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# JAYA COLLEGE OF ARTS & SCIENCE

Affiliated to the University of Madras

Accredited by NAAC

C.T.H. Road, Thiruninravur – 602 024.

YOUR SUCCESS IS OUR SERVICE

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Principal

Date: 11.12.2024

## CERTIFICATE

This is to certify that **Jaya College of Arts and Science** displays the Programmes Outcomes [POs] and Course Outcomes [COs] of all the Programmes offered by the institution on the College Website and the same will be Communicated to the Teachers and the Students.

### Evidence Attached

1. Sample University Syllabus with POs and Cos.



  
PRINCIPAL  
JAYA COLLEGE OF ARTS & SCIENCE  
THIRUNINRAVUR-602 024.



# University of Madras

**Chepauk, Chennai 600 005**

[Est.1857, State University, NAAC 'A' Grade, CGPA 3.32, NIRF2019 Rank: 20]  
website: [www.unom.ac.in](http://www.unom.ac.in), Tel.:044-25399561

## Undergraduate Programme in Business Administration

Curriculum and Syllabus for

**B.B.A.**

(With effect from the Academic Year 2023-24)

JUNE 2023

**Note: The Board of Studies in Business and Industrial Management (UG) designed the syllabus as per Common Model Syllabus provided by TANSCHÉ based on Learning Outcome based Curriculum Framework (LOCF) as prescribed by the UGC.**

**B.B.A., GENERAL**

<b>LEARNING OUTCOMES-BASED CURRICULUM FRAMEWORK GUIDELINES BASED REGULATIONS FOR B.B.A., PROGRAMME</b>	
<b>Programme:</b>	<b>B.B.A., General</b>
<b>Programme Code:</b>	
<b>Duration:</b>	<b>3 years [UG]</b>
<b>Programme Outcomes:</b>	<p><b>PO1: Disciplinary knowledge:</b> Capable of demonstrating comprehensive knowledge and understanding of one or more disciplines that form a part of an undergraduate Programme of study</p> <p><b>PO2: Communication Skills:</b> Ability to express thoughts and ideas effectively in writing and orally; Communicate with others using appropriate media; confidently share one's views and express herself/himself; demonstrate the ability to listen carefully, read and write analytically, and present complex information in a clear and concise manner to different groups.</p> <p><b>PO3: Critical thinking:</b> Capability to apply analytic thought to a body of knowledge; analyse and evaluate evidence, arguments, claims, beliefs on the basis of empirical evidence; identify relevant assumptions or implications; formulate coherent arguments; critically evaluate practices, policies and theories by following scientific approach to knowledge development.</p> <p><b>PO4: Problem solving: Capacity</b> to extrapolate from what one has learned and apply their competencies to solve different kinds of non-familiar problems, rather than replicate curriculum content knowledge; and apply one's learning to real life situations.</p> <p><b>PO5: Analytical reasoning:</b> Ability to evaluate the reliability and relevance of evidence; identify logical flaws and holes in the arguments of others; analyze and synthesize data from a variety of sources; draw valid conclusions and support them with evidence and examples, and addressing opposing viewpoints.</p> <p><b>PO6: Research-related skills:</b> A sense of inquiry and capability for asking relevant/appropriate questions, problem arising, synthesising and articulating; Ability to recognise cause-and-effect relationships, define problems, formulate</p>

hypotheses, test hypotheses, analyse, interpret and draw conclusions from data, establish hypotheses, predict cause-and-effect relationships; ability to plan, execute and report the results of an experiment or investigation.

**PO7: Cooperation/Team work:** Ability to work effectively and respectfully with diverse teams; facilitate cooperative or coordinated effort on the part of a group, and act together as a group or a team in the interests of a common cause and work efficiently as a member of a team.

**PO8: Scientific reasoning:** Ability to analyse, interpret and draw conclusions from quantitative/qualitative data; and critically evaluate ideas, evidence and experiences from an open-minded and reasoned perspective.

**PO9: Reflective thinking:** Critical sensibility to lived experiences, with self awareness and reflexivity of both self and society.

**PO10 Information/digital literacy:** Capability to use ICT in a variety of learning situations, demonstrate ability to access, evaluate, and use a variety of relevant information sources; and use appropriate software for analysis of data.

**PO 11 Self-directed learning:** Ability to work independently, identify appropriate resources required for a project, and manage a project through to completion.

**PO 12 Multicultural competence:** Possess knowledge of the values and beliefs of multiple cultures and a global perspective; and capability to effectively engage in a multicultural society and interact respectfully with diverse groups.

**PO 13: Moral and ethical awareness/reasoning:** Ability to embrace moral/ethical values in conducting one's life, formulate a position/argument about an ethical issue from multiple perspectives, and use ethical practices in all work. Capable of demonstrating the ability to identify ethical issues related to one's work, avoid unethical behaviour such as fabrication, falsification or misrepresentation of data or committing plagiarism, not adhering to intellectual property rights; appreciating environmental and sustainability issues; and adopting objective, unbiased and truthful actions in all aspects of work.

	<p><b>PO 14: Leadership readiness/qualities:</b> Capability for mapping out the tasks of a team or an organization, and setting direction, formulating an inspiring vision, building a team who can help achieve the vision, motivating and inspiring team members to engage with that vision, and using management skills to guide people to the right destination, in a smooth and efficient way.</p> <p><b>PO 15: Lifelong learning:</b> Ability to acquire knowledge and skills, including „learning how to learn“, that are necessary for participating in learning activities throughout life, through self-paced and self-directed learning aimed at personal development, meeting economic, social and cultural objectives, and adapting to changing trades and demands of work place through knowledge/skill development/reskilling.</p>
<b>Programme Specific Outcomes:</b>	<p><b>PSO1:</b> To enable students to apply basic microeconomic, macroeconomic and monetary concepts and theories in real life and decision making.</p> <p><b>PSO2:</b> To sensitize students to various economic issues related to Development, Growth, International Economics, Sustainable Development and Environment.</p> <p><b>PSO 3:</b> To familiarize students to the concepts and theories related to Finance, Investments and Modern Marketing.</p> <p><b>PSO 4:</b> Evaluate various social and economic problems in the society and develop answer to the problems as global citizens.</p> <p><b>PSO 5:</b> Enhance skills of analytical and critical thinking to analyze effectiveness of economic policies.</p>

	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>PSO 1</b>	Y	Y	Y	Y	Y	Y	Y	Y
<b>PSO 2</b>	Y	Y	Y	Y	Y	Y	Y	Y
<b>PSO 3</b>	Y	Y	Y	Y	Y	Y	Y	Y
<b>PSO 4</b>	Y	Y	Y	Y	Y	Y	Y	Y
<b>PSO 5</b>	Y	Y	Y	Y	Y	Y	Y	Y

3 – Strong, 2- Medium, 1- Low

#### Highlights of the Revamped Curriculum:

- Student-centric, meeting the demands of industry & society, incorporating industrial components, hands-on training, skill enhancement modules, industrial project, project with viva-voce, exposure to entrepreneurial skills, training for competitive

examinations, sustaining the quality of the core components and incorporating application oriented content wherever required.

- The Core subjects include latest developments in the education and scientific front, advanced programming packages allied with the discipline topics, practical training, devising mathematical models and algorithms for providing solutions to industry / real life situations. The curriculum also facilitates peer learning with advanced mathematical topics in the final semester, catering to the needs of stakeholders with research aptitude.
- The General Studies and Mathematics based problem solving skills are included as mandatory components in the ‘Training for Competitive Examinations’ course at the final semester, a first of its kind.
- The curriculum is designed so as to strengthen the Industry-Academia interface and provide more job opportunities for the students.
- The Industrial Statistics course is newly introduced in the fourth semester, to expose the students to real life problems and train the students on designing a mathematical model to provide solutions to the industrial problems.
- The Internship during the second year vacation will help the students gain valuable work experience, that connects classroom knowledge to real world experience and to narrow down and focus on the career path.
- Project with viva-voce component in the fifth semester enables the student, application of conceptual knowledge to practical situations. The state of art technologies in conducting a Explain in a scientific and systematic way and arriving at a precise solution is ensured. Such innovative provisions of the industrial training, project and internships will give students an edge over the counterparts in the job market.
- State-of Art techniques from the streams of multi-disciplinary, cross disciplinary and inter disciplinary nature are incorporated as Elective courses, covering conventional topics to the latest - Artificial Intelligence.

### Value additions in the Revamped Curriculum:

Semester	Newly Introduced Components	Outcome/ Benefits
I	<b>Foundation Course</b> To ease the transition of learning from higher secondary to higher education, providing an overview of the pedagogy of learning Literature and analyzing the world through the literary lens gives rise to a new perspective.	<ul style="list-style-type: none"> <li>➤ Instill confidence among students</li> <li>➤ Create interest for the subject</li> </ul>
I,II,III,IV	<b>Skill Enhancement papers</b> (Discipline centric / Generic / Entrepreneurial)	<ul style="list-style-type: none"> <li>➤ Industry ready graduates</li> <li>➤ Skilled human resource</li> <li>➤ Students are equipped with essential skills to make them employable</li> </ul>
		<ul style="list-style-type: none"> <li>➤ Training on language and communication skills enable the students gain knowledge and exposure in the competitive world.</li> </ul>
		<ul style="list-style-type: none"> <li>➤ Discipline centric skill will improve the Technical know how of solving real life problems.</li> </ul>
III,IV,V&VI	Elective papers	<ul style="list-style-type: none"> <li>➤ Strengthening the domain knowledge</li> <li>➤ Introducing the stakeholders to the State-of Art techniques from the streams of multi-disciplinary, cross disciplinary and interdisciplinary nature</li> <li>➤ Emerging topics in higher education / industry / communication network / health sector etc. are introduced with hands-on-training.</li> </ul>
IV	Elective Papers	<ul style="list-style-type: none"> <li>➤ Exposure to industry moulds students into solution providers</li> <li>➤ Generates Industry ready graduates</li> <li>➤ Employment opportunities enhanced</li> </ul>
V	Elective papers	<ul style="list-style-type: none"> <li>➤ Self-learning is enhanced</li> <li>➤ Application of the concept to real situation is conceived resulting in tangible outcome</li> </ul>
VI	Elective papers	<ul style="list-style-type: none"> <li>➤ Enriches the study beyond the course.</li> <li>➤ Developing are search framework and presenting their independent and intellectual ideas effectively.</li> </ul>
<b>Extra Credits: For Advanced Learners / Honors degree</b>		<ul style="list-style-type: none"> <li>➤ To cater to the needs of peer learners / research aspirants</li> </ul>
<b>Skills acquired from the Courses</b>		Knowledge, Problem Solving, Analytical ability, Professional Competency, Professional Communication and Transferrable Skill

### Credit Distribution for UG Programme

Sem I	Credit	Sem II	Credit	Sem III	Credit	Sem IV	Credit	Sem V	Credit	Sem VI	Credit
1.1. Language - Tamil	3	2.1. Language - Tamil	3	3.1. Language - Tamil	3	4.1. Language - Tamil	3	5.1 Core Course – \CC IX	4	6.1 Core Course – CC XIII	4
1.2 English	3	2.2 English	3	3.2 English	3	4.2 English	3	5.2 Core Course – CC X	4	6.2 Core Course – CC XIV	4
1.3 Core Course – CC I	5	2.3 Core Course – CC III	5	3.3 Core Course – CC V	5	4.3 Core Course – CC VII Core Industry Module	5	5. 3.Core Course CC -XI	4	6.3 Core Course – CC XV	4
1.4 Core Course – CC II	5	2.4 Core Course – CC IV	5	3.4 Core Course – CC VI	5	4.4 Core Course – CC VIII	5	5. 3.Core Course – /CC -XII	4	6.4 Elective -VII Generic/ Discipline Specific	3
1.5 Elective I Generic/ Discipline Specific	3	2.5 Elective II Generic/ Discipline Specific	3	3.5 Elective III Generic/ Discipline Specific	3	4.5 Elective IV Generic/ Discipline Specific	3	5.4 Elective V Generic/ Discipline Specific	3	6.5 Elective VIII Generic/ Discipline Specific	3
1.6 Skill Enhancement Course SEC-1 (NME)	2	2.6 Skill Enhancement Course SEC-2 (NME)	2	3.6 Skill Enhancement Course SEC-4, (Entrepreneurial Skill)	1	4.6 Skill Enhancement Course SEC-6	2	5.5 Elective VI Project with viva-voce	3	6.6 Extension Activity	1
1.7 Skill Enhancement - (Foundation Course)	2	2.7 Skill Enhancement Course –SEC-3(NME)	2	3.7 Skill Enhancement Course SEC-5	2	4.7 Skill Enhancement Course SEC-7	2	5.6 Value Education	2	6.7 Professional Competency Skill	2
				3.8 E.V.S	-	4.8 E.V.S	2	5.5 Summer Internship /Industrial Training	2		
	<b>23</b>		<b>23</b>		<b>22</b>		<b>25</b>		<b>26</b>		<b>21</b>
<b>Total CreditPoints</b>											<b>140</b>



**CREDIT DISTRIBUTION FOR U.G.**

<b>3 – Year UG Programme Credits Distribution</b>			
		<b>No. of Papers</b>	<b>Credits</b>
<b>Part I</b>	Tamil (3 Credits )	04	12
<b>Part II</b>	English (3 Credits)	04	12
<b>Part III</b>	Core Courses (4/5 Credits)	15	68
	Elective Courses :Generic / Discipline Specific (3 Credits)	08	24
<b>Total</b>			<b>116</b>
<b>Part IV</b>	NME( 2 Credits)	02	4
	Skill Enhancement Courses (5 courses- 2 Credits each)	05	15
	Entrepreneurial Skill -1 Credit	01	
	Professional Competency Skill Enhancement Course (2 Credit)	01	
	Internship(2 Credits)	01	
	EVS( 2 Credits)	01	2
	Value Education ( 2 Credits)	01	2
<b>Part IV Credits</b>			<b>23</b>
<b>Part V</b>	Extension Activity (NSS / NCC / Physical Education)		1
<b>Total Credits for the UG Programme</b>			<b>140</b>

**Consolidated Semester wise and Component wise Credit distribution**

<b>Parts</b>	<b>Sem I</b>	<b>Sem II</b>	<b>Sem III</b>	<b>Sem IV</b>	<b>Sem V</b>	<b>Sem VI</b>	<b>Total Credits</b>
<b>Part I</b>	3	3	3	3	-	-	12
<b>Part II</b>	3	3	3	3	-	-	12
<b>Part III</b>	13	13	13	13	22	18	92
<b>Part IV</b>	4	4	3	6	4	2	23
<b>Part V</b>	-	-	-	-	-	1	1
<b>Total</b>	23	23	22	25	26	21	<b>140</b>

**\*Part I, II and Part III components will be separately taken into account for CGPA calculation and classification for the under graduate programme and the other components Part IV and V have to be completed during the duration of the programme as per the norms, to be eligible for obtaining the UG degree.**

Methods of Evaluation			
<b>Internal Evaluation</b>	Continuous Internal Assessment Test		25 Marks
	Assignments		
	Seminars		
	Attendance and Class Participation		
<b>External Evaluation</b>	End Semester Examination		75 Marks
	Total		100 Marks
Methods of Assessment			
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions		
<b>Understand / Comprehend (K2)</b>	MCQ, True / False, Short essays, Concept explanations, Short summary or Overview		
<b>Application (K3)</b>	Suggest idea / concept with examples, Suggest formulae, Solve problems, Observe, Explain		
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge		
<b>Evaluate(K5)</b>	Longer essay / Evaluation essay, Critique or justify with prosandcons		
<b>Create (K6)</b>	Check knowledge in specific or off beat situations, Discussion, Debating or Presentations		

### COURSE STRUCTURE

SEMESTER I		SUBJECTS	LTPO				Hrs/week	CREDIT	MARKS		
COURSE COMPONENT			C	L	T	P			O	CIA	External
Part I	Paper-I	Language – Tamil	Y	-	-	-	6	3	25	75	100
Part II	Paper-I	<b>100L1Z:</b> English	Y	-	-	-	6	3	25	75	100
Part III	Core Paper-I	<b>150C1A:</b> Principles of Management	Y	-	-	-	5	5	25	75	100
	Core Paper-II	<b>150C1B:</b> Accounting for Managers I	Y	-	-	-	5	5	25	75	100
	Elective Paper-I	<b>150E1A:</b> Managerial Economics	Y	-	-	-	4	3	25	75	100
Part IV	<b>150S1A:</b> SEC-1- Basics of Event Management*										
	<b>100S1A:</b> Basic Tamil-I (Other Language Students) *		Y	-	Y	-	2	2	25	75	100
	<b>100S1B:</b> Advanced Tamil-I (Other Language Students) *										
	<b>150B1A:</b> Foundation Course - Managerial Communication						2	2	25	75	100
Total							30	23			

**\* PART-IV: SEC-1 / Basic Tamil / Advanced Tamil (Any one)**

- Students who have studied Tamil upto XII STD and also have taken Tamil in Part I shall take SEC-I.
- Students who have **not** studied Tamil upto XII STD and have taken any Language other than Tamil in Part-I shall take **Basic Tamil** comprising of Two Courses (level will be at 6<sup>th</sup> Std.).
- Students who have studied Tamil upto XII STD and have taken any Language other than Tamil in Part-I shall take **Advanced Tamil** comprising of Two Courses.

SEMESTER II		SUBJECTS	L	T	P	O	Hrs/week	CREDIT	MAXMARKS		
COURSE COMPONENT									CIA	EXT	TOTAL
PartI	Paper-II	Language – Tamil	Y	-	-	-	6	3	25	75	100
PartII	Paper-II	100L2Z: English	Y	-	-	-	6	3	25	75	100
PartIII	CorePaper-III	150C2A: <b>Marketing Management</b>	Y	-	-	-	5	5	25	75	100
	CorePaper-IV	150C2B: <b>Accounting for Managers II</b>	Y	-	-	-	5	5	25	75	100
	Elective -II	150E2A: <b>International Business</b>	Y	-	-	-	4	3	25	75	100
PartIV	150S2A: SEC2-Managerial Skill Development*		Y	-	-	-	2	2	25	75	100
	100S2A: Basic Tamil-II (Other Language Students) *										
PartIV	100S2B: Advanced Tamil-II(Other Language Students)*		Y	-	-	-	2	2	25	75	100
	150S2B: SEC3 Business Etiquette and Corporate Grooming										
Total							30	23			

SEMESTER III		SUBJECTS	L	T	P	O	Hrs/week	CREDIT	MAX MARKS		TOTAL
COURSE COMPONENT									INT	EXT	
Part I	Paper-III	Language – Tamil	Y	-	-	-	6	3	25	75	100
Part II	Paper-III	200L3Z: English	Y	-	-	-	6	3	25	75	100
Part III	Core Paper-V	<b>250C3A: Organisational Behaviour</b>	Y	-	-	-	5	5	25	75	100
	Core Paper-VI	<b>250C3B: Financial Management</b>	Y	-	-	-	5	5	25	75	100
	Elective – III	<b>250E3A: Business Statistics</b>	Y	-	-	-	4	3	25	75	100
Part IV	250S3A: SEC4 Computer Applications in Business		Y	-	Y	-	2	2	25	75	100
	250S3B: SEC5 Entrepreneurial Skill New Venture Management		Y		Y		1	1	25	75	100
	Environmental Studies		Y	-	-	-	1				
Total							30	22			

SEMESTER IV		SUBJECTS	L	T	P	O	Hrs/week	CREDIT	MAX MARKS		TOTAL
COURSE COMPONENT									CIA	EXT	
Part I	Paper-IV	Language – Tamil	Y	-	-	-	6	3	25	75	100
Part II	Paper-IV	200L4Z: English	Y	-	-	-	6	3	25	75	100
Part III	Core Paper-VII	<b>250C4A: Business Environment</b>	Y	-	-	-	4	5	25	75	100
	Core Paper-VIII	<b>250C4B: Business Regulatory Frame Work</b>	Y	-	-	-	5	5	25	75	100
	Elective Paper-IV	<b>250E4A: Operations Research</b>	Y	-	-	-	4	3	25	75	100
Part IV	250S4A: SEC6 Tally				Y	-	2	2	25	75	100
	250S4B: SEC7 Intellectual Property Rights		Y	-	-	-	2	2	25	75	100
	Environmental Studies		Y	-	-	-	1	2	25	75	100
Total							30	25			

Second year Vacation Internship -45 hours	<b>2 credits</b>
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SEMESTER V		SUBJECTS	L	T	P	O	Hrs/week	CREDIT	MAX MARKS		TOTAL
COURSE COMPONENT									CIA	EXT	
Part III	Core Paper–IX	<b>350C5A:</b> Human Resource Management	Y	-	-	-	5	4	25	75	100
	Core Paper–X	<b>350C5B:</b> Research Methodology	Y	-	-	-	5	4	25	75	100
	Core Paper–XI	<b>350C5C:</b> Business Taxation	Y	-	-	-	5	4	25	75	100
	Core Paper–XII	<b>350C5D:</b> Project with Viva –Voce	-	-	Y	-	4	4	20	80	100
	Elective–V	<b>350E5A:</b> Digital Marketing Or <b>350E5B:</b> Industrial Relations Or <b>350E5C:</b> Financial Services	Y	-	-	-	4	3	25	75	100
	Elective - VI	<b>350E5D:</b> Management Information system Or <b>350E5E:</b> Merchandising Management Or <b>350E5F:</b> Total Quality Management	Y	-	-	-	5	3	25	75	100
Part IV	Value Education		Y	-	-	-	2	2			
	Summer Internship / Industrial Training							2			
Total							30	26			

SEMESTER VI		SUBJECTS	L	T	P	O	Hrs/week	CREDIT	MAX MARKS		TOTAL
COURSE COMPONENT									CIA	EX T	
Part III	Core Paper–XIII	<b>350C6A: Entrepreneurship Development</b>	Y	-	-	-	6	4	25	75	100
	Core Paper–XIV	<b>350C6B: Services Marketing</b>	Y				6	4	25	75	100
	Core Paper–XV	<b>350C6C: Production and Materials Management</b>	Y				6	4	25	75	100
	Elective–VII	<b>350E6A:</b> Consumer Behaviour Or <b>350E6B:</b> Innovation Management Or <b>350E6C:</b> Security Analysis & Portfolio Management	Y	-	-	-	5	3	25	75	100
	Elective–VIII	<b>350E6D:</b> Fundamentals of Logistics Management Or <b>350E6E:</b> E-business Or <b>350E6F:</b> Strategic Management	Y	-	-	-	5	3	25	75	100
	350S6A: Professional Competency Enhancement Quantitative Aptitude					2	2	25	75	100	
Part V	Extension Activities		-	Y	-			1			
	Total					30	21				

**Remarks: English Soft Skill Two Hours Will be handled by English Teachers (4+2 = 6 hours for English).**

### INSTITUTIONAL TRAINING \*

#### **Curricular note on Skill enhancing core paper with Internal evaluation for the award of 2 Credits**

**Aims:** The purpose of this skill enhancing (Training) core paper is to bridge the theoretical fundamentals with that of actual practice and to inculcate a spirit of inquiry & research rigor to investigate the nuances that go into the working of industry at large. Apart from adapting as team-worker, students are expected to gather, filter the required information and report the dynamics of the chosen industry in a standardized format.

**Process:** Colleges may institute MoU/Collaborative initiative with firms in their locality to get the consent and to make the training more purposeful. Every student, individually or in a group not exceeding three, shall undergo a four-week [a minimum of twenty working days] training in any organization [size, type and location to be specified by the respective college] of his/her choice during the vacation between fourth and fifth semester. In case of insufficient vacation, college level adjustments can be made to facilitate the students on training.

Prior permission may be obtained from the organization in advance by the students concerned and information shall be passed onto the colleges thus enabling the training supervision by the concerned faculties authorized by the college.

Weekly postal or electronic reporting should be obtained to ensure coherent and comprehensive training during the training period. A final report [Institutional Training Record – ITR] containing the introduction of the industry, the profile of the company and a valid conclusion indicating the benefits of the training shall be given not exceeding 30 [A4] pages [in a spiral- bound form/pre-printed record designed for this purpose].

