

MANONMANIAM SUNDARANAR UNIVERSITY

TIRUNELVELI-12

**M.B.A.
(CBCS)
Syllabus**

**(FOR AFFILIATED COLLEGES)
(Effective from the academic year
2017 - 2018)**

Table - 2 : Common Course Structure for P.G. Degree Programme – M.B.A.
(with effect from the academic year 2017-2018 onwards)

Sem. (1)	Sub. No. (2)	Subject Status (3)	Subject Title (4)	Contact Hrs./ Week (5)	Credits (6)
I	1	Core - 1	Management Theory, Process and Organization Behaviour	6	4
	2	Core - 2	Accounting for Management	6	4
	3	Core - 3	Quantitative Techniques for Managers	6	4
	4	Core - 4	Managerial Economics	4	4
	5	Core - 5	Business Environment & Law	4	4
	6	Core - 6 Practical - 1	Business Communication Lab	4	2
	Subtotal				30
II	7	Core - 7	Operations Management	6	4
	8	Core - 8	Financial Management	6	4
	9	Core - 9	Marketing Management	6	4
	10	Core - 10	Human Resource Management	4	4
	11	Core - 11	Effective Managerial Skills	4	4
	12	Core - 12 Practical - 2	Office Automation Lab	4	2
	Subtotal				30

Sem.	Sub. No.	Subject Status	Subject Title	Contact Hrs./ Week	Credits
(1)	(2)	(3)	(4)	(5)	(6)
III	13	Core - 13	Operations Research	4	4
	14	Core - 14	Entrepreneurship	4	4
	15	Core - 15	Research Methodology	4	4
	16	Elective - 1		3	3
	17	Elective - 2		3	3
	18	Core – 16 Practical - 3	Data Analysis with SPSS	4	2
	19	Core – 17	Summer Project / Internship	8	6
		Subtotal		30	26
IV	20	Core - 18	Business Policy and Strategic Management	5	4
	21	Core - 19	International Business Management	5	4
	22	Elective - 3		4	3
	23	Elective - 4		4	3
	24	Core - 20	Project / Dissertation	12	8
			Subtotal	30	22
			Total	120	92

For the Project, flexible credits are b/w 5 - 8 & Hours per week are b/w 10 - 16.

Total number of credits \geq 92 : 92
Total number of Core Courses : 20 (15 T + 3 P + 2 Prj.)
Total number of Elective Courses : 4
Total hours : 120

MANONMANIAM SUNDARANAR UNIVERSITY, TIRUNELVELI

MASTER OF BUSINESS ADMINISTRATION (CBCS)

For affiliated Colleges

(Effective from the Academic year (2017-2018))

1. **Course:** Master of Business Administration (MBA)
2. **Duration:** Two Years full time (each year having two semesters)
3. **Medium of Instruction and Examination:** English
4. **Eligibility for Admission**

A candidate shall be eligible for admission to the Master of Business Administration (MBA) course if he/she has been declared eligible for higher Study in his or her Bachelor degree: B.A., B.Sc., B.B.A., B.B.M., B.Com (Pass or Hons) B.E., B.Pharm., B.Tech. from the Manonmanoiam Sundaranar University, Tirunelveli or any other degree duly recognized as equivalent by the M.S.University.

5. Course structure

a) The semester-wise course outline, total marks to each paper, internal assessment and marks in semester examination are listed below. The course content is given in the syllabus.

