – 637 215

<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	2021			
<b>Department</b>	Master of Business Administration			<b>Semester</b>	III			
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>		
		L	T	P	C	CA	ESE	Total
<b>21PMBAF02</b>	<b>MERCHANT BANKING AND FINANCIAL SERVICES</b>	3	0	0	3	25	75	100

<b>Objective</b>	Enables student to: <ol style="list-style-type: none"> <li>1. Understand the nature of merchant banking</li> <li>2. <b>Learn</b> the process of Issue management</li> <li>3. Gain knowledge in other fee based services</li> <li>4. <b>Identify the</b> fund based financial services</li> <li>5. <b>Assist</b> other fund based financial services</li> </ol>
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<b>Course Outcomes</b>	The student should be made to	Knowledge Level
	CO1: <b>carry out</b> merchant banking operations systematically	K1
	CO2: <b>Analyze and practice the procedures of the issue management systematically</b>	K2
	CO3: <b>Enrich</b> better application of other fee based services	K4
	CO4: <b>Gain better insight about</b> the fund based financial services	K3
	CO5: <b>Enhance</b> effective implementation of fund based financial services	K3

	<b>CO / PO Mapping</b> (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak									<b>CO/PSO Mapping</b>		
	<b>COs</b>	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					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

<b>Direct</b>
<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I, II &amp; III</li> <li>2. Assignment</li> <li>3. End-Semester examinations</li> </ol>
<b>Indirect</b> : Case studies

<b>Unit – I</b>	<b>MERCHANT BANKING</b>	<b>Periods</b>	<b>5</b>
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.			
<b>Unit – II</b>	<b>ISSUE MANAGEMENT</b>	<b>Periods</b>	<b>12</b>
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.			
<b>Unit – III</b>	<b>OTHER FEE BASED SERVICES</b>	<b>Periods</b>	<b>10</b>
Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds – Business Valuation			
<b>Unit – IV</b>	<b>FUND BASED FINANCIAL SERVICES</b>	<b>Periods</b>	<b>10</b>
Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.			
<b>Unit – V</b>	<b>OTHER FUND BASED FINANCIAL SERVICES</b>	<b>Periods</b>	<b>8</b>
Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – Factoring and Forfeiting – Venture capital			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	M.Y.Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2012		
2	Nalini Prava Tripathy, Financial Services, PHI Learning, 2018..		
<b>Further Readings</b>			
1	Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2011		
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, 2018.		
5	Website of SEBI		
<b>E-Resource</b>			
1	iaear.weebly.com		
2	dimr.edu.in		

	<b>VIVEKANANDHA</b> <b>COLLEGE OF ARTS AND SCIENCES FOR WOMEN</b> [Autonomous] Elayampalayam, Tiruchengode – 637 215													
<b>Programme</b>	MBA	<b>Programme code</b>	313		<b>Regulation</b>	2021								
<b>Department</b>	Master of Business Administration				<b>Semester</b>	III								
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>								
		L	T	P	C	CA	ESE	Total						
<b>21PMBAF03</b>	<b>INTERNATIONAL TRADE FINANCE</b>		3	0	0	3	25	75	100					
<b>Objective</b>	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													
<b>Course Outcomes</b>	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						
<b>COs</b>	<b>CO / PO Mapping</b> (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak									<b>CO/PSO Mapping</b>				
	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				
<b>Course Assessment methods</b>														
<table border="1" style="width: 100%;"> <tr> <td data-bbox="188 1653 268 1682"><b>Direct</b></td> </tr> <tr> <td data-bbox="236 1688 644 1778">           1. Continuous Assessment Test I, II            2. Assignment            3. End-Semester examinations         </td> </tr> <tr> <td data-bbox="188 1785 453 1814"><b>Indirect : Case studies</b></td> </tr> </table>												<b>Direct</b>	1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations	<b>Indirect : Case studies</b>
<b>Direct</b>														
1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations														
<b>Indirect : Case studies</b>														

<b>Unit – I</b>	<b>INTERNATIONAL TRADE</b>	<b>Periods</b>	<b>9</b>
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			
<b>Unit – II</b>	<b>EXPORT AND IMPORT FINANCE</b>	<b>Periods</b>	<b>9</b>
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			
<b>Unit – III</b>	<b>FOREX MANAGEMENT</b>	<b>Periods</b>	<b>9</b>
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.			
<b>Unit – IV</b>	<b>DOCUMENTATION IN INTERNATIONAL TRADE</b>	<b>Periods</b>	<b>9</b>
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.			
<b>Unit – V</b>	<b>EXPORT PROMOTION SCHEMES</b>	<b>Periods</b>	<b>9</b>
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- <b>Case Study.</b>			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Apte P.G., International Financial Management, Tata McGraw Hill, 2019.		
2	Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2018.		
<b>Further Readings</b>			
1	Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5th Edition, 2019.		
2	Eun and Resnik, International Financial Management, Tata McGraw Hill, 5th Edition, 2018.		
3	Website of Indian Government on EXIM policy		
<b>E-Resource</b>			
1	tradefinanceanalytics.com		
2	en.reingex.com › Finance-International-Trade		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN



[Autonomous]  
Elayampalayam, Tiruchengode – 637 215

<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>			
<b>Department</b>	Master of Business Administration			<b>Semester</b>	<b>III</b>			
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>		
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CA</b>	<b>ESE</b>	<b>Total</b>
<b>21PMBAF04</b>	<b>BANKING FINANCIAL SERVICES MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>25</b>	<b>75</b>	<b>100</b>

**Objective**

To enable student:

1. To gain knowledge 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

<b>Course Outcomes</b>	The student should be made to	Knowledge Level
	CO1: Understand the financial operations based on the Indian banking system	K2
	CO2: operate and utilize the bank funds systematically	K3
	CO3: It provides better experience in credit monitoring and risk management	K3
	CO4: Analyse the financial policies in mergers, diversification and performance evaluation	K4
	CO5: utilize hi-tech green banking globally	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							2	2				2	

<b>Direct</b>	<b>Course Assessment Methods</b>
	<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I, II</li> <li>2. Assignment</li> <li>3. End-Semester examinations</li> </ol>
<b>Indirect</b>	Case studies

<b>UNIT I</b>	<b>OVERVIEW OF INDIAN BANKING SYSTEM</b>	<b>Periods</b>	<b>9</b>
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			
<b>UNIT II</b>	<b>SOURCES AND APPLICATION OF BANK FUNDS</b>	<b>Periods</b>	<b>9</b>
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.			
<b>UNIT III</b>	<b>CREDIT MONITORING AND RISK MANAGEMENT</b>	<b>Periods</b>	<b>9</b>
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.			
<b>UNIT IV</b>	<b>MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION</b>	<b>Periods</b>	<b>9</b>
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.			
<b>UNIT V</b>	<b>HIGH TECH E-BANKING</b>	<b>Periods</b>	<b>9</b>
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			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Padmalatha Suresh and Justin Paul, “Management of Banking and Financial Services, Pearson, Delhi, 2112.		
2	Meera Sharma, “Management of Financial Institutions – with emphasis on Bank and Risk Management”, PHI Learning Pvt. Ltd., New Delhi 2110.		
<b>Further Readings</b>			
1	Peter S. Rose and Sylvia C. and Hudgins, “Bank Management and Financial Services”, Tata McGraw Hill, New Delhi, 2112.		
2	Benton E.GUP, “Banking and Financial Institutions”, John Wiley Inc.,Hoboken, New Jersey, 2111.		
<b>E-Resource</b>			
1	tppl.org.in		
2	mitwpu.edu.in › m		
3	npTEL.ac.in - <a href="https://www.freebookcentre.net/business-books-download/Bank-Management.html">https://www.freebookcentre.net/business-books-download/Bank-Management.html</a>		





# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN





[Autonomous]



Elayampalayam, Tiruchengode – 637 215

<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>								
<b>Department</b>	Master of Business Administration			<b>Semester</b>	<b>III</b>								
Course code	Course name	Periods per week			Credit	Maximum Marks							
		L	T	P	C	CA	ESE	Total					
<b>21PMBAF05</b>	<b>DERIVATIVES MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>25</b>	<b>75</b>	<b>100</b>					
<b>Objective</b>	<ul style="list-style-type: none"> <li>To understand the derivative and its risks involved</li> <li>To learn about the futures contract and its types</li> <li>To <b>study</b> the various options of pricing models</li> <li>To know much about the SWAP and its purpose</li> <li>To gain <b>insight</b> about the derivative markets in India</li> </ul>												
<b>Course Outcomes</b>	The student should be made to						Knowledge Level						
	CO1: <b>Understand</b> the risks involved in derivatives						K3						
	CO2: <b>Gain knowledge about</b> currencies and commodities of business market						K2						
	CO3: <b>Enhance</b> better insight and clarity of options and pricing						K3						
	CO4: <b>Operate and invest</b> wisely in bonds, financial securities						K2						
	CO5: <b>Analyse and practice</b> to invest systematically in NSE, BSE stock markets						K4						
		<b>CO / PO Mapping</b> (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak							<b>CO/PSO Mapping</b>				
<b>COs</b>		<b>Programme Outcomes (POs)</b>							<b>PSOs</b>				
		<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>
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
<b>Direct</b>		<b>Course Assessment Methods</b>											
		<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I, II</li> <li>2. Assignment</li> <li>3. End-Semester examinations</li> </ol>											
<b>Indirect</b>		Case studies											

<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>Periods</b>	<b>9</b>
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.			
<b>UNIT II</b>	<b>FUTURES CONTRACT</b>	<b>Periods</b>	<b>9</b>
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.			
<b>UNIT III</b>	<b>OPTIONS</b>	<b>Periods</b>	<b>9</b>
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.			
<b>UNIT IV</b>	<b>SWAPS</b>	<b>Periods</b>	<b>9</b>
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.			
<b>UNIT V</b>	<b>DERIVATIVES IN INDIA</b>	<b>Periods</b>	<b>9</b>
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.			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
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.		
<b>Further Readings</b>			
1	John. C. Hull, Options, Futures and Other Derivative Securities“, PHI Learning, 9th Edition, 2018		
2	Keith Redhead, „Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs“, – PHI Learning, 2018		
3	S. L. Gupta, Financial Derivatives- Theory, Concepts and Practice, Prentice Hall of India, 2018		
4	Stulz, Risk Management and Derivatives, Cengage, 2nd Edition, 2017		
5	Varma, Derivatives and Risk Management, 2nd Edition, 2018		
6	Website of NSE, BSE		
<b>E-Resource</b>			
1	swayam.gov.in › nd1_noc19_mg39		
2	www.ijhssi.org		

	<b>VIVEKANANDHA</b> <b>COLLEGE OF ARTS AND SCIENCES FOR</b> <b>WOMEN</b> [Autonomous] Elayampalayam, Tiruchengode – 637 215												
<b>Programme</b>	MBA	<b>Programme code</b>	313			<b>Regulation</b>	2021						
<b>Department</b>	Master of Business Administration					<b>Semester</b>			III				
<b>Course code</b>	<b>Course name</b>		<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>						
			L	T	P	C	CA	ESE	Total				
21PMBAF06	CORPORATE FINANCE		3	0	0	3	25	75	100				
<b>Objective</b>	Student will acquire: <ol style="list-style-type: none"> <li>To know the importance of industrial finance and its sources</li> <li>It helps to understand short term working capital finance</li> <li>To learn about the procedures involved in managing advanced finance.</li> <li>To practice how to make proper financial decisions.</li> <li>To learn the procedures involved in corporate governance</li> </ol>												
<b>Course Outcomes</b>	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 to apply proper financing and dividend decisions							K4					
CO5: It helps them to perform better in corporate social responsibility							K3						
	<b>CO / PO Mapping</b> (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak								<b>CO/PSO Mapping</b>				
	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			
<b>Direct Course Assessment Methods</b>													
<ol style="list-style-type: none"> <li>Continuous Assessment Test I, II</li> <li>Assignment</li> <li>End-Semester examinations</li> </ol>													
<b>Indirect : Case studies</b>													