**Reporting Proforma:** The profile of the company may include the organization-chart, people involved in key-positions, year of establishment and growth pattern (for at least five years), the products dealt and market to which it caters to, sales turn-over, market share [for last three years], competitors' details, number of employees and their brief profile, share capital&

Share holding pattern, market capitalization (in case of listed public company), group companies, if any, awards & recognitions (if any received), litigations, if any involved and so on.

**Outcome:** Internal evaluation by the concerned training supervisor along with HOD shall be made during the beginning of fifth semester for award of two credits and report the same to the university.

-X-X-X-

**சென்னைப் பல்கலைக்கழகம்**  
**University of Madras**

**Part-I**

**பொதுத் தமிழ் - பாடத்திட்டம்**

**General Tamil - Syllabus**

**4 பருவங்கள் (முதல் பருவம்)**

**(B.A., B.Sc., B.Com., BCA., BBA)**

**2023-24**



## பொதுத்தமிழ்-1

### தமிழ் இலக்கிய வரலாறு -1

#### முதலாம் ஆண்டு – முதற் பருவம்

Course Code	Course Name	category	L	T	P	S	Credits	Ins.Hrs	CIA	Externa	Total
100L1AU	பொதுத்தமிழ் -1 தமிழ் இலக்கிய வரலாறு -1	Supportive	Y	-	-	-	3	6	25	75	100

#### Learning Objectives

- முதலாமாண்டுப் பட்ட வகுப்பு மாணவர்களுக்குத் தமிழ் மொழி இலக்கியங்களை அறிமுகம் செய்தல்
- தமிழ் இலக்கியப் போக்குகளையும், இலக்கணங்களையும் மாணவர் அறியுமாறு செய்து அவர்களின் படைப்பாற்றலைத் தூண்டுதல்
- தமிழ் இலக்கியம் சார்ந்த போட்டித் தேர்வுகளுக்கு ஏற்ப கற்பித்தல் நடைமுறைகளை மேற்கொள்ளுதல்

#### Expected Course Outcomes

On the Successful completion of the Course, Students will be able to

இப்பாடத்தைக் கற்பதால் பின்வரும் பயன்களை மாணவர் அடைவர்

CO 1	சங்க இலக்கியத்தில் காணப்பெறும் வாழ்வியல் சிந்தனைகளை அறிந்து கொள்வர்	K4
CO 2	அற இலக்கியம் மற்றும் தமிழ் காப்பியங்களின்வழி வாழ்வியல் சிந்தனையைப் பெறுவர்	K5, K6
CO 3	பக்தி இலக்கியங்களைக் கற்பதன் மூலம் பக்தி நெறியினையும், பகுத்தறிவு இலக்கியங்களைக் கற்பதன் வழி நல்லிணக்கத்தையும் தெரிந்து பின்பற்றுவர்	K3
CO 4	மொழியறிவோடு சிந்தனைத்திறனைப் பெறுவர்	K3
CO 5	மொழிப்பயிற்சிக்குத் தேவையான இலக்கணங்களைக் கற்பர்.	K2

K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 - Create

அலகு-1 | தமிழ் இலக்கிய, இலக்கண வரலாறு அறிமுகம்.

#### 1. இலக்கணம்;

அ.தொல்காப்பியம், இறையனார் களவியல் உரை , நம்பியகப் பொருள், புறப்பொருள் வெண்பா மாலை, நன்னூல், தண்டியலங்காரம், யாப்பருங்கலக்காரிகை நூல்கள்

ஆ.மொழிப் பயிற்சி- ஒற்றுப்பிழை தவிர்த்தல்

- வல்லினம் மிகும் இடங்கள்
- வல்லினம் மிகா இடங்கள்

- ஈரொற்று வரும் இடங்கள்
- ஒரு, ஓர் வரும் இடங்கள்
- அது, அஃது வரும் இடங்கள்
- தான், தாம் வரும் இடங்கள்

பயிற்சி : வல்லினம் மிகும் இடங்கள், மிகா இடங்கள் தவறாக வரும்வகையில் ஒரு பத்தி கொடுத்து ஒற்றுப் பிழை திருத்தி எழுதச் செய்தல்.

2. சங்க இலக்கியம் - எட்டுத்தொகை, பத்துப்பாட்டு
3. அற இலக்கியம்-பதினெண்கீழ்கணக்கு நூல்கள்
4. காப்பிய இலக்கியம் - ஐம்பெருங் காப்பியங்கள், ஐஞ்சிறு காப்பியங்கள், சமயக் காப்பியங்கள்
5. பக்தி இலக்கியமும் (பன்னிரு திருமுறைகள், நாலாயிர திவ்வியப் பிரபந்தம் -- பகுத்தறிவு

இலக்கியமும் (சித்தர் இலக்கியங்கள், புலவர் குழந்தையின் இராவண காவியம்)

அலகு-2

சங்க இலக்கியம்

எட்டுத்தொகை ;எ

1. நற்றிணை-முதல் பாடல் -நின்ற சொல்லர்
2. குறுந்தொகை 3 ஆம் பாடல் -நிலத்தினும் பெரிதே
3. ஐங்குறுநூறு -நெல் பல பொலிக! பொன் பெரிது சிறக்க!' (முதல் பாடல் )-வேட்கைப் பத்து
4. கலித்தொகை- 51 - சுடர்த்தொடிக் கேளாய் -குறிஞ்சிக் கலி
5. புறநானூறு -189 தெண்கடல் வளாகம் பொதுமையின்றி, நாடா கொன்றோ -187

பத்துப்பாட்டு;

1. முல்லைப்பாட்டு (முழுவதும்)

அலகு-3

அற இலக்கியம்

- 1.திருக்குறள் -அறன் வலியுறுத்தல் அதிகாரம்
- 2.நாலடியார்-பாடல்: 131 (குஞ்சியழகும்)
- 3.நான்மணிக்கடிகை-நிலத்துக்கு அணியென்ப
- 4.பழமொழி நானூறு- தம் நடை நோக்கார்
- 5.இனியவை நாற்பது- 37. இளமையை மூப்பு என்று

அலகு-4

காப்பிய இலக்கியம்

1. சிலப்பதிகாரம் - வழக்குரைகாதை
2. மணிமேகலை- பாத்திரம் பெற்ற காதை
3. பெரியபுராணம் - பூசலார் நாயனார்புராணம்
4. கம்பராமாயணம்- குகப் படலம்
5. சீறாப்புராணம் - மானுக்குப் பிணை நின்ற படலம்

6. இயேசு காவியம் -ஊதாரிப்பிள்ளை	
அலகு-5	பக்தி இலக்கியமும், பகுத்தறிவு இலக்கியமும்
பக்தி இலக்கியம்;	
<ol style="list-style-type: none"> <li>1. திருநாவுக்கரசர் தேவாரம் - நாமார்க்கும் குடியல்லேம் எனத் தொடங்கும் பாடல் மட்டும்</li> <li>2. மாணிக்கவாசகர் திருவாசகம் - நமச்சிவாய வாழ்க நாதன்தாள் வாழ்க முதல் சிரம்குவிவார் ஓங்குவிக்கும் சீரோன் கழல் வெல்க வரை</li> <li>3. பொய்கையாழ்வார்-வையந் தகளியா வார்கடலே</li> <li>4. பூதத்தாழ்வார்-அன்பே தகளியா</li> <li>5. பேயாழ்வார்-திருக்கண்டேன் பொன்மேனி கண்டேன்</li> <li>6. ஆண்டாள் - திருப்பாவை மார்கழித் திங்கள் (முதல் பாடல்)</li> </ol>	
பகுத்தறிவு இலக்கியம்;	
<ul style="list-style-type: none"> <li>• திருமூலர் - திருமந்திரம் (270,271, 274, 275 285)</li> <li>• பட்டினத்தார் -திருவிடை மருதூர் (காடே திரிந்து - எனத் தொடங்கும் பாடல் பா.எண் ;.279, 280)</li> <li>• கடுவெளி சித்தர் - பாபஞ்செய் யாதிரு மனமே (பாடல் முழுவதும்)</li> <li>• இராவண காவியம் - தாய்மொழிப் படலம் - 18. ஏடுகை யில்லா ரில்லை முதல் - 22. செந்தமிழ் வளர்த்தார். வரை</li> </ul>	
Text books	
•	.
Reference Books	
<ul style="list-style-type: none"> <li>• மு. வரதராசன், தமிழ் இலக்கிய வரலாறு, சாகித்ய அக்காடெமி, புதுடெல்லி.</li> <li>• மது. ச. விமலானந்தன், தமிழ் இலக்கிய வரலாறு, மீனாட்சி புத்தக நிலையம், மதுரை.</li> <li>• தமிழண்ணல், புதிய நோக்கில் தமிழ் இலக்கிய வரலாறு, மீனாட்சி புத்தக நிலையம், மதுரை.</li> <li>• தமிழ் இலக்கிய வரலாறு -முனைவர்.சிற்பி பாலசுப்ரமணியம், முனைவர்.சொ.சேதுபதி</li> <li>• புதிய தமிழ் இலக்கிய வரலாறு- முனைவர்.சிற்பி பாலசுப்ரமணியம்,நீல.பத்மநாபன்</li> <li>• தமிழ் இலக்கிய வரலாறு - டாக்டர்.அ.கா.பெருமாள்</li> <li>• தமிழ் இலக்கிய வரலாறு -முனைவர். ப.ச.ஏசுதாசன்</li> <li>• தமிழ் இலக்கிய வரலாறு - ஸ்ரீ குமார்</li> <li>• வகைமை நோக்கில் தமிழ் இலக்கிய வரலாறு-பாக்கியமேரி</li> <li>• தமிழ் பயிற்றும் முறை, பேராசிரியர் ந. சுப்புரெட்டியார் - மணிவாசகர் பதிப்பகம், சிதம்பரம்</li> </ul>	
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
Web Sources	

- <https://www.chennailibrary.com/>
- <https://www.sirukathaigal.com>
- <https://www.tamilvirtualuniversity.org>
- <https://www.noolulagam.com>
- <https://www.katuraitamilblogspot.com>

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2	1.
CLO1	3	2	3	3	3	2	2	2	3	2	3	2	
CLO2	3	3	2	2	2	3	2	3	3	2	2	2	
CLO3	3	2	3	3	2	2	2	3	2	3	3	2	
CLO4		3	3	2	2	2	3	2	3	2	3	3	
CLO5	3	3	2	2	2	3	3	2	2	2	3	3	

Strong -3,Medium-2,Low-1

# UNIVERSITY OF MADRAS

FOUNDATION COURSE: FRENCH  
SYLLABUS WITH EFFECT FROM 2023-2024

UG & 5 Year PG Integrated - SEMESTER – I

## Foundation Course in French: Prescribed Text and Grammar-I

<b>Course Outcomes</b>	<ol style="list-style-type: none"> <li>1. Introduce oneself and talk about one's likes and dislikes</li> <li>2. Invite someone, to accept or deny an invitation</li> <li>3. Making purchases at the market</li> <li>4. Recall and remember the usage of grammatical tenses in constructing sentences in a dialogue.</li> <li>5. Apply the learnt grammar rules in practice exercises to improve their understanding</li> </ol>		
<b>Course</b>	Foundation Course in French	<b>Course Code</b>	100L1K
<b>Title of the Course:</b>	Prescribed Text and Grammar-I		
<b>Credits:</b>	3		
<b>Pre-requisites, if any:</b>	---		
<b>Course Objectives</b>	Identify the basic French sentence structure		K1
	Define and describe the various grammatical tenses and use them to communicate in French		K2
	Examine the various documents presented and discuss and reply to the questions asked on it		K2 and K3
	Analyze and interpret expressions used to convey the cause, the effect, the purpose, and the opposition in French		K4
	Evaluate the grammatical nature present in passages		K5
<b>Units</b>			
<b>I</b>	Unité 1: Salut ! Unité 2: Enchanté!		
<b>II</b>	Unité 3: J'adore !		
<b>III</b>	Unité 4: Tu veux bien ?		
<b>IV</b>	Unité 5: On se voit quand ?		
<b>V</b>	Unité 6: Bonne idée !		
<b>Prescribed Text</b>	Régine Mérieux & Yves Loiseau, <b>Units 1-6</b> of <i>Latitudes 1</i> (A1 /A2), méthode de français, Didier, 2017 (Indian Edition)		

### Mapping with Programme Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5
<b>CO1</b>	S	M	M	L	S	M	L	S	S	S	M	S	M
<b>CO2</b>	S	M	M	L	M	M	L	S	S	S	S	S	M
<b>CO3</b>	M	S	S	M	M	M	L	S	M	M	M	S	M
<b>CO4</b>	S	M	M	L	S	M	L	S	S	S	M	S	M
<b>CO5</b>	S	M	M	L	M	M	L	S	S	S	S	S	M

**S-Strong      M-Medium      L-Low**

# UNIVERSITY OF MADRAS

FOUNDATION COURSE: FRENCH  
SYLLABUS WITH EFFECT FROM 2023-2024

## SEMESTER I

**Title of the Paper** : Prescribed Text and Grammar-I

**Prescribed textbook** : Régine Mérieux & Yves Loiseau, **Units 1-6 of *Latitudes 1*** (Indian Edition), Paris, Didier, 2017.

**Questions not to be asked from the Autoévaluation and Préparation au DELF**

**Paper setters are to strictly adhere to the syllabus and ask questions only from the pages included in the syllabus. Questions should cover the entire syllabus.**

## QUESTION PAPER PATTERN

Time : 3 Hours

Maximum Marks : 75

### **Section A (10 x 2 = 20 Marks)**

**Answer any TEN questions**

15 questions to be asked on cultural / civilisational aspects found in the prescribed textbook

### **Section B (5 x 5 = 25 Marks)**

**Answer any FIVE questions**

8 Grammar exercises to be given from the prescribed textbook

### **Section C (3 x 10 = 30 Marks)**

**Answer any THREE**

3 must be answered out of 5 topics (1 dialogue writing, 1 letter /email writing, 1 composition, 1 comprehension, 1 translation)

\*\*\*

**சென்னைப் பல்கலைக்கழகம்**  
**University of Madras**

**Part-I**

**பொதுத் தமிழ் - பாடத்திட்டம்**

**General Tamil - Syllabus**

**4 பருவங்கள் (இரண்டாம் பருவம்)**

**(B.A., B.Sc., B.Com., BCA., BBA)**

**2023-24**

**பொதுத்தமிழ்- 2**  
**தமிழ் இலக்கிய வரலாறு -2**  
**முதலாம் ஆண்டு – இரண்டாம் பருவம்**

Course Code	Course Name	Category	L	T	P	S	Credits	Ins.Hrs	CIA	Externa	Total
100L2AU	பொதுத்தமிழ் -2 தமிழ் இலக்கிய வரலாறு -2	Supportive	Y	-	-	-	3	6	25	75	100

**Learning Objectives**

- முதலாமாண்டுப் பட்ட வகுப்பு மாணவர்களுக்குத் தமிழ் மொழி இலக்கியங்களை அறிமுகம் செய்தல்
- தமிழ் இலக்கியப் போக்குகளையும், இலக்கணங்களையும் மாணவர் அறியுமாறு செய்து அவர்களின் படைப்பாற்றலைத் தூண்டுதல்
- தமிழ் இலக்கியம் சார்ந்த போட்டித் தேர்வுகளுக்கு ஏற்ப கற்பித்தல் நடைமுறைகளை மேற்கொள்ளுதல்

**Expected Course Outcomes**

On the Successful completion of the Course, Students will be able to

இப்பாடத்தைக் கற்பதால் பின்வரும் பயன்களை மாணவர் அடைவர்

CO 1	சிற்றிலக்கியங்களின்வழி இலக்கியச் சுவையினையும் பண்பாட்டு அறிவினையும் பெறுவர்	K4
CO 2	புதுக்கவிதை வரலாற்றினை அறிந்து கொள்வர்	K5, K6
CO 3	திராவிட இயக்க இலக்கியங்களைக் கற்பதன் மூலம் மொழி உணர்வு , இன உணர்வு, சமத்துவம் சார்ந்த சிந்தனைகளைப் பெறுவர்	K3
CO 4	தமிழ்மொழியைப் பிழையின்றி எழுதவும், புதிய கலைச்சொற்களை உருவாக்கவும் அறிந்து கொள்வர்	K3
CO 5	போட்டித் தேர்வுகளில் வெற்றி பெறுவதற்குத் தமிழ்ப் பாடத்தினைப் பயன்கொள்ளும் வகையில் பயிற்சி பெறுவர்.	K2

K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 - Create

அலகு-1 தமிழ் இலக்கிய வரலாறு அறிமுகம்.

1. சிற்றிலக்கியம்; குறவஞ்சி, கலம்பகம், உலா, பரணி, பள்ளு, பிள்ளைத்தமிழ், தூது, அந்தாதி.
2. தனிப்பாடல் அறிமுகம்
3. இக்கால இலக்கியம் ;கவிதை, சிறுகதை,நாடகம், உரைநடை. , திராவிட இயக்கம் வளர்த்த தமிழ்.

அலகு-2 சிற்றிலக்கியக்கமும்,தனிப்பாடலும்

சிற்றிலக்கியம்;



- கலிங்கத்து பரணி- விருந்தினரும் வறியவரு நெருங்கி யுண்ணரும் - முதல் - கேட்பாரைக் காண்மின் காண்மின் - வரை
- திருக்குற்றாலக் குறவஞ்சி - வானரங்கள் கனிகொடுத்து
- முக்கூடற் பள்ளு - ஆற்று வெள்ளம் நாளை வரத்
- அபிராமி அந்தாதி- கலையாத கல்வியும் குறையாத வயதும் (பதினாறு செல்வங்கள்)
- திருவரங்கக் கலம்பகம் - மறம் -பிள்ளைப் பெருமாள் ஐயங்கார்-பேசுவந்த தூத செல்லரித்த ஓலை செல்லுமோ
- தமிழ்விடு தூது முதல் பத்து கண்ணிகள்

தனிப்பாடல்;

- வான்குருவி யின்கூடு -ஒளவையார்
- ஆமணக்குக்கும் யானைக்கும் சிலேடை ;முத்திருக்கும் கொம்பசைக்கும் மூரித்தண்டே - காளமேகப் புலவர்
- இம்பர் வான் எல்லை இராமனையே பாடி -வீரராகவர்
- நாராய் நாராய் -சத்தி முத்தப் புலவர்

அலகு-3

இக்கால இலக்கியம்- 1

1. பாரதியார் பாரத சமுதாயம் வாழ்கவே
2. பாரதிதாசன் - சிறுத்தையே வெளியில் வா
3. நாமக்கல் கவிஞர்-கத்தியின்றி
4. தமிழ் ஒளி - மீன்கள் (அந்தி நிலா பார்க்க வா)
5. ஈரோடு தமிழன்பன் - எட்டாவது சீர் (வணக்கம் வள்ளுவ )

சிறுகதைகள், \_

1. புதுமைப்பித்தன் - கடிதம்
2. ஜெயகாந்தன் -வாய்ச் சொற்கள் (மாலை மயக்கம் தொகுப்பு)
3. ஆர். சூடாமணி - அந்நியர்கள்

உரைநடை ;

1. மு வ கடிதங்கள் - தம்பிக்கு நூலில் முதல் இரண்டு கடிதங்கள்

அலகு-4

இக்கால இலக்கியம்- 2

1. தந்தை பெரியார் - திருக்குறள்( மாநாட்டு) உரை
2. பேரறிஞர் அண்ணா - இரண்டாம் உலகத் தமிழ் மாநாட்டு உரை
3. கலைஞர் மு. கருணாநிதி - தொல்காப்பிய பூங்கா -எழுத்து -முதல் நூற்பா கட்டுரை

நாடகம் / திரைத்தமிழ் :

1. வேலைக்காரி -திரைப்படம்
2. ராஜா ராணி -சாக்ரடீஸ் -ஓரங்க நாடகம்

இதழியல் தமிழ் ;

முரசொலி கடிதம்

1. செம்மொழி வரலாற்றில் சில செப்பேடுகள்

அலகு-5

மொழிப் பயிற்சி

சொல் வேறுபாடு / பிழை தவிர்த்தல்

- வாசிப்பது – வாசிப்பவர்
- சுவர்- சுவரில்
- வயிறு - வயிற்றில்
- கோயில்- கோவில்
- கறுப்பு – கருப்பு
- இயக்குநர்-இயக்குனர்
- சில்லறை-சில்லரை
- முறித்தல் – முரித்தல்
- மனம்-மனசு- மனது
- அருகில்-அருகாமையில்
- அக்கரை- அக்கறை
- மங்கலம்- மங்களம்.

பயிற்சி :

- பிழையான சொற்களை ஒரு பத்தியில் கொடுத்து அந்தப் பிழையான சொற்களைச் சரியாக எழுதச் செய்தல்
- சிறிய பத்தி ஒன்றை ஆங்கிலத்தில் கொடுத்து அதனைத் தமிழில் மொழிபெயர்க்க வைத்தல்.

Text books

- .

Reference Books

- மு. வரதராசன், தமிழ் இலக்கிய வரலாறு, சாகித்ய அக்காதெமி, புதுடெல்லி.
- மது. ச. விமலானந்தன், தமிழ் இலக்கிய வரலாறு, மீனாட்சி புத்தக நிலையம், மதுரை.
- தமிழண்ணல், புதிய நோக்கில் தமிழ் இலக்கிய வரலாறு, மீனாட்சி புத்தக நிலையம், மதுரை.
- தமிழ் இலக்கிய வரலாறு –முனைவர்.சிற்பி பாலசுப்ரமணியம், முனைவர்.சொ.சேதுபதி
- புதிய தமிழ் இலக்கிய வரலாறு– முனைவர்.சிற்பி பாலசுப்ரமணியம்,நீல.பத்மநாபன்
- தமிழ் இலக்கிய வரலாறு - டாக்டர்.அ.கா.பெருமாள்
- தமிழ் இலக்கிய வரலாறு –முனைவர். ப.ச.ஏசுதாசன்
- தமிழ் இலக்கிய வரலாறு - ஸ்ரீ குமார்
- வகைமை நோக்கில் தமிழ் இலக்கிய வரலாறு–பாக்கியமேரி
- தமிழ் பயிற்றும் முறை, பேராசிரியர் ந. சுப்புரெட்டியார் - மணிவாசகர் பதிப்பகம், சிதம்பரம்

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]

Web Sources

- <https://www.chennaiibrary.com/>
- <https://www.sirukathaigal.com>
- <https://www.tamilvirtualuniversity.org>
- <https://www.noolulagam.com>
- <https://www.katuraitamilblogspot.com>

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2	1.
CLO1	3	2	3	3	3	2	2	2	3	2	3	2	
CLO2	3	3	2	2	2	3	2	3	3	2	2	2	
CLO3	3	2	3	3	2	2	2	3	2	3	3	2	
CLO4		3	3	2	2	2	3	2	3	2	3	3	
CLO5	3	3	2	2	2	3	3	2	2	2	3	3	

Strong -3,Medium-2,Low-1

# UNIVERSITY OF MADRAS

FOUNDATION COURSE: FRENCH  
SYLLABUS WITH EFFECT FROM 2023-2024

UG & 5 Year PG Integrated – SEMESTER – II

## Foundation Course in French: Prescribed Text and Grammar-II

<b>Course Outcomes</b>	<ol style="list-style-type: none"> <li>To ask for and give directions.</li> <li>To give orders or commands using <i>Impératif</i></li> <li>To narrate events from the past using <i>Passé Composé</i></li> <li>Cite the ordinal numbers in French</li> <li>Indicate the position of something using prepositions of place</li> </ol>		
<b>Course</b>	Foundation Course in French	<b>Course Code</b>	<b>100L2K</b>
<b>Title of the Course:</b>	Prescribed Text and Grammar-II		
<b>Credits:</b>	3		
<b>Pre-requisites, if any:</b>	-		
<b>Course Objectives</b>	Revise and recall the French sentence structure	K1	
	Enumerate the various grammatical tenses and use them to communicate better in French	K2	
	Summarize and develop ideas from the documents after discussing it in detail	K2 and K3	
	Write and understand dialogues based on the themes done in class	K4	
	Evaluate and comprehend text passages	K5	
<b>Units</b>			
<b>I</b>	Unité 7: C'est où?		
<b>II</b>	Unité 8: N'oubliez pas !		
<b>III</b>	Unité 9: Belle vue sur la mer !		
<b>IV</b>	Unité 10: Quel beau voyage !		
<b>V</b>	Unité 11: Oh ! joli ! Unité 12: Et après ?		
<b>Prescribed Text</b>	Régine Mérieux & Yves Loiseau, <b>Units 7-12</b> of <i>Latitudes 1</i> (A1 /A2), méthode de français, Didier, 2017 (Indian Edition)		

### Mapping with Programme Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S	S	M	L	M	M	L	S	S	S	M	M	M
CO2	S	M	M	L	M	M	L	S	S	S	S	M	M
CO3	M	S	S	M	S	M	M	S	S	S	M	S	S
CO4	S	S	M	L	S	M	L	S	S	S	S	S	S
CO5	S	S	S	L	M	M	L	S	S	S	M	S	S

**S-Strong      M-Medium      L-Low**

# UNIVERSITY OF MADRAS

FOUNDATION COURSE: FRENCH  
SYLLABUS WITH EFFECT FROM 2023-2024

## SEMESTER II

**Title of the Paper** : Prescribed Text and Grammar-II

**Prescribed textbook**: Régine Mérieux & Yves Loiseau, **Units 7-12** of *Latitudes 1* (Indian Edition), Paris, Didier, 2017.