Sem.	Sl. No.	Sub. status	Course Name	Hrs/ week	Credits	Internal Marks	External Marks	Total Marks	Minimum Passing Marks
I	1	Core -1	Management Theory, Process and Organization Behavior	6	4	25	75	100	50% in External and 50% Overall
I	2	Core -2	Accounting for Managers	6	4	25	75	100	
I	3	Core-3	Quantitative Techniques for Management	6	4	25	75	100	
I	4	Core-4	Managerial Economics	4	4	25	75	100	
I	5	Core-5	Business Environment & Law	4	4	25	75	100	
I	6	Core – 6 Practical 1	Business Communication Lab	4	2	50	50	100	
II	7	Core-7	Operations Management	6	4	25	75	100	
II	8	Core-8	Financial Management	6	4	25	75	100	
II	9	Core-9	Marketing Management	6	4	25	75	100	
II	10	Core-10	Human Resource Management	4	4	25	75	100	
II	11	Core-11	Effective Managerial Skills	4	4	25	75	100	
II	12	Core -12 Practical 2	Office Automation Lab	4	2	50	50	100	
III	13	Core-13	Operations Research	4	4	25	75	100	
III	14	Core-14	Entrepreneurship	4	4	25	75	100	
III	15	Core-15	Research Methodology	4	4	25	75	100	
III	16	Elective 1	Major Elective ME1	3	3	25	75	100	
III	17	Elective 2	Major Elective ME2	3	3	25	75	100	
III	18	Core – 16 Practical 3	Data Analysis with SPSS - Lab	4	2	50	50	100	
III	19	Core- 17	Summer Project/ Internship	8	6	25	75	100	
IV	20	Core-18	Business Policy and Strategic Management	5	4	25	75	100	
IV	21	Core-19	International Business Management	5	4	25	75	100	
IV	22	Elective 3	Major Elective ME3	4	3	25	75	100	
IV	23	Elective 4	Major Elective ME4	4	3	25	75	100	
IV	24	Core- 20	Project/Dissertation	12	8	25	75	100	
Total				120	92				

MANONMANIAM SUNDARANAR UNIVERSITY, TIRUNELVELI

MASTER OF BUSINESS ADMINISTRATION (CBCS)

PG COURSE - AFFILIATED COLLEGES

Course Structure for Master of Business Administration

(with effect from the academic year 2017-2018 onwards)

Sem.	Sl. No.	Sub. status	Course Name	Hrs/ week	Credits	Internal Marks	External Marks	Total Marks	Minimum Passing Marks
I	1	Core -1	Management Theory, Process and Organization Behavior	6	4	25	75	100	50% in External and 50% Overall
I	2	Core -2	Accounting for Managers	6	4	25	75	100	
I	3	Core-3	Quantitative Techniques for Management	6	4	25	75	100	
I	4	Core-4	Managerial Economics	4	4	25	75	100	
I	5	Core-5	Business Environment & Law	4	4	25	75	100	
I	6	Core -6 Practical 1	Business Communication Lab	4	2	50	50	100	
Sub total				30	22				

SEMESTER – I

CORE 1: MANAGEMENT THEORY, PROCESS AND ORGANIZATIONAL BEHAVIOUR

UNIT – I Management

Definition of Management: The Management Functions – Management skills – Process of Management – Manager's Role and Functions – The Nature and Purpose of Planning – Types of Plans – Steps in Planning- The Planning Process – Strategies--Objectives – Nature of Objectives, Management by Objectives – Strategy and Policies – Decision Making – Making Planning Effective. – Case Study

UNIT – II Organizing

The Organizing Process – Departmentation – Line and Staff Relationship – Centralization and Decentralization, Staffing: Nature of Staffing – Recruitment and Selection of Managers -Training and Development of Managers – Appraisal of Managers – Case Study

Unit – III Organizational Behaviour

Introduction to Organizational Behavior – Individual Level Concepts – Values- Beliefs- Attitudes – Perception- -Group Behavior –Power -Politics-Conflict-System Level Concepts – Different Structures – Components of Work – Design- policies – Culture- Leadership in Organization- Nature of Leadership – Leadership traits- Autocratic Vs Democratic leaders – Leadership theories. – Case Study.