<b>UNIT I</b>	<b>INDUSTRIAL FINANCE</b>	<b>Periods</b>	<b>9</b>
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.			
<b>UNIT II</b>	<b>SHORT-TERM WORKING CAPITAL FINANCE</b>	<b>Periods</b>	<b>9</b>
Estimating working capital requirements – Approach adopted by Commercial banks, Commercial paper – Public Deposits and inter corporate investments			
<b>UNIT III</b>	<b>ADVANCED FINANCIAL MANAGEMENT</b>	<b>Periods</b>	<b>9</b>
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.			
<b>UNIT IV</b>	<b>FINANCING DECISIONS</b>	<b>Periods</b>	<b>9</b>
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			
<b>UNIT V</b>	<b>CORPORATE GOVERNANCE</b>	<b>Periods</b>	<b>9</b>
Corporate Governance – SEBI Guidelines – Corporate Disasters and Ethics – Corporate Social Responsibility – Stakeholders and Ethics – Ethics, Managers and Professionalism- <b>Case Study.</b>			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Richard A.Brealey, Stewart C.Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 9th Edition, 2017.		
2	I.M.Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12th Edition, 2018		
<b>Further Readings</b>			
1	Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 2nd Edition, 2016.		
2	M.Y Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 2015.		
3	Smart, Megginson, and Gitman, Corporate Finance, 2nd Edition, 2018.		
4	Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2017.		
5	Website of SEBI		
<b>E-Resource</b>			
1	<a href="http://www.coursera.org">www.coursera.org</a>		
2			

	<b>VIVEKANANDHA</b> <b>COLLEGE OF ARTS AND SCIENCES FOR</b> <b>WOMEN</b> [Autonomous] Elayampalayam, Tiruchengode – 637 215								
<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>				
<b>Department</b>	Master of Business Administration			<b>Semester</b>		<b>III</b>			
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>			
		L	T	P	C	CA	ESE	Total	
<b>21PMBAH02</b>	<b>ORGANISATIONAL THEORY, DESIGN AND DEVELOPMENT</b>		3	0	0	3	25	75	100
<b>Objective</b>	Student will acquire: 1. To understand the nature of organization and environment 2. To know the process involved in organizational design 3. To learn about the framework of organizational culture 4. To know about the certainty of organizational change and methods of implementing 5. To learn about the models involved in organizational decision making								
	<b>Course Outcomes</b>	The student should be made to						<b>Knowledge Level</b>	
CO1: Analyze the functions in an organization and its environment						<b>K2</b>			
CO2: Enrich the knowledge to frame better organizational design						<b>K3</b>			
CO3: Have a better insight in managing and selecting suitable organizational culture based on the framed objectives						<b>K2</b>			
CO4: Have ideas on how to manage the organizational change effectively						<b>K3</b>			
CO5: Apply better organizational models in decision making						<b>K4</b>			
<b>COs</b>	<b>CO / PO Mapping</b> (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak				<b>CO/PSO Mapping</b>				
	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	
<b>Direct Course Assessment Methods</b>														
1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations														
<b>Indirect : Case studies</b>														
<b>UNIT I</b>	<b>ORGANISATION &amp; ITS ENVIRONMENT</b>								<b>Periods</b>	<b>8</b>				
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														
<b>UNIT II</b>	<b>ORGANISATIONAL DESIGN</b>								<b>Periods</b>	<b>15</b>				
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														
<b>UNIT III</b>	<b>ORGANISATIONAL CULTURE</b>								<b>Periods</b>	<b>6</b>				
Understanding Culture – Strong and Weak Cultures – Types of cultures – Importance of Culture – Creating and Sustaining Culture – Culture and Strategy – Implications for practicing managers.														
<b>UNIT IV</b>	<b>ORGANISATIONAL CHANGE</b>								<b>Periods</b>	<b>6</b>				
Meaning – <b>Global Market and Current Trend</b> - 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.														
<b>UNIT V</b>	<b>ORGANISATIONAL EVOLUTION AND SUSTENANCE</b>								<b>Periods</b>	<b>10</b>				
Organizational life cycle – Models of transformation – Models of Organizational Decision Making – Organizational Learning – Innovation. Intrapreneurship and Creativity – HR Implications- <b>Case Study</b> .														
<b>References</b>										<b>Total Periods</b>	<b>45</b>			
1	Gareth R.Jones, Organisational Theory, Design & Change, Pearson Education, 6th Edition 2018.													
2	Richard L. Draft. Understanding the theory & design of organizations. Cengage Learning Western, 10th Edition 2019.													
<b>Further Readings</b>														
1	Thomson G. Cummings and Christopher G. Worley, Organizational Development and Change. Cengage Learning, 9th Edition 2111													
2	Robbins Organisation Theory; Structure Design & Applications, Prentice Hall of India, 2109													
3	Bhupen Srivastava, Organisational Design and Development: Concepts application, Biztantra.													
<b>E-Resource</b>														
1	hbs.ac.in													

2	enggedu.com



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<b>Programme</b>	MBA	<b>Programme code</b>	313			<b>Regulation</b>	2021						
<b>Department</b>	Master of Business Administration					<b>Semester</b>			III				
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>							
		L	T	P	C	CA	ESE	Total					
<b>21PMBAH03</b>	<b>INDUSTRIAL RELATIONS AND LABOUR WELFARE</b>	3	0	0	3	25	75	100					
<b>Objective</b>	<ul style="list-style-type: none"> <li>To understand the nature and role of trade unions in an organization</li> <li>To learn the reasons for Industrial conflicts and precautionary steps to be taken to resolve conflicts.</li> <li>To study the various welfare facilities provided to the employees by the organization</li> <li>To gain knowledge about various safety measures to be followed in an Industry.</li> <li>To understand the various welfare schemes provided to special category labors.</li> </ul>												
<b>Course Outcomes</b>	The student should be made to							Knowledge Level					
	CO1: Know about managing the trade union members effectively							K2					
	CO2: Be an good leader in solving industrial conflicts							K3					
	CO4: Give better experience in applying proper safety measures to avoid industrial accidents							K3					
	CO5: Concentrate on special category labors and it tends to maintain industrial harmony							K4					
	<b>CO / PO Mapping</b> (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak									<b>CO/PSO Mapping</b>			
	<b>Cos</b>	<b>Programme Outcomes (POs)</b>									<b>PSOs</b>		
		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	
<b>Direct Course Assessment Methods</b>													
<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I, II &amp; III</li> <li>2. Assignment</li> <li>3. End-Semester examinations</li> </ol>													
<b>Indirect : Case studies</b>													



<b>UNIT I</b>	<b>INDUSTRIAL RELATIONS</b>	<b>Periods</b>	<b>7</b>
Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct			
<b>UNIT II</b>	<b>INDUSTRIAL CONFLICTS</b>	<b>Periods</b>	<b>12</b>
Disputes – Impact – Causes – Strikes –Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.			
<b>UNIT III</b>	<b>LABOUR WELFARE</b>	<b>Periods</b>	<b>8</b>
Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labor – Welfare Funds – Education and Training Schemes			
<b>UNIT IV</b>	<b>INDUSTRIAL SAFETY</b>	<b>Periods</b>	<b>9</b>
Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological Problems – Counseling – Statutory Provisions			
<b>UNIT V</b>	<b>WELFARE OF SPECIAL CATEGORIES OF LABOUR</b>	<b>Periods</b>	<b>9</b>
Child Labor– Female Labor – Contract Labor – Construction Labor –Agricultural Labor – Differently abled labor – BPO & KPO Labor – social assistance – social security – Implications.			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2017.		
2	Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2018.		
<b>Further Readings</b>			
1	Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2017.		
2	C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2017.		
3	Srivastava, Industrial Relations and Labour laws, Vikas, 2017		
<b>E-Resource</b>			
1	<a href="http://labour.gov.in">labour.gov.in</a> > industrial-relations		
2	<a href="http://www.phindia.com">www.phindia.com</a>		
<b>E-Resource</b>			
1	<a href="http://Labour.gov.in">Labour.gov.in</a>		
2	<a href="http://www.phindia.com">www.phindia.com</a>		



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 Elayampalayam, Tiruchengode – 637 205



<b>Programme</b>	MBA	<b>Programme code</b>	313			<b>Regulation</b>	2021						
<b>Department</b>	Master of Business Administration				<b>Semester</b>			<b>III</b>					
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>							
		L	T	P	C	CA	ESE	Total					
<b>20PMBAH04</b>	<b>LABOUR LEGISLATIONS</b>	3	0	0	3	25	75	100					
<b>Objective</b>	<ul style="list-style-type: none"> <li>To have a broad understanding of factories, trade union, wages, industrial disputes, compensation, gratuity, bonus acts.</li> <li>To have an in depth knowledge in following provident fund, ESI, standing orders act.</li> <li>To gain better insight in apprentices act and equal remuneration act</li> <li>To follow the rules by understanding maternity benefits through act</li> </ul> <p>To learn the rules to be followed in contract labor practices and prevention of child labor.</p>												
<b>Course Outcomes</b>	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					
		<b>CO / PO Mapping</b> (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak							<b>CO/PSO Mapping</b>				
<b>Cos</b>		<b>Programme Outcomes (POs)</b>							<b>PSOs</b>				
		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		
<b>Direct</b>		<b>Course Assessment Methods</b>											
		<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I, II &amp; III</li> <li>2. Assignment</li> <li>3. End-Semester examinations</li> </ol>											
<b>Indirect</b>		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		<b>45</b>

#### 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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<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>
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<b>Department</b>	Master of Business Administration	<b>Semester</b>	<b>III</b>
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Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total

<b>21PMBAH05</b>	<b>ORGANISATIONAL CHANGE &amp; DEVELOPMENT</b>	3	0	0	3	25	75	100
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<b>Objective</b>	<ul style="list-style-type: none"> <li>To understand the nature of change and development in organization</li> <li>It helps to understand the types of changes in the organization</li> <li>To learn about the procedures involved in implementing change</li> <li>To understand the importance of change management techniques and its effectiveness</li> <li>To know about the organization development activities and intervention techniques</li> </ul>
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<b>Course Outcomes</b>	The student should be made to	Knowledge Level
	CO1: Understand the nature of change and its persistence	K2
	CO2: Enrich knowledge on the types of changes happening in the present scenario	K3
	CO3: Apply the procedures of change management process	K4
	CO4: Better learning about the change management techniques used and its success	K3
	CO5: It enriches knowledge on Organizational Interventions for development	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	3							3		2	2	
CO 2	2							3		2		
CO 3	2			3			2		2		2	
CO 4						3						2
CO 5	2							2		2		

<b>Direct</b>	<b>Course Assessment Methods</b>
	<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I, II</li> <li>2. Assignment</li> <li>3. End-Semester examinations</li> </ol>
<b>Indirect</b>	Case studies

<b>UNIT I</b>	<b>Organizational Change</b>	<b>Periods</b>	<b>10</b>
Concept and Significance; Managing Change; Concept of Analyzing the Environment; Perspectives on Change: Contingency; Resource Dependence; Population Ecology; Implications of Change			
<b>UNIT II</b>	<b>Types of Change</b>	<b>Periods</b>	<b>6</b>
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.			
<b>UNIT III</b>	<b>Implementing Change</b>	<b>Periods</b>	<b>7</b>
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			
<b>UNIT IV</b>	<b>HR and Technological change</b>	<b>Periods</b>	<b>10</b>
Introduction special features of new technology; organizational implications of technological change; Emerging profile HR; Employee Empowerment, Emotional Intelligence and employee productivity; Managing work stress			
<b>UNIT V</b>	<b>ORGANISATIONAL DEVELOPMENT (OD)</b>	<b>Periods</b>	<b>12</b>
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- <b>Case Study.</b>			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
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		
<b>Further Readings</b>			
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,2018.		
<b>E-Resource</b>			
1	<a href="https://msmgf.org">https://msmgf.org</a>		
2	<a href="http://nceta.flinders.edu.au">nceta.flinders.edu.au</a>		