Questions not to be asked from the Autoévaluation and Préparation au DELF

Paper setters to strictly adhere to the syllabus and ask questions only from the pages included in the syllabus. Questions should cover the entire syllabus.

## QUESTION PAPER PATTERN

Time : 3 Hours

Maximum Marks : 75

### **Section A (10 x 2 = 20 Marks)**

Answer any TEN questions

15 questions to be asked on cultural / civilisational aspects found in the prescribed textbook

### **Section B (5 x 5 = 25 Marks)**

Answer any FIVE questions

8 Grammar exercises to be given from the prescribed textbook

### **Section C (3 x 10 = 30 Marks)**

Answer any THREE

3 must be answered out of 5 topics (1 dialogue writing, 1 letter /email writing, 1 composition, 1 comprehension, 1 translation)

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**சென்னைப் பல்கலைக்கழகம்**  
**University of Madras**

**Part-I**

**பொதுத் தமிழ் - பாடத்திட்டம்**

**General Tamil - Syllabus**

**4 பருவங்கள் (மூன்றாம் பருவம்)**

**(B.A., B.Sc., B.Com., BCA., BBA)**

**2023-24**

**பொதுத்தமிழ் -3**  
**தமிழக வரலாறும் பண்பாடும்**  
**இரண்டாம் ஆண்டு - மூன்றாம் பருவம்**

Course Code	Course Name	category	L	T	P	S	Credits	Ins.Hrs	CIA	External	Total
200L3AU	பொதுத்தமிழ் -3 தமிழக வரலாறும் பண்பாடும்	Supportive	Y	-	-	-	3	6	25	75	100

**Learning Objectives**

- தமிழக வரலாற்றை அறிந்துகொள்ளுதல்.
- தமிழரின் வாழ்வியல் தொன்மையை அறிதல்.
- தமிழரின் பண்பாட்டினை அறிந்துகொள்ளல்.
- தமிழர்மேல் நிகழ்ந்த பிற பண்பாட்டுத் தாக்கங்களை அறிதல்.
- தமிழ் இலக்கியம் சார்ந்த போட்டித் தேர்வுகளுக்கு ஏற்ப கற்பித்தல் நடைமுறைகளை மேற்கொள்ளுதல்

**Expected Course Outcomes**

On the Successful completion of the Course, Students will be able to

இப்பாடத்தைக் கற்பதால் பின்வரும் பயன்களை மாணவர் அடைவர்

CO 1	தமிழக வரலாற்றை அறிந்துகொள்வர்.	K4
CO 2	தமிழரின் வாழ்வியல் தொன்மையை அறிவர்.	K5, K6
CO 3	தமிழரின் பண்பாட்டுக் கூறுகளை அறிந்துகொள்வர்	K3
CO 4	பிற பண்பாட்டுத் தாக்கம் மற்றும் அணுகுமுறைகளை அறிவர்.	K3
CO 5	மொழிப்பயிற்சிக்குத் தேவையான இலக்கணங்களைக் கற்பர்.	K2

K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 - Create

அலகு-1	தொல் பழங்கால வரலாறும் சங்ககால வரலாறும்
<ol style="list-style-type: none"> <li>1. தொல் தமிழர்</li> <li>2. பழைய கற்காலம்</li> <li>3. புதிய கற்காலம்</li> <li>4. உலோகக் காலம்</li> <li>5. அகழ்வாராய்ச்சியில் தமிழும் தமிழரும் (கீழடி வரை)</li> <li>6. திணை வாழ்வியல் (களவு வாழ்க்கை, கற்பு வாழ்க்கை, உணவு, அணிகலன்கள், வாணிகம், விளையாட்டுகள்)</li> <li>7. கல்வியும், கலைகளும்</li> </ol>	

8. தமிழ் வளர்த்த சங்கம்	
9. சங்க கால ஆட்சி முறை	
10 . அயல்நாட்டுத் தொடர்புகள்	
அலகு-2	ஆட்சியர் வரலாறு
1. மூவேந்தர் வரலாறு	
2. பல்லவர் வரலாறு	
3. நாயக்கர் ஆட்சி	
4. முகம்மதியர் ஆட்சி	
5. மராட்டியர் ஆட்சி	
அலகு-3	ஐரோப்பியர் கால வரலாறு
1. போர்த்துக்கீசியர்	
2. டச்சுக்காரர்கள்	
3. டேனிஸ்காரர்கள்	
4. பிரெஞ்சுக்காரர்கள்	
5. ஆங்கிலேயர்கள்	
6. பாளையக்காரர்கள்	
7. இந்திய விடுதலைப் போராட்டத்தில் தமிழ்நாடு	
அலகு-4	விடுதலைக்குபின் தமிழ்நாட்டு வரலாறு
1. மொழிப்போராட்டம்	
2. சமூக மறுமலர்ச்சி	
3. தொழில்நுட்ப வளர்ச்சி	
அலகு-5	மொழிப்பயிற்சி
<ul style="list-style-type: none"> <li>• நிறுத்தக் குறிகள்</li> <li>• கலைச்சொற்கள்</li> <li>• மொழிபெயர்ப்பு</li> </ul>	
பயிற்சி :ஆங்கிலக் கலைச் சொற்களைக் கொடுத்து அவற்றைத் தமிழில் மொழிபெயர்க்கச் செய்தல்.	
Text books	
<ul style="list-style-type: none"> <li>• தமிழக வரலாறும் பண்பாடும் - கே.கே. பிள்ளை, உலகத் தமிழாராய்ச்சி நிறுவனம், சென்னை,</li> <li>• தமிழர் நாகரிகமும் பண்பாடும் - அ. தட்சிணாமூர்த்தி, யாழ் வெளியீடு, சென்னை,.</li> <li>• தமிழக வரலாறும் பண்பாடும் - வே.தி. செல்லம், மணிவாசகர் பதிப்பகம், சென்னை,</li> <li>• ஆதிச்சநல்லூர் முதல் கீழடி வரை நுவேதா லூயிஸ், கிழக்குப் பதிப்பகம், சென்னை.</li> <li>• பண்பாட்டு மானிடவியல் - பக்தவத்சல பாரதி, அடையாளம் பதிப்பகம், திருச்சி.</li> <li>• தமிழர் மேல் நிகழ்ந்த பண்பாட்டுப் படையெடுப்புகள், க.ப. அறவாணன், தமிழ்க்கோட்டம், சென்னை.</li> <li>•</li> </ul>	



### Reference Books

- தமிழக சமுதாய பண்பாட்டு கலை வரலாறு -கு. சேதுராமன், என்.சி.பி.எச், சென்னை,
- தமிழர் கலையும் பண்பாடும் -அ.கா. பெருமாள், என்.சி.பி.எச், சென்னை.
- ஒரு பண்பாட்டின் பயணம்: சிந்து முதல் வைகை வரை -ஆர். பாலகிருஷ்ணன், ரோஜா முத்தையா ஆராய்ச்சி நூலகம், சென்னை.
- தமிழும் பிற பண்பாடும் - தெ.பொ. மீனாட்சி சுந்தரனார், நியூ செஞ்சுரி புக் ஹவுஸ், சென்னை
- தமிழர் வரலாறும் பண்பாடும் - நீலகண்ட சாஸ்திரி, ஸ்ரீசெண்பகா பதிப்பகம், சென்னை
- தமிழர் வரலாறும் தமிழர் பண்பாடும்- மா.இராசமாணிக்கனார்
- தமிழர் நாகரிக வரலாறு -க.த.திருநாவுக்கரசு, தொல்காப்பியர் நூலகம், சென்னை.

### Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]

#### Web Sources

- <https://www.chennaiLibrary.com/>
- <https://www.sirukathaigal.com>
- <https://www.tamilvirtualuniversity.org>
- <https://www.noolulagam.com>
- <https://www.katuraitamilblogspot.com>

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2
CLO 1	3	2	3	2	2	3	2	2	2	2	3	3
CLO 2	2	2	2	3	3	2	2	3	3	2	2	2
CLO 3	3	3	3	2	2	3	3	2	3	3	3	3
CLO 4	3	2	3	3	3	3	2	2	2	2	3	2
CLO 5	2	2	3	3	2	2	3	3	2	3	3	2

Strong -3, Medium-2, Low-1

# UNIVERSITY OF MADRAS

FOUNDATION COURSE: FRENCH  
SYLLABUS WITH EFFECT FROM 2023-2024

## UG & 5 Year PG Integrated – SEMESTER – III

### Foundation Course: Translation, Comprehension and Grammar - I

<b>Course Outcomes</b>	1. Identify and appreciate the construction and the structure of different tenses and sentences 2. Translate simple texts 3. Draft and summarize literary texts 4. Apply the grammatical rules to express one's ideas using different tenses 5. Analyze literary texts with respect to their structure and composition		
<b>Course</b>	Foundation Course in French	<b>Course Code</b>	<b>200L3K</b>
<b>Title of the Course:</b>	Translation, Comprehension and Grammar – I		
<b>Credits:</b>	3		
<b>Pre-requisites, if any:</b>	-		
<b>Course Objectives</b>	Understand the structure and use of the different grammatical tenses	K2	
	Translate texts and examine them	K2 and K4	
	Draft summaries of literary texts	K2 and K6	
	Identify the requirement and employ the different grammatical tenses	K3	
	Analyze and critically assess the literary texts	K4 and K5	
<b>UNITS</b>			
<b>I</b>	<i>Nos études</i> <i>Les feuilles mortes</i> Le passé composé		
<b>II</b>	<i>Demain dès l'aube</i> <i>Une visite inattendue</i> L'imparfait		
<b>III</b>	<i>La tortue et le chien</i> Le subjonctif Le conditionnel		
<b>IV</b>	<i>Le vrai Père</i> Les pronoms relatifs La comparaison		
<b>V</b>	<i>L'hiver</i> <i>La danse</i> L'expression du temps		
<b>Prescribed Text</b>	K. Madanagobalane & N.C. Mirakamal, <i>Le français par les textes</i> , Chennai, Samhita Publications – Goyal Publisher & Distributors Pvt Ltd, 2017		

# UNIVERSITY OF MADRAS

FOUNDATION COURSE: FRENCH  
SYLLABUS WITH EFFECT FROM 2023-2024

## Mapping with Programme Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	S	M	M	M	M	M	L	S	S	S	S	S	M
CO 2	M	M	S	S	S	S	M	S	M	M	S	M	S
CO 3	S	M	S	M	M	M	M	S	S	S	M	S	M
CO 4	S	S	M	M	S	M	L	S	S	S	S	S	M
CO 5	M	M	S	S	S	M	M	S	S	S	M	S	M

**S-Strong      M-Medium      L-Low**

## SEMESTER III

**Title of the Paper :** Translation, Comprehension and Grammar-I

**Prescribed textbook:** K.Madanagobalane &N.C.Mirakamal, *Le français par les textes*, Chennai, Samhita Publications-Goyal Publisher & Distributors Pvt Ltd, 2017

The following texts from the prescribed textbook:

- *Nos études*
- *Les feuilles mortes*
- *Demain dès l'aube*
- *Une visite inattendue*
- *La tortue et le chien*
- *Le vrai Père*
- *L'hiver*
- *La danse*

The following grammar components are chosen from the prescribed textbook:

- Le passé composé
- L'imparfait
- Le subjonctif

# UNIVERSITY OF MADRAS

FOUNDATION COURSE: FRENCH  
SYLLABUS WITH EFFECT FROM 2023-2024

- Le conditionnel
- Les pronoms relatifs
- La comparaison
- L'expression du temps

Paper setters to strictly adhere to the syllabus and ask questions only from the pages included in the syllabus. Questions should cover the entire syllabus.

## **QUESTION PAPER PATTERN**

Time : 3 Hours

Maximum Marks : 75

### **Section A (10 x 2 = 20 Marks)**

Answer any TEN questions

15 short answer questions to be asked from the prescribed texts (name of the text might be included within brackets in the question)

### **Section B (5 x 5 = 25 Marks)**

Answer any FIVE questions

8 Grammar exercises to be given from the prescribed textbook

### **Section C (3 x 10 = 30 Marks)**

Answer any THREE

3 must be answered out of 5 topics (1 translation of a prescribed text, 1 translation of unknown text, 1 comprehension of unknown text, 2 summaries of the prescribed texts)

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**சென்னைப் பல்கலைக்கழகம்**  
**University of Madras**

**Part-I**

**பொதுத் தமிழ் - பாடத்திட்டம்**

**General Tamil - Syllabus**

**4 பருவங்கள் (நான்காம் பருவம்)**

**(B.A., B.Sc., B.Com., BCA., BBA)**

**2023-24**

**பொதுத்தமிழ் -4**  
**தமிழும் அறிவியலும்**  
**இரண்டாம் ஆண்டு - நான்காம் பருவம்**

Course Code	Course Name	category	L	T	P	S	Credits	Ins.Hrs	CIA	Externa	Total
200L4AU	பொதுத்தமிழ் -4 தமிழும் அறிவியலும்	Supportive	Y	-	-	-	3	6	25	75	100

**Learning Objectives**

- தாய்மொழி வழியாக அறிவியல் பற்றிய சிந்தனைகளை வளர்த்தல்.
- அறிவியல் கலைச் சொல்லாக்கம் பற்றிப் பயிற்றுவித்தல்.
- மாணவர்களுக்கு அறிவியல் பார்வையை ஏற்படுத்துதல்.
- தமிழில் அறிவியல் படைப்பிலக்கியங்களை உருவாக்கத் தூண்டுதல்
- தமிழ் இலக்கியம் சார்ந்த போட்டித் தேர்வுகளுக்கு ஏற்ப கற்பித்தல் நடைமுறைகளை மேற்கொள்ளுதல்

**Expected Course Outcomes**

On the Successful completion of the Course, Students will be able to

இப்பாடத்தைக் கற்பதால் பின்வரும் பயன்களை மாணவர் அடைவர்

CO 1	தாய்மொழி வழியாக அறிவியல் பற்றிச் சிந்திக்கும் திறன் பெற்றிருப்பர்.	K4
CO 2	அறிவியல் கலைச் சொல்லாக்கம் பற்றிய விதிகள், நுணுக்கங்களைத் தெரிந்திருப்பர்.	K5, K6
CO 3	அறிவியல் தமிழ் வளர்ச்சியில் மொழிபெயர்ப்பின் பங்கு குறித்து அறிந்திருப்பர்.	K3
CO 4	மொழியறிவோடு சிந்தனைத்திறனைப் பெறுவர்	K3
CO 5	மொழிப்பயிற்சிக்குத் தேவையான இலக்கணங்களைக் கற்பர்.	K2

K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 - Create

அலகு-1	தமிழரின் அறிவியல் சிந்தனைகள்
	<ul style="list-style-type: none"> <li>• அறிவியலும் மனித வாழ்வும்</li> <li>• ஐந்திணைப் பகுப்பும் சூழலியலும்</li> <li>• தொழில்நுட்ப மேலாண்மை</li> <li>• நீர் நில மேலாண்மை</li> </ul>

அலகு-2	பழந்தமிழ் இலக்கியங்களில் அறிவியல் சிந்தனைகள்
	<ol style="list-style-type: none"> <li>1. நிலவியல்</li> <li>2. உலோகவியல்</li> <li>3. வானவியல்</li> <li>4. உயிரியல்</li> <li>5. உளவியல்</li> </ol>

அலகு-3	இடைக்கால இலக்கியங்களில் அறிவியல் சிந்தனைகள்
	<ol style="list-style-type: none"> <li>1. காப்பியங்களில் அறிவியல்</li> <li>2. சிற்றிலக்கியங்களில் அறிவியல்</li> <li>3. உரைநூல்களில் அறிவியல்</li> </ol>
அலகு-4	இணையத் தமிழ்
	<ol style="list-style-type: none"> <li>1. இணையத் தமிழ் பயன்பாடு - அறிமுகம்</li> <li>2. இணையத்தமிழ்க் கல்விக்கழகம்</li> <li>3. இணைய நூலகம்</li> <li>4. செயற்கை நுண்ணறிவியல்</li> <li>5. தமிழ்நாட்டு அறிவியல் ஆளுமைகள்</li> </ol>
அலகு-5	கடிதம் எழுதுதலும் கட்டுரை எழுதுதலும்
	<ul style="list-style-type: none"> <li>• உறவு முறைக் கடிதப் பயிற்சி</li> <li>• அலுவலகக் கடிதப் பயிற்சி</li> <li>• விண்ணப்பப் படிவம் எழுதும் பயிற்சி</li> <li>• தன் விவரப் படிவம் எழுதும் பயிற்சி</li> <li>• கருத்து விளக்கக் கட்டுரைகள் எழுதும் பயிற்சி</li> <li>• பத்திரிகைகளுக்குக் கட்டுரை எழுதும் பயிற்சி</li> </ul>
<b>Text books</b>	
	<ul style="list-style-type: none"> <li>• அறிவியல் தமிழ் இன்றைய நிலை - இராதா செல்லப்பன், உலகத் தமிழாராய்ச்சி நிறுவனம், சென்னை.</li> <li>• மணவை முஸ்தபா, தமிழில் அறிவியல் படைப்பிலக்கியம், மணவை பப்ளிகேஷன், சென்னை.</li> <li>• கலைச்சொல்லாக்கம் - மங்கை, ரங்கராசபுரம், சென்னை .</li> </ul>
<b>Reference Books</b>	
	<ol style="list-style-type: none"> <li>1. தமிழர் வேளாண்மை மரபுகள் - இல).செ.கந்தசாமி</li> <li>• 2. சங்க இலக்கியத்தில் வேளாண் சமுதாயம், பெ.மாதையன், நியூ செஞ்சுரி புக் ஹவுஸ்</li> <li>3. தமிழில் அறிவியல் இதழ்கள்சாமுவேல்- ரா.பார்வேந்தன் ஃபிஷ்கிறீன் பதிப்பகம், கோவை</li> <li>4. அறிவியல் தமிழ் - பதிப்பாசிரியர் இராதா செல்லப்பன், பாரதிதாசன் பல்கலைக்கழகம், திருச்சிராப்பள்ளி.</li> <li>5. இணையத் தமிழ் வரலாறு, மு.பொன்னவைக்கோ, பாரதிதாசன் பல்கலைக்கழகம்</li> <li>6. இணையத் தமிழ், சந்திரிகா சுப்பிரமணியம் - சந்திரோதயம் பதிப்பகம்</li> <li>7. இணையமும் இனிய தமிழும் - துரை. மணியரசன், இசை பதிப்பகம்</li> <li>8. கணினித் தமிழ், இல. சுந்தரம் - விகடன் பிரசுரம்</li> <li>9. மாண்புமிகு மண், பாமயன், வம்சி புக்ஸ்</li> </ol>

10. தமிழ் இலக்கியத்தில் அறிவியல் சிந்தனைகள் வானதி பதிப்பகம், சென்னை

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]

Web Sources

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- <https://www.tamilvirtualuniversity.org>
- <https://www.noolulagam.com>
- <https://www.katuraitamilblogspot.com>

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2	1.
CLO1	3	2	3	3	3	2	2	2	3	2	3	2	
CLO2	3	3	2	2	2	3	2	3	3	2	2	2	
CLO3	3	2	3	3	2	2	2	3	2	3	3	2	
CLO4		3	3	2	2	2	3	2	3	2	3	3	
CLO5	3	3	2	2	2	3	3	2	2	2	3	3	

Strong -3,Medium-2,Low-



# UNIVERSITY OF MADRAS

FOUNDATION COURSE: FRENCH  
SYLLABUS WITH EFFECT FROM 2023-2024

**UG & 5 Year PG Integrated – SEMESTER – IV**

**Foundation Course: Translation, Comprehension and Grammar - II**

<b>Course Outcomes</b>	<ol style="list-style-type: none"> <li>1. Apply connecting words (<i>cause, but, concession, condition, hypothèse, conséquence</i>) to improve the spoken as well as written communication skills</li> <li>2. Differentiate the various past tenses in “<i>Les Temps du Passé</i>” and their unique usage</li> <li>3. Summarize the literary texts</li> <li>4. Identify and apply the different grammatical tenses of “<i>les temps du passé</i>” in sample exercises to practice</li> <li>5. Critically assess the literary texts through an analysis of its themes, narrative techniques, characters and its cultural significance</li> </ol>		
<b>Course</b>	Foundation Course in French	<b>Course Code</b>	<b>200L4K</b>
<b>Title of the Course:</b>	Translation, Comprehension and Grammar – II		
<b>Credits:</b>	3		
<b>Pre-requisites, if any:</b>	----		
<b>Course Objectives</b>	Demonstrate the usage of connecting words in a given text	K2	
	Understand and differentiate the various types of past tenses in “ <i>Les Temps du Passé</i> ”	K2 and K4	
	Summarize the literary texts after a thorough analysis	K2 and K4	
	Identify and apply the different grammatical tenses of “ <i>les temps du passé</i> ”	K3	
	Analyze and critically assess the literary texts with regard to the themes and literary techniques	K4 and K5	
<b>UNITS</b>			
<b>I</b>	<i>Estula</i> <i>Décadi et son grand-père</i> Le plus-que-parfait		
<b>II</b>	<i>Une mauvaise nouvelle</i> <i>L'égoïste puni</i> Le passé simple		
<b>III</b>	<i>La visite de la grand-mère</i> L'expression de la cause L'expression de la conséquence		
<b>IV</b>	<i>Le Horla</i> L'expression du but L'expression de la concession		
<b>V</b>	<i>Monsieur Friquet</i> <i>Le lévrier et le serpent</i> L'expression de la condition et de l'hypothèse		
<b>Prescribed Text</b>	K. Madanagobalane & N.C. Mirakamal, <i>Le français par les textes</i> , Chennai, Samhita Publications – Goyal Publisher & Distributors Pvt Ltd, 2017		

# UNIVERSITY OF MADRAS

FOUNDATION COURSE: FRENCH  
SYLLABUS WITH EFFECT FROM 2023-2024

## Mapping with Programme Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	M	S	M	L	S	M	L	S	S	S	M	S	M
CO2	S	M	M	L	M	M	L	S	S	S	S	M	M
CO3	M	S	S	M	M	M	M	S	S	M	M	S	M
CO4	S	M	M	L	M	M	L	S	S	S	S	M	M
CO5	M	S	S	M	M	M	M	S	S	M	M	S	M

**S-Strong M-Medium L-Low**

## SEMESTER IV

**Title of the Paper** : Translation, Comprehension and Grammar-II

**Prescribed textbook**: K.Madanagobalane & N.C.Mirakamal, *Le français par les textes*, Chennai, Samhita Publications-Goyal Publisher & Distributors Pvt Ltd, 2017

The following texts from the prescribed textbook:

- *Estula*
- *Décadi et son grand-père*
- *Une mauvaise nouvelle*
- *L'égoïste puni*
- *La visite de la grand-mère*
- *Le Horla*
- *Monsieur Friquet*
- *Le lévrier et le serpent*

The following grammar components are chosen from the prescribed textbook:

- Le plus-que-parfait

# UNIVERSITY OF MADRAS

## FOUNDATION COURSE: FRENCH SYLLABUS WITH EFFECT FROM 2023-2024

- Le passé simple
- L'expression de la cause
- L'expression de la conséquence
- L'expression du but
- L'expression de la concession
- L'expression de la condition et de l'hypothèse

Paper setters to strictly adhere to the syllabus and ask questions only from the pages included in the syllabus. Questions should cover the entire syllabus.