Unit – IV Directing

Directing – Steps in Directing, Motivation: The concept of Motivation – Foundations of Motivation– Content perspectives on Motivation – Process Perspectives on Motivation Reinforcement Perspective on Motivation – Job Design for Motivation – Motivational Programs - Case Study

Unit – V Controlling

Controlling – the Importance of Control – Control Techniques and Methods- Characteristics of Effective Control – Quality Circles – Technology Enhanced Management- Social Responsibility – Managing Innovation – Case Study

References:

1. Tim Hannagan, Management Concepts and practices, Macmillan India Ltd., 1977
2. Hellriegel, Jackson and Slocum, Management: A Competency – Based Approach, South Western 9th edition, 2002.
3. Stewart Black and Lyman W. Porter, Management – Meeting New Challenges, Prentice Hall 2000
4. Koontz, Essentials of Management, Tata McGraw Hill, 5th Edition 2001
5. Raja Justus and Sathya Kumar- Principles of Management, Vijay Nicole Imprints Private Limited, Chennai, 2011
6. Aswathappa .K. - Organizational Behavior, Text, Case Study and Games, Himalaya Publishing House, 2010.

CORE 2: ACCOUNTING FOR MANAGERS

UNIT – I Introduction to Accounting

Accounting – Definition- Purpose-GAAP – standards – Preparation of Final Accounts – Rules – Journals – Ledgers – Trial Balance – Trading and Profit and Loss Account – Balance Sheet- Depreciation methods- Financial Reporting in India.

UNIT – II Costing

Costing – Purpose – Utility- Elements of Cost Sheet- Cost Determination – Cost Accounting Systems (Job Costing, P process Costing) - Allocation of Overheads- Absorption Costing – Marginal Costing – Application.

UNIT – III Budgeting

Budgeting and Budgetary Control – Definition – Purpose – Types – Procedure - Advantages- Capital Budgeting – Definition – Purpose – Methods- Applicability – Flexible Budgeting – Zero Based budgeting.

UNIT – IV Standard Costing

Standard Costing and Variance Analysis – Materials – Labor – Overhead – Sales – Profit – Analysis and Reporting of Variances.

UNIT – V Target Costing

Target costing – Definition – Procedure – Implementation- Advantages- Life Style Costing- Definition – Importance – Activity Based Costing – Definition – Procedure – Implementation – Advantages.

References:

1. Management Accounting, M.Y. Khan and P.K. Jain
2. S.P. Jain and K.L. Narang - Financial and Management A accounting, Kalyani Publishers, Chennai, 2009.
3. S.P. Gupta, - Management Accounting (Tools and Techniques) –Sahithya Bhawan, Agra, 2006.
4. S.N. Maheshwari – Management Accounting and Financial Control, Sultan Chand and Sons, New Delhi.
5. S.P. Iyengar – Principles of Management Accounting, Sultan Chand and Sons, New Delhi.
6. Hingorani and Ramanathan- Management Accounting, Sultan Chand and Sons, New Delhi.

CORE 3: QUANTITATIVE TECHNIQUES FOR MANAGEMENT**UNIT – I Set Theory**

Set Theory – Set Operations through Venn Diagrams – Relations- Functions – Linear and Non-Linear - Graphical Representations of Functions – Series – Arithmetic and Geometric- Concepts of Interest/Annuities – Materials – its Applications

UNIT – II Differentiation

Basic Concept of Differentiation – Integration – Optimization concepts – Use of Differentiation for Optimization of Business Problems – Maxima and Minima of Function of two variables matrices and applications in business.

UNIT – III Statistics

Introduction to Statistics: Meaning – Use of Statistics in Business and Industries – Classification and Tabulation of Data – Statistical Series – Frequency Distribution – Classification and Tabulation of Data – Statistical Series – Frequency Distribution – Rules for Tabulation – Types of Tabulation – Measures of Central Tendency- Measures of Dispersion – Skewness – Kurtosis – Moments.

UNIT – IV Probability

Probability – Definitions- addition and multiplications rule (only statements) – Bayer's theorem- simple business application problems – Probability, distribution – Theoretical probability distributions – Binomial, Poison and Normal – Simple problems applied to business.

UNIT – V Index Number

Basic Concept of Index Number – Simple and weighted index number – concept of weights- Types of Index Numbers –Business Index Number – Time Series Variations in time trend, cyclical, seasonal and random – use of time series of business and forecasting.