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<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>								
<b>Department</b>	Master of Business Administration			<b>Semester</b>		<b>III</b>							
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>							
		L	T	P	C	CA	ESE	Total					
<b>21PMBAH06</b>	<b>STRATEGIC HUMAN RESOURCE MANAGEMENT</b>	3	0	0	3	25	75	100					
<b>Objective</b>	<ul style="list-style-type: none"> <li>• To understand the nature and scope of HRD</li> <li>• It helps them to know the process involved in e-HRM</li> <li>• To know the procedures engaged in cross cultural HRM</li> <li>• To understand the network between career and competency development</li> <li>• To know about the role of employee counseling and coaching</li> </ul>												
<b>Course Outcomes</b>	The student should be made to						Knowledge Level						
	CO1: Apply proper HRD Practices						K3						
	CO2: Enrich and practice best e-HRM to utilize manpower						K3						
	CO3: Experience in dealing cross cultural HRM						K4						
	CO4: Better experience in developing career and competency						K4						
CO5: Enriches and concentrate in retaining skilled manpower resources						K1							
<b>COs</b>	<b>CO / PO Mapping</b> (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak									<b>CO/PSO Mapping</b>			
	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	2	
	CO 2	2					3			2	2		
	CO 3			3				2				2	
CO 4						3		2		2			
CO 5	2							2			2		
<b>Direct Course Assessment Methods</b>													
1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations													
<b>Indirect : Case studies</b>													

<b>UNIT I</b>	<b>HUMAN RESOURCE DEVELOPMENT</b>	<b>Periods</b>	<b>10</b>
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.			
<b>UNIT II</b>	<b>E-HRM</b>	<b>Periods</b>	<b>6</b>
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			
<b>UNIT III</b>	<b>CROSS CULTURAL HRM</b>	<b>Periods</b>	<b>7</b>
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			
<b>UNIT IV</b>	<b>CAREER AND COMPETENCY DEVELOPMENT</b>	<b>Periods</b>	<b>10</b>
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			
<b>UNIT V</b>	<b>EMPLOYEE COACHING AND COUNSELING</b>	<b>Periods</b>	<b>12</b>
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			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 2017.		
2	Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2018		
<b>Further Readings</b>			
1	Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, Southwestern 2017		
2	Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2017		
3	Monir Tayeb. International Human Resource Management. Oxford. 2017		
<b>E-Resource</b>			
1	<a href="http://www.hrzone.com">www.hrzone.com</a>		
2	iedunote.com		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN

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Elayampalayam, Tiruchengode – 637 215



	<b>VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN</b>					[Autonomous] Elayampalayam, Tiruchengode – 637 215									
<b>Programme</b>	<b>MBA</b>	<b>Programme code</b>			<b>313</b>			<b>Regulation</b>			<b>2021</b>				
<b>Department</b>	<b>Master of Business Administration</b>					<b>Semester</b>			<b>III</b>						
<b>Course code</b>	<b>Course name</b>					<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>					
						<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CA</b>	<b>ESE</b>	<b>Total</b>			
<b>21PMBAS01</b>	<b>ADVANCED DATABASE MANAGEMENT SYSTEM</b>					<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>25</b>	<b>75</b>	<b>100</b>			
<b>Objective</b>	<ul style="list-style-type: none"> <li>To learn about various the DBMS models</li> <li>To understand the procedure involved in database implementation</li> <li>To know about the role of distributed databases</li> <li>To identify the purpose of object oriented databases</li> <li>To learn the latest emerging trends in DBMS</li> </ul>														
<b>Course Outcomes</b>	The student should be made to										Knowledge Level				
	CO1: Helps to maintain suitable business information										K2				
	CO2: Enrich & practice the database systematically										K3				
	CO3: Gain Knowledge in distributed databases										K3				
	CO4: Apply better data base models										K2				
	CO5: It enriches the equip latest trends of DBMS in business										K4				
		<b>CO / PO Mapping</b>								<b>CO/PSO Mapping</b>					
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak													
<b>COs</b>		<b>Programme Outcomes (POs)</b>								<b>PSOs</b>					
		<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>		
CO 1		2							2		2				
CO 2		2				3							2		
CO 3		2			3			2		2		2			
CO 4						3			2		2				
CO 5		2							2			2			
<b>Direct Course Assessment Methods</b>															
<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I, II &amp; III</li> <li>2. Assignment</li> <li>3. End-Semester examinations</li> </ol>															
<b>Indirect : Case studies</b>															



<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>Periods</b>	<b>9</b>
DBMS Models - Multimedia Databases, Parallel Databases, embedded, web, spatial, temporal databases, Virtualization, Active Databases - Embedded databases - Web databases.			
<b>UNIT II</b>	<b>DATABASE IMPLEMENTATION</b>	<b>Periods</b>	<b>9</b>
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			
<b>UNIT III</b>	<b>DISTRIBUTED DATABASES</b>	<b>Periods</b>	<b>9</b>
Distributed databases – queries – optimization access strategies – Distributed transactions management – concurrency control – reliability			
<b>UNIT IV</b>	<b>OBJECT ORIENTED DATABASES</b>	<b>Periods</b>	<b>9</b>
Object Oriented Concepts – Data Object Models –Object Oriented Databases – Issues in OODBMS – Object Oriented Relational Databases – Object Definition Languages – Object Query Languages			
<b>UNIT V</b>	<b>EMERGING TRENDS</b>	<b>Periods</b>	<b>9</b>
Data Mining – Data warehousing – Star, Snowflake, Fact Constellation; open source database systems, Scripting Language, JDBC, ODBC			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Peter Rob, Carlos Coronel, Database System and Design, Implementation and Management, 7 <sup>th</sup> edition, Cengage Learning.		
2	Ramez Elmasri and Shamkant B. Navethe, Fundamentals of Database Systems, 4th , Pearson Education, 2104		
<b>Further Readings</b>			
1	Jeffrey A Hoffer et al, Modern Database Management, 10th Edition, Pearson Education, 2112.		
2	Abraham Silberchatz, Henry F. Korth and S.Sudarsan, Database System Concepts, 5th Edition, McGraw-Hill, 2110		
<b>E-Resource</b>			
1	aries.ektf.hu		
2	smude.edu.in		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN



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<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>								
<b>Department</b>	Master of Business Administration			<b>Semester</b>	<b>III</b>								
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>							
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CA</b>	<b>ESE</b>	<b>Total</b>					
<b>21PMBAS02</b>	<b>E-BUSINESS MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>25</b>	<b>75</b>	<b>100</b>					
<b>Objective</b>	<ul style="list-style-type: none"> <li>To learn about the <b>paramounts</b> of e-business</li> <li>To know about the role of technology infrastructure in business</li> <li>To understand the nature of business <b>value</b></li> <li>To learn about the various procedures involved in e-business <b>transactions</b> and its security</li> <li>To gain knowledge about various legal and privacy issues involved</li> </ul>												
<b>Course Outcomes</b>	The student should be made to						Knowledge Level						
	CO1: <b>Help</b> them to maintain business transactions smoother						K3						
	CO2: <b>Enrich</b> them to implement suitable technology systematically						K3						
	CO3: <b>Give</b> better experience in using business <b>value</b>						K4						
	CO4: <b>Give</b> them to make e-business <b>transactions</b> in secured manner						K3						
	CO5: <b>Enrich</b> them to handle legal and privacy issues						K3						
		<b>CO / PO Mapping</b>							<b>CO/PSO Mapping</b>				
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak											
<b>COs</b>		<b>Programme Outcomes (POs)</b>							<b>PSOs</b>				
		<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>
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		
<b>Direct Course Assessment Methods</b>													
<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I, II</li> <li>2. Assignment</li> <li>3. End-Semester examinations</li> </ol>													
<b>Indirect : Case studies</b>													

<b>UNIT I</b>	<b>INTRODUCTION TO e-BUSINESS</b>	<b>Periods</b>	<b>8</b>
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			
<b>UNIT II</b>	<b>TECHNOLOGY INFRASTRUCTURE</b>	<b>Periods</b>	<b>10</b>
Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology basics of web server of hardware and software.			
<b>UNIT III</b>	<b>BUSINESS APPLICATIONS</b>	<b>Periods</b>	<b>10</b>
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			
<b>UNIT IV</b>	<b>e-BUSINESS PAYMENTS AND SECURITY</b>	<b>Periods</b>	<b>9</b>
E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems-internet security – cryptography – security protocols – network security.			
<b>UNIT V</b>	<b>LEGAL AND PRIVACY ISSUES</b>	<b>Periods</b>	<b>8</b>
Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2111.		
2	Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce –A managerial perspective, Pearson Education Asia, 2017.		
<b>Further Readings</b>			
1	Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, e business, Oxford University Press, 2018.		
2	Hentry Chan & el , E-Commerce – fundamentals and Applications, Wiley India Pvt Ltd, 2017.		
3	Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2018.		
4	Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3rd Edition. Tata McGrawHill Publications, 2019.		
5	Kamlesh K.Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata McGrawHill Publications, 7th reprint, 2019.		
<b>E-Resource</b>			
1	link.springer.com		
2	www.ici.net.au		
3	Intyroduction to E BUSINESS MANAGEMENT & STRATEGY, Colin Combe, B H Butterworth Heinmann is an imprint of Elseiver, First edition( 2016)		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN



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<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>
<b>Department</b>	Master of Business Administration		<b>Semester</b>		<b>III</b>

Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
<b>21PMBAS03</b>	<b>SOFTWARE PROJECT AND QUALITY MANAGEMENT</b>	3	0	0	3	25	75	100

<b>Objective</b>	<ul style="list-style-type: none"> <li>To understand project management cycle in software development</li> <li>To get clarity on application of quality metrics</li> <li>To study various project estimation involved in software development</li> <li>To know about the various quality models in software development.</li> <li>To understand the process involved in software quality assurance</li> </ul>
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<b>Course Outcomes</b>	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

COs	CO / PO Mapping									CO/PSO Mapping		
	(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak											
	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"> <li>1. Continuous Assessment Test I, II</li> <li>2. Assignment</li> <li>3. End-Semester examinations</li> </ol>
Indirect	Case studies

<b>UNIT – I</b>	<b>INTRODUCTION</b>	<b>Periods</b>	<b>9</b>
Software Projects, Projects Planning, Process models, Waterfall, RAD, V, Spiral, Incremental, Prototyping, Agile, Project Tracking			
<b>UNIT – II</b>	<b>SOFTWARE METRICS</b>	<b>Periods</b>	<b>10</b>
Goal, Question, Metric (GQM) model, Product Quality metrics, In process Quality metrics, Metrics for software maintenance and testing, Complexity Metrics			
<b>UNIT – III</b>	<b>SOFTWARE PROJECT ESTIMATION</b>	<b>Periods</b>	<b>10</b>
Effort and Cost Estimation - Expert Judgment, LOC, Function Points, Extended Function Points. Feature Points, Object Points, COCOMO-81, COCOMO-II; Risk Management			
<b>UNIT – IV</b>	<b>SOFTWARE QUALITY</b>	<b>Periods</b>	<b>9</b>
Quality Management Systems, Software Quality Models- FURPS, McCalls, models, applying seven basic quality tools in software development, Measuring Quality, Gilb, CoQUAMO, Lean software development.			
<b>UNIT – V</b>	<b>SOFTWARE QUALITY ASSURANCE</b>	<b>Periods</b>	<b>8</b>
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.			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Roger S. Pressman, Software Engineering A Practioners Approach, McGraw Hill International Edition, New Delhi, 7th Edition, 2018		
2	Stephen Kan, Metrics and Models in Software Quality Engineering, Pearson Education Asia, 8th Impression 2019.		
<b>Further Readings</b>			
1	Walker Royce, Software Project Management – A unified framework, PearsonEducation Asia, New Delhi, 2019.		
2	Alan Gillies, Software Quality – Theory and Management, Thomson Learning, 2018		
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, 2018.		
5	Richard H. Thayer, Software Engineering Project Management, John Wiley, 2018		
<b>E-Resource</b>			
1	link.springer.com		
2	www.pmi.org		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN



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<b>Programme</b>	MBA	<b>Programme code</b>	313			<b>Regulation</b>	2021						
<b>Department</b>	Master of Business Administration				<b>Semester</b>	III							
Course code	Course name	Periods per week			Credit	Maximum Marks							
		L	T	P		C	CA	ESE	Total				
<b>21PMBAS04</b>	<b>DATA MINING FOR BUSINESS INTELLIGENCE</b>	3	0	0	3	25	75	100					
<b>Objective</b>	<ul style="list-style-type: none"> <li>To gain knowledge about the data mining process</li> <li>To know the functions of data warehousing</li> <li>To understand the usage of data mining tools, methods and techniques</li> <li><b>Gain</b> knowledge on modern information technology and its business opportunities</li> <li>To study about Bi and data mining applications</li> </ul>												
<b>Course Outcomes</b>	The student should be made to						Knowledge Level						
	CO1: <b>Apply</b> the data mining concept effectively						K2						
	CO2: <b>Enrich</b> effectively the functions of data warehousing						K3						
	CO3: <b>Analyze</b> better experience in handling data mining tools, methods and techniques for effective decision making						K4						
	CO4: <b>Explore</b> the application of IT in developing business						K3						
	CO5: <b>Execute</b> 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
		Course Assessment Methods											
		<b>Direct</b> 1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations											
		<b>Indirect</b> : Case studies											

<b>UNIT – I</b>	<b>INTRODUCTION</b>	<b>Periods</b>	<b>9</b>
Data mining, Text mining, Web mining, Spatial mining, Process mining, BI process- Private and Public intelligence, Strategic assessment of implementing BI			
<b>UNIT – II</b>	<b>DATA WAREHOUSING</b>	<b>Periods</b>	<b>10</b>
Data ware house – characteristics and view - OLTP and OLAP - Design and development of data warehouse, Meta data models, Extract/ Transform / Load (ETL) design			
<b>UNIT – III</b>	<b>DATA MINING TOOLS , METHODS, TECHNIQUES</b>	<b>Periods</b>	<b>10</b>
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			
<b>UNIT – IV</b>	<b>MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS OPPORTUNITIES</b>	<b>Periods</b>	<b>9</b>
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			
<b>UNIT – V</b>	<b>BI AND DATA MINING APPLICATIONS</b>	<b>Periods</b>	<b>8</b>
Applications in various sectors – Retailing, CRM, Banking, Stock Pricing, Production, Crime, Genetics, Medical, Pharmaceutical.			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers 2019.		
2	Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, Prentice Hall, 2018.		
<b>Further Readings</b>			
1	W.H.Inmon, Building the Data Warehouse, fourth edition Wiley India pvt. Ltd. 2015.		
2	Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 2015.		
3	Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc 2nd Edition, 2018.		
4	Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 2019		
5	G. K. Gupta, Introduction to Data mining with Case Studies, Prentice hall of India, 2018		
<b>E-Resource</b>			
1	<a href="http://www.educba.com">www.educba.com</a>		
2	<a href="http://www.qyte.com">www.qyte.com</a>		



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<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>								
<b>Department</b>	Master of Business Administration			<b>Semester</b>	<b>III</b>								
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>							
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CA</b>	<b>ESE</b>	<b>Total</b>					
<b>21PMBAS05</b>	<b>ENTERPRISE RESOURCE PLANNING</b>	3	0	0	3	25	75	100					
<b>Objective</b>	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												
<b>Course Outcomes</b>	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						
		<b>CO / PO Mapping</b>							<b>CO/PSO Mapping</b>				
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak											
<b>COs</b>		<b>Programme Outcomes (POs)</b>							<b>PSOs</b>				
		<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>
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
<b>Direct</b>		<b>Course Assessment Methods</b>											
		1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations											
<b>Indirect</b>		Case studies											
<b>UNIT – I</b>		<b>INTRODUCTION</b>							<b>Periods</b>			<b>9</b>	



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.			
<b>UNIT – II</b>	<b>ERP SOLUTIONS AND FUNCTIONAL MODULES</b>	<b>Periods</b>	<b>9</b>
Overview of ERP software solutions- Small, medium and large enterprise vendor solutions, BPR, and best business practices - Business process Management, Functional modules.			
<b>UNIT – III</b>	<b>ERP IMPLEMENTATION</b>	<b>Periods</b>	<b>9</b>
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.			
<b>UNIT – IV</b>	<b>POST IMPLEMENTATION</b>	<b>Periods</b>	<b>9</b>
Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation. development			
<b>UNIT – V</b>	<b>EMERGING TRENDS ON ERP</b>	<b>Periods</b>	<b>9</b>
Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics- Future trends in ERP systems-web enabled, Wireless technologies, cloud computing.			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2018.		
2	Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2018		
<b>Further Readings</b>			
1	Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2018		
2	Alexis Leon, Enterprise Resource Planning, third edition, Tata McGraw-Hill, 2018		
3	Mahadeo Jaiswal and Ganesh Vanapalli, first edition,ERP Macmillan India, 2019.		
4	Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, second edition Prentice Hall of India, 2019.		
<b>E-Resource</b>			
1	<a href="http://www.syspro.com">www.syspro.com</a>		
2	<a href="http://www.netsuite.com">www.netsuite.com</a>		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN



[Autonomous]  
Elayampalayam, Tiruchengode – 637 215

<b>Programme</b>	<b>MBA</b>	<b>Programme code</b>	<b>313</b>			<b>Regulation</b>			<b>2021</b>				
<b>Department</b>	<b>Master of Business Administration</b>					<b>Semester</b>			<b>III</b>				
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>							
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CA</b>	<b>ESE</b>	<b>Total</b>					
<b>21PMBAP01</b>	<b>LOGISTICS AND SUPPLY CHAIN MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>25</b>	<b>75</b>	<b>100</b>					
<b>Objective</b>	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.												
<b>Course Outcomes</b>	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 thf 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				
		<b>CO / PO Mapping</b>								<b>CO/PSO Mapping</b>			
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak											
<b>COs</b>		<b>Programme Outcomes (POs)</b>								<b>PSOs</b>			
		<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>
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		
<b>Direct Course Assessment Methods</b>													
1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations													
<b>Indirect : Case studies</b>													

<b>UNIT – I</b>	<b>INTRODUCTION</b>	<b>Periods</b>	<b>9</b>
Business logistics and supply chain – importance, objectives and rivers. Strategy – planning, selecting proper channel, performance measurement. Outsourcing- Make vs buy approach – sourcing strategy			
<b>UNIT – II</b>	<b>MANAGING FLOWS</b>	<b>Periods</b>	<b>9</b>
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			
<b>UNIT – III</b>	<b>INVENTORY AND WAREHOUSING</b>	<b>Periods</b>	<b>9</b>
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.			
<b>UNIT – IV</b>	<b>TRANSPORTATION AND PACKAGING</b>	<b>Periods</b>	<b>9</b>
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.			
<b>UNIT – V</b>	<b>ORGANIZATION AND CONTROL</b>	<b>Periods</b>	<b>9</b>
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.			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
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, 2018.		
<b>Further Readings</b>			
1	Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 2018.		
2	Vinod V. Sople, Logistics Management-The Supply Chain Imperative, Pearson. 2018.		
3	Coyle et al., The Management of Business Logistics, Thomson Learning, 7th Edition, 2019.		
4	Mohanty R.P and Deshmukh S.G, Supply chain theories and practices, Biztantra publications, 2018.		
5	Leenders, Johnson, Flynn, Fearon, Purchasing and supply management, Tata McGraw Hill, 2018.		
<b>E-Resource</b>			
1	<a href="http://www.thebalancesmb.com">www.thebalancesmb.com</a>		
2	<a href="http://www.supplychainopz.com">www.supplychainopz.com</a>		





# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN



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Elayampalayam, Tiruchengode – 637 215

<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>									
<b>Department</b>	Master of Business Administration			<b>Semester</b>	<b>III</b>									
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>								
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CA</b>	<b>ESE</b>	<b>Total</b>						
<b>21PMBAP02</b>	<b>SERVICES OPERATION MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>25</b>	<b>75</b>	<b>100</b>						
<b>Objective</b>	<p>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</p>													
<b>Course Outcomes</b>	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							
		<b>CO / PO Mapping</b>							<b>CO/PSO Mapping</b>					
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak												
		<b>COs</b>	<b>Programme Outcomes (POs)</b>							<b>PSOs</b>				
			<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>
		<b>CO 1</b>	2							3		2		
		<b>CO 2</b>	2							3				2
		<b>CO 3</b>			3			2			2	2		
		<b>CO 4</b>					3			2		2		
		<b>CO 5</b>	2							2		2		
		<b>Direct Course Assessment Methods</b>												
		<p>1. Continuous Assessment Test I, II          2. Assignment          3. End-Semester examinations</p>												
		<b>Indirect : Case studies</b>												

<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>Periods</b>	<b>9</b>
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.			
<b>UNIT II</b>	<b>SERVICE DESIGN</b>	<b>Periods</b>	<b>9</b>
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			
<b>UNIT III</b>	<b>SERVICE QUALITY</b>	<b>Periods</b>	<b>9</b>
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.			
<b>UNIT IV</b>	<b>SERVICE FACILITY</b>	<b>Periods</b>	<b>9</b>
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			
<b>UNIT V</b>	<b>MANAGING CAPACITY AND DEMAND</b>	<b>Periods</b>	<b>9</b>
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.			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw-Hill – 5th Edition 2018		
2	Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service		
3	Operations Management, South-Western, Cengage Learning, 2nd Edition		
<b>Further Readings</b>			
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, 2018.		
<b>E-Resource</b>			
1	<a href="http://www.irma.ac.in">www.irma.ac.in</a>		
2	<a href="http://www.referenceforbusiness.com">www.referenceforbusiness.com</a>		

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<b>Programme</b>	MBA	<b>Programme code</b>	313		<b>Regulation</b>	<b>2021</b>							
<b>Department</b>	Master of Business Administration				<b>Semester</b>	<b>III</b>							
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>							
		L	T	P	C	CA	ESE	Total					
<b>21PMBAP03</b>	<b>PROJECT MANAGEMENT</b>	3	0	0	3	25	75	100					
<b>Objective</b>	<ul style="list-style-type: none"> <li>• To learn the concepts of managing projects</li> <li>• To understand the process of planning and budgeting</li> <li>• To learn about the scheduling and resource allocation process involved</li> <li>• To analyze the control cycle process and evaluation</li> <li>• To learn about the functions of project organization and conflict management process</li> </ul>												
<b>Course Outcomes</b>	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						
		<b>CO / PO Mapping</b>							<b>CO/PSO Mapping</b>				
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak											
<b>COs</b>		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			
<b>Direct</b>		<b>Course Assessment Methods</b>											
		<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I, II</li> <li>2. Assignment</li> <li>3. End-Semester examinations</li> </ol>											
<b>Indirect</b>		Case studies											

<b>UNIT I</b>	<b>INTRODUCTION TO PROJECT MANAGEMENT</b>	<b>Periods</b>	<b>9</b>
Project Management – Definition – Goal – Lifecycles. Project Selection Methods. Project Portfolio Process – Project Formulation. Project Manager – Roles – Responsibilities and Selection – Project Teams			
<b>UNIT II</b>	<b>PLANNING AND BUDGETING</b>	<b>Periods</b>	<b>9</b>
The Planning Process – Work Break down Structure – Role of Multidisciplinary teams. Budget the Project – Methods. Cost Estimating and Improvement. Budget uncertainty and risk management.			
<b>UNIT III</b>	<b>SCHEDULING &amp; RESOURCE ALLOCATION</b>	<b>Periods</b>	<b>9</b>
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			
<b>UNIT IV</b>	<b>CONTROL AND COMPLETION</b>	<b>Periods</b>	<b>9</b>
The Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system. Project Evaluation, Auditing and Termination			
<b>UNIT V</b>	<b>PROJECT ORGANISATION &amp; CONFLICT MANAGEMENT</b>	<b>Periods</b>	<b>9</b>
Formal Organization Structure – Organization Design – Types of project organizations. Conflict – Origin & Consequences. Managing conflict – Team methods for resolving conflict.			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2018.		
2	John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2018.		
<b>Further Readings</b>			
1	Gido and Clements, Successful Project Management, Second Edition, Thomson Learning, 2019.		
2	Harvey Maylor, Project Management, Third Edition, Pearson Education, 2018.		
<b>E-Resource</b>			
1	<a href="http://www.teamgantt.com">www.teamgantt.com</a>		
2	technologyadvice.com		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN



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Elayampalayam, Tiruchengode – 637 215

<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>			
<b>Department</b>	Master of Business Administration		<b>Semester</b>		<b>III</b>			
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>		
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CA</b>	<b>ESE</b>	<b>Total</b>
<b>21PMBAP04</b>	<b>LEAN SIX SIGMA</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>25</b>	<b>75</b>	<b>100</b>

**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

<b>Course Outcomes</b>	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

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

<b>Direct</b>	<b>Course Assessment Methods</b>
	<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I,II</li> <li>2. Assignment</li> <li>3. End-Semester examinations</li> </ol>
<b>Indirect</b>	Case studies



<b>UNIT I</b>	<b>LEAN &amp; SIX SIGMA BACKGROUND AND FUNDAMENTALS</b>	<b>Periods</b>	<b>9</b>
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			
<b>UNIT II</b>	<b>THE SCOPE OF TOOLS AND TECHNIQUES</b>	<b>Periods</b>	<b>9</b>
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.			
<b>UNIT III</b>	<b>SIX SIGMA METHODOLOGIES</b>	<b>Periods</b>	<b>9</b>
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			
<b>UNIT IV</b>	<b>SIX SIGMA IMPLEMENTATION AND CHALLENGES</b>	<b>Periods</b>	<b>9</b>
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			
<b>UNIT V</b>	<b>EVALUATION AND CONTINUOUS IMPROVEMENT METHODS</b>	<b>Periods</b>	<b>9</b>
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			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Michael L.George, David Rowlands, Bill Kastle, What is Lean Six Sigma, McGraw – Hill 2103		
2	Thomas Pyzdek, The Six Sigma Handbook, McGraw-Hill,2018.		
<b>Further Readings</b>			
1	Fred Soleimannejed , Six Sigma, Basic Steps and Implementation, AuthorHouse, 2104		
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, 2018.		
	James P. Womack, Daniel T.Jones, Lean Thinking, Free Press Business, 2018.		
<b>E-Resource</b>			
1	<a href="http://www.leansixsigmainstitute.org">www.leansixsigmainstitute.org</a>		



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<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	2021
<b>Department</b>	Master of Business Administration		<b>Semester</b>		III

Course code	Course name	Periods per week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
21PMBAP05	PRODUCT DESIGN	3	0	0	3	25	75	100

<b>Objective</b>	<ul style="list-style-type: none"> <li>Understand the characteristics and generic process involved in product development</li> <li>To learn the steps involved in product planning and product life cycle</li> <li>To learn the basics of product concept and its methodologies</li> <li>To Understand about the process involved in industrial design and design tools</li> <li>To know about the procedures of obtaining patents and its significance.</li> </ul>
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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
	<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I, II</li> <li>2. Assignment</li> <li>3. End-Semester examinations</li> </ol>
Indirect	Case studies

<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>Periods</b>	<b>9</b>
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.			
<b>UNIT II</b>	<b>PRODUCT PLANNING</b>	<b>Periods</b>	<b>9</b>
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.			
<b>UNIT III</b>	<b>PRODUCT CONCEPT</b>	<b>Periods</b>	<b>9</b>
Concept Selection – Importance, Methodology, concept Screening, Concept Scoring. Concept Testing. Product Architecture- Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.			
<b>UNIT IV</b>	<b>INDUSTRIAL DESIGN AND DESIGN TOOLS</b>	<b>Periods</b>	<b>9</b>
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.			
<b>UNIT V</b>	<b>PATENTS</b>	<b>Periods</b>	<b>9</b>
Defining Intellectual Property and Patents, Patent Searches and Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patent Law – <b>Case Study.</b>			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, Tata McGraw – Hill, Fourth Edition, reprint 2109.		
2	Kenneth B.Kahn, New Product Planning, Sage, 2nd Edition 2111		
<b>Further Readings</b>			
1	A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2018		
2	Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2018.		
3	Anil Mital. Anoop Desai, Anand Subramanian, Aashi Mital, Product Development, Elsevier, 2019.		
4	Michael Grieves, Product Life Cycle Management, Tata McGraw Hill , 2018.		
5	Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata-McGraw Hill, 2017.		
<b>E-Resource</b>			
1	<a href="http://www.nid.edu">www.nid.edu</a>		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN

[Autonomous]

Elayampalayam, Tiruchengode – 637 215



	<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	2021							
	<b>Department</b>	Master of Business Administration			<b>Semester</b>	III							
	<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>						
			L	T	P	C	CA	ESE	Total				
	<b>21PMBAP06</b>	<b>MATERIALS MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>25</b>	<b>75</b>	<b>100</b>				
	<b>Objective</b>	<ul style="list-style-type: none"> <li>To understand the role of project management in production plan.</li> <li>To learn about the material requirements and materials planning process.</li> <li>To learn the inventory management techniques</li> <li>To know the purchasing management procedures</li> <li>To learn the procedures involved in warehouse management</li> </ul>											
	<b>Course Outcomes</b>	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					
	<b>CO / PO Mapping</b>					<b>CO/PSO Mapping</b>							
	(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak												
	<b>COs</b>	<b>Programme Outcomes (POs)</b>								<b>PSOs</b>			
		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		
	<b>Direct Course Assessment Methods</b>												
	<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I, II</li> <li>2. Assignment</li> <li>3. End-Semester examinations .</li> </ol>												
	<b>Indirect : Case studies</b>												

<b>UNIT I</b>	<b>INTRODUCTION TO PROJECT MANAGEMENT</b>	<b>Periods</b>	<b>9</b>
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			
<b>UNIT II</b>	<b>MATERIALS PLANNING</b>	<b>Periods</b>	<b>9</b>
Materials requirements planning-bill of materials-resource requirement planning-manufacturing resource planning-capacity management-scheduling orders-production activity control-codification.			
<b>UNIT III</b>	<b>INVENTORY MANAGEMENT</b>	<b>Periods</b>	<b>9</b>
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.			
<b>UNIT IV</b>	<b>PURCHASING MANAGEMENT</b>	<b>Periods</b>	<b>9</b>
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			
<b>UNIT V</b>	<b>WAREHOUSE MANAGEMENT</b>	<b>Periods</b>	<b>9</b>
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			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2112		
2	JP. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2112		
<b>Further Readings</b>			
1	A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2nd Edition, 2106		
2	A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2106		
3	Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2112		
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 , 2112		
<b>E-Resource</b>			
1	<a href="http://www.nid.edu">www.nid.edu</a>		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN

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Elayampalayam, Tiruchengode – 637 215



	<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>							
	<b>Department</b>	Master of Business Administration			<b>Semester</b>	<b>III</b>							
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>							
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CA</b>	<b>ESE</b>	<b>Total</b>					
<b>21PMBABC01</b>	<b>HEALTHCARE MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>25</b>	<b>75</b>	<b>100</b>					
<b>Objective</b>	<ul style="list-style-type: none"> <li>To learn about the concept of hospital</li> <li>To know about the patient care and its treatment procedures</li> <li>To learn about the hospital administration procedures</li> <li>To understand the legal responsibilities involved</li> <li>To learn about the laws related to medical practice</li> </ul>												
<b>Course Outcomes</b>	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						
		<b>CO / PO Mapping</b>							<b>CO/PSO Mapping</b>				
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak											
<b>COs</b>		<b>Programme Outcomes (POs)</b>							<b>PSOs</b>				
		<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>
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
<b>Direct</b>		<b>Course Assessment Methods</b>											
		<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I, II</li> <li>2. Assignment</li> <li>3. End-Semester examinations</li> </ol>											
<b>Indirect</b>		Case studies											

<b>UNIT I</b>	<b>CONCEPT OF HOSPITALS</b>	<b>Periods</b>	<b>9</b>
<p>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 &amp; Horizontal – Clinical &amp; Non clinical – supportive &amp; ancillary services</p>			
<b>UNIT II</b>	<b>PATIENT CARE</b>	<b>Periods</b>	<b>9</b>
<p>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</p>			
<b>UNIT III</b>	<b>HOSPITAL ADMINISTRATION</b>	<b>Periods</b>	<b>9</b>
<p>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.</p>			
<b>UNIT IV</b>	<b>LEGAL RESPONSIBILITIES</b>	<b>Periods</b>	<b>9</b>
<p>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.</p>			
<b>UNIT V</b>	<b>LAWS RELATED TO MEDICAL PRACTICE</b>	<b>Periods</b>	<b>9</b>
<p>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</p>			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Liewellyne Davis and H.M. Macacaulay, Hospital Administration and Planning, JP Brothers, New Delhi, 2018.		
2	S.G. Kabra, Medical Audit		
<b>Further Readings</b>			
1	Arun Kumar (ed) Encyclopedia of Hospital Administration and Development, Anmol Publications, New Delhi, 2018.		
2	Srinivasan, A.V. (ed), Managing a Modern Hospitals, Response Books, New Delhi, 2019.		
3	Environment Management Systems, ISO 14000 Documents.		
<b>E-Resource</b>			
1	<a href="http://www.nid.edu">www.nid.edu</a>		



**VIVEKANANDHA**  
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<b>Programme</b>	MBA	<b>Programme code</b>	313			<b>Regulation</b>	<b>2021</b>					
<b>Department</b>	Master of Business Administration				<b>Semester</b>			<b>III</b>				
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>						
		<b>L</b>	<b>T</b>	<b>P</b>		<b>C</b>	<b>CA</b>	<b>ESE</b>	<b>Total</b>			
<b>21PMBHC02</b>	<b>PATIENTCARE OPERATIONS IN HOSPITAL</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>25</b>	<b>75</b>	<b>100</b>				
<b>Objective</b>	<ul style="list-style-type: none"> <li>understand why healthcare operations management has four major decision areas: capacity, purchasing and supply, process technology and improvement</li> <li>forecast patient demand and analyse your health service's capacity</li> <li>design a healthcare operations dashboard to measure or observe your service's current performance and identify performance targets</li> <li>To learn about the basic ideology of patient care</li> <li>To understand the service activities involved in front office in hospitals</li> <li>To learn about the laboratory services and its practices and learn about the best operations and nursing services</li> </ul>											
<b>Course Outcomes</b>	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				
	<b>CO / PO Mapping</b> (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak											
	<b>COs</b>	<b>Programme Outcomes (POs)</b>								<b>CO/PSO Mapping</b>		
		<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>	<b>PSO 1</b>	<b>PSO 2</b>
	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		
<b>Direct</b>	<b>Course Assessment Methods</b>											
	1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations											
	<b>Indirect : Case studies</b>											