### **QUESTION PAPER PATTERN**

Time : 3 Hours

Maximum Marks : 75

#### **Section A (10 x 2 = 20 Marks)**

Answer any TEN questions

15 questions to be asked from the prescribed texts (name of the text might be included within brackets in the question)

#### **Section B (5 x 5 = 25 Marks)**

Answer any FIVE questions

8 Grammar exercises to be given from the prescribed textbook

#### **Section C (3 x 10 = 30 Marks)**

Answer any THREE

3 must be answered out of 5 topics (1 translation of a prescribed text, 1 translation of unknown text, 1 comprehension of unknown text, 2 summaries of the prescribed texts)

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# UNIVERSITY OF MADRAS

FOUNDATION COURSE: ENGLISH  
SYLLABUS WITH EFFECT FROM 2023-2024

## FIRST YEAR - SEMESTER I PAPER II –GENERAL ENGLISH

Subject Code	Category	L	T	P	S	Credits	Inst. Hours	Marks		
								CIA	External	Total
100L1ZU	Part II	Y	Y	-	-	3	6	25	75	100
<b>Learning Objectives</b>										
<b>LO1</b>	To enable learners to acquire self awareness and positive thinking required in various life situations.									
<b>LO2</b>	To help them acquire the attribute of empathy									
<b>LO3</b>	To assist them in acquiring creative and critical thinking abilities									
<b>LO4</b>	To enable them to learn the basic grammar									
<b>LO5</b>	To assist them in developing LSRW skills									
Unit No.	Unit Title & Text							No. of Periods for the Unit		
<b>I</b>	<b>SELF-AWARENESS(WHO)&amp;POSITIVE THINKING(UNICEF)</b> <b>Life Story</b> 1.1 Chapter 1 from Malala Yousafzai, I am Malala 1.2 An Autobiography or The Story of My Experiments with Truth (Chapters 1, 2 & 3) M.K.Gandhi <b>Poem</b> 1.3 Where the Mind is Without Fear – Gitanjali 35 – Rabindranath Tagore 1.4 Love Cycle – Chinua Achebe							20		
<b>II</b>	<b>EMPATHY</b> <b>Poem</b> 2.1 Nine Gold Medals – David Roth 2.2 Alice Fell or poverty – William Wordsworth <b>Short Story</b> 2.3 The School for Sympathy – E.V. Lucas 2.4 Barn Burning – William Faulkner							20		
<b>III</b>	<b>CRITICAL &amp; CREATIVE THINKING</b> <b>Poem</b> 3.1 The Things That Haven't Been Done Before – Edgar Guest 3.2 Stopping by the Woods on a Snowy Evening – Robert Frost							20		

# UNIVERSITY OF MADRAS

## FOUNDATION COURSE: ENGLISH SYLLABUS WITH EFFECT FROM 2023-2024

	<b>Readers Theatre</b> 3.3 The Magic Brocade – A Tale of China 3.4 Stories on Stage – Aaron Shepard (Three Sideway Stories from Wayside School” by Louis Sachar)	
<b>IV</b>	<b>Part of Speech</b> 4.1 Articles 4.2 Noun 4.3 Pronoun 4.4 Verb 4.5 Adverb 4.6 Adjective 4.7 Preposition	15
<b>V</b>	<b>Paragraph and Essay Writing</b> 5.1 Descriptive 5.2 Expository 5.3 Persuasive 5.4 Narrative <b>Reading Comprehension</b>	15
<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will:	
<b>CO1</b>	Acquire self awareness and positive thinking required in various life situations	PO1,PO7
<b>CO2</b>	Acquire the attribute of empathy.	PO1,PO2,PO10
<b>CO3</b>	Acquire creative and critical thinking abilities.	PO4,PO6,PO9
<b>CO4</b>	Learn basic grammar	PO4,PO5,PO6
<b>CO5</b>	Development and integrate the use of four language skills i.e., listening, speaking, reading and writing.	PO3,PO8
<b>Text books (Latest Editions)</b>		
<b>1.</b>	Malala Yousafzai. I am Malala, Little, Brown and Company, 2013.	
<b>2.</b>	M.K. Gandhi. An Autobiography or The Story of My Experiments with Truth (Chapter – I), Rupa Publications, 2011.	
<b>3.</b>	Rabindranath Tagore. "Gitanjali 35" from Gitanjali (Song Offerings): A Collection of Prose Translations Made by the Author from the Original Bengali. MacMillan, 1913.	
<b>4.</b>	N.Krishnasamy. Modern English: A Book of Grammar, Usage and Composition Macmillan, 1975.	
<b>5.</b>	Aaron Shepard. Stories on Stage, Shepard Publications, 2017.	
<b>6.</b>	J.C. Nesfield. English Grammar Composition and Usage, Macmillan, 2019.	

# UNIVERSITY OF MADRAS

FOUNDATION COURSE: ENGLISH  
SYLLABUS WITH EFFECT FROM 2023-2024

<b>Web Resources</b>	
<b>1</b>	Malala Yousafzai. I am Malala (Chapter 1) <a href="https://archive.org/details/i-am-malala">https://archive.org/details/i-am-malala</a>
<b>2</b>	M.K Gandhi. An Autobiography or The Story of My Experiments with Truth(Chapter-1)- Rupa Publication, 2011 <a href="https://www.indiastudychannel.com/resources/146521-Book-Review-An-Autobiography-or-The-story-of-my-experiments-with-Truth.aspx">https://www.indiastudychannel.com/resources/146521-Book-Review-An-Autobiography-or-The-story-of-my-experiments-with-Truth.aspx</a>
<b>3</b>	Rabindranath Tagore. "Gitanjali 35" from Gitanjali (Song Offerings) <a href="https://www.poetryfoundation.org/poems/45668/gitanjali-35">https://www.poetryfoundation.org/poems/45668/gitanjali-35</a>
<b>4</b>	Aaron Shepard.Stories on Stage, Shepard Publications, 2017 <a href="https://amzn.eu/d/9rVzINv">https://amzn.eu/d/9rVzINv</a>
<b>5</b>	J C Nesfield. Manual of English Grammar and Composition. <a href="https://archive.org/details/in.ernet.dli.2015.44179">https://archive.org/details/in.ernet.dli.2015.44179</a>

### Mapping with Programme Outcomes:

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>
<b>CO1</b>	3	3	3	3	3	3	3	2	3	2
<b>CO2</b>	2	3	3	3	2	3	3	2	2	2
<b>CO3</b>	3	3	3	2	3	3	3	2	3	2
<b>CO4</b>	3	3	3	3	3	3	3	2	2	2
<b>CO5</b>	3	2	3	3	3	3	3	2	2	3

### Mapping with Programme Specific Outcomes:

<b>CO /PO</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	3	3	3	3
<b>CO2</b>	3	3	3	3
<b>CO3</b>	3	3	3	3
<b>CO4</b>	3	3	3	3
<b>CO5</b>	3	3	3	3
<b>Weightage</b>	15	15	15	15
<b>Weighted percentage of Course Contribution to POS</b>	3.0	3.0	3.0	3.0

**3 – Strong, 2 – Medium, 1 - Low**

# UNIVERSITY OF MADRAS

FOUNDATION COURSE: ENGLISH

SYLLABUS WITH EFFECT FROM 2023-2024

**SECOND YEAR - SEMESTER IV**

**PAPER II –GENERAL ENGLISH**

Subject Code	Category	L	T	P	S	Credits	Inst. Hours	Marks		
								CIA	External	Total
200L4ZU	Part II	Y	Y	-	-	3	6	25	75	100
<b>Learning Objectives</b>										
<b>LO1</b>	To help learners imbibe goal-setting attitude.									
<b>LO2</b>	To enable them to understand the value of integrity.									
<b>LO3</b>	To help them deal with emotions.									
<b>LO4</b>	To teach the learners to frame sentences using tenses.									
<b>LO5</b>	To enhance reporting skills.									
Unit No.	Unit Title & Text							No. of Periods for the Unit		
<b>I</b>	<b>GOAL SETTING (UNICEF)</b> <b>Life Story</b> 1.1 From Chinese Cinderella – Adeline Yen Mah 1.2 Why I Write - George Orwell  <b>Short Essay</b> 1.3 On Personal Mastery – Robin Sharma 1.4 On the Love of Life – William Hazlitt							20		
<b>II</b>	<b>INTEGRITY</b> <b>Short Story</b> 2.1 The Taxi Driver – K.S. Duggal 2.2 Kabuliwala - Rabindranath Tagore 2.3 A Retrieved Reformation – O Henry  <b>Extract from a play</b>  2.4 The Quality of Mercy (Trial Scene from the Merchant of Venice - Shakespeare)							20		
<b>III</b>	<b>COPING WITH EMOTIONS</b> <b>Poem</b> 3.1 Pride – Dahlia Ravikovitch 3.2 Phenomenal Woman – Maya Angelou <b>Reader’s Theatre</b> 3.3 The Giant’s Wife A Tall Tale of Ireland – William Carleton 3.4 The Princess and the God : A Tale of Ancient India							20		

# UNIVERSITY OF MADRAS

## FOUNDATION COURSE: ENGLISH

SYLLABUS WITH EFFECT FROM 2023-2024

<b>IV</b>	<b>Language Competency Sentences</b> 4.1 Simple Sentences 4.2 Compound Sentences 4.3 Complex Sentences  <b>Direct and Indirect Speech</b>	15
<b>V</b>	<b>Report Writing</b> 5.1 Narrative Report 5.2 Newspaper Report  <b>Drafting Speeches</b> 5.3 Welcome Address 5.4 Vote of Thanks	15

### Course Outcomes

Course Outcomes	On completion of this course, students will	
<b>CO1</b>	Determine their goals	PO1,PO7
<b>CO2</b>	Identify the value of integrity.	PO1,PO2,PO10
<b>CO3</b>	Deal with emotions.	PO4,PO6,PO9
<b>CO4</b>	Frame grammatically correct sentences	PO4,PO5,PO6
<b>CO5</b>	Write cohesive reports.	PO3,PO8

### Text Books (Latest Editions)

<b>1</b>	Oxford Practice Grammar , John Eastwood, Oxford University Press
<b>2</b>	Cambridge Grammar of English , Ronald Carter and Michael McCarthy
<b>3.</b>	George Orwell Essays, Penguin Classics

### Web Resources

1	<a href="http://www.gradesaver.com/George-orwell-essays/study/summary">http://www.gradesaver.com/George-orwell-essays/study/summary</a>
2	O' Henry. A Retrieved Reformation. <a href="https://americanenglish.state.gov/files/ae/resource_files/a-retrieved-reformation.pdf">https://americanenglish.state.gov/files/ae/resource_files/a-retrieved-reformation.pdf</a>
3	Maya Angelou. Phenomenal Woman. <a href="https://www.poetryfoundation.org/poems/48985/phenomenal-woman">https://www.poetryfoundation.org/poems/48985/phenomenal-woman</a>
4	The Quality of Mercy, <a href="https://poemanalysis.com">https://poemanalysis.com</a>
5	<a href="https://www.oxfordscholarlyeditions.com/display/10.1093/actrade/9780199235742.book.1/actrade-9780199235742-div1-106-William-Hazlitt">https://www.oxfordscholarlyeditions.com/display/10.1093/actrade/9780199235742.book.1/actrade-9780199235742-div1-106-William-Hazlitt</a>



# UNIVERSITY OF MADRAS

FOUNDATION COURSE: ENGLISH

SYLLABUS WITH EFFECT FROM 2023-2024

## Mapping with Programme Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3	3	3	3	3	3	2	3	2
CO2	2	3	3	3	2	3	3	2	2	2
CO3	3	3	3	2	3	3	3	2	3	2
CO4	3	3	3	3	3	3	3	2	2	2
CO5	3	2	3	3	3	3	3	2	2	3

3 – Strong, 2 – Medium, 1 – Low

## Mapping with Programme Specific Outcomes:

CO / PO	PSO1	PSO2	PSO3	PSO4
CO1	3	3	3	3
CO2	3	3	3	3
CO3	3	3	3	3
CO4	3	3	3	3
CO5	3	3	3	3
Weightage	15	15	15	15
Weighted percentage of Course Contribution to Pos	3.0	3.0	3.0	3.0

# UNIVERSITY OF MADRAS

## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION

SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>150C1A</b>	<b>Principles of Management</b>	Core	Y	-	-	-	5	5	25	75	100
<b>Learning Objectives</b>											
CLO1	To impart knowledge about evolution of management										
CLO2	To provide understanding on planning process and importance of decision making in organization										
CLO3	To learn the application of principles in organization										
CLO4	To study the process of effective controlling in organization										
CLO5	To familiarize students about significance of ethics in business and its implications.										
UNIT	Details							No. of Hours	Learning Objectives		
I	Management: Importance – Definition – Nature and Scope of Management - Process – Role and Functions of a Manager – Levels of Management – Development of Scientific Management and other Schools of thought and approaches.							15	CLO1		
II	Planning: Nature – Importance – Forms – Types – Steps in Planning – Objectives – Policies – Procedures and Methods – Natures and Types of Policies – Decision – making – Process of Decision – making – Types of Decision.							15	CLO2		
III	Organizing: Types of Organizations – Organization Structure – Span of Control and Committees – Departmentalization – Informal Organization- Authority – Delegation – Decentralization – Difference between Authority and Power – Responsibility.							15	CLO3		
IV	Direction – Nature and Purpose. Co- ordination – Need, Type and Techniques and requisites for excellent Co- ordination – Controlling – Meaning and Importance – Control Process.							15	CLO4		
V	Definition of Business ethics - Types of Ethical issues - Role and importance of Business Ethics and Values in Business - Ethics internal - Ethics External - Environment Protection - Responsibilities of Business							15	CLO5		
<b>Total</b>								<b>75</b>			

# UNIVERSITY OF MADRAS

## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>
<b>CO1</b>	Describe nature, scope, role, levels, functions and approaches of management	PO5
<b>CO2</b>	Apply planning and decision making in management	PO2, PO5, PO6, PO8
<b>CO3</b>	Identify organization structure and various organizing techniques	P01, PO4
<b>CO4</b>	Understand Direction, Co-ordination & Control mechanisms	PO2, PO6
<b>CO5</b>	Relate and infer ethical practices of organisation.	PO3, PO8
<b>Reading list</b>		
1.	JAF Stoner, Freeman R.E and Daniel R Gilbert “Management”, 6th Edition, Pearson Education, 2004.	
2.	Griffin, T.O., Management, Houghton Mifflin Company, Boston, USA, 2014.	
3	.Stephen A. Robbins & David A. Decenzo& Mary Coulter, “Fundamentals of Management” 7th Edition, Pearson Education, 2011	
4	Stoner, Freeman, Gilbert Jr. (2014). Management (6th edition), New Delhi: Prentice Hall India	
5	Robbins, S., Coulter, M., Sidani, D., and Jamali, D., Management: Arab World Edition, Pearson, 2014.	
<b>Reference Books</b>		
1.	P.C. Tripathi& P.N Reddy; Principles of Management, Sultan Chand& Sons,6th Edition, 2017	
2.	L.M.Prasad; Principles & Practice of Management, Sultan Chand & Sons, 8 th Edition.	
3.	Stephen P. Robbins & Mary Coulter; Management, Pearson Education, 13th Edition, 2017	
4.	Dr.C.B.Gupta; Principles of Management, Sultan Chand& Sons, 3 rd Edition.	
5.	Harold Koontz, HienzWehrich, A RamachandraAryasri; Principles of Management, McGraw Hill, 2nd edition, 2015	
<b>Web Resources</b>		
1	<a href="https://www.toolshero.com/management/14-principles-of-management/">https://www.toolshero.com/management/14-principles-of-management/</a>	
2	<a href="https://open.umn.edu/opentextbooks/textbooks/693">https://open.umn.edu/opentextbooks/textbooks/693</a>	
3	<a href="https://open.umn.edu/opentextbooks/textbooks/34">https://open.umn.edu/opentextbooks/textbooks/34</a>	
4	<a href="https://openstax.org/subjects/business">https://openstax.org/subjects/business</a>	
5	<a href="https://blog.hubspot.com/marketing/management-principles">https://blog.hubspot.com/marketing/management-principles</a>	

# UNIVERSITY OF MADRAS

B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION  
SYLLABUS WITH EFFECT FROM 2023-2024

<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminar	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

### Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	M	L	S	S	S	S	M	S
CO 2	M	S	S	S	M	M	L	S
CO 3	M	S	S	M	S	S	M	S
CO 4	S	M	S	S	S	S	L	S
CO 5	M	S	S	S	S	S	M	S

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	3	3	3
CO3	3	3	3	3	3
CO4	3	3	3	3	3
CO5	3	3	3	3	3
<b>Weightage</b>	15	15	15	15	15
<b>Weighted percentage of Course Contribution to Pos</b>	3.0	3.0	3.0	3.0	3.0

S –Strong    M-Medium    L-Low  
CO-PO Mapping with program specific outcomes,  
Level of Correlation between PSO's and CO's

# UNIVERSITY OF MADRAS

## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>150C1B</b>	<b>Accounting for Managers I</b>	Core	Y	-	-	-	5	5	25	75	100
<b>Learning Objectives</b>											
CLO1	To impart knowledge about basic concepts of accounting its applications										
CLO2	To analyze and interpret financial reports of a company										
CLO3	To understand the gross profit and net profit earned by organization										
CLO4	To foster knowledge on Hire Purchase system										
CLO5	To understand the procedures of Accounting under Single entry system.										
UNIT	Details							No. of Hours	Learning Objectives		
I	Meaning and scope of Accounting, Basic Accounting Concepts and Conventions – Objectives of Accounting – Accounting Transactions – Double Entry Book Keeping – Journal, Ledger, Preparation of Trial Balance							15	CLO1		
II	Subsidiary book – Preparation of cash Book – Bank reconciliation statement – rectification of errors – Suspense account							15	CLO2		
III	Preparation of Final Accounts – Adjustments – Closing stock, outstanding, prepaid and accrued, depreciation, bad and doubtful debts, provision and discount on debtors and creditors, interest on drawings and capital.							15	CLO3		
IV	Hire Purchase System – Default and Repossession – Hire Purchase Trading Account – Installment System.							15	CLO4		
V	Single Entry – Meaning, Features, Defects, Differences between Single Entry and Double Entry System – Statement of Affairs Method – Conversion Method							15	CLO5		
<b>Total</b>							<b>75</b>				

# UNIVERSITY OF MADRAS

## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>
<b>CO1</b>	Prepare Journal, ledger, trial balance and cash book	PO2, PO1
<b>CO2</b>	Classify errors and making rectification entries	PO1
<b>CO3</b>	Prepare final accounts with adjustments	PO2, PO6
<b>CO4</b>	To understand Hire Purchase system	PO2, PO6
<b>CO5</b>	Prepare single and double entry system of accounting.	PO6
<b>Reading List</b>		
1.	Goel.D.K and Shelly Goel, 2018, Financial Accounting, Arya Publications, 2nd edition.	
2.	Jain .S.P &Narang .K, 1999, Financial Accounting, Kalyani Publishers, Ludhiana, 4th edition	
3.	Rakesh Shankar. R &Manikandan.S, Financial Accounting, SCITECH, 3rd edition.	
4.	Shukla&Grewal, 2002, Advanced Accounting, Sultan Chand &Sons,New Delhi, 15th edition.	
5.	Tulsian P.C., 2006, Financial Accounting, Pearson Education	
<b>References Books</b>		
1.	Dr.K.Ganesan&S.UshenaBegam – Accounting for Managers - Volume 1, Charulatha Publications, Chennai	
2.	TS Reddy & amp; A.Murthy; Financial Accounting -Margham Publications , 6th Edition, 2019	
3.	David Kolitz; Financial Accounting – Taylor and Francis group, USA 2017	
4.	M N Arora; Accounting for Management- Himalaya Publications House 2019.	
5.	SN Maheswari; Financial Accounting - Vikas Publishing House, Jan 2018.	
6.	T. Horngren Charles, L. Sundern Gary, A. Elliott John; Introduction to Financial Accounting, Pearson Publications Oct 2017.	
<b>Web Resources</b>		
1.	<a href="https://ebooks.lpude.in/management/mba/term_1/DMGT403_ACCOUNTING_FOR MANAGERS.pdf">https://ebooks.lpude.in/management/mba/term_1/DMGT403_ACCOUNTING_FOR MANAGERS.pdf</a>	
2.	<a href="https://www.drnishikantjha.com/booksCollection/Accounting%20for%20Management%20for%20MBA%20.pdf">https://www.drnishikantjha.com/booksCollection/Accounting%20for%20Management%20for%20MBA%20.pdf</a>	
3.	<a href="https://www.accountingtools.com/articles/2017/5/15/basic-accounting-principles">https://www.accountingtools.com/articles/2017/5/15/basic-accounting-principles</a>	
4.	<a href="https://en.wikipedia.org/wiki/Single-entry_bookkeeping_system">https://en.wikipedia.org/wiki/Single-entry_bookkeeping_system\</a>	
5.	<a href="https://www.profitbooks.net/what-is-depreciation">https://www.profitbooks.net/what-is-depreciation</a>	

# UNIVERSITY OF MADRAS

B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION  
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<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminar	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

### Mapping with program outcomes

	<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>CO 1</b>	M	M	M	M	M	S	L	M
<b>CO 2</b>	S	M	M	M	M	S	L	S
<b>CO 3</b>	S	M	M	M	M	S	L	S
<b>CO 4</b>	S	M	M	M	M	S	L	M
<b>CO 5</b>	S	M	M	M	M	S	L	M

**S-Strong    M-Medium    L-Low**

**CO-PO Mapping with program specific outcomes (Course Articulation Matrix)**

**Level of Correlation between PSO's and CO's**

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>150C2A</b>	<b>MARKETING MANAGEMENT</b>	Core	Y	-	-	-	5	5	25	75	100
<b>Learning Objectives</b>											
CLO1	To understand the marketplace.										
CLO2	To identify the market segmentation and the Product mix										
CLO3	To select the different pricing methods and channels of distribution.										
CLO4	To know the communication mix and sales promotion tools										
CLO5	To prepare according to the latest trends in market.										
UNIT	Details								No. of Hours	Learning Objectives	
I	Fundamentals of Marketing – Role of Marketing – Relationship of Marketing With Other Functional Areas- Concept of Marketing Mix – Marketing Approaches – Various Environmental Factors Affecting the Marketing Functions.								15	CLO1	
II	Segmentation – Need And Basis of Segmentation -Targeting – Positioning Product – Characteristics – Benefits – Classifications – Consumer Goods – Industrial Goods. Product Mix-New Product Development Process - Product Life Cycle. Branding – Packaging.								15	CLO2	
III	Pricing – Factors Influencing Pricing Decisions – Pricing Objectives. Market Physical Distribution: Importance – Various Kinds of Marketing Channels – Distribution Problems.								15	CLO3	
IV	A Brief Overview of Communication Mix-Types of Media & its Characteristics- Print - Electronic - Outdoor – Internet- A tool to customer loyalty. Sales Promotion tools- IMC (Integrated marketing communication) - Definition, Process, Need & Significance - CRM – Importance.								15	CLO4	
V	Sales Force Management: Personal Selling Process- Motivation, Compensation and Control of Sales Force –Digital Marketing: Introduction- Applications & Benefits.								15	CLO5	
									<b>75</b>		