References:

1. Murry R. Spiel – Theory and P problems of Statistics – Schaums Outline Series – McGraw Hill Book Co- New York
2. Quazi Zameeruddin, V.K. Khanna, S.K. Bhambri - Business Mathematics – Vikas Publication House Pvt Ltd
3. Levin and Rubin- Statistics for Management – Tata McGraw Hill – New Delhi
4. S.P. Gupta – Statistical Methods – S. Chand Publications – New Delhi
5. John Curriion and Roger Slater – Quantitative Techniques for Managerial Decisions – 2nd Edition, New Age International Ltd
6. 6. D.C. Sancheti and V.K. Kapoor, Statistics (Theory, Method and Application), Sultan Chand & Sons, New Delhi

CORE 4: MANAGERIAL ECONOMICS**UNIT – I Introduction to Managerial Economics**

Definition, Scope and Managerial Economics- Interdisciplinary approach to Managerial Economics – Circular Flow of Economic Activity, nature of the Firm, Economics and Decision Making, Economic Models Demand Theory and Analysis Individual and Market Demand, Elasticity, Advertising, Utility, Indifference Curves and Maps, the consumers Budget constraints, Utility Maximization Demand Forecasting Supply Concepts, Market Equilibrium – Case Study

UNIT – II Production and Costs

Basic concepts in Production Theory – The Production Function, Economics of Scale and Scope – Production in the short run, short run cost relationships – Production Isoquants, Isocost curves, Returns to Scale, Relationship between short run and long run costs, cost of capital. Capital Budgeting Decisions: Various Tools

UNIT – III Market Structure

Perfect Competition: Characteristics of the market, Equilibrium Price, Losses and the Shut down Decision, Evaluation of Perfect Competition Monopoly: Characteristics, Measurement and Determination of Market Power Imperfect Competition: a) Monopolistic: Characteristics, profit maximization prices and outputs in the short run and long run, Evaluation of monopolistic completion b) Oligopoly: Characteristics, price rigidity (The Kinked Demand Model) Cartel and Collusion; price leadership – Case Study

UNIT – IV Pricing Decisions

Price Discrimination, Pricing of Multiple Products, Product Bundling, Peak Load Pricing, Cost plus Pricing and Other Pricing Theories, Role of Rent, Wage and Labor Unions Price determination, Pricing in Global Integration Profit Management: Meaning – Forms – Profit Theories- Profit Policies: Profit Maximization, Alternative Profit Policies – Profit Planning and Forecasting through Break Even Analysis: Uses, Limitations – Case Study

UNIT – V Macroeconomic Analysis for Business Decision Making

Overview, National Income, Consumption and Investment, Monetary and Fiscal Policies, Inflation, Business Cycles, Unemployment and such other factors affecting Macroeconomic activity – Case Study

References:

1. P.L. Mehta – Managerial Economic Analysis, Problems and Case Study, Sultan Chand & Co. Ltd., 2001
2. Peterson and Lewis: Managerial Economics, 4th Edition Prentice Hall, 2004
3. Dholakia and Oza: Microeconomics for Management Students, 2nd Edition Oxford University press.
4. Raja Justus and Sathya Kumar – Business Economics, Humming Words Publishers, Faridabad, 2011
5. Varshney R and Maheswari K L – Managerial Economics, Sultan Chand 2000
6. G.S. Gupta – Managerial Economics, Tata McGraw Hill 1990

CORE 5: BUSINESS ENVIRONMENT & LAW**UNIT – I Business Environment**

Basic Concepts, Internal and External Environment, Components of Environment – Present Indian Scenario Strategies for Corporate Growth, Globalization of Indian Corporate Sector, Competition and Efficiency- Basic Indicator of Economic Development, National Income and GDP, Foreign Trade and Balance of Payment, Money Supply – India's Natural Resources, Land, Water, Mineral and Renewal Resources – Indian Economic Planning, Five Year Plans – Case Study