<b>UNIT I</b>	<b>PATIENT CARE - INTRODUCTION</b>	<b>Periods</b>	<b>9</b>
Meaning and scope of patient care services – significance of patient care – role of administration in patient care – classification of Hospital.			
<b>UNIT II</b>	<b>FRONT OFFICE IN HOSPITALS</b>	<b>Periods</b>	<b>9</b>
Front office services – outpatient services – inpatient services – Accident and Emergency services – Billing services.			
<b>UNIT III</b>	<b>LABORATORY SERVICES</b>	<b>Periods</b>	<b>9</b>
Lab services – Radiology and Imaging services – Rehabilitation services – Blood bank services – Telemedicine			
<b>UNIT IV</b>	<b>OPERATIONS AND NURSING SERVICES</b>	<b>Periods</b>	<b>9</b>
Operation theatre – Intensive care units – Hospital acquired infections – Sterilization – Nursing services – Ward Management.			
<b>UNIT V</b>	<b>QUALITY CONTROL DIMENSIONS</b>	<b>Periods</b>	<b>9</b>
Concept of quality – Quality control – Quality assurance – ISO 9000 standards – TQM – Accreditation – NABL – JCAHQ – Quality manual – Medical tourism			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
<b>1</b>	Healthcare Operations Management, Third Edition (Aupha/Hap Book) by <a href="#">Daniel McLaughlin</a> (Author) - Health Administration Press; 3rd edition (30 March 2017)		
<b>2</b>	Healthcare Strategic Planning, Fourth Edition (Ache Management) by <a href="#">John Harris</a> (Author) - Health Administration Press; 4th edition (30 August 2017)		
<b>3</b>	Tasting YOUR OWN Medicine: How to Advocate for Yourself in Healthcare Settings Kindle Edition by <a href="#">Karan K. Mirpuri</a> (Author) - New Degree Press (30 April 2121)		
<b>4</b>	Care Sharing & Care Homes for Our Loved Ones: Kindle Edition - by <a href="#">David Geraghty</a> (Author) - Michael Terence Publishing (13 May 2121)		
<b>5</b>	Latest In Healthcare Management Paperback – by <a href="#">BhardwajPradeep</a> (Author) - aypee Brothers Medical Publishers; first edition (March 2121)		
<b>E-Resource</b>			
1	<a href="https://ncert.nic.in/vocational/pdf/keda101.pdf">https://ncert.nic.in/vocational/pdf/keda101.pdf</a>		
2	<a href="https://www.ahrq.gov/patients-consumers/diagnosis-treatment/hospitals-clinics/10-tips/index.html">https://www.ahrq.gov/patients-consumers/diagnosis-treatment/hospitals-clinics/10-tips/index.html</a>		
3	<a href="https://www.ncbi.nlm.nih.gov/books/NBK2686/">https://www.ncbi.nlm.nih.gov/books/NBK2686/</a>		
4	<a href="https://mocdoc.in/blog/a-detailed-view-of-hospital-management-system-hms">https://mocdoc.in/blog/a-detailed-view-of-hospital-management-system-hms</a>		
5	<a href="https://healthmanagement.org/c/hospital/whitepaper/7-ways-to-improve-patient-outcomes-in-the-new-world-of-value-based-care">https://healthmanagement.org/c/hospital/whitepaper/7-ways-to-improve-patient-outcomes-in-the-new-world-of-value-based-care</a>		
6	<a href="https://bmchealthservres.biomedcentral.com/articles/10.1186/1472-6963-14-249">https://bmchealthservres.biomedcentral.com/articles/10.1186/1472-6963-14-249</a>		
7	<a href="https://aricjournal.biomedcentral.com/articles/10.1186/s13756-018-0421-3">https://aricjournal.biomedcentral.com/articles/10.1186/s13756-018-0421-3</a>		
8	<a href="https://www.who.int/csr/resources/publications/whocdscsreph210212.pdf">https://www.who.int/csr/resources/publications/whocdscsreph210212.pdf</a>		
9	<a href="https://hbr.org/2113/10/the-strategy-that-will-fix-health-care">https://hbr.org/2113/10/the-strategy-that-will-fix-health-care</a>		
10	<a href="https://hbr.org/1987/11/competing-on-the-eight-dimensions-of-quality">https://hbr.org/1987/11/competing-on-the-eight-dimensions-of-quality</a>		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN



[Autonomous]

Elayampalayam, Tiruchengode – 637 215

<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>								
<b>Department</b>	Master of Business Administration			<b>Semester</b>	<b>III</b>								
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>							
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CA</b>	<b>ESE</b>	<b>Total</b>					
<b>21PMBHC03</b>	<b>SUPPORTIVE SERVICES TO HOSPITAL OPERATIONS</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>25</b>	<b>75</b>	<b>100</b>					
<b>Objective</b>	<ul style="list-style-type: none"> <li>To know about the nutrition and pharmacy services</li> <li>To learn about the Non-medical services</li> <li>To gain knowledge on housekeeping services</li> <li>To learn about the transportation and security services</li> <li>To Understand about the physical challenges in hospitals</li> </ul>												
<b>Course Outcomes</b>	The student should be made to						Knowledge Level						
	CO1: To apply better nutrition and pharmacy services						K3						
	CO2: To follow and apply suitable non-medical services						K2						
	CO3: To apply better housekeeping services in hospital						K2						
	CO4: To follow and maintain better transportation and security services						K4						
	CO5: Gain knowledge in overcoming physical challenges in hospitals						K4						
	<b>CO / PO Mapping</b>									<b>CO/PSO Mapping</b>			
	(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak												
	<b>COs</b>	<b>Programme Outcomes (POs)</b>									<b>PSOs</b>		
		<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>
	CO 1	2						2			2		
	CO 2	2						3				2	
	CO 3	2			3			2				2	
	CO 4						3		2			2	
	CO 5	3							2	2			2
	<b>Direct</b>	<b>Course Assessment Methods</b>											
		<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I, II</li> <li>2. Assignment</li> <li>3. End-Semester examinations</li> </ol>											
	<b>Indirect</b>	Case studies											

<b>UNIT I</b>	<b>NUTRITION AND PHARMACY SERVICES</b>	<b>Periods</b>	<b>9</b>
Nutrition and dietary services – pharmacy services – Medical records services			
<b>UNIT II</b>	<b>NON-MEDICAL SERVICES</b>	<b>Periods</b>	<b>9</b>
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			
<b>UNIT III</b>	<b>HOUSEKEEPING SERVICES</b>	<b>Periods</b>	<b>9</b>
Laundry services – Housekeeping services – Energy conservation methods- Cost containment measures in a hospital			
<b>UNIT IV</b>	<b>TRANSPORTATION AND SECURITY SERVICES</b>	<b>Periods</b>	<b>9</b>
Transportation services – Mortuary services – Hospital security services			
<b>UNIT V</b>	<b>PHYSICAL CHALLENGES IN HOSPITALS</b>	<b>Periods</b>	<b>9</b>
Disaster management – Fire Hazards – Engineering Hazards – Radiology hazards			
		<b>Total Periods</b>	<b>45</b>
<b>References</b>			
1	Hospital and facilities planning and Design-G.D.Kunders		
2	Hand Book of Bio-Medical Engineering-Jacob Kline		
<b>Further Readings</b>			
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		
<b>E-Resource</b>			
1	<a href="http://www.nid.edu">www.nid.edu</a>		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN



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Elayampalayam, Tiruchengode – 637 215

<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>							
<b>Department</b>	Master of Business Administration			<b>Semester</b>	<b>III</b>							
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>						
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CA</b>	<b>ESE</b>	<b>Total</b>				
<b>21PMBASE01</b>	<b>BUSINESS DATA MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>25</b>	<b>75</b>	<b>100</b>				
<b>Objective</b>	<ul style="list-style-type: none"> <li>The objective of the subject is to introduce the concepts of data modelling, database design,</li> <li>DBMS products and Database administration.</li> <li>Lectures supplemented with case studies and classroom exercises</li> </ul>											
<b>Course Outcomes</b>	The student should						Knowledge Level					
	CO1: Practice better data base management systems						K3					
	CO2: Choose and apply better database architecture, models and structures.						K2					
	CO3: Practice better database management and administration activities						K2					
	CO4: Know to choose and maintain database management design						K4					
CO5: Maintain latest database management systems						K4						
		<b>CO / PO Mapping</b>							<b>CO/PSO Mapping</b>			
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak										
<b>COs</b>	<b>Programme Outcomes (POs)</b>									<b>PSOs</b>		
	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>
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		
<b>Direct Course Assessment Methods</b>												
1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations												
<b>Indirect : Case studies</b>												

<b>UNIT I</b>	<b>DATABASE MANAGEMENT SYSTEMS - OVERVIEW</b>	<b>Periods</b>	<b>9</b>
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.			
<b>UNIT II</b>	<b>DATABASE ARCHITECTURE, MODELS &amp; STRUCTURE</b>	<b>Periods</b>	<b>9</b>
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			
<b>UNIT III</b>	<b>DATABASE MANAGEMENT &amp; ADMINISTRATION</b>	<b>Periods</b>	<b>9</b>
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			
<b>UNIT IV</b>	<b>DATABASE MANAGEMENT DESIGN</b>	<b>Periods</b>	<b>9</b>
Logical design vs Physical design, Cardinality, Types of Keys, Entity Relationship modeling. Normalization and de-normalization. Setting up an RDBMS environment.			
<b>UNIT V</b>	<b>EMERGING TRENDS</b>	<b>Periods</b>	<b>9</b>
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.,			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Gillenson, M. L., Ponniah, P., Kriegel, A., Trukhov, B. M., Taylor, A. G., Powell, G., & Miller, F. (2018). Introduction to Database Management. Sahibabad: Wiley India Pvt. Ltd.		
2	Panneerselvam, R., Database Management Systems PHI Learning Pvt. Ltd., New Delhi, 2019.		
<b>Further Readings</b>			
1	Leon, A., & Leon, M. (2110). Fundamentals of Database Management Systems, McGraw Hill Education (India) Pvt. Ltd.		
2	Hoffer J.A., Ramesh V., & Topi H. (2018). Modern database management (10th ed.). New Delhi: Pearson.		
3	Coronel, C., Morris, C., & Rob, P. (2018). Database Principles – Fundamentals of Design, Implementation, and Management. Cengage Learning India Pvt. Ltd.		
<b>E-Resource</b>			
1	<a href="http://www.nid.edu">www.nid.edu</a>		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN



[Autonomous]  
Elayampalayam, Tiruchengode – 637 215

<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>									
<b>Department</b>	Master of Business Administration			<b>Semester</b>	<b>III</b>									
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>								
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CA</b>	<b>ESE</b>	<b>Total</b>						
<b>21PMBASE02</b>	<b>ARTIFICIAL INTELLIGENCE &amp; MACHINE LEARNING: CONCEPTS AND APPLICATIONS</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>25</b>	<b>75</b>	<b>100</b>						
<b>Objective</b>	<ul style="list-style-type: none"> <li>It helps to learn about artificial intelligence</li> <li>To learn about goal based agents and utility agents</li> <li>To get better understanding about problem solving by searching</li> <li>To know the Knowledge representation process</li> <li>To learn about the natural language processing</li> </ul>													
<b>Course Outcomes</b>	The student should be made to						Knowledge Level							
	CO1: <b>Gain Knowledge about</b> apply the artificial intelligence techniques in business						K3							
	CO2: <b>Understand</b> goal based and utility based agents						K2							
	CO3: <b>Analyzing</b> effectively heuristic functions						K2							
	CO4: <b>Understand</b> and apply knowledge based agents.						K4							
	CO5: <b>Apply</b> syntax, semantic, pragmatic , Discourse analysis.						K4							
		<b>CO / PO Mapping</b>							<b>CO/PSO Mapping</b>					
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak												
		<b>COs</b>	<b>Programme Outcomes (POs)</b>							<b>PSOs</b>				
			<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>
		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		
		<b>Course Assessment Methods</b>												
<b>Direct</b>		<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I, II</li> <li>2. Assignment</li> <li>3. End-Semester examinations</li> </ol>												
<b>Indirect</b>		Case studies												

<b>UNIT I</b>	<b>INTRODUCTION TO ARTIFICIAL INTELLIGENCE</b>	<b>Periods</b>	<b>9</b>
History of artificial intelligence (AI). AI problems. AI techniques. Turing test. AI models.			
<b>UNIT II</b>	<b>INTELLIGENT AGENTS</b>	<b>Periods</b>	<b>9</b>
Agents and Environment. Concepts of rationality. Nature of environment. Structure of agents. Goal-based agents. Utility agents.			
<b>UNIT III</b>	<b>PROBLEM- SOLVING BY SEARCHING</b>	<b>Periods</b>	<b>9</b>
Problem-solving agents. Problems. Searching for a solution. Uninformed search. Informed or Heuristic Search. A* search, Heuristic functions.			
<b>UNIT IV</b>	<b>KNOWLEDGE REPRESENTATION</b>	<b>Periods</b>	<b>9</b>
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.			
<b>UNIT V</b>	<b>NATURAL LANGUAGE PROCESSING</b>	<b>Periods</b>	<b>9</b>
Introduction, Syntax processing, Semantic Analysis, Pragmatic and Discourse Analysis.			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	S. Russell and P. Norvig, Artificial Intelligence A Modern Approach, 2nd Edition. Pearson Education, (2018).		
2	Jones & Bartlett - Artificial Intelligence Illuminated- Ben Coppin, 2nd Ed. (2018)		
<b>Further Readings</b>			
1	Eugene Charniak and Drew McDermott, Introduction to Artificial Intelligence, 2nd Edition. Singapore: Pearson Education, (2016).		
2	George F Luger, Artificial Intelligence Structures and Strategies for Complex Problem Solving, 4th Edition. Singapore: Pearson Education, (2018)		
<b>Web Sources</b>			
1	<a href="http://Philosophy.uchicago.edu/faculty/haugeland.html">http://Philosophy.uchicago.edu/faculty/haugeland.html</a>		
2	<a href="http://www.pamelamc.com/html/machines_who_think.html">http://www.pamelamc.com/html/machines_who_think.html</a>		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN



[Autonomous]  
Elayampalayam, Tiruchengode – 637 215

<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>								
<b>Department</b>	Master of Business Administration			<b>Semester</b>	<b>III</b>								
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>							
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CA</b>	<b>ESE</b>	<b>Total</b>					
<b>21PMBASE03</b>	<b>STATISTICAL MODELING USING R PROGRAMMING LANGUAGE</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>25</b>	<b>75</b>	<b>100</b>					
<b>Objective</b>	<ul style="list-style-type: none"> <li>Interact with data using R. Create reproducible reports with R-Markdown to communicate results.</li> <li>Use regression models to make predictions and explain relationships.</li> <li>Interpret modeling results in the context of real-world problems.</li> <li>Utilize simulation to explore statistical properties of models.</li> <li>Identify and diagnose violations of the assumptions of linear models.</li> <li>Add complexity to regression models using transformations and interactions.</li> <li>Use variable selection techniques to select a model.</li> <li>Perform regression analyses for a binary response. To gain knowledge in understanding statistical analysis &amp; modeling</li> </ul>												
<b>Course Outcomes</b>	The student should be made to						Knowledge Level						
	CO1: In Statistical Modeling in R you will learn both theoretical and practical techniques for applying models to data.						K3						
	CO2: will be placed on regression models, which are used to model a variable of interest as a function of explanatory variables						K2						
	CO3: To manipulate the data effectively in R						K2						
	CO4: By the end of the course, you will be able to critique and distinguish variables and models that are useful for predicting and explaining the behavior of a response variable of interest						K4						
	CO5: Additionally, you will work with the R programming language to perform analyses and generate reproducible reports..						K4						
		<b>CO / PO Mapping</b>							<b>CO/PSO Mapping</b>				
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak											
<b>COs</b>		<b>Programme Outcomes (POs)</b>							<b>PSOs</b>				
		<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>
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		
<b>Direct</b>		<b>Course Assessment Methods</b>											
		<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I, II</li> <li>2. Assignment</li> <li>3. End-Semester examinations</li> </ol>											
<b>Indirect</b>		Case studies											



<b>UNIT I</b>	<b>INTRODUCTION TO R</b>	<b>Periods</b>	<b>9</b>
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.			
<b>UNIT II</b>	<b>DATA PREPARATION IN R</b>	<b>Periods</b>	<b>9</b>
Exploring raw data, basic data visualization through graphs, cleaning data, preparing data for analysis – missing and special values, outliers and obvious values.			
<b>UNIT III</b>	<b>DATA MANIPULATION IN R</b>	<b>Periods</b>	<b>9</b>
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.			
<b>UNIT IV</b>	<b>DATA VISUALIZATION IN R</b>	<b>Periods</b>	<b>9</b>
Frequency tables and Cross-tabulation. Advanced plot customization, other graphics systems in R.			
<b>UNIT V</b>	<b>STATISTICAL ANALYSIS &amp; STATISTICAL MODELING</b>	<b>Periods</b>	<b>9</b>
Testing of Hypothesis – t-test, Chi-Square test, ANOVA, Correlation. Simple Linear Regression, multiple regression – assumption checking, model estimation and validation.			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Wickham, H. & Golemund, G. (2018) for Data Science. O'Reilly: New York. Available for free at <a href="http://r4ds.had.co.nz">http://r4ds.had.co.nz</a>		
2	Sosulski, K. (2018). R Fundamentals. Bookdown: New York. Available at: <a href="http://becomingvisual.com/rfundamentals">http://becomingvisual.com/rfundamentals</a> (FREE)		
<b>Further Readings</b>			
1	R Project: <a href="http://www.r-project.org/">http://www.r-project.org/</a>		
2	Knell, R. (2019) Introductory R: A Beginner's Guide to Data Visualisation, Statistical Analysis and Programming in R. [Kindle Version]. Retrieved from <a href="http://www.amazon.in">http://www.amazon.in</a> .		
3	Murray, S. (2019) Learn R in a Day. [Kindle Version]. Retrieved from <a href="http://www.amazon.in">http://www.amazon.in</a> .		
<b>Web Sources</b>			
1	<a href="http://www.datacamp.org">www.datacamp.org</a>		
2	R: <a href="http://www.r-project.org/">http://www.r-project.org/</a> (FREE)		
3	Quick-R <a href="http://www.statmethods.net/">http://www.statmethods.net/</a>		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN



[Autonomous]  
Elayampalayam, Tiruchengode – 637 215

<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>								
<b>Department</b>	Master of Business Administration			<b>Semester</b>	<b>III</b>								
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>							
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CA</b>	<b>ESE</b>	<b>Total</b>					
<b>21PMBASE04</b>	<b>ENTERPRISE ASSET MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>25</b>	<b>75</b>	<b>100</b>					
<b>Objective</b>	<ul style="list-style-type: none"> <li>To understand the process of maintenance management framework</li> <li>To gain knowledge in enterprise asset management</li> <li>To learn the maintenance planning and scheduling process</li> <li>To learn the procedures involved in computerized maintenance management system</li> <li>To learn the safety management and accident prevention techniques</li> </ul>												
<b>Course Outcomes</b>	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						
		<b>CO / PO Mapping</b>							<b>CO/PSO Mapping</b>				
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak											
<b>COs</b>		<b>Programme Outcomes (POs)</b>							<b>PSOs</b>				
		<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>
CO 1		3							2		2		
CO 2		2				3			2		2		
CO 3		2			2			3			2		
CO 4						3			2	2	2		
CO 5		2							2				2
<b>Direct</b>		<b>Course Assessment Methods</b>											
		<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I, II</li> <li>2. Assignment</li> <li>3. End-Semester examinations</li> </ol>											
<b>Indirect</b>		Case studies											

<b>UNIT I</b>	<b>MAINTENANCE MANAGEMENT FRAMEWORK</b>	<b>Periods</b>	<b>9</b>
Definition & role of maintenance, Challenges of maintenance, Functions of maintenance, Classifications of maintenance system, Organization for maintenance management. Concept of MUDA, MURA and Muri.			
<b>UNIT II</b>	<b>ENTERPRISE ASSET MANAGEMENT</b>	<b>Periods</b>	<b>9</b>
Design of maintenance system, Preventive maintenance, Predictive maintenance, Break down maintenance, Total planned maintenance, Overhauls and shutdown, Inspection and lubrications			
<b>UNIT III</b>	<b>MAINTENANCE PLANNING &amp; SCHEDULING</b>	<b>Periods</b>	<b>9</b>
Planning of different types of maintenance, Scheduling and schedule preparations, Design of maintenance system, Organization for maintenance			
<b>UNIT IV</b>	<b>COMPUTERIZED MAINTENANCE MANAGEMENT SYSTEM</b>	<b>Periods</b>	<b>9</b>
Equipment classification, Job cataloguing, inspection scheduling, Repair planning, repair fulfillment report, Break down entry and analysis, Material intent preparation.			
<b>UNIT V</b>	<b>SAFETY MANAGEMENT AND ACCIDENT PREVENTION</b>	<b>Periods</b>	<b>9</b>
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.			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Mishra R.C. & Pathak, K (2012). Maintenance Engineering & Management. PHI		
2	S K Srivastava, Industrial Maintenance Management		
<b>Further Readings</b>			
1	Idhammer, Christopher (2016). Results Oriented Reliability and Maintenance Management Book (2nd Edition, 312p). IDCON.		
<b>Web Sources</b>			
1	<a href="http://www.dynaway.org">www.dynaway.org</a>		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN



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Elayampalayam, Tiruchengode – 637 215

<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>								
<b>Department</b>	Master of Business Administration			<b>Semester</b>	<b>III</b>								
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>							
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CA</b>	<b>ESE</b>	<b>Total</b>					
<b>21PMBASE05</b>	<b>DIGITAL TRANSFORMATION STRATEGY</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>25</b>	<b>75</b>	<b>100</b>					
<b>Objective</b>	<ul style="list-style-type: none"> <li>To understand the process of digital transformation</li> <li>To build various phases of transformation</li> <li>To build leadership capabilities in big data and analytics</li> <li>To understand the winning moves of powerful machines</li> <li>To prepare and drive digital transformation.</li> </ul>												
<b>Course Outcomes</b>	The student should be made to						Knowledge Level						
	CO1: Carryout digital transformation process systematically						K3						
	CO2: Understand & implement the phases of transformation						K2						
	CO3: Take over leadership skills in handling big data and analytics						K2						
	CO4: Gain knowledge in handling powerful machines						K4						
	CO5: Examine better digital transformation process						K4						
		<b>CO / PO Mapping</b>							<b>CO/PSO Mapping</b>				
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak											
<b>COs</b>		<b>Programme Outcomes (POs)</b>							<b>PSOs</b>				
		<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>
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		
<b>Direct</b>		<b>Course Assessment Methods</b>											
		<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I, II</li> <li>2. Assignment</li> <li>3. End-Semester examinations</li> </ol>											
<b>Indirect</b>		Case studies											

<b>UNIT I</b>	<b>UNDERSTANDING DIGITAL</b>	<b>Periods</b>	<b>9</b>
Understanding Digital Transformations, the nexus of scale, scope, and speed, understanding Innovation adoption and disruptive innovations, the Digital Matrix.			
<b>UNIT II</b>	<b>PHASES OF TRANSFORMATION</b>	<b>Periods</b>	<b>9</b>
Social technologies, Experimentation at the Edge, Cloud Computing, Collision at the Core, Reinvention at the root.			
<b>UNIT III</b>	<b>BUILDING LEADERSHIP CAPABILITIES</b>	<b>Periods</b>	<b>9</b>
Understanding Big Data and Analytics, Understanding IoT Technologies, Understanding Indian Digital Giants.			
<b>UNIT IV</b>	<b>WINNING MOVES</b>	<b>Periods</b>	<b>9</b>
Orchestrate and participate across Ecosystems, Collaborate to co-create new capabilities, Amplify your human talent with powerful machines, Understanding Global Giants.			
<b>UNIT V</b>	<b>PREPARE AND DRIVE DIGITAL TRANSFORMATION</b>	<b>Periods</b>	<b>9</b>
Understanding Indian context, Your theory of Digital adaptation, Your Rules Matrix. Future of digital transformations.			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Venkatraman, Venkat. The Digital Matrix: New Rules for Business Technology. Penguin Random House India (2017)		
<b>Further Readings</b>			
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.		
<b>Web Sources</b>			
1	<a href="http://www.imd.org">www.imd.org</a>		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN

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<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>							
<b>Department</b>	Master of Business Administration			<b>Semester</b>	<b>III</b>							
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>						
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CA</b>	<b>ESE</b>	<b>Total</b>				
<b>21PMBASE06</b>	<b>MARKETING METRICS</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>25</b>	<b>75</b>	<b>100</b>				
<b>Objective</b>	<ul style="list-style-type: none"> <li>To understand the nature and importance of marketing metrics</li> <li>To learn about the share metrics procedures</li> <li>To fix margins and profits on investment</li> <li>To understand the various pricing, product and portfolio management</li> <li>To understand the role of sales force.</li> </ul>											
<b>Course Outcomes</b>	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					
		<b>CO / PO Mapping</b>							<b>CO/PSO Mapping</b>			
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak										
<b>COs</b>	<b>Programme Outcomes (POs)</b>									<b>PSOs</b>		
	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>
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
<b>Direct</b>	<b>Course Assessment Methods</b>											
	<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I, II</li> <li>2. Assignment</li> <li>3. End-Semester examinations</li> </ol>											
<b>Indirect</b>	Case studies											