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<b>Course Outcomes</b>	<b>On Completion of the course the students will</b>	<b>Program Outcomes</b>
<b>CO1</b>	To list and identify the core concepts of Marketing and its mix.	PO1, PO2, PO3
<b>CO2</b>	To sketch the market segmentation, nature of product, PLC	PO1, PO2, PO3, PO6, PO8
<b>CO3</b>	To analyze the appropriate pricing methods	PO1 PO2, PO3, PO4, PO8
<b>CO4</b>	To determine the importance of various media	PO1, PO2, PO6
<b>CO5</b>	To assess the sales force and applications of digital marketing	PO1, PO2, PO7
<b>Reading List</b>		
1.	Philip Kotler & Gary Armstrong, Principles of Marketing: A South Asian Perspective, Pearson Education, 2018.	
2.	Rajan Saxena, Marketing Management, Tata McGraw Hill, 2017.	
3.	L. Natarajan, Marketing, Margham Publications, 2017.	
4.	J P Mahajan & Anupama Mahajan, Principles of Marketing, Vikas Publishing House, 2017.	
5.	K Karunakaran, Marketing Management, Himalaya Publishing House, 2017.	
<b>References Books</b>		
1.	C.B. Gupta & Rajan Nair Marketing Management, Sultan Chand & Son 2020	
2.	V.S. Ramaswamy & S. Namakumari, 2002, Principles of Marketing, first edition, S.G. Wasani / Macmillan India Ltd,	
3.	Cranfield, Marketing Management, Palgrave Macmillan.	
4.	Harsh V Verma & Ekta Duggal, Marketing, Oxford University Press, 2017.	
5.	Sontakki C.N, Marketing Management, Kalyani Publishers, Ludhiana. 2016	
<b>Web Resources</b>		
1.	<a href="http://eprints.stiperdharmawacana.ac.id/24/1/%5BPhillip_Kotler%5D_Marketing_Management_14th_Edition%28BookFi%29.pdf">http://eprints.stiperdharmawacana.ac.id/24/1/%5BPhillip_Kotler%5D_Marketing_Management_14th_Edition%28BookFi%29.pdf</a>	
2.	<a href="https://mrcet.com/downloads/MBA/digitalnotes/Marketing%20Management.pdf">https://mrcet.com/downloads/MBA/digitalnotes/Marketing%20Management.pdf</a>	
3.	<a href="https://www.enotesmba.com/2013/01/marketing-management-notes.html">https://www.enotesmba.com/2013/01/marketing-management-notes.html</a>	
4.	Industrial Marketing Management   Journal   ScienceDirect.com by Elsevier	
5.	Journal of Marketing Management   Taylor & Francis Online (tandfonline.com)	

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

### Mapping with program outcomes

	<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>CO 1</b>	S	S	M	M	M	S	M	M
<b>CO 2</b>	S	S	M	S	M	S	M	S
<b>CO 3</b>	S	S	M	M	M	S	M	S
<b>CO 4</b>	S	S	M	M	M	S	M	M
<b>CO 5</b>	S	S	M	M	M	S	M	S

**S-Strong      M-Medium      L-Low**

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## CO-PO Mapping with Programme Specific Outcomes (Course Articulation Matrix): Level of Correlation between PSO's and CO's

CO/PO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	2	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	2	3
Weightage	14	15	15	14	15
Weighted Percentage of Course Contribution to Pos	2.8	3.0	3.0	2.8	3.0

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>150C2B</b>	<b>Accounting for Managers II</b>	Core	Y	-	-	-	5	5	25	75	100
<b>Learning Objectives</b>											
CLO1	To provide basic understanding of cost concepts and classification.										
CLO2	To develop skills in tools & techniques and critically evaluate decision making in business.										
CLO3	To understand various ratios and cash flow related to finance										
CLO4	To recognize the role of budgets and variance as a tool of planning and control.										
CLO5	To gain insights into the fundamental principles of accounting and use them in day-to-day business scenarios										
UNIT	Details							No. of Hours	Learning Objectives		
I	Cost accounting – Meaning, nature, scope and functions, need, importance and limitations- Cost concepts and classification – Cost sheets – Tenders & Quotation							12	CLO1		
II	Management accounting – Meaning, nature, scope and functions, need, importance and limitations – Management Accounting vs. Cost Accounting. Management Accounting vs. Financial Accounting. Analysis and Interpretation of financial statements – Nature, objectives, essentials and tools, methods – Comparative Statements, Common Size statement and Trend analysis.							12	CLO2		
III	Ratio Analysis – Interpretation, benefits and limitations. Classification of ratios - Liquidity, Profitability, turnover. Cash flow and Funds flow statement(only Theory).							12	CLO3		
IV	Budgets and budgetary control – Meaning, objectives, merits and demerits – Sales, Production, flexible budgets and cash budget							12	CLO4		
V	Marginal Costing – CVP analysis – Break even analysis							12	CLO5		
<b>Total</b>							<b>60</b>				

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>
<b>CO1</b>	Interpret cost sheet & write comments.	PO1, PO2, PO4
<b>CO2</b>	Compare cost, management & financial accounting	PO6
<b>CO3</b>	Analyze the various ratio and compare it with standards to assess deviations	PO2, PO6
<b>CO4</b>	Estimate budget and use budgetary control	PO1, PO2, PO8
<b>CO5</b>	Evaluate marginal costing and its components	PO2, PO6

<b>Reading List</b>	
1.	Gupta, R.L and M. Radhaswamy. Advanced Accountancy, Sultan Chand & Sons, 2016.
2.	T. S. and A. Murthy. Management Accounting. Chennai: Margham, 2007.
3.	Jain S.P and K.L Narang. Advanced Accountancy (Part II). Kalyani, 2007.
4	Maheshwari S.N, Advanced Accountancy (Part II). Vikas, 2007.
5	Man Mohan and S.N. Goyal. Principles of Management Accounting. Agra: Sahitya Shawan, 2017.

<b>References Books</b>	
1.	Dr.K.Ganesan & S. Ushena Begam, Accounting for Managers – Volume II, Charulatha Publications, Chennai
2.	T. S. Reddy and Hari Prasad Reddy- Management Accounting, Margham Publication, 2016
3.	Antony Atkinson, Robert S Kalpan, Advance Management Accounting, Pearson Publications, 2015.
4.	Hornigren Sunderu Stratton, Introduction to Management Accounting, Pearson Education, 2013.
5.	Rajiv Kumar Goel & Ishaan Goel, Concept Building Approach to Management Accounting, 2019
6.	Colin Drury, Management and Cost Accounting (with CourseMate and eBook Access), Cengage, 2015.

<b>Web Resources</b>	
1	<a href="https://www.toppr.com/guides/fundamentals-of-accounting/fundamentals-of-cost-accounting/meaning-of-management-accounting/">https://www.toppr.com/guides/fundamentals-of-accounting/fundamentals-of-cost-accounting/meaning-of-management-accounting/</a>
2	<a href="https://efinancemanagement.com/financial-accounting/management-accounting">https://efinancemanagement.com/financial-accounting/management-accounting</a>
3	<a href="http://www.accountingnotes.net/management-accounting/management-accounting-meaning-limitations-and-scope/5859">http://www.accountingnotes.net/management-accounting/management-accounting-meaning-limitations-and-scope/5859</a>
4	<a href="https://www.wallstreetmojo.com/ratio-analysis/">https://www.wallstreetmojo.com/ratio-analysis/</a>
5	<a href="http://www.accountingnotes.net/cost-accounting/variance-analysis/what-is-variance-analysis-cost-accounting/10656">http://www.accountingnotes.net/cost-accounting/variance-analysis/what-is-variance-analysis-cost-accounting/10656</a>

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SYLLABUS WITH EFFECT FROM 2023-2024

<b>Methods of Evaluation (Theory – 40% and Problems – 60%)</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminar	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

### Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	M	M	M	M	M	S	L	M
<b>CO 2</b>	S	M	M	M	M	S	L	S
<b>CO 3</b>	S	M	M	M	M	S	L	S
<b>CO 4</b>	S	M	M	M	M	S	L	M
<b>CO 5</b>	S	M	M	M	M	S	L	M

**S-Strong      M-Medium      L-Low**

### **CO-PO Mapping with program specific outcomes (Course Articulation Matrix)**

**Level of Correlation between PSO's and CO's**

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
<b>CO1</b>	3	3	3	3	3
<b>CO2</b>	3	3	3	3	3
<b>CO3</b>	3	3	3	3	3
<b>CO4</b>	3	3	3	3	3
<b>CO5</b>	3	3	3	3	3
<b>Weightage</b>	15	15	15	15	15
<b>Weighted percentage of Course Contribution to Pos</b>	3.0	3.0	3.0	3.0	3.0

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>250C3B</b>	<b>Financial Management</b>	Core	Y	-	-	-	5	5	25	75	100
<b>Learning Objectives</b>											
CLO1	Understand the basics of finance and roles of finance manager										
CLO2	Evaluate Capital structure & Cost of capital										
CLO3	Evaluate Capital budgeting										
CLO4	Assess dividends										
CLO5	Appraise Working Capital										
UNIT	Details							No. of Hours	Learning Objectives		
I	Meaning, objectives and Importance of Finance – Sources of finance – Functions of financial management – Role of financial manager in Financial Management.							15	CLO1		
II	Capital structures planning - Factors affecting capital structures – Determining Debt and Equity proportion – Theories of capital structures – Leverage concept. Cost of capital – Cost of equity – Cost of preference share capital – Cost of debt – Cost of retained earnings – Weighted Average (or) Composite cost of capital (WACC)							15	CLO2		
III	Capital Budgeting: ARR, Pay back period, Net present value, IRR, Capital rationing, simple problems on capital budgeting methods.							15	CLO3		
IV	Dividend policies – Factors affecting dividend payment - Company Law provision on dividend payment –Various Dividend Models (Walter’s Gordon’s –M.M. Hypothesis)							15	CLO4		
V	Working capital – Components of working capital – operating cycle – Factors influencing working capital – Determining (or) Forecasting of working capital requirements.							15	C5		
<b>Total</b>								<b>75</b>			

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<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On Completion of this course, the students will	<b>Program Outcomes</b>
<b>CO1</b>	Understand the basics of finance and roles of finance manager	PO1, PO5, PO6
<b>CO2</b>	Evaluate Capital structure & Cost of capital	PO1, PO2, PO6
<b>CO3</b>	Evaluate Capital budgeting	PO1, PO6
<b>CO4</b>	Assessing dividends	PO1, PO6
<b>CO5</b>	Appraise Working Capital	PO1, PO6
<b>Reading List</b>		
1.	DrKulkarni and Dr. SathyaPrasad, Financial Management, 13 <sup>th</sup> Edition 2011	
2.	Advanced Financial Management kohok, M A, Everest Publishing House	
3.	Financial Management Kishore R M, Taxman Allied Service	
4.	Strategic Financial Management Jakhotiya	
5.	Financial Management & Policy Srivastava, R M Himalaya	
<b>References Books</b>		
1.	Dr. K. Ganesan & S. Ushena Begam, Financial Management, Charulatha Publications, Chennai	
2.	Financial Management - I.M. Pandey, 2009 Vikas Publishing	
3.	Financial Management – Prasanna Chandra, 2008, Tata McGraw Hill, New Delhi	
4.	Financial Management – S.N. Maheswari	
5.	Financial Management – Y. Khan and Jain 2009 Edition, Sultan Chand & Sons	
6.	Financial Management – A. Murthy	
<b>Web Resources</b>		
1.	<a href="https://mycbseguide.com/blog/financial-management-class-12-notes-business-studies/">https://mycbseguide.com/blog/financial-management-class-12-notes-business-studies/</a>	
2.	<a href="https://images.topperlearning.com/topper/revisionnotes/8006_Topper_21_101_504_553_10201_Financial_Management_up201904181129_1555567170_5654.pdf">https://images.topperlearning.com/topper/revisionnotes/8006_Topper_21_101_504_553_10201_Financial_Management_up201904181129_1555567170_5654.pdf</a>	
3.	Journal of Financial Management (esciencepress.net)	
4.	Financial Management on JSTOR	
5.	Financial Management Wiley online library	
<b>Methods of Evaluation (Theory – 40% and Problems – 60%)</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
	Total	100 Marks



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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

<b>Methods of Assessment</b>	
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

### Mapping with program outcomes

	<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>CO 1</b>	S	M	M	M	M	S	L	M
<b>CO 2</b>	S	S	M	M	M	S	L	S
<b>CO 3</b>	S	S	M	M	M	S	L	S
<b>CO 4</b>	S	S	M	M	M	S	L	M
<b>CO 5</b>	S	S	M	M	M	S	L	M

**S-Strong      M-Medium      L-Low**

### **CO-PO Mapping (Course Articulation Matrix)** Level of Correlation between PSO's and CO's

	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>
<b>CO 1</b>	3	3	3	3	3
<b>CO 2</b>	3	3	3	3	3
<b>CO 3</b>	3	3	2	3	3
<b>CO 4</b>	3	3	3	3	3
<b>CO 5</b>	3	3	3	3	3
<b>Weightage</b>	15	15	14	15	15
<b>Weighted percentage of Course Contribution to Pos</b>	3.0	3.0	2.8	3.0	3.0

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>250C4A</b>	<b>Business Environment</b>	Core	Y	-	-	-	5	4	25	75	100
<b>Course Objectives</b>											
CLO1	To impart knowledge on the concept of business environment & its significance										
CLO2	To know the political environmental factors and its impact on business.										
CLO3	To know the Economic environmental factors and its impact on business										
CLO4	To throw light on importance of the types of Social Organization.										
CLO5	To create awareness of industrial-technological advancements.										
UNIT	Details							No. of Hours	Course Objectives		
I	The concept of Business Environment: its nature and significance A brief overview of political, cultural, legal, economic, and social environments and their impact on business and strategic decisions							12	CLO1		
II	Political Environment: Functions of state, economic roles of government, government and legal environment. The constitutional environment, rationale and extent of state intervention							12	CLO2		
III	Economic Environment: Business Cycles (Inflation, Deflation), Macroeconomic Parameters Like GDP, Growth Rate, Population, Urbanization, National Income, and Per Capita Income, and Their Impact on Business Decisions Five-year planning; establishment of NITI Aayog (National Institution for Transforming India); 1991 New Economic Policy; business liberalization, privatization, and globalization							12	CLO3		
IV	Social environment; cultural heritage; social attitudes; castes and communities Joint family systems; linguistic and religious groups; types of social organisation							12	CLO4		
V	Technology environment – Industry 4.0-Meaning-Features- basic Applications and Uses- Blockchain, AI, AR, Cloud, IOT, IIOT, Big Data and Analytics							12	CLO5		
<b>Total</b>							<b>60</b>				

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	
<b>CO1</b>	To understand the concepts of Business Environment.	PO1,PO2
<b>CO2</b>	To apply knowledge in the business and strategic decisions.	PO1, PO2,PO3
<b>CO3</b>	To analyze the importance of business in various social groups.	PO2,PO4, PO5,PO6, PO8
<b>CO4</b>	To evaluate the types of economic environment and its impact on business.	PO3,PO4, PO5, PO6
<b>CO5</b>	To construct and assess the environment for real-time business	PO1,PO2,PO3, PO8
<b>Reading List</b>		
1.	Sankaran.S (Reprint 2016) Business Environment, Margham Publishing House, hid Revised Edition	
2.	Gupta C B (Reprint 2018) ,Business Environment, Sultan Chand & Sons. Eleventh Revised Edition	
3.	K.Ashwathappa, (Reprint 2016) Essentials of Business Environment, Himalaya Publishing House, 6 <sup>th</sup> Edition, India	
4.	Joshi Rosy KapoorSangam, Business Environment, Kalyani Publishers, Ludhiana	
<b>References Books</b>		
1.	Business Environment : A Test/Reference Book With Case Studies Ebook : Prakash , N R Mohan	
2.	Business Environment <a href="#">Ruchi Goyal</a> Publisher: Neel kanth Publishers Pvt. Ltd.2019	
3.	Business Environment, Fourth Edition, By Pearson	
4.	Business Environment Indian And Global Perspective 3Rd Edition by AHMED, FAISAL ALAM, M. ABSAR, PHI Learning	
<b>Web Resources</b>		
1.	<a href="https://www.toppr.com/guides/commercial-knowledge/business-environment/">https://www.toppr.com/guides/commercial-knowledge/business-environment/</a> macro-political-legal-social-environment/	
2.	<a href="https://www.healthknowledge.org.uk/public-health-textbook/organisation-management/5b-understanding-ofs/assessing-impact-external-influences">https://www.healthknowledge.org.uk/public-health-textbook/organisation-management/5b-understanding-ofs/assessing-impact-external-influences</a>	
3.	Francis Cherunilam, 2002, Business environment, Himalaya Publishing House, 11 <sup>th</sup> Revised Edition, India.	
4.	<a href="https://pestleanalysis.com/political-factors-affecting-business/">https://pestleanalysis.com/political-factors-affecting-business/</a>	
5.	<a href="https://www.taxmann.com/bookstore/bookshop/bookfiles/businessandcommercialknowledgechapter2.pdf">https://www.taxmann.com/bookstore/bookshop/bookfiles/businessandcommercialknowledgechapter2.pdf</a>	

# UNIVERSITY OF MADRAS

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SYLLABUS WITH EFFECT FROM 2023-2024

<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

### Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	S	S	M	S	S	M	M	S
<b>CO 2</b>	S	S	M	S	S	M	M	S
<b>CO 3</b>	S	S	M	S	S	M	M	S
<b>CO 4</b>	S	S	M	S	S	M	M	S
<b>CO 5</b>	S	S	M	S	S	M	M	S

**S-Strong      M-Medium      L-Low**

### **CO-PO Mapping (Course Articulation Matrix)**

**Level of Correlation between PSO's and CO's**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
<b>CO 1</b>	3	3	3	3	3
<b>CO 2</b>	3	3	2	3	3
<b>CO 3</b>	3	3	3	3	3
<b>CO 4</b>	2	3	3	3	3
<b>CO 5</b>	3	3	3	3	3
<b>Weightage</b>	14	15	14	15	15
<b>Weighted percentage of Course Contribution to Pos</b>	2.8	3.0	2.8	3	3.0

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks			
									CIA	External	Total	
<b>250C4B</b>	<b>BUSINESS REGULATORY FRAME WORK</b>	Core	Y	-	-	-	5	5	25	75	100	
<b>Course Objectives</b>												
CLO1	Explain Indian Contracts Act											
CLO2	Understand Sales of goods act& contract of agency											
CLO3	Understand Indian Companies Act 1956											
CLO4	Understand Consumer Protection Act – RTI											
CLO5	Understand Cyber law											
UNIT	Details							No. of Hours	Learning Objectives			
I	Brief outline of Indian Contracts Act - Special contracts Act							15	CLO1			
II	Sale of goods Act - Contract of Agency							15	CLO2			
III	Brief outline of Indian Companies Act 1956.- kinds-formation-MOA-AOA- Prospectus- Appointment of Directors- Duties-Meeting- Resolutions-Winding up							15	CLO3			
IV	Consumer Protection Act – RTI							15	CLO4			
V	Brief outline of Cyber laws – IT Act 2000 & 2008							15	CLO5			
								<b>75</b>				
<b>Course Outcomes</b>												
Course Outcomes	On Completion of the course the students will							Program Outcomes				
<b>CO1</b>	Explain Indian Contracts Act							PO1,PO3,PO6,PO8				
<b>CO2</b>	Understand Sales of goods act and Contract of Agency							PO1,PO2,PO3,PO4, PO5,PO8				
<b>CO3</b>	Understand Indian Companies Act 1956							PO3,PO4,PO6,PO8				
<b>CO4</b>	Understand Consumer Protection Act – RTI							PO1,PO2,PO3,PO6, PO7,PO8				
<b>CO5</b>	Understand Cyber law							PO1,PO3,PO6,PO7, PO8				

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION

SYLLABUS WITH EFFECT FROM 2023-2024

<b>Reading List</b>	
1	Tulsian.P.C Business Law (2018) Third Edition, McGraw Hill Publications
2	Pillai R S N, Bhagavati, Business Law, Third Edition, Sultan Chand
3	N D Kapoor(2019), Elements of Merchantile Law, Sultan Chand & Sons
4	Constitutional Law – Dr. M.R. Sreenivasan&Ananda Krishna Deshkulkarni
5	Business Law (Commercial Law) – Dr. M.R. Sreenivasan
<b>References Books</b>	
1	Business Regulatory Framework, Sahitya Bhawan Publications Revised, 2022.
2	Business Regulatory Framework, <u>Garg K.C., Sareen V.K., Sharma Mukesh</u> , 2013
3	Business Regulatory Framework Pearson Education India, 2011
4	Bare Acts- RTI, Consumer Protection Act
5	Business Regulatory Framework , <b>Dr. Pawan Kumar Oberoi, Global Academic Publishers &amp; Distributors, 2015</b>
<b>Web Resources</b>	
1	<a href="https://www.gkpad.com/sachin/06-22/bcom-Business-Regulatory-Framework - 1.html">https://www.gkpad.com/sachin/06-22/bcom-Business-Regulatory-Framework - 1.html</a>
2	<a href="http://www.simplynotes.in/e-notes/mcomb-com/business-regulatory-framework/">http://www.simplynotes.in/e-notes/mcomb-com/business-regulatory-framework/</a>
3	<a href="https://www.studocu.com/in/course/mahatma-gandhi-university/business-regularly-framework/51661">https://www.studocu.com/in/course/mahatma-gandhi-university/business-regularly-framework/51661</a>
4	International Journal of Law (lawjournals.org)
5	<a href="https://www.himpub.com/BookDetail.aspx?BookId=1936&amp;NB=&amp;Book_TitleM=%20Business%20Regulatory%20Framework">https://www.himpub.com/BookDetail.aspx?BookId=1936&amp;NB=&amp;Book_TitleM=%20Business%20Regulatory%20Framework</a>

<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

**UNIVERSITY OF MADRAS**  
**B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION**  
**SYLLABUS WITH EFFECT FROM 2023-2024**

**Mapping with program outcomes**

	<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>CO 1</b>	S	M	M	M	S	S	L	S
<b>CO 2</b>	S	M	M	M	S	S	L	S
<b>CO 3</b>	S	M	M	M	S	S	L	S
<b>CO 4</b>	S	M	M	M	S	S	L	S
<b>CO 5</b>	S	M	M	M	S	S	L	S

**S-Strong      M-Medium      L-Low**

**CO-PO Mapping with Programme Specific Outcomes (Course Articulation Matrix):  
Level of Correlation between PSO's and CO's**

	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>
<b>CO 1</b>	3	3	2	3	3
<b>CO 2</b>	3	3	3	3	3
<b>CO 3</b>	3	3	2	3	3
<b>CO 4</b>	3	3	3	3	3
<b>CO 5</b>	3	3	3	3	3
<b>Weightage</b>	15	15	13	15	15
<b>Weighted percentage of Course Contribution to Pos</b>	3.0	3.0	2.6	3.0	3.0