UNIT – II Industrial and Regulatory Environment

Synergy between Government and Business, Agriculture, Infrastructure, Informatics, Human Resource and Core Competence, Labor Management Relations, Social Responsibility and Consumer Interface – Industrial Policy and Performance, Impact of Industrial Policies, Liberalization and Deregulation – Public Sector in India, Process of Privatization, Disinvestment, Reform of Public Enterprises – Indian Constitution, Federal System of Government, Directive Principle of State Policy, Fundamental Rights and Duties- Regulatory Role of Government, Tariff Commission, MRTP, FEMA, Trade Practices Commission – Indian Fiscal Policy, Chelliah Committee Report, Tax Reforms – Capital Market in India – Inflation, Employment, PDS – Agricultural policy in India – Case Study

UNIT – III Social Responsibility and Technology Environment

Business Ethics and Corporate Governance – Unemployment and Manpower Policy – Planning for Poverty Alleviation – Defining Technology and Technology Transfer – Quality Assurance Technology Transfer – Energy Resources of Management, Energy Conservation, Energy Sources – Energy Conservation Vs Energy Efficiency – Case Study

UNIT – IV Legal Environment

Patents Act, 1970 – Copy Right Act 1957 – Trade and Merchandise Marks Act 1958, 1999 – Customs Act, 1962 – Finance Act, 1994

UNIT –V Business Law

Contracts – Offer – Acceptance, consideration, capacity of contract – Sale of goods, Agency and Partnership

References:

1. Raj Agarwal 2002, Business E environment New Delhi, Excel Books
2. K. Aswathappa, B business Environment, New Delhi HPH.
3. Adrian Palmer and Bob Hartley, The Business Environment-McGraw Hill Education
4. Francis Cherunilam, Business Environment, Himalaya Publishing House, Delhi
5. Ion Brooks, Jamie Weatherston, Graham Wilkinson, International Business Environment, Pearson Education Ltd.
6. B. Hiriappa, Business Environment.
7. Mercantile Law – N. D. Kapoor
8. World Trade Report, WTO Annual Report.

CORE : 6 BUSINESS COMMUNICATION. LAB

L T P C

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Reading Skills:

Understanding short, real world notices, messages Skimming & Scanning Skills, Interpreting visual information. Graphs, Charts, tables, Reading aloud, Poems, Proverb, Newspaper, magazine.

Writing skills:

Job application, Resume, Notice, Circular, Memo, agenda, minutes, reports framing advertisement, slogan Book review, e-mail, blogs, Note-taking.

Speaking skills:

Extempore, public speech, Debate, G.D, Introduction speech, welcome address, vote of thanks, compering, conversation practice, presentation

Listening Skills:

Listening to conversation, lecture, discussion, talk show, dialogues, videos, Identifying topic, TED talk, Podcast.

Non verbal communication

Facial expressions, eye contact, paralanguage, Gesture posture, Body movement, Touching, Clothing.

Reference:

1. S.J. McGrath, Basic Managerial Skills for all, PHI.
2. Business English Certificate Materials, Cambridge University Press.

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II	10	Core-10	Human Resource Management	4	4	25	75	100	
II	11	Core-11	Effective Managerial Skills	4	4	25	75	100	
II	12	Core -12 Practical 2	Office Automation Lab	4	2	50	50	100	
Sub total				30	22				

SEMESTER – II**CORE 7: OPERATIONS MANAGEMENT****UNIT – I Production Function**

Introduction to production and operations function, interaction of operations management with other functional areas of management – manufacturing and non-manufacturing operations and their classifications- operations strategy non manufacturing operations planning and control – operations forecasting: forecasting methods – quantitative and qualitative forecasting.