<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>Periods</b>	<b>9</b>
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.			
<b>UNIT II</b>	<b>SHARE METRICS</b>	<b>Periods</b>	<b>9</b>
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.			
<b>UNIT III</b>	<b>MARGINS AND PROFITS</b>	<b>Periods</b>	<b>9</b>
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.			
<b>UNIT IV</b>	<b>PRICING, PRODUCT AND PORTFOLIO MANAGEMENT</b>	<b>Periods</b>	<b>9</b>
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.			
<b>UNIT V</b>	<b>SALES FORCE</b>	<b>Periods</b>	<b>9</b>
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.			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Winston, W.L. (2114). Marketing Analytics: Data-driven Techniques with Microsoft Excel (FirstEdition). Indianapolis, Indiana: John Wiley & Sons.		
<b>Further Readings</b>			
1	Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein, (2106) 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. (2106) Marketing Metrics: The Manager's Guide to Measuring Marketing Performance (Third Edition). Upper Saddle River, New Jersey: Pearson.		
<b>Web Sources</b>			
1	www.marketo.com		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN

[Autonomous]



Elayampalayam, Tiruchengode – 637 215





<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>								
<b>Department</b>	Master of Business Administration			<b>Semester</b>	<b>III</b>								
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>							
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CA</b>	<b>ESE</b>	<b>Total</b>					
<b>21PMBASE07</b>	<b>PERFORMANCE MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>25</b>	<b>75</b>	<b>100</b>					
<b>Objective</b>	<ul style="list-style-type: none"> <li>To know the performance management concept.</li> <li>To understand the performance management process and strategic planning</li> <li>To learn about the various approaches in measuring performance</li> <li>To analyze the ways of employee development through performance evaluation</li> <li>To learn about the business performance improvement and business excellence models</li> </ul>												
<b>Course Outcomes</b>	The student should be made						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						
		<b>CO / PO Mapping</b>							<b>CO/PSO Mapping</b>				
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak											
<b>COs</b>		<b>Programme Outcomes (POs)</b>							<b>PSOs</b>				
		<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>
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		
<b>Direct</b>		<b>Course Assessment Methods</b>											
		<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I, II</li> <li>2. Assignment</li> <li>3. End-Semester examinations</li> </ol>											
<b>Indirect</b>		Case studies											



<b>UNIT I</b>	<b>Introduction: Performance Management in context</b>	<b>Periods</b>	<b>9</b>
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			
<b>UNIT II</b>	<b>Performance management process and Strategic Planning</b>	<b>Periods</b>	<b>9</b>
Performance Management Prerequisites, Performance Planning – Results, Behaviors, Development Plan; Performance Execution; Performance Assessment; Performance Review; Performance Renewal and Recontracting			
<b>Unit - III</b>	<b>Approaches to measuring performance</b>	<b>Periods</b>	<b>9</b>
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			
<b>Unit - IV</b>	<b>Performance Evaluation and Employee Development</b>	<b>Periods</b>	<b>9</b>
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			
<b>Unit - V</b>	<b>Business Performance Improvement and Business Excellence Models</b>	<b>Periods</b>	<b>9</b>
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.			
<b>References</b>		<b>Total Periods</b>	<b>45</b>
1	Aguinis, H. (2009). Performance management (2nd ed.). New Delhi: Pearson Education.		
<b>Further Readings</b>			
1	Armstrong, M. (2009). Performance management: Key strategies and practical guidelines (3 <sup>rd</sup> 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.		
<b>Web Sources</b>			
1	hr.berkley.edu		

	<b>VIVEKANANDHA</b> <b>COLLEGE OF ARTS AND SCIENCES FOR</b> <b>WOMEN</b> [Autonomous] Elayampalayam, Tiruchengode – 637 215												
<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2121</b>								
<b>Department</b>	Master of Business Administration			<b>Semester</b>	<b>III</b>								
<b>Course code</b>	<b>Course name</b>		<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>						
			L	T	P	C	CA	ESE	Total				
21PMBASE08	WORLD CLASS MANUFACTURING AND LEAN OPERATIONS		3	0	0	3	25	75	100				
<b>Objective</b>	<ul style="list-style-type: none"> <li>To learn the basic concepts in operations</li> <li>To Understand the importance of Just in time approach</li> <li>To Understand the lean concepts in manufacturing process</li> <li>To Learn about the world class manufacturing process</li> <li>To understand the various sustainability in operations</li> </ul>												
<b>Course Outcomes</b>	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					
	<b>CO / PO Mapping</b>									<b>CO/PSO Mapping</b>			
	(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak												
	<b>COs</b>	<b>Programme Outcomes (POs)</b>									<b>PSOs</b>		
		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		
	<b>Direct Course Assessment Methods</b>												
	1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations												
	<b>Indirect : Case studies</b>												

<b>UNIT I</b>	<b>Introduction to basic concepts in operations</b>	<b>Periods</b>	<b>9</b>
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.			
<b>UNIT II</b>	<b>Just in time concepts</b>	<b>Periods</b>	<b>9</b>
Elements and benefits of Just in Time (JIT) inventory and JIT Manufacturing, Application of JIT in manufacturing and services.			
<b>UNIT III</b>	<b>Lean concepts</b>	<b>Periods</b>	<b>9</b>
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.			
<b>UNIT IV</b>	<b>World class manufacturing</b>	<b>Periods</b>	<b>9</b>
Flexible Manufacturing Systems, Agile manufacturing, Rapid prototyping, E-manufacturing computer integrated manufacturing and service, contract manufacturing, synchronous manufacturing.			
<b>UNIT V</b>	<b>Sustainability in Operations</b>	<b>Periods</b>	<b>9</b>
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. (2111). Introduction to materials management. New Delhi :Pearson.			
<b>Further Readings:</b> Chapman, S.N. (2108). The fundamentals of production planning & control. India: Pearson.			
Thomas Pyzdek (2100), Six Sigma handbook, Mc Graw Hill			
<b>Web Sources</b>			
1	<a href="http://www.business-improvement.eu">www.business-improvement.eu</a>		

	<b>VIVEKANANDHA</b> <b>COLLEGE OF ARTS AND SCIENCES FOR</b> <b>WOMEN</b> [Autonomous] Elayampalayam, Tiruchengode – 637 215												
<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>								
<b>Department</b>	Master of Business Administration			<b>Semester</b>	<b>III</b>								
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>							
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CA</b>	<b>ESE</b>	<b>Total</b>					
<b>21PMBASE09</b>	<b>BUSINESS PROCESS RE-ENGINEERING (BPR)</b>	3	0	0	3	25	75	100					
<b>Objective</b>	<ul style="list-style-type: none"> <li>• To understand the Business process Re-engineering principles</li> <li>• To understand the business vision and process objectives</li> <li>• To Carry out the BPR Implementation methodology successfully</li> <li>• To learn about the BPR and IT Sectors.</li> <li>• To follow about the typical BPR activities within the phases</li> </ul>												
<b>Course Outcomes</b>	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					
	<b>CO / PO Mapping</b>									<b>CO/PSO Mapping</b>			
	(3/2/1 indicates strength of correlation)												
	3-Strong, 2 – Medium, 1 – Weak												
	<b>COs</b>	<b>Programme Outcomes (POs)</b>									<b>PSOs</b>		
		<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>
	CO 1	2						2	2		2	2	
	CO 2	2						2			2		
	CO 3			3				2				2	
	CO 4	2				3		2	2			2	
	CO 5	2						2	2			2	
	<b>Direct Course Assessment Methods</b>												
	1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations												
	<b>Indirect : Case studies</b>												

<b>UNIT I</b>	<b>BPR – INTRODUCTION</b>	<b>PERIODS</b>	<b>9</b>
Introduction to BPR – Concept, Need for Reengineering, Benefits, guiding principles, BPR and performance Improvement, Pitfalls in BPR, Myths of BPR.			
<b>UNIT II</b>	<b>BUSINESS VISION AND PROCESS OBJECTIVES</b>	<b>PERIODS</b>	<b>9</b>
Processes to be redesigned, measuring existing processes, BPR and other management concepts: TQM, Quality function deployment, ISO standards.			
<b>UNIT III</b>	<b>BPR IMPLEMENTATION METHODOLOGY</b>	<b>PERIODS</b>	<b>9</b>
BPR implementation methodology, Success factors of BPR, Barriers to BPR			
<b>UNIT IV</b>	<b>BPR AND IT</b>	<b>PERIODS</b>	<b>9</b>
BPR in Manufacturing industry BPR and IT, BPR and relevant technologies, BPR and ERP			
<b>UNIT V</b>	<b>Typical BPR Activities within the Phases</b>	<b>PERIODS</b>	<b>9</b>
Change management in BPR – introduction, Nature, process of change, Management of Change in BPR. Strategic aspects of BPR. Case studies on BPR			
<b>Books:</b>			
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		
<b>Web Sources</b>			
1	www.integrify.com		



# VIVEKANANDHA COLLEGE OF ARTS AND SCIENCES FOR WOMEN



[Autonomous]  
Elayampalayam, Tiruchengode – 637 215

<b>Programme</b>	MBA	<b>Programme code</b>	313	<b>Regulation</b>	<b>2021</b>								
<b>Department</b>	Master of Business Administration			<b>Semester</b>	<b>III</b>								
<b>Course code</b>	<b>Course name</b>	<b>Periods per week</b>			<b>Credit</b>	<b>Maximum Marks</b>							
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CA</b>	<b>ESE</b>	<b>Total</b>					
<b>21PMBASE10</b>	<b>AGRI-BUSINESS &amp; RURAL BUSINESS MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>25</b>	<b>75</b>	<b>100</b>					
<b>Objective</b>	<ul style="list-style-type: none"> <li>To learn about the agri-business process</li> <li>To apply the concepts in Agri-business</li> <li>To understand the technology activities in agri-business sector</li> <li>To learn about the rural marketing practices in agri-business</li> <li>To learn the characteristics in rural marketing</li> </ul>												
<b>Course Outcomes</b>	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						
		<b>CO / PO Mapping</b>							<b>CO/PSO Mapping</b>				
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak											
<b>COs</b>		Programme Outcomes (POs)							PSOs				
		<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>
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		
<b>Direct</b>		<b>Course Assessment Methods</b>											
		<ol style="list-style-type: none"> <li>1. Continuous Assessment Test I, II</li> <li>2. Assignment</li> <li>3. End-Semester examinations</li> </ol>											
<b>Indirect</b>		Case studies											

<b>UNIT I</b>	<b>AGRI-BUSINESS - INTRODUCTION</b>	<b>PERIODS</b>	<b>9</b>
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.			
<b>UNIT II</b>	<b>CONCEPTS IN AGRI-BUSINESS</b>	<b>PERIODS</b>	<b>9</b>
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.			
<b>UNIT III</b>	<b>TECHNOLOGY IN AGRI-BUSINESS</b>	<b>PERIODS</b>	<b>9</b>
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.			
<b>UNIT IV</b>	<b>RURAL MARKETING</b>	<b>PERIODS</b>	<b>9</b>
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.			
<b>UNIT V</b>	<b>RURAL MARKET CHARACTERISTICS</b>	<b>PERIODS</b>	<b>9</b>
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			
<b>Books:</b>			
1.Koontz, H. and Wechrich, Horticulture Management, 10th edition .Newyork McGrawhill 1995			
2. Balaram Dogra & Karminder Ghuman, Rural Marketing: Concept & Cases, Tata McGraw-Hill Publishing Company, New Delhi, 2108			
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, 2107			
3. Philip Kotler, Marketing Management, Prentice - Hall India Ltd. New Delhi			
<b>Web Sources</b>			
1	dimr.edu.in		