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>350C5A</b>	<b>HUMAN RESOURCE MANAGEMENT</b>	Core	Y	-	-	-	4	5	25	75	100
<b>Learning Objectives</b>											
CLO1	Explain the concepts, functions and process of HRM										
CLO2	Examine the selection and placement process										
CLO3	Evaluate the training and performance										
CLO4	Understand the importance of employee engagement and compensation										
CLO5	Understand the recent trends in HR										
UNIT	Details							No. of Hours	Learning Objectives		
I	Nature and scope of Human Resources Management –Roles & responsibilities of HR manager-HR Policies & procedures-Differences between personnel management and HRM –Environment of HRM -Concept &scope of Strategic Human resource management (SHRM) -HRM as a competitive advantage in the VUCA world							15	CLO1		
II	Human Resource Planning- Job Evaluation-methods-Job analysis-Job description, Job specification .Recruitment – Selection – Process, Methods – Interview, Tests, Induction and Placement,							15	CLO2		
III	Training and Development, Training Process, Methods, Training Need Assessment , Career Development. Transfer and Promotion. Performance Management – Meaning- Process- Performance appraisal methods-Performance Monitoring and review.							15	CLO3		
IV	Employee Engagement- Meaning- Importance-evaluation- measuring employee employee engagement-Employee Compensation- components- incentives-benefits- welfare and social security measures							15	CLO4		
V	Human Resource Audit – Nature – Benefits – Scope – Approaches. HRIS. Recent trends in HRM: Green HRM & Virtual HRM Practices, Understanding People Analytics, Multigenerational workforce. Global HRM							15	CLO5		
								<b>75</b>			



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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On Completion of the course the students will	<b>Program Outcomes</b>
<b>CO1</b>	Explain the concepts, functions and process of HRM	PO1,PO2,PO4,PO6
<b>CO2</b>	Examine the selection and placement process	PO1,PO2,PO4,PO6, PO7,PO8
<b>CO3</b>	Evaluate the training and performance appraisal	PO2,PO 3, PO5,PO6,PO8
<b>CO4</b>	Understand the employee engagement and compensation	PO1 PO2,PO3,PO4,PO5,PO6
<b>CO5</b>	Understand the recent trends in HR	PO2,PO3,PO6,PO7, PO8
<b>Reading List</b>		
1.	Shashi K. Gupta & Rosy Joshi , Human Resource Management , Kalayani Publisher 1st Edition, 2018	
2.	Steve Brown, HR on Purpose: Developing Deliberate People Passion, Society for Human Resource Management, 1 <sup>st</sup> Edition, 2017	
3	Bernard Marr, Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, Kogan Page, 1 <sup>st</sup> Edition, 2018	
4	Kirs Wayne Cascio and John Boudreau, Investing in People: Financial Impact of Human Resource Initiatives, Prentice Hall , 2nd Edition, 2015	
5	Srinivas R Kandula, , Competency Based Human Resource Management, PHI Learning , 1st Edition, 2013	
<b>References Books</b>		
1.	V S P Rao, Human Resource Management : Text & Cases, Excel Books, 3 <sup>rd</sup> Edition, 2010	
2.	K.Ashwathappa, Human Resource Management- Text and cases, McGraw Hill Education India, 6 <sup>th</sup> Edition	
3.	Garry Deseler, Human Resource Management, Pearson, 15 <sup>th</sup> Edition, 2017	
4.	L M Prasad , Human Resource Management , Sultan Chand and Sons 3 <sup>rd</sup> Edition , 2014	
5.	Tripathi. P C, Human Resource Management, Sultan Chand and Sons 1st Edition, 2010	
<b>Web Resources</b>		
1	<a href="https://mrcet.com/downloads/MBA/digitalnotes/Human%20Resource%20Management.pdf">https://mrcet.com/downloads/MBA/digitalnotes/Human%20Resource%20Management.pdf</a>	
2	<a href="http://kamarajcollege.ac.in/Department/BBA/III%20Year/e003%20Core%2019%20-%20Human%20Resource%20Management%20-%20VI%20Sem.pdf">http://kamarajcollege.ac.in/Department/BBA/III%20Year/e003%20Core%2019%20-%20Human%20Resource%20Management%20-%20VI%20Sem.pdf</a>	
3	<a href="https://backup.pondiuni.edu.in/sites/default/files/HR%20Management-230113.pdf">https://backup.pondiuni.edu.in/sites/default/files/HR%20Management-230113.pdf</a>	
4	<a href="https://www.studocu.com/row/document/jagannath-university/business-communication/hrm-notes-bba/4305835">https://www.studocu.com/row/document/jagannath-university/business-communication/hrm-notes-bba/4305835</a>	
5	<a href="http://14.139.185.6/website/SDE/SLM-III%20Sem%20BBA%20Human%20Resource%20Management.pdf">http://14.139.185.6/website/SDE/SLM-III%20Sem%20BBA%20Human%20Resource%20Management.pdf</a>	

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SYLLABUS WITH EFFECT FROM 2023-2024

<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

### Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	S	S	M	M	M	S	M	M
<b>CO 2</b>	S	S	M	M	M	S	M	M
<b>CO 3</b>	S	S	M	M	M	S	M	S
<b>CO 4</b>	S	S	M	M	S	S	M	M
<b>CO 5</b>	S	S	M	M	M	S	M	M

**S-Strong      M-Medium      L-Low**

### **CO-PO Mapping with Programme Specific Outcomes (Course Articulation Matrix): Level of Correlation between PSO's and CO's**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
<b>CO 1</b>	3	3	3	3	3
<b>CO 2</b>	3	3	3	3	3
<b>CO 3</b>	3	3	2	3	3
<b>CO 4</b>	3	3	3	3	3
<b>CO 5</b>	3	3	3	3	3
<b>Weightage</b>	15	15	14	15	15
<b>Weighted percentage of Course Contribution to Pos</b>	3.0	3.0	2.8	3.0	3.0

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>350C5B</b>	<b>Research Methodology</b>	Core		-	-	-	4	5	25	75	100
<b>Learning Objectives</b>											
<b>CLO1</b>	To familiarize the students to the basic concepts of Research and operationalize research problem										
<b>CLO2</b>	To provide insights on research design and scaling										
<b>CLO3</b>	To throw light on data collection and presentation										
<b>CLO4</b>	To elucidate on Hypothesis Testing and other statistical Test										
<b>CLO5</b>	To summarize and present research results with focus on ethics and plagiarism										
<b>UNIT</b>	<b>Details</b>							<b>No. of Hours</b>	<b>Learning Objectives</b>		
<b>I</b>	Introduction to Business Research - Research in Business – Research Process- Research need, formulating the problem, designing, sampling, pilot testing.							15	CLO1		
<b>II</b>	Research Design- Exploratory, Descriptive, Casual, Formulation of hypothesis - types. Measurement-characteristics of sound measurement tool, Scaling methods and sampling-characteristics- process-techniques.							15	CLO2		
<b>III</b>	Sources and Collection of Data - Primary and secondary sources, survey observation, experimentation- details and evaluation. - Questionnaires – schedules.							15	CLO3		
<b>IV</b>	Data. Analysis and Preparation- Data entry, Data coding, editing, classification and tabulation & cross tabulation- presentation of data.							15	CLO4		
<b>V</b>	Presenting results and writing the report: - The written research Report & Research Ethics – Plagiarism.							15	CLO5		
<b>Total</b>								<b>75</b>			

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	
<b>CO1</b>	Understand the concepts and principles of Research	PO1, PO2, PO6, PO7
<b>CO2</b>	Comprehend and decide the usage of design and formulate hypothesis	PO1, PO2, PO6
<b>CO3</b>	Analyze data collection sources and tools	PO1, PO2, PO7
<b>CO4</b>	Summarize and establish solutions through data analysis	PO1, PO2, PO6
<b>CO5</b>	Compare and justify the process of writing and organizing a research report.	PO1, PO2, PO3, PO4, PO6
<b>Reading List</b>		
1	W. Lawrence Newman” Social Research Methods: Qualitative and Quantitative Approaches 7 <sup>th</sup> Edition, Pearson Education India 2014	
2	Mark Saunders, Philip Lewis. AdrainThornhill” Research Methods for Business Students” 5 <sup>th</sup> Edition Pearson India 2011	
3	John W Creswell, Research Design : Qualitative, Quantitative and Mixed Method Approaches , Sage , 4th Edition , 2014	
4	Emma Bell, Bill Harley, and Alan Bryman, Business Research Methods, Oxford University Press , 6 <sup>th</sup> Edition , 2022	
5	Naresh K Malhotra, Marketing Research An applied Orientation, Pearson , 7th Edition, 2019	
<b>Reference Books</b>		
1.	C.R Kothari, GauravGarg, Research Methodology Methods and Techniques, 4th edition, New Age International Publisher 2019.	
2.	Donald R.Cooper, Pamela S. Schindler, Business Research Methods, 12th edition, Tata McGraw Hill, 2018.	
3.	Kumar R, Research Methodology, a step-by-step guide for beginners, Sage South Asia 2011.	
4.	Richard L.Levin, Davis S.Rubin, Sanjay Rastogi, Masood H. Siddiqui, Statistics for Management, Pearson Education, 8th edition, 2017.	
5.	Dr.R.K.Jain, Research Methodology, Methods and Techniques, Vayu Education 2021	
<b>Web Resources</b>		
1.	<a href="https://mrcet.com/downloads/digital_notes/CSE/Mtech/I%20Year/RESEARCH%20METHODOLOGY.pdf">https://mrcet.com/downloads/digital_notes/CSE/Mtech/I%20Year/RESEARCH%20METHODOLOGY.pdf</a>	
2.	<a href="https://kamarajcollege.ac.in/Department/BBA/III%20Year/004%20Core%2016%20-%20Research%20Methodology%20-V%20Sem%20BBA.pdf">https://kamarajcollege.ac.in/Department/BBA/III%20Year/004%20Core%2016%20-%20Research%20Methodology%20-V%20Sem%20BBA.pdf</a>	
3.	<a href="https://prog.lmu.edu.ng/colleges\CMS/document/books/EIE%20510%20LECTURE%20NOTES%20first.pdf">https://prog.lmu.edu.ng/colleges\CMS/document/books/EIE%20510%20LECTURE%20NOTES%20first.pdf</a>	
4.	<a href="https://gurukpo.com/Content/BBA/ResearchMethod_in_Mngg.pdf">https://gurukpo.com/Content/BBA/ResearchMethod_in_Mngg.pdf</a>	
5.	<a href="https://ebooks.lpude.in/commerce/mcom/term_2/DCOM408_DMGT404_RESEARCH_METHODODOLOGY.pdf">https://ebooks.lpude.in/commerce/mcom/term_2/DCOM408_DMGT404_RESEARCH_METHODODOLOGY.pdf</a>	

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

### Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	S	S	M	M	M	S	S	S
<b>CO 2</b>	S	S	M	M	M	S	S	S
<b>CO 3</b>	S	S	M	M	M	S	S	S
<b>CO 4</b>	S	S	M	M	M	S	S	S
<b>CO 5</b>	S	S	S	S	S	S	S	M

**S-Strong      M-Medium      L-Low**

### **CO-PO Mapping (Course Articulation Matrix)**

#### **Level of Correlation between PSO's and CO's**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
<b>CO 1</b>	3	3	3	3	3
<b>CO 2</b>	3	3	3	3	3
<b>CO 3</b>	3	3	2	3	3
<b>CO 4</b>	3	3	3	3	3
<b>CO 5</b>	3	3	3	3	3
<b>Weightage</b>	15	15	14	15	15
<b>Weighted percentage of Course Contribution to Pos</b>	3.0	3.0	2.8	3.0	3.0

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>350C5C</b>	<b>Business Taxation</b>	Core	Y	-	-	-	4	5	25	75	100
<b>Learning Objectives</b>											
CLO1	To understand the basic concepts of Taxes.										
CLO2	To provide insights on the Income Tax Act.										
CLO3	To evaluate the procedure for assessment and methods of valuation for customs.										
CLO4	To discuss on GST.										
CLO5	To analyze and apply the returns, Tax payment and Penalties under GST										
UNIT	Details							No. of Hours	Learning Objectives		
I	Objectives Of Taxation – Canons of Taxation – Tax System In India – Direct And Indirect Taxes – Meaning And Types.							15	CLO1		
II	Income Tax Act 1961 – Basic Concepts and Definitions – Income, Assessee, Person, Previous Year, Assessment Year, Gross Total Income, Total Income. Meaning of Permanent Account Number, Return of Income, TDS - Meaning - Rates - Filing and Return, Advance Tax, Rates of Taxation, Assessment Procedure							15	CLO2		
III	Customs Act 1962 - Introduction, Objectives, Definitions, Functions and powers of customs authorities, different types of custom duties. Classification of goods, procedure for assessment and methods of valuation for customs, demand and recovery of customs duty, procedure for claiming customs duty drawback.							15	CLO3		
IV	Definitions of GST – business related person’s capital goods – levy and collection of tax – mixed supply, composite supply – meaning, advantages and disadvantages of unregistered supplier – time and value of supply – goods, services – input tax credit – Registration of GST – person liable for registration, not liable for registration, Registration of casual taxable person, deemed on cancellation of registration, revocation of cancellation of registration- VAT.							15	CLO4		

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V	Tax Invoice, Credit and Debit notes –Return of GST, Refunds, payment of tax, assessment and audit. An Overview of Tax Audit – Tax Incentives and Export Promotions, Deductions and Exemptions.	15	CLO5
<b>Total</b>		<b>75</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;		
<b>CO1</b>	To define and understand the basic concepts of tax.	PO2, PO6	
<b>CO2</b>	To Examine and apply GST rules in real-time business situations.	PO2, PO5, PO6	
<b>CO3</b>	To analyze the elements of GST mechanism in India.	PO6, PO7, PO8	
<b>CO4</b>	To evaluate the rules of Income Tax and methods of valuation for customs.	PO2, PO4	
<b>CO5</b>	To prepare the needed documents under GST Compliance.	PO1, PO2, PO4, PO8	
<b>Reading List</b>			
1.	V.S. Datey, <b>Central Excise</b> , JBA Publishers, Edition 2013. Reddy. T. S and Y. Hari Prasad Reddy.		
2.	<b>Business Taxation (Goods &amp; Services TAX - GST)</b> , Margam Publication, Edition2019.		
3.	Srinivasan N.P and Priya Swami. M, <b>Business Taxation</b> , Kalyani publishers Edition 2013		
4.	Pagaredinkar, <b>Business Taxation</b> , Sultan Chand and Sons, 2012.		
5.	VISION: Journal of Indian Taxation		
<b>References Books</b>			
1.	Senthil and Senthil, Business Taxation, Himalaya Publication, 4 <sup>th</sup> Edition.		
2.	Vinodk. Singania, Indirect Tax, Sultan Chand and Sons, Edition2013.		
3.	Dr. Rajani Bhat& Dr. Dhamodharan V, Indirect Taxation , TR Publications, Chennai , 2020		
4.	DR. Vandhana Bangar ,Yogendra Bangar , Indirect tax laws, Aadhya Prakasam Allahabad 2018.		
5.	T.S. Reddy &Y.HariprasadReddy , Business Taxation, Margham Publications, Chennai 2018.		
<b>Web Resources</b>			
1.	<a href="https://www.gst.gov.in/">https://www.gst.gov.in/</a>		
2.	<a href="https://gstcouncil.gov.in/">https://gstcouncil.gov.in/</a>		
3.	<a href="https://taxguru.in/custom-duty/types-duties-customs.html">https://taxguru.in/custom-duty/types-duties-customs.html</a>		
4.	<a href="https://www.indiantradeportal.in/vs.jsp?lang=0&amp;id=0,25,857,3901">https://www.indiantradeportal.in/vs.jsp?lang=0&amp;id=0,25,857,3901</a>		
5.	<a href="https://www.aegonlife.com/insurance-investment-knowledge/tax-structure-in-india- explained/">https://www.aegonlife.com/insurance-investment-knowledge/tax-structure-in-india- explained/</a>		

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<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

### Mapping with program outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>CO1</b>	M	M	M	M	S	M	M	M
<b>CO2</b>	S	M	M	M	M	M	M	M
<b>CO3</b>	S	M	M	M	S	M	M	M
<b>CO4</b>	S	M	M	M	S	M	M	M
<b>CO5</b>	M	M	M	M	S	M	M	M

### **CO-PO Mapping (Course Articulation Matrix)**

**Level of Correlation between PSO's and CO's**

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
<b>CO1</b>	3	3	3	3	3
<b>CO2</b>	3	3	3	3	3
<b>CO3</b>	3	3	3	3	3
<b>CO4</b>	3	3	3	3	3
<b>CO5</b>	3	3	3	3	3
<b>Weightage</b>	15	15	15	15	15
<b>Weighted percentage of Course Contribution to PO's</b>	3.0	3.0	3.0	3.0	3.0



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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

### **350C5D: PROJECT WORK (GROUP)- 4 Hours, 4 Credits**

A group of 3 students will be assigned a project in the beginning of the final year. The project work shall be submitted to the college 20 days before the end of the final year and the college has to certify the same and submit to the university 15 days prior to the commencement of the University examination.

The project shall be evaluated externally. The external examiner shall be forming the panel of examiners suggested by the board of studies from time to time.

<b>Learning Objectives</b>	
CLO1	To Give Idea about Research Project
CLO2	To identify the research problem
CLO3	To review Literature
CLO4	To give knowledge on Data Collection and Analysis
CLO5	To Learn Project Preparation

<b>Course Outcome</b>	<b>On completion of this course, students will;</b>	
CO1	Gain knowledge about Research Project	PO1
CO2	Increase knowledge on research problem	PO2
CO3	Improve practice in review of literature	PO3
CO4	Gain knowledge on Data Collection and Analysis	PO1,PO2
CO5	Be Proficient in Project Preparation	PO6,PO7,PO8

### **PROJECT DESCRIPTION**

#### **GUIDELINES**

1. Project report is to bridge theory and practice.
2. The project work should be neatly presented in not less than 50 pages and not more than 120 pages
3. Paper Size should be A4
4. 1.5 spacing should be used for typing the general text. The general text shall be justified and typed in the Font style - Font: Times New Roman / Font Size: 12 for text)
5. Subheading shall be typed in the Font style (Font: Times New Roman / Font Size: 14 for headings). The report should be professional.
6. The candidate should submit periodical report of the project to the supervisor.
7. Two reviews will be conducted before the Viva Voce
8. Each candidate should submit hardcopy ( 3 copies) and a soft copy to the Department.  
After the Evaluation of the project report one hard copy will be returned to the candidate.

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<b>Methods of Evaluation</b>			
<b>Internal Evaluation</b>	Continuous Internal Assessment Test		20Marks
	Review I		
	Review II		
<b>External Evaluation</b>	Project Report – Viva Voce		80 Marks
Total			100 Marks

<b>Method of Assessment</b>	
Review I	Problem Identification and Review of Literature
Review II	Rough Draft
Final	Project Report – Viva Voce

## Mapping

	<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>CO 1</b>	S	S	M	M	M	S	S	S
<b>CO 2</b>	S	S	M	M	M	S	S	S
<b>CO 3</b>	S	S	M	M	M	S	S	S
<b>CO 4</b>	S	S	M	M	M	S	S	S
<b>CO 5</b>	S	S	M	M	M	S	S	S

## CO-PO Mapping (Course Articulation Matrix) Level of Correlation between PSO's and CO's

<b>CO /PO</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>	<b>PSO5</b>
<b>CO1</b>	3	3	3	3	3
<b>CO2</b>	3	3	3	3	3
<b>CO3</b>	3	3	3	3	3
<b>CO4</b>	3	3	3	3	3
<b>CO5</b>	3	3	3	3	3
<b>Weightage</b>	15	15	15	15	15
<b>Weighted percentage of Course Contribution to PO's</b>	3.0	3.0	3.0	3.0	3.0

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>350C6B</b>	<b>SERVICES MARKETING</b>	Core	Y	-	-	-	4	6	25	75	100
<b>Learning Objectives</b>											
CLO1	To recall the basic concepts of Services Marketing.										
CLO2	To know the Marketing Mix in Service Marketing.										
CLO3	To examine effectiveness of Service Marketing.										
CLO4	To discuss on delivering Quality Service.										
CLO5	To analyze the Marketing of Services.										
UNIT	Details							No. of Hours	Learning Objectives		
I	Marketing Services: Introduction growth of the service sector. The concept of service. Characteristics of service - classification of service designing of the service, blueprinting using technology, developing human resources, building service aspirations.							15	CLO1		
II	Marketing Mix in Service Marketing: The seven Ps: product decision, pricing strategies and tactics, promotion of service and distribution methods for services. Additional dimension in services marketing-people, physical evidence and process.							15	CLO2		
III	Effective Management of Service Marketing: Marketing demand and supply through capacity planning and segmentation - internal marketing of services - external versus internal Orientation of service strategy.							15	CLO3		
IV	Delivering Quality Service: Causes of service - quality gaps- SERVQUAL-SERVPEF. The customer expectations versus perceived service gap. Factors and techniques to resolve this gap. Customer relationship management. Gaps in services - quality standards, factors and solutions – the service performance gap - key factors and strategies for closing the gap. External communication to the customers- the promise versus delivery gap - developing appropriate and effective communication about service quality.							15	CLO4		

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V	Marketing of Service With Special Reference To:1. Financial services, 2. Health services, 3. Hospitality services including travel, hotels and tourism, 4. Professional service, 5. Public utility service, 6. Educational services and e-services.	15	CLO5
<b>Total</b>		<b>75</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;		
<b>CO1</b>	To define and understand the concepts of Services Marketing.	PO1, PO4, PO6, PO8	
<b>CO2</b>	To Examine and apply Marketing Mix in Service Marketing.	PO2, PO3, PO4, PO6, PO7, PO8	
<b>CO3</b>	To analyze and design various strategies in the field of Services Marketing.	PO4, PO5, PO6	
<b>CO4</b>	To evaluate the role of delivering Quality Service.	PO2, PO7	
<b>CO5</b>	To design the tools of Marketing	PO1, PO3, PO5, PO8	
<b>Reading List</b>			
1.	Reddy P.N. (2011)– Services Marketing – Himalaya Publication		
2.	Christopher Lovelock ,JochenWirtz (2016)– Services Marketing – World Scientific Publisher		
3.	The Journal Of Services Marketing		
4.	Valarie A Zeithmal and Mary JO Bitner,ServicesMarketing:Integrating Customer Focus across the firm, Tata McGraw Hill New Delhi		
5	C.Bhattacharjee,Services Marketing ,Excel Books,NewDelhi		
<b>References Books</b>			
1.	Dr. B. Balaji, Services Marketing and Management, S. Chand & Co, New Delhi.		
2.	S.M. Jha, Services marketing, Himalaya Publishers, India		
3.	Baron, Services Marketing, Second Edition. Palgrave Macmillan		
4.	Dr. L. Natarajan Services Marketing, Margham Publications, Chennai.		
5.	Thakur.G.S. Sandhusupreet&DograBabzan, Services marketing, kalyanni Publishers, Ludhianna.		
<b>Web Resources</b>			
1	<a href="https://www.managementstudyguide.com/seven-p-of-services-marketing.htm">https://www.managementstudyguide.com/seven-p-of-services-marketing.htm</a>		
2	<a href="https://www.economicdiscussion.net/marketing-2/what-is-service-marketing/31875">https://www.economicdiscussion.net/marketing-2/what-is-service-marketing/31875</a>		
3	<a href="https://www.marketingtutor.net/service-marketing/">https://www.marketingtutor.net/service-marketing/</a>		
4	<a href="https://www.marketing91.com/service-marketing/">https://www.marketing91.com/service-marketing/</a>		
5	<a href="https://www.marketing91.com/service-marketing-mix/">https://www.marketing91.com/service-marketing-mix/</a>		

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<b>Methods of Evaluation</b>			
<b>Internal Evaluation</b>	Continuous Internal Assessment Test		25 Marks
	Assignments		
	Seminars		
	Attendance and Class Participation		
<b>External Evaluation</b>	End Semester Examination		75 Marks
	Total		100 Marks
<b>Methods of Assessment</b>			
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions		
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview		
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain		
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge		
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons		
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations		

### Mapping with program outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>CO1</b>	M	S	S	M	S	M	S	M
<b>CO2</b>	S	M	S	M	S	M	M	M
<b>CO3</b>	S	S	S	M	M	M	S	S
<b>CO4</b>	S	M	S	S	S	S	M	S
<b>CO5</b>	M	S	M	S	M	S	S	M

### CO-PO Mapping (Course Articulation Matrix)

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
<b>CO1</b>	3	3	3	3	3
<b>CO2</b>	3	3	3	3	3
<b>CO3</b>	3	3	3	3	3
<b>CO4</b>	3	3	3	3	3
<b>CO5</b>	3	3	3	3	3
<b>Weightage</b>	15	15	15	15	15
<b>Weighted percentage of Course Contribution to Pos</b>	3.0	3.0	3.0	3.0	3.0