UNIT – II Facility Location

Facility locations–cost competition and hidden factors – steps in location selection – types of manufacturing systems and layout – facility layouts- layouts by products and process - line balancing- design of operations system – capacity planning models, estimation of capacity requirements- application of CVP analysis – Materials handling: principles in the reduction cost of materials handling – Case Study

UNIT – III Work Study

Work study, time and method study: definition – importance- aims and procedures – implication of productivity – work measurement – work sampling – work environment – industrial safety – value

UNIT IV Materials Management

Introduction to materials management: managing purchases, purchase process – managing inventory – stores and warehouse management classification of inventory – ABC, V ED and FSN analysis – managing vendor's analysis, rating and selection – procedure and criterion- integrated materials management – MRP I and MRP II – Case Study

UNIT – V Maintenance Management

Maintenance management function – types of maintenance – preventive and breakdown maintenance – concept of quality, quality planning, quality control by variables and attributes – statistical quality control – principles of metrology- management of quality in organization- quality circles – ISO system – ISO Certification- procedure and documentation, ISO audits – Case Study

References:

1. Dilworth James B., Operations Management, McGraw Hill
2. Adams Everette E & Ebert Ronald J., Production and Operations Management.
3. Buffa Elwood S & Saria Rakesh, Modern Production / Operations Management, John Wiley & Sons, (8th Edition)
4. K Shridhara Bhat, Production and Material Management, Himalaya Publishing House.
5. Sarangi S K, Production Management and Materials Management, Asian Books Private Limited.
6. Preeti Oberoi, Material Management, Sarup and Sons

CORE 8: FINANCIAL MANAGEMENT

UNIT- I Financial Management Introduction

Nature and Scope of Financial Management –Objectives of Corporate Financial Decisions, Investments Decisions: Cost of Capital: Cost of Debt, Cost of Preference Shares, Cost of Equity, Weighted average cost of capital, Average and Marginal Cost of Capital, Long Term Investment Decisions and Capital Budgeting Techniques – Risk A analysis in Capital Budgeting – Capital Budgeting under the conditions of Capital Rationing and Inflationary Conditions – Case Study

UNIT – II Investment Decision

Short Term Investment Decision: Working Capital Decisions- Working Capital Policy – Size of Currents Assets and Financing of Current Assets – Management of Cash and Near – Cash assets – Management of Receivables Management of Inventory, Short term Finances

UNIT – III Financing Decision

Financing Decisions: Capitalization and Capital Structure – Long term finance Shares and Debentures, Loan – Case Study

UNIT – IV Dividend Decision

Dividend Decisions – Relevance of Dividend Payment – Stability of Dividend Payment – Forms of Dividend payment – Dividend Policy in Indian Corporate Sector – Case Study

UNIT – V Financial Analysis

Financial Analysis and Planning: Financial Statements, Financial Ratio Analysis, Operating and Financial Leverage, Break-Even Analysis Emerging Scenario: Indian Financial System, An overview of Financial Institutions, Financial Markets, Financial instruments and Financial Services – Case Study

References

1. Prasanna Chandra Financial Management
2. I.M. Pandey Financial Management, Vikas Publishing House
3. M.Y.Khan & P.K. Jain, Financial Management
4. P.V. Kulkarni and B.G. Sathya Prasad, Financial Management, Himalaya Publishing house, Delhi.
5. S.N. Maheshwari, Financial Management, Sultan Chand and Sons, New Delhi.
6. Paresh Shah, Financial Management.

CORE 9: MARKETING MANAGEMENT**UNIT – I Marketing Concepts**

Introduction, Core concepts of Marketing – Needs, Wants & Demands, Product, Value and Satisfaction, Marketing & Markets – Production Concept, Products Concept, Selling concept, Marketing Concept etc. - Macro and Micro actors in the marketing environment, Macro Features like demography, economic features, socio-technological environments etc., Micro features like suppliers, competitions etc – Case Study

UNIT – II Market Planning

Demand Estimation – Segmentation – Product Planning, New Product Development & Product Cycle, Demand Estimation: How to measure market demand – Estimating market size, share and potential, Estimating current and future demands. Segmentation: Approach, Patterns and Segmentation Procedures, basis for segmenting consumer and industrial market product positioning - Market Planning Process – Stages – the nature and contents of Marketing Plan (Introductory Aspects) Strategic Marketing Planning (introductory aspects) New Product Development – Idea Generation, Idea Screening concept development and using, Product development market testing etc., Marketing Strategies in the various stages of the PLC (Product Life Cycles) Strategies to be followed in the introduction, growth, maturity and decline stages, Concept of Market evaluation – Case Study