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>350C6A</b>	<b>Entrepreneurship Development</b>	Core	Y	-	-	-	4	6	25	75	100
<b>Course Objectives</b>											
CLO1	To impart knowledge on the concept of Entrepreneur and Entrepreneurship.										
CLO2	To know the various ideas and implementation of business plan.										
CLO3	To throw light on importance of the Business analysis and evaluation.										
CLO4	To discuss the role of Government in developing entrepreneurship.										
CLO5	To understand the problems and remedies of Entrepreneurial failure.										
UNIT	Details							No. of Hours	Course Objectives		
I	Entrepreneur- Meaning & definition, Types of entrepreneurs, traits of Entrepreneurs, Role of Entrepreneurs in Economic Development. Entrepreneurship- Meaning & definition, Factors affecting entrepreneurship, Difference between entrepreneur and entrepreneurship. Recent development in entrepreneurship.							15	CLO1		
II	Generating innovative ideas of business- Brainstorming, focus group, survey, customer advisory boards. Creativity and selection of Products. Capital budgeting, Project profile preparation, matching entrepreneur with the project,. Introduction of Patent and Trademarks.							15	CLO2		
III	Business Plan Development- Feasibility study and evaluation of projects -Market analysis, technical analysis, cost-benefit analysis,. Project formulation, assessment of business models- Dealing with basic and initial problems of setting up of enterprises.							15	CLO3		
IV	Awareness of various government schemes for start-up business- Start-up India, Stand-up India, Aatmanirbhar Bharat mission, 'Make in India' Program, ASPIRE, MUDRA. Role of Women Entrepreneurs in Economic development.- Schemes for Women entrepreneurs- Annapurna scheme, Dena shakti scheme, Mudra loan for women, Stree Shakti scheme. Role of MSME, SSI, SIDO, EDI and MDI.							15	CLO4		
V	Problems and remedies of sick industries, Causes of Industrial sickness, Preventive and remedial measures of Sick industries. Preventive and rehabilitation of business. Case study discussions.							15	CLO5		
<b>Total</b>							<b>75</b>				

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<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	
<b>CO1</b>	To understand the concepts of Entrepreneurship development.	PO1,PO2
<b>CO2</b>	To apply knowledge in the business plans and implementation.	PO1, PO2,PO3
<b>CO3</b>	To analyze the various analyses of business in setting up of enterprises.	PO2,PO4, PO5,PO8
<b>CO4</b>	To create the awareness about various schemes and subsidies of government for entrepreneurial development.	PO3,PO4, PO5, PO6,PO7
<b>CO5</b>	To evaluate and assess the various problems and remedies of entrepreneurship	PO1,PO2,PO3, PO8
<b>Reading List</b>		
1.	Sangeeta Sharma, Entrepreneurship Development, PHI Learning Pvt. Ltd., 2016.	
2.	Kuratko/rao, Entrepreneurship: a south asianperspective.-Cengage, New Delhi.	
3.	Leach/Melicher, Entrepreneurial Finance – Cengage.	
4.	K.Sundar – Entrepreneurship Development – Vijay Nicole Imprints private Limited Reddy, Entrepreneurship: Text & Cases - Cengage, New Delhi, New Delhi.	
5.	Khanka S.S., Entrepreneurial Development, S.Chand& Co. Ltd., New Delhi, 2001.	
<b>References Books</b>		
1.	Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.	
2.	The Lean Startup: How Today’s Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses by Eric Ries	
3.	<a href="http://www.simplynotes.in/role-of-government-in-promoting-entrepreneurship/">http://www.simplynotes.in/role-of-government-in-promoting-entrepreneurship/</a>	
4.	Innovation and Entrepreneurship: Practice and Principles by Peter F Drucker	
5.	Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.	
6.	Nagendra and Manjunath, V.S., Entrepreneurship and Management, Pearson, 2010	
7.	Stokes, D., and Wilson, N., Small Business Management and entrepreneurship, 6th Edition, Cengage Learning, 2010	
<b>Web Resources</b>		
1.	<a href="https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_Entrepreneurial_Development_NOTES.pdf">https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_Entrepreneurial_Development_NOTES.pdf</a>	
2.	<a href="https://www.hit.ac.in/download/LectureNote/MBA/2ndSem/MBA%20nd%20Sem%20Entrepreneurship%20Development.pdf">https://www.hit.ac.in/download/LectureNote/MBA/2ndSem/MBA%20nd%20Sem%20Entrepreneurship%20Development.pdf</a>	
3.	<a href="https://www.hhrc.ac.in/ePortal/Commerce/I%20M.Com.%20-%2018PCO1%20-%20Dr.%20R.%20Sathru%20Sangara%20Velsamy%20&amp;%20Dr.%20P.%20Sailaja.pdf">https://www.hhrc.ac.in/ePortal/Commerce/I%20M.Com.%20-%2018PCO1%20-%20Dr.%20R.%20Sathru%20Sangara%20Velsamy%20&amp;%20Dr.%20P.%20Sailaja.pdf</a>	
4.	<a href="http://sdeuoc.ac.in/sites/default/files/sde_videos/ENTREPRENEURSHIP%20DEVELOPMENT.pdf">http://sdeuoc.ac.in/sites/default/files/sde_videos/ENTREPRENEURSHIP%20DEVELOPMENT.pdf</a>	
<b>.Methods of Evaluation</b>		

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<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

### Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	M	S	M	S	S	S	M	M
CO 2	S	S	M	S	S	S	M	S
CO 3	S	S	M	S	S	S	S	S
CO 4	S	S	M	S	S	M	S	S
CO 5	M	S	M	S	M	S	M	M

S-Strong M-Medium L-Low

### CO-PO Mapping (Course Articulation Matrix) Level of Correlation between PSO's and CO's

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	3	3	3	3
CO 2	3	3	3	2	3
CO 3	3	2	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	2
<b>Weightage</b>	15	14	15	14	14
<b>Weighted percentage of Course Contribution to Pos</b>	3.0	2.8	3.0	2.8	2.8



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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
150E1A	Managerial Economics	Generic Elective	Y	-	-	-	3	4	25	75	100
<b>Learning Objectives</b>											
<b>CLO1</b>	To familiarize students with concepts of managerial economics and its relevant concepts of economics in current business scenario										
<b>CLO2</b>	To understand the applications & implications of economics and its knowledge of the mechanics of supply and demand markets in decision-making and problem solving.										
<b>CLO3</b>	To Understand the optimal point of cost analysis and production factors of the firm										
<b>CLO4</b>	To describe the pricing methods and strategies that are consistent with evolving marketing needs										
<b>CLO5</b>	To Provide insights to the various market structures in an economy.										
UNIT	Details							No. of Hours	Learning Objectives		
I	Nature and scope of managerial economics – definition of economics – important concepts of economics – relationship between micro, macro and managerial economics – nature and scope – objectives of firm.							12	CLO1		
II	Demand analysis – Theory of consumer behavior – Marginal utility analysis – indifference curve analysis Meaning of demand – Law of demand – Types of demand-Determinants of demand – Elasticity of demand –Demand forecasting.							12	CLO2		
III	Production and cost analysis – Production – Factors of production – production function – Concept – Law of variable proportion – Law of return to scale and economics of scale – cost analysis – Different cost concepts – Cost output relationship short run and long run – Revenue curves of firms – Supply analysis.							12	CLO3		
IV	Pricing methods and strategies – Objectives – Factors – General consideration of pricing – methods of pricing – Dual pricing – Price discrimination							12	CLO4		
V	Market classification – Perfect competition – Monopoly – Monopolistic competition – Duopoly – Oligopoly							12	CLO5		
<b>Total</b>							<b>60</b>				

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION

SYLLABUS WITH EFFECT FROM 2023-2024

<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>
<b>CO1</b>	Analyze & apply the various managerial economic concepts in individual & business decisions.	PO2, PO6,PO8
<b>CO2</b>	Explain demand concepts, underlying theories and identify demand forecasting techniques.	PO6, PO8
<b>CO3</b>	Employ production, cost and supply analysis for business decision making	PO1, PO2,PO6
<b>CO4</b>	Identify pricing strategies	PO1, PO2,PO6
<b>CO5</b>	Classify market structures under competitive scenarios.	PO2, PO6, PO8
<b>Reading List</b>		
1.	Journal of Economic Literature – American Economic Association	
2.	Arthasastra Indian Journal of Economics & Research	
3.	Mithani D.M. (2016) -Managerial Economics –Himalaya Publishing House – Mumbai	
4.	Indian Economic Journal/Sage Publications	
5.	Mehta P.L (2016) – Managerial Economics – Sultan Chand & Sons – New Delhi	
<b>References Books</b>		
1.	Dr. S. Sankaran; Managerial Economics; Margham Publication, Chennai, 2019	
2.	Thomas and Maurice; Managerial Economics: Foundations of Business Analysis and Strategy, McGraw Hill Education, 10 editions, 2017.	
3.	D N Dwivedi; Managerial Economics: Vikas Publishing House, 8 th edition, 2015.	
4.	H L Ahuja; Managerial Economics, S. Chand, 9th Edition,2017.	
5.	Dominick Salvatore; Managerial Economics: Principles and Worldwide Applications, Oxford University Press, Eighth edition, 2016	
<b>Web Resources</b>		
1	<a href="https://www.studocu.com/row/document/azerbaycan-dovlet-iqtisad-universiteti/business-and-management/lecture-notes-on-managerial-economics/6061597">https://www.studocu.com/row/document/azerbaycan-dovlet-iqtisad-universiteti/business-and-management/lecture-notes-on-managerial-economics/6061597</a>	
2	<a href="https://www.intelligenteconomist.com/profit-maximization-rule">https://www.intelligenteconomist.com/profit-maximization-rule</a>	
3	<a href="http://www.economicdiscussion.net/laws-of-production/laws-of-production-laws-of-returns-to-scale-and-variable-proportions/5134">http://www.economicdiscussion.net/laws-of-production/laws-of-production-laws-of-returns-to-scale-and-variable-proportions/5134</a>	
4	<a href="http://www.simplynotes.in/e-notes/mbabba/managerial-economics/">http://www.simplynotes.in/e-notes/mbabba/managerial-economics/</a>	
5	<a href="https://businessjargons.com/determinants-of-elasticity-of-demand.html">https://businessjargons.com/determinants-of-elasticity-of-demand.html</a>	

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION

SYLLABUS WITH EFFECT FROM 2023-2024

<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminar	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
	<b>Total</b>	<b>100 Marks</b>
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

### Mapping with program outcomes

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>
<b>CO1</b>	M	S	M	M	M	S	L	M
<b>CO2</b>	S	L	M	M		S		S
<b>CO3</b>	S	S	M	M	M	S		M
<b>CO4</b>	S	S	M	M		S		M
<b>CO5</b>		S	M	M		S		S

### **CO-PO Mapping (Course Articulation Matrix)**

Level of Correlation between PSO's and CO's

<b>CO /PO</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>	<b>PSO5</b>
<b>CO1</b>	3	3	3	3	3
<b>CO2</b>	3	3	3	3	3
<b>CO3</b>	3	3	3	3	3
<b>CO4</b>	3	3	3	3	3
<b>CO5</b>	3	3	3	3	3
<b>Weightage</b>	15	15	15	15	15
<b>Weighted percentage of Course Contribution to PO's</b>	3.0	3.0	3.0	3.0	3.0

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
350C6C	Production & Materials Management	Core	Y	-	-	-	4	6	25	75	100
<b>Learning Objectives</b>											
CLO1	To provide comprehensive outlook on basic concepts and practices of production.										
CLO2	To understand types of layout facilities										
CLO3	To analyse work study methods and quality control										
CLO4	To enable the students to gain knowledge on Inventory control and Vendor rating										
CLO5	To give an insight to Purchase management										
UNIT	Details								No. of Hours	Learning Objectives	
I	Introduction – Meaning, scope and Functions of Production Management - Different types of Production Systems. Production design & Process planning: Plant location: Factors to be considered in Plant Location – Plant Location Trends.								15	CLO1	
II	Layout of manufacturing facilities: Principles of a Good Layout – Layout Factors – Basic Types of Layouts – Service Facilities.								15	CLO2	
III	Methods Analysis and Work Measurement: Methods Study Procedures – The Purpose of Time Study – Stop Watch Time Study – Performance Rating – Allowance Factors – Standard Time – Work Sampling Technique. Quality Control: Purposes of Inspection and Quality Control – Acceptance Sampling by Variables and Attributes – Control Charts.								15	CLO3	
IV	. Integrated materials management- the concept- service function advantages- Inventory Control- Function of Inventory - Importance-Replenishment Stock-Material demand forecasting- MRP- Basis tools - ABC-VED- FSN Analysis - Inventory Control Of Spares And Slow Moving Items -EOQ-EBQ-Stores Planning – Stores Keeping and Materials Handling – objectives and Functions								15	CLO4	
V	Purchase Management- Purchasing - Procedure - Dynamic Purchasing - Principles – import substitution-, Vendor rating and Management								15	CLO5	
<b>Total</b>									<b>75</b>		

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>
<b>CO1</b>	Provide comprehensive outlook on basic concepts, and practices of production	PO1, PO2, PO6
<b>CO2</b>	Identify right plant location and plant layout of factory	PO1, PO2, PO6
<b>CO3</b>	Know work study & method study, its procedure & quality control techniques in production.	PO1, PO2, PO3, PO6
<b>CO4</b>	Outline inventory control concepts and its replenishment to manage inventory	PO1, PO6, PO7
<b>CO5</b>	Discuss purchase management procedure and identify vendor rating mechanisms	PO1, PO2, PO6, PO8
<b>Reading List</b>		
1.	K.ShridharaBhat; Material Management; Himalaya Publishing House; Mumbai 2020	
2.	R.B Khanna, Production and Operations management , Prentice Hall Publications, 2015	
3	Biswajit Banerjee, Operations Management and Control, S Chand, Revised Edition, 2010	
4	Anil Kumar S and N Suresh, Operation Management, New Age International 1 <sup>st</sup> Edition, 2018	
5	,tnemeganaM snoitarepO , nosnevetS .J mailliW McGraw Hill; 13th Edition, 2022	
<b>References Books</b>		
1.	P.Saravanavel and S.Sumathi; Production and Materials Management, Margham Publications, 2015	
2.	M.M.Verma , Materials Management Sultan Chand Publishing , Edition 2004	
3.	P. Gopalakrishnan&AbidHaleem; Hand book of Materials Management, Second Edition, PHI Learning Pvt., Ltd., 2015.	
4.	P. Ramamurthy, Production and Operations Management, JBA publishers, 2nd edition 2013.	
5.	S.N.Chary, Production and Ooperations Management, JBA Publishers, Edition Edition VI	
<b>Web Resources</b>		
1	<a href="https://mrcet.com/downloads/digital_notes/ME/III%20year/POM%20NOTES.pdf">https://mrcet.com/downloads/digital_notes/ME/III%20year/POM%20NOTES.pdf</a>	
2	<a href="https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_OM_NOTES.pdf">https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_OM_NOTES.pdf</a>	
3	<a href="https://www.vssut.ac.in/lecture_notes/lecture1429900757.pdf">https://www.vssut.ac.in/lecture_notes/lecture1429900757.pdf</a>	
4	<a href="https://ebooks.lpude.in/management/mba/term_4/DMGT525_MATERIALS_MANAGEMENT.pdf">https://ebooks.lpude.in/management/mba/term_4/DMGT525_MATERIALS_MANAGEMENT.pdf</a>	
5	<a href="https://examupdates.in/materials-management-notes/">https://examupdates.in/materials-management-notes/</a>	

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B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION  
SYLLABUS WITH EFFECT FROM 2023-2024

<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminar	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

### Mapping with program outcomes

	<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>CO 1</b>	S	M	M	M	M	S	M	S
<b>CO 2</b>	S	S	M	M	S	S	M	S
<b>CO 3</b>	S	S	M	M	M	S	M	S
<b>CO 4</b>	S	S	M	M	M	S	M	S
<b>CO 5</b>	S	S	M	M	M	S	M	S

**S-Strong      M-Medium      L-Low**

### **CO-PO Mapping (Course Articulation Matrix)** Level of Correlation between PSO's and CO's

	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>
<b>CO 1</b>	3	3	3	3	3
<b>CO 2</b>	3	3	3	3	3
<b>CO 3</b>	3	3	2	3	3
<b>CO 4</b>	3	3	3	3	3
<b>CO 5</b>	3	3	3	3	3
<b>Weightage</b>	15	15	14	15	15
<b>Weighted percentage of Course Contribution to Pos</b>	3.0	3.0	2.8	3.0	3.0

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>250E3A</b>	<b>BUSINESS STATISTICS</b>	Generic Elective	Y	-	-	-	3	4	25	75	100
<b>Learning Objectives</b>											
CLO1	Apply the Measures of Central Tendency in business										
CLO2	Understanding the Measures of Variation										
CLO3	Analyze of Time Series										
CLO4	Understand Index Numbers and Statistical quality control										
CLO5	Testing of hypothesis										
UNIT	Details							No. of Hours	Learning Objectives		
I	Introduction – Meaning and Definition of Statistics – Collection and Tabulation of Statistical Data – Presentation of Statistical Data – Graphs and Diagrams- Measures of Central Tendency – Arithmetic Mean, Median and Mode – Harmonic Mean and Geometric Mean.							12	CLO1		
II	Measures of Variation – Standard Deviation – Mean deviation – Quartile deviation- Skewness and kurtosis – Lorenz Curve – Simple Correlation – Scatter Diagram – Karl Pearson’s Correlation – Rank Correlation – Regression.							12	CLO2		
III	Analysis of Time Series – Methods of Measuring Trend and Seasonal Variations							12	CLO3		
IV	Index Numbers – Consumer Price Index – And Cost of Living Indices.							12	CLO4		
V	Testing of hypothesis – Chi-Square test, T Test, F Test, ANOVA.							12	CLO5		
								<b>60</b>			

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On Completion of the course the students will	<b>Program Outcomes</b>
<b>CO1</b>	Measures of Central Tendency	PO1,PO2,PO4,PO6
<b>CO2</b>	Measures of Variation	PO1,PO2,PO6
<b>CO3</b>	Analyze of Time Series	PO1,PO2,PO6
<b>CO4</b>	Understand Index Numbers	PO1,PO2,PO6
<b>CO5</b>	Test Hypothesis	PO2,PO8
<b>Reading List</b>		
1.	P.R. Vittal, Business Mathematics and Statistics, Margham Publications, Chennai,2004.	
2.	S.P. Gupta, Statistical Methods, Sultan Chand & Sons, NewDelhi,2007.	
3.	S.P. Gupta, Elements of Business Statistics, Sultan Chand & Sons, NewDelhi,2007.	
4.	J.K. Sharma, Business Statistics, Pearson Education, New Delhi,2007.	
5.	Business Statistics & OR - Dr. S. P. Rajagopalan, Tata McGraw-Hill	
<b>References Books</b>		
1.	David M.Levine, David F.Stephanetal. Business Statistics : A first Course, 7 <sup>th</sup> edition	
2.	Dina NathPandit, Statistics: A Modern Approach , Hindustan Publishing Corporation	
3.	HazarikaPadmalochan,A textbook of Business Statistics , S.Chand Publications	
4.	Vohra ND, Business Statistics: Text and Problems – With Introduction to Business Analytics, McGraw Hill ,2021	
5.	Alexander Holmes, Barbara Illowsky and Susan Dean, Introductory Business Statistics , 12 <sup>th</sup> Media Services, 2017	
<b>Web Resources</b>		
1	<a href="https://theintactone.com/2019/09/01/ccsubba-204-business-statistics/">https://theintactone.com/2019/09/01/ccsubba-204-business-statistics/</a>	
2	<a href="https://ug.its.edu.in/sites/default/files/Business%20Statistics.pdf">https://ug.its.edu.in/sites/default/files/Business%20Statistics.pdf</a>	
3	<a href="http://www.statisticshowto.com">http://www.statisticshowto.com</a>	
4	<a href="https://statisticsbyjim.com/basics/measures-central-tendency-mean-median-mode/">https://statisticsbyjim.com/basics/measures-central-tendency-mean-median-mode/</a>	
5	<a href="https://www.toppr.com/guides/business-mathematics-and-statistics/index-numbers/">https://www.toppr.com/guides/business-mathematics-and-statistics/index-numbers/</a>	



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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

### Mapping with program outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>CO1</b>	S	S	M	S	S	S	M	S
<b>CO2</b>	S	S	M	M	M	S	M	S
<b>CO3</b>	S	S	M	M	S	S	M	S
<b>CO4</b>	S	S	M	M	M	S	M	S
<b>CO5</b>	S	S	M	S	S	S	M	S

**UNIVERSITY OF MADRAS**  
**B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION**  
**SYLLABUS WITH EFFECT FROM 2023-2024**

**CO-PO Mapping (Course Articulation Matrix)**

**Level of Correlation between PSO's and CO's**

<b>CO /PO</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>	<b>PSO5</b>
<b>CO1</b>	3	3	3	3	3
<b>CO2</b>	3	3	3	3	3
<b>CO3</b>	3	3	3	3	3
<b>CO4</b>	3	3	3	3	3
<b>CO5</b>	3	3	3	3	3
<b>Weightage</b>	15	15	15	15	15
<b>Weighted percentage of Course Contribution to PO's</b>	3.0	3.0	3.0	3.0	3.0

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>150E2A</b>	<b>International Business</b>	Generic Elective		-	-	-	3	4	25	75	100
<b>Learning Objectives</b>											
CLO1	To familiarize students with basic concepts of International Business										
CLO2	To impart knowledge about theories of international trade										
CLO3	To know the concepts of foreign exchange market and foreign direct investment										
CLO4	To understand the global environment										
CLO5	To gain knowledge on the Contemporary Issues of International Business										
UNIT	Details							No. of Hours	Learning Objectives		
I	Introduction to International Business: Importance, nature and scope of international business- Internationalization process and Approaches - Modes of entry- Multinational Corporations and their involvement in International Business- Advantage and problems of MNCs.							12	CLO1		
II	Introduction of Trade theories— Mercantilism — Absolute Advantage — Comparative Advantage — Heckscher-Ohlin Theory — The New Trade Theory — Porter's Diamond Competitive Advantage Theory.							12	CLO2		
III	Foreign Investments-Pattern, Foreign exchange rates and their impact on trade and investment flows-Functions of Foreign Exchange Market- Foreign Direct Investments — Factors influencing FDI — Modes of FDI entry - Horizontal and Vertical Foreign Direct Investment — Advantages of Host and Home Countries.							12	CLO3		
IV	Drivers in Globalisation - Globalisation of Markets, production, investments and Technology. World trade in goods and services — Major trends and developments- World trade and protectionism — Tariff and non-tariff barriers.							12	CLO4		
V	Regional Economic Groupings in Practice- Levels of Regional Economic Integration Regionalism vs. Multilateralism- Important Regional Economic Groupings in the World. Contemporary Issues in International Business- Institutional support to international business like BREXIT, IMF, World Bank, ILO and WTO.							12	CLO5		
<b>Total</b>								<b>60</b>			