UNIT – III 4 P's

Product and Price Strategies Product, Product Classification Schemes Brand, Packaging, Product – Mix Decisions, Product Line Decisions, Service Product Decisions etc: - Managing Product Lines, Pricing- Setting and Modifying the Price, initiating Price Units, Price Increase, responding to Price Changes – Case Study

UNIT – IV Distribution

Channel and Promotion Strategies Channel Decisions – Nature of Marketing channels, Functions, Types of Retailers – Steps in the promotion mix, measuring results, Advertising Decisions – Setting Advertising Objectives, Advertising Budget, Deciding on the message, media, media mix, evaluating and effectiveness – Use of Internet as a marketing medium – Case Study

UNIT – V Marketing Strategies

Marketing Organizations – Marketing strategies – for leaders, for followers, market strategies of niche makers; for challengers, marketing strategy for global markets – marketing relations with other departments – Marketing Implementation – Case Study

References:

1. Philip Kotler, Marketing Management – Analysis Planning and Control, Prentice Hall 9th Edition New Delhi, 1996.
2. Ramaswamy V.S. and Namakumari .S Marketing Management Planning Implementation Control, Prentice Hall New Delhi 1996.
3. G.B. Giles, Marketing, The English Language Book Society, London
4. N. Rajan Nair, Marketing, Sultan Chand and Sons, New Delhi
5. S.A. Sherlekar, Marketing Management, Himalaya Publishing House, Delhi
6. Donald Tull and L. Kahle, Marketing Management.

CORE 10: HUMAN RESOURCE MANAGEMENT**UNIT – I Functions of HRM**

Introduction to Human Resource Management – definition and scope of PM, HRM and HPM – human resources planning – concept, aims and objectives – Job Analysis- Job description and job specification – recruitment – source of manpower supply – selection – test, interview and reference – induction and placement- promotion and transfer – Case Study

UNIT – II Training and Development

Training and Development – assessment of training needs and training methodologies – evaluation of training schemes- management development programs and career planning – performance appraisal – concept and purpose – methods and techniques – employee counseling – Case Study

UNIT – III Compensation

Compensation – wage and salary administration – executive compensation packages- welfare and benefit schemes – quality circles and quality of work life – employee job evaluation – incentive schemes and bonus – welfare administration – employee morale and job satisfaction – Case Study

UNIT – IV Industrial Relations

Industrial relations- introduction to IR – concept and approaches – role of government, employees and trade unions in IR – employer employee relation – union management relations – industrial disputes –causes and effects – IR machinery – collective bargaining – conciliation – arbitration and adjudication – modern trends in IR – Case Study

UNIT – V Grievance Handling

Employee grievance handling and redressal – complaint and grievance – grievance handling machinery and procedure – employee discipline – standing orders - suspension – retrenchment and dismissal – participative management – works committee – joint management council – computerization – human resources information system– Case Study

References:

1. Michael Armstrong. A Handbook of Human Resource Management Practice, Kogan Page Ltd.
2. Monappa Arun & Salyadain Misra S Personnel Management, Tata McGraw Hill (2nd Edition).
3. Flippo Edwin b Principles of Personnel Management McGraw Hill Kogak
4. Strauss George & Sayless Leonard R Personnel – The Human Problems of Management, Prentice Hall Of India
5. Rakish. K. Chopra, Management of Human Resources, V.K. Publishing House, Bareilly.
6. Megginson, L.C. Human Resources: Case Study and Concepts, Harcourt Brace Ivanovich, new York

CORE 11: EFFECTIVE MANAGERIAL SKILLS**UNIT – I**

PERSONALITY – Definition- Determinants – Personality Traits – Theories of Personality – Importance of Personality Development, **SELF AWARENESS** – Meaning– Benefits of Self-Awareness – Developing Self-Awareness. **SWOT** – Meaning – Importance – An application – Components, **GOAL SETTING** Meaning – Importance – Effective goal setting – Principles of goal setting – Goal setting at the Right level, **SELF MONITORING** – Meaning – High self-monitor versus low self monitor – Advantages and Disadvantages self monitor – Self-monitoring and job performance. **PERCEPTION** Definition – Factors influencing perception – Perception process – Errors in perception – Avoiding perceptual errors, **ATTITUDE** – Meaning – Formation of attitude – Types of attitude – Measurement of Attitudes – Barriers to attitude change – Methods to attitude change **ASSERTIVENESS** – Meaning – Assertiveness in Communication – Assertiveness Techniques – B benefits of being Assertive – Improving Assertiveness – Case Study

UNIT – II

TEAM BUILDING – Meaning – Types of teams – Importance of Team building – Creating Effective Team. **LEADERSHIP** – Definition – Leadership style – Theories of leadership – Qualities of an Effect leader, **NEGOTIATION SKILLS** – Meaning – Principles of Negotiation – Types of Negotiation – The Negotiation Process – Common mistakes in Negotiation process, **CONFLICT MANAGEMENT** – Definition – Types of Conflict – Levels of Conflict – Conflict Resolution – Conflict management – **TRANS ACTIONAL ANALYSIS** – Meaning – EGO States – Types of Transactions – Johari Window – Life Positions. **EMOTIONAL INTELLIGENCE** – Meaning – Components of Emotional Intelligence – Significance of managing Emotional Intelligence – How to develop Emotional Quotient, **STRESS MANAGEMENT** – Meaning – Sources of Stress – Symptoms of Stress – Consequences of Stress – Managing Stress – Case Study

UNIT – III

COMMUNICATION – Definition – Importance of communication – Process of communication – Principles of Effective Communication – Communication Symbols – Communication network – barriers in communication – Overcoming Communication Barriers – Using various Communication Devices – Case Study. **GROUP DISCUSS ION** – Meaning – Personality traits required for Group Discussion – Process of Group Discussion – Group Discussion Topics, **INTERVIEW** – Definition – Types of skills – Employer Expectations –Planning for the Interview – Interview Questions – Critical Interview Questions – Mock Interviews, Seminars Individual and Group Presentations.

UNIT – IV

SOCIAL GRACES – Meaning – Social Grace at Work – Acquiring Social Graces, **TABLE MANNERS** – Meaning – Table Etiquettes in Multicultural Environment – Do's and Don'ts of Table Etiquettes. **DRESS CODE** – Meaning – Dress Code for Selected Occasions – Dress Code for an Interview

UNIT – V

Windows XP: Working with Windows – File and Folder Management in Windows – **MS Office:** MS Word – MS Excel – MS PowerPoint – MS Access.

References:

1. Dr. S. Mahayana Rajang, Dr. B. Rajasekaran, G. Venkadasalapati, V. Vijuresh Nayaham and Herald M. Dhas, **Personality Development**, Publication Division, Manonmaniam Sundaranar University, Tirunelveli, 2010.
2. Stephan P. Robbins, **Organizational Behavior**, Tenth Edition, Prentice Hall of India Private Limited, New Delhi, 2008.
3. Rajendra Pal and J.S. Korlahalli **Essentials of Business Communication**, Sultan Chand and Sons, 2000.
4. Dr. K. K. Ramachandran and Dr. K.K. Kart hick, **From Campus to Corporate** Macmillan Publishers India Limited, New Delhi, 2010.
5. R.K. Taxali - **PC Software for Windows made simple**, Tata McGraw Hill, 2002
6. Dr. E. Raja Justus and Dr. C. Sathya Kumar, **Business Communication** Vijay Nicole Imprints Private Limited, Chennai 2011

CORE 12 : Office Automation – Lab

MS. Word:

Creation and saving of document, format document – create an Invitation, Design a calendar
prepare student Bio-data.

MS. Excel:

Mark sheet preparation

Payroll preparation

Sales reports

Graphs & charts

Budget preparation

MS. Access:

Salary List

Mark list

Bill generation

Report generation

MS. Powerpoint:

Create a presentation

Presentation using templates

Animated presentation with sound effect

Presentation on Business plan & products.