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

<b>Course Outcomes</b>		
<b>Course Outcomes</b>	<b>On completion of this course, students will;</b>	
<b>CO1</b>	Discuss the modes of entry to International Business	PO1, PO5, PO6
<b>CO2</b>	Explain international trade theories	PO3, PO4, PO5
<b>CO3</b>	Understand Foreign exchange market and FDI	PO1, PO2
<b>CO4</b>	Outline the Global Business Environment	PO4, PO5, PO6
<b>CO5</b>	Identify the relevance of international institutions and trading blocs.	PO7, PO8
<b>Reading List</b>		
1.	Gupta CB, International Business, S Chand & Co. Ltd, 2014	
2.	Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi.	
3.	Hill, C.W.L. and Jain, A.K., International Business: Competing in the Global Marketplace, 11th Edition, Tata McGraw-Hill Education, 2018.	
4.	Cherunilam, F., International Business: Text and Cases, 5th Edition, PHI Learning, 2010	
5.	Paul, J., International Business, 5th Edition, PHI Learning, 2010	
<b>References Books</b>		
1.	Deresky, H., International Management: Managing Across Borders and Cultures, 6th Edition, Pearson, 2011.	
2.	Griffin, R., International Business, 7th Edition, Pearson Education, 2012.	
3.	Tamer Cavusgil S, Gary Knight, John Riesenberger, International Business The New Realities, 4 <sup>th</sup> edition, Pearson ,2017	
4.	Aswathappa K , International Business , 7th Edition, McGraw-Hill, 2020	
5.	SubbaRaoP, International Business, (Text and Cases), Himalaya Publishing House, 2016	
<b>Web Resources</b>		
1	<a href="https://online.hbs.edu/blog/post/international-business-examples">https://online.hbs.edu/blog/post/international-business-examples</a>	
2	<a href="https://saylordotorg.github.io/text_international-business">https://saylordotorg.github.io/text_international-business</a>	
3	<a href="https://www.imf.org/en/home">https://www.imf.org/en/home</a>	
4	<a href="https://courses.lumenlearning.com/suny-internationalbusiness/chapter/reading-what-is-international-business/">https://courses.lumenlearning.com/suny-internationalbusiness/chapter/reading-what-is-international-business/</a>	
5	<a href="http://www.simplynotes.in/e-notes/mbabba/international-business-management/">http://www.simplynotes.in/e-notes/mbabba/international-business-management/</a>	

<b>Methods of Evaluation</b>			
Internal Evaluation	Continuous Internal Assessment Test		25 Marks
	Assignments		
	Seminars		
	Attendance and Class Participation		
External Evaluation	End Semester Examination		75 Marks
<b>Total</b>			<b>100 Marks</b>

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SYLLABUS WITH EFFECT FROM 2023-2024

<b>Methods of Assessment</b>	
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions
<b>Understand/Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

### Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	S	M	M	M	S	S	M	M
<b>CO 2</b>	M	M	S	S	S	S	M	S
<b>CO 3</b>	S	S	M	M	M	S	M	M
<b>CO 4</b>	S	S	M	S	S	S	M	S
<b>CO 5</b>	M	M	M	M	M	M	S	S

**S-Strong      M-Medium      L-Low**

### CO-PO Mapping with Programme Specific Outcomes (Course Articulation Matrix):

#### Level of Correlation between PSO's and CO's

CO/PO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
<b>CO 1</b>	3	3	3	3	3
<b>CO 2</b>	3	3	3	3	3
<b>CO 3</b>	3	3	3	3	3
<b>CO 4</b>	3	3	3	3	3
<b>CO 5</b>	3	3	3	3	2
<b>Weightage</b>	15	15	15	15	14
<b>Weighted Percentage of Course Contribution to Pos</b>	3.0	3.0	3.0	3.0	2.8

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION

SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>250E4A</b>	<b>Operations Research</b>	Generic Elective	Y	-	-	-	3	4	25	75	100
<b>Learning Objectives</b>											
CLO1	Introduction to Operations Research definition and concept Essential features of LPP.										
CLO2	Formulation of Transportation problem and finding an initial basic feasible solution.										
CLO3	Expressing Assignment problem, Hungarian method- Minimization and Maximization case and Sequencing Problem.										
CLO4	Analyse Network models and constructing network- critical path, various floats.										
CLO5	Analyse Game Theory and Decision Theory										
UNIT	Details							No. of Hours	Learning Objectives		
I	Linear Programming problem -Concept and scope of OR, general mathematical model of LPP, steps of L.P model formulation, Graphical method of the solution of LPP- simple problems.							12	CLO1		
II	Transportation problem- Basic definitions, formulation of transportation problem as LPP, finding an initial basic feasible solution- North -west corner rule, row minima method, column minima method, least cost entry method-Vogel's approximation method to find the optimal solution.							12	CLO2		
III	Assignment problem-Hungarian method- Minimization and Maximization case, unbalanced assignment problem. Sequencing Problem-Processing n jobs on 2 machines, processing n jobs on 3 machines, processing n jobs on m machines.							12	CLO3		
IV	Network models-PERT and CPM — difference between PERT and CPM- constructing network- critical path, various floats, three-time estimates for PERT							12	CLO4		
V	Game Theory- Maximin-Minmax criterion, Saddle point, Dominance property, Graphical method for solving 2xn and mx2 game. Decision Theory –statement of Baye's theorem application - decision trees.							12	CLO5		
								<b>60</b>			

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<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On Completion of the course the students will	<b>Program Outcomes</b>
<b>CO1</b>	Analyse Linear Programming	PO1,PO2,PO6
<b>CO2</b>	Analyse Transportation problem	PO1,PO2,PO6
<b>CO3</b>	Analyse Assignment problem	PO1,PO2,PO6
<b>CO4</b>	Analyse Network models	PO1,PO2,PO6
<b>CO5</b>	Analyse Game Theory and Decision Theory	PO1,PO2,PO6
<b>Reading List</b>		
1.	<a href="#">Operational Research   Research.com</a>	
2.	<a href="#">Operations Research   PubsOnLine (informs.org)</a>	
3.	Prabandhan : Journal of Management	
4.	International Journal of Operations research	
5.	DR H. Premraj, Elements of Operation Research, Margham publications, Chennai, 2019	
<b>References Books</b>		
1.	P.R. Vittal& V. Malini, Operative Research – Margham Publications – Chennai – 17.	
2.	P.K. Gupta& Man Mohan, Problems in Operations Research – Sultan Chand & sons – New Delhi	
3.	V.K. Kapoor, Introduction to operational Research – Sultan Chand & sons – New Delhi	
4.	Hamdy A Taha, Operation Research – An Introduction prentice Hall of India- New Delhi	
5.	P. Gupta, N. Aruna Rani, M. Haritha (2018), Operations Research and Quantitative Techniques, First edition, Himalaya Publishing House.	
<b>Web Resources</b>		
1	<a href="chromeextension://efaidnbmnnnibpcajpcgclefindmkaj/https://www.rccmindore.com/wp-content/uploads/2021/04/Operations-Research.pdf">chromeextension://efaidnbmnnnibpcajpcgclefindmkaj/https://www.rccmindore.com/wp-content/uploads/2021/04/Operations-Research.pdf</a>	
2	<a href="chromeextension://efaidnbmnnnibpcajpcgclefindmkaj/https://www.bbau.ac.in/dept/UIET/EMER601%20Operation%20Research%20Queuing%20theory.pdf">chromeextension://efaidnbmnnnibpcajpcgclefindmkaj/https://www.bbau.ac.in/dept/UIET/EMER601%20Operation%20Research%20Queuing%20theory.pdf</a>	
3	<a href="https://www.onlinemathlearning.com">https://www.onlinemathlearning.com</a> › linear-programming-example	
4	<a href="https://www.kellogg.northwestern.edu">https://www.kellogg.northwestern.edu</a> › weber › Notes_6_Decision_trees	
5	<a href="http://www.pondiuni.edu.in">www.pondiuni.edu.in</a> › sites › default › files	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
	Total	100 Marks

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 SYLLABUS WITH EFFECT FROM 2023-2024

<b>Methods of Assessment</b>	
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

**Mapping with program outcomes**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>
<b>CO1</b>	S	S	M	M	M	S	M	S
<b>CO2</b>	S	S	M	M	S	S	M	S
<b>CO3</b>	S	S	M	M	S	S	M	S
<b>CO4</b>	S	S	M	M	M	S	M	S
<b>CO5</b>	S	S	M	M	M	S	M	S

**CO-PO Mapping (Course Articulation Matrix)**

**Level of Correlation between PSO's and CO's**

<b>CO /PO</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>	<b>PSO5</b>
<b>CO1</b>	3	3	3	3	3
<b>CO2</b>	3	3	3	3	3
<b>CO3</b>	3	3	3	3	3
<b>CO4</b>	3	3	3	3	3
<b>CO5</b>	3	3	3	3	3
<b>Weightage</b>	15	15	15	15	15
<b>Weighted percentage of Course Contribution to PO's</b>	3.0	3.0	3.0	3.0	3.0



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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>350E5A</b>	<b>DIGITAL MARKETING</b>	Specific Elective	Y	-	-	-	3	4	25	75	100
<b>Learning Objectives</b>											
CLO1	To provide basic knowledge about digital marketing.										
CLO2	To understand and develop various digital marketing tools used for business.										
CLO3	To know the digital analytics and measurement tools used for digital marketing.										
CLO4	To familiarise online and Social media marketing										
CLO5	To Understand various data analytics and measurement tools in digital marketing										
UNIT	Details							No. of Hours	Learning Objectives		
I	Introduction to Digital Marketing – Origin & Development of Digital Marketing – Traditional vs Digital Marketing – Opportunities & Challenges- Online Marketing Mix – Digital Advertising Market in India. 6M Framework – ASCOR & POEM Digital Marketing framework.							12	CLO1		
II	Content Marketing – Content creation process – Content pillar - Types – A/B Testing – Display Advertising – Search Engine Marketing –Search Engine Optimization (On page & Off page optimization) - Email Marketing, – Mobile Marketing.							12	CLO2		
III	Social Media Marketing: Building successful social media digital strategy – Piggy bank theory – Personal branding in social media – Crowd sourcing – Lead generation & sales in social media.							12	CLO4		
IV	Online Reputation Management: Social commerce: Ratings & Reviews -Word of Mouth- User generated content – Co-Marketing – Affiliate Marketing - Influencer Marketing.							12	CLO5		
V	Digital Analytics & Measurement: Importance of Analytics in digital space – Data capturing in online space – Types – Tracking Mechanism – Google							12	CLO3		

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	Analytics structure – Conversion tracking – Digital Engagement funnel; Define – Key performance indicator(s) (KPIs) – Ad words & Display Networks. Overview – Applications of Sentiment analysis & Text Mining; Measuring campaign effectiveness – ROI (Return on Investment) & CLV (Customer life term value)		
	<b>Total</b>	<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Discuss digital marketing and its framework	PO1, PO2, PO7, PO8	
<b>CO2</b>	Identify, use appropriately and explain digital marketing tools	PO1, PO2, PO4, PO6, PO7, PO8	
<b>CO3</b>	Explain social media marketing and crowd sourcing	PO1, PO2, PO4, PO6, PO7, PO8	
<b>CO4</b>	Discuss online reputation management and its influence	PO1, PO2, PO6, PO7, PO8	
<b>CO5</b>	Identify the various data analytics and measurement tools in digital marketing	PO1, PO2, PO6, PO7, PO8	
<b>Reading List</b>			
1.	Journal of Digital & Social Media Marketing		
2.	International Journal of Internet Marketing and Advertising		
3.	Understanding Digital Marketing, Damian ryan,4 <sup>th</sup> Edition 2017 publisher: Korgan page limited USA		
4.	Digital Marketing current trends ,vandanahuja,7 <sup>th</sup> edition2015 Oxford University press ,Chennai		
5.	Digital Marketing essentials you always wanted to know,7 <sup>th</sup> edition2012,Vibrant publishers USA		

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION

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<b>References Books</b>		
1.	Ian Dodson, The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns, Wiley Publications, First Edition, 2016.	
2.	Nitin C Kamat & Chinmay Nitin Kamat, Digital Social Media Marketing, Himalaya Publishing House, 2018.	
3.	Philip Kotler, Marketing 4.0, Moving from Traditional to Digital, Wiley Publications, 2017.	
4.	VandhanaAhuja, Digital Marketing, Oxford University Press, 2015.	
5.	Romi Sainy, Rajendra Nargundhkar, Digital Marketing Cases from India, Notion Press, Incorporated, 2018.	
<b>Web Resources</b>		
1	<a href="https://www.soravjain.com/ebook/ebook.pdf">https://www.soravjain.com/ebook/ebook.pdf</a>	
2	<a href="https://testbook.com/digital-marketing/digital-marketing-course-syllabus-and-content-for-beginners">https://testbook.com/digital-marketing/digital-marketing-course-syllabus-and-content-for-beginners</a>	
3	<a href="https://www.optron.in/blog/digital-marketing/">https://www.optron.in/blog/digital-marketing/</a>	
4	<a href="https://www.tutorialsduniya.com/notes/digital-marketing-notes">https://www.tutorialsduniya.com/notes/digital-marketing-notes</a>	
5	<a href="https://digitalmarketinginstitute.com/resources/ebooks">https://digitalmarketinginstitute.com/resources/ebooks</a>	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminar	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, suggest formulae, solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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**Mapping with program outcomes**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>
<b>CO1</b>	M	M	S	S	S	S	S	M
<b>CO2</b>	M	M	S	M	S	M	S	M
<b>CO3</b>	M	M	S	M	S	M	S	M
<b>CO4</b>	M	M	S	S	S	M	S	M
<b>CO5</b>	M	M	S	S	S	M	S	M

**CO-PO Mapping (Course Articulation Matrix)**

**Level of Correlation between PSO's and CO's**

<b>CO /PO</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>	<b>PSO5</b>
<b>CO1</b>	3	3	3	3	3
<b>CO2</b>	3	3	3	3	3
<b>CO3</b>	3	3	3	3	3
<b>CO4</b>	3	3	3	3	3
<b>CO5</b>	3	3	3	3	3
<b>Weightage</b>	15	15	15	15	15
<b>Weighted percentage of Course Contribution to PO's</b>	3.0	3.0	3.0	3.0	3.0

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>350E5B</b>	<b>INDUSTRIAL RELATIONS</b>	Specific Elective	Y	-	-	-	3	4	25	75	100
<b>Learning Objectives</b>											
CLO1	To educate about the Industrial legislation in India.										
CLO2	To provide knowledge about maintaining harmonious relations in India and to resolve disputes, handling grievances etc.,										
CLO3	To know about Labor Legislation										
CLO4	To provide knowledge about the Councils and Collective Bargaining										
CLO5	To educate about Trade Unions										
UNIT	Details							No. of Hours	Learning Objectives		
I	Industrial Relations: Origin, Definition, Scope, Role, Objectives, Factors, Participants & Importance of IR. Approaches to Industrial relations. System of IR in India.							12	CLO1		
II	Industrial Dispute: Causes and Consequences, Strikes – Lockouts, Lay Off, Retrenchment, Transfer & Closure - Settlement of Disputes – Machinery – Negotiation, Conciliation, Meditation, Arbitration and Adjudication. Grievance: Causes & Redressal Procedure, Standing Orders							12	CLO2		
III	Labor Legislation: Factories Act 1948, Employee state insurance act 1948, Employee Compensation act 1923 ,Payment of wages act,1936, Payment of Bonus act,1965, Employee Provident Fund and Miscellaneous Provisions Act 1952 , Payment of Gratuity act,1972							12	CLO3		
IV	Workers' participation in management: Structure, Scope, Works Committee, Joint Management Council & Shop Council. Pre-Requisites for Successful Participation. Collective Bargaining: Definition, Meaning, Types, Process & Importance.							12	CLO4		
V	Trade Unions – Growth – Economic, Social and Political Conditions - Objectives-Structures, Types and Functions, Social							12	CLO5		
<b>Total</b>							<b>60</b>				

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<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>
<b>CO1</b>	Understand the role and importance of Industrial Relations	PO1,PO2,PO6.PO8
<b>CO2</b>	Understanding the concepts of industrial Disputes and settlement.	PO1, PO2,PO4,PO5, PO6
<b>CO3</b>	Understanding the concepts of Labour legislation.	PO1, PO2, PO3,PO6.PO7
<b>CO4</b>	Identifying the concepts of Workers Participation in Management	PO1,PO2,PO4, PO5,PO6
<b>CO5</b>	Understanding the concepts of Trade Union	PO1, PO2, PO4, PO5
<b>Reference Books</b>		
1.	Pradeep Kumar; Personnel Management and Industrial Relations, Kedarnath Ramnath and Company, 2018	
2.	<u>Gupta CB (Dr), Kapoor N.D., Tripathi PC</u> ; Industrial Relations and Labour Laws, Sultan Chand and Sons, 2020.	
3.	Chris Hall; Trade Union and its State, Princeton University, 2017	
4.	S C Shrivastava, Industrial Relations & Labour Laws, Vikas Publishing, 2022	
5.	R C Sharma; Industrial Relation and Labour Legislation, PHL learning Pvt ltd, 2016	
<b>Text Books</b>		
1	Dr. CB. Mamoria, Satish Mamoria, P Subba Rao, Dynamics of Industrial Relations, Himalaya Publishing house, 16 e, 2022	
2	Arun Monappa, Industrial Relations & Labour laws, Tata McGraw Hill, 2012	
3	C S Venkata Ratnam, Manoranjan Dhal, Industrial Relations, Oxford, 2 <sup>nd</sup> Edition	
4	A M Sharma, Industrial Relations and Labour Laws, HPH, Revised Edition	
5	P R N Sinha, Indu Bala Dinha, Seema Priyadarshini Shekhar, Industrial Relations, Trade Unions and Labour Legislation, Pearson, 3e	
<b>Web Resources</b>		
1.	<a href="https://labour.gov.in/industrial-relations">https://labour.gov.in/industrial-relations</a>	
2.	<a href="https://www.srcc.edu/e-resources?field_e_resources_tid=447">https://www.srcc.edu/e-resources?field_e_resources_tid=447</a>	
3.	<a href="https://labourcommissioner.assam.gov.in/portlet-innerpage/what-is-a-trade-union">https://labourcommissioner.assam.gov.in/portlet-innerpage/what-is-a-trade-union</a>	
4.	<a href="https://theintactone.com/2022/08/17/joint-management-councils/">https://theintactone.com/2022/08/17/joint-management-councils/</a>	
5.	<a href="https://labourlawreporter.com/">https://labourlawreporter.com/</a>	

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<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminar	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

### Mapping with program outcomes

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>
<b>CO1</b>	S	S	M	M	M	M	M	M
<b>CO2</b>	S	S	M	M	S	M	M	S
<b>CO3</b>	M	M	S	M	M	S	S	M
<b>CO4</b>	S	S	S	M	S	M	M	S
<b>CO5</b>	S	M	M	M	S	S	M	S

**S-Strong      M-Medium      L-Low**

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**CO-PO Mapping (Course Articulation Matrix)**

**Level of Correlation between PSO's and CO's**

	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>
<b>CO 1</b>	3	3	3	3	3
<b>CO 2</b>	3	3	3	3	3
<b>CO 3</b>	3	3	2	3	3
<b>CO 4</b>	3	3	3	3	3
<b>CO 5</b>	3	3	3	3	3
<b>Weightage</b>	15	15	14	15	15
<b>Weighted percentage of Course Contribution to Pos</b>	3.0	3.0	2.8	3.0	3.0



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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>350E5C</b>	<b>FINANCIAL SERVICES</b>	Specific Elective	Y	-	-	-	3	4	25	75	100
<b>Learning Objectives</b>											
CLO1	Understand the types of financial services and its environment										
CLO2	Recognize role and functions of merchant banker and capital market										
CLO3	Compare and contrast factoring, leasing, hire purchase and consumer Finance										
CLO4	Understand Consumer Finance, Venture capital and credit rating										
CLO5	Understand mutual funds and its functions										
UNIT	Details							No. of Hours	Learning Objectives		
I	Meaning and importance of financial services – Types of financial services – Financial services and economic and technological environment – Players in Financial Services Sector. Financial Environment; Financial System-RBI, Commercial Banks; Financial Institutions-National Stock Exchange; Non-Banking Financial Companies (NBFCs)							12	CLO1		
II	Merchant Banking – Functions – Issue management – Managing of new issues – Underwriting – Capital market – Stock Exchange – Role of SEBI							12	CLO2		
III	Leasing and Hire purchase – Concepts and features – Types of lease Accounts. Factoring – Functions of Factor							12	CLO3		
IV	Venture Capital – Credit Rating – Consumer Finance							12	CLO4		
V	Mutual Funds: Meaning – Types – Functions – Advantages. Introduction to digital payments- crypto currency.							12	CLO5		
								<b>60</b>			
Course Outcomes	On Completion of the course the students will							Program Outcomes			
CO1	List types of financial services and their role							PO1,PO2,PO6			

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<b>CO2</b>	Recognize role and functions of merchant banker and capital market	PO1, PO2, PO3, PO4, PO6
<b>CO3</b>	Compare and contrast factoring, leasing, hire purchase and consumer Finance	PO1, PO2, PO3 , PO6
<b>CO4</b>	Understand Consumer Finance, Venture capital and credit rating	PO2, PO6, PO8
<b>CO5</b>	Understand mutual funds and its functions	PO 2
<b>Reading List</b>		
1.	Management of Banking and financial services by Padmalathasuresh and Justin Paul	
2.	Financial Services By ThmmuluriSiddaiah	
3.	Financial Services By Kevin D Peterson	
4.	Financial markets and services By E.Gordon and K.Natarajan	
5.	Financial services and Markets By DrPunithavathypandian	
<b>References Books</b>		
1.	1. Financial Services –M.Y.Khan	
2.	2. Financial Services –B.Santhanam	
3.	3. Law of Insurance – Dr.M.N.Mishra	
4.	4. Indian Financial System – H.r.Machiraju	
5.	5. A Review of current Banking Theory and Practice – S.K.Basu.	
<b>Web Resources</b>		
1.	<a href="http://vskub.ac.in/wp-content/uploads/2020/04/FINANCIAL-SERVICES-6th-Sem.pdf">http://vskub.ac.in/wp-content/uploads/2020/04/FINANCIAL-SERVICES-6th-Sem.pdf</a>	
2.	<a href="http://kamarajcollege.ac.in/Department/BBA/II%20Year/e003%20Core%2011%20-%20Financial%20Services%20-%20IV%20Sem.pdf">http://kamarajcollege.ac.in/Department/BBA/II%20Year/e003%20Core%2011%20-%20Financial%20Services%20-%20IV%20Sem.pdf</a>	
3.	<a href="https://academyfinancial.org/journal">https://academyfinancial.org/journal</a>	
4.	Financial Remedies Journal	
5.	<a href="https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA1403.pdf">https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA1403.pdf</a>	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
	Total	100 Marks

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

<b>Methods of Assessment</b>	
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

### Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	M	M	M	M	S	S	M	M
<b>CO 2</b>	M	M	M	M	M	S	M	S
<b>CO 3</b>	S	S	M	M	M	M	M	S
<b>CO 4</b>	S	S	M	M	S	M	M	M
<b>CO 5</b>	S	S	M	M	M	M	M	M

**S-Strong    M-Medium    L-Low**

### CO-PO Mapping (Course Articulation Matrix)

#### Level of Correlation between PSO's and CO's

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
<b>CO 1</b>	3	3	3	3	3
<b>CO 2</b>	3	3	3	3	2
<b>CO 3</b>	3	3	3	3	3
<b>CO 4</b>	3	3	3	3	3
<b>CO 5</b>	3	3	3	3	3
<b>Weightage</b>	15	15	15	15	14
<b>Weighted percentage of Course Contribution to Pos</b>	3.0	3.0	3.0	3.0	2.8

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>350E5D</b>	<b>MANAGEMENT INFORMATION SYSTEM</b>	Core	Y	-	-	-	4	5	25	75	100
<b>Learning Objectives</b>											
CLO1	Understand MIS in decision making										
CLO2	Explain MIS, its structure and role in management functions										
CLO3	Classify & discuss information system categories, Database Management systems										
CLO4	Discuss SDLC and functional information system categories										
CLO5	Outline functions of BPO, Data mining and the recent trends in information management										
UNIT	Details							No. of Hours	Learning Objectives		
I	Definition of Management Information System - MIS support for planning, Organizing and controlling - Structure of MIS - Information for decision -making. - Ethical issues							12	CLO1		
II	Concept of System - Characteristics of System - Systems classification - Categories of Information Systems - Strategic information system and competitive advantage							12	CLO2		
III	Computers and Information Processing - Classification of computer - Input Devices – Output devices - Storage devices, - Batch and online processing. Hardware - Software. Database management Systems.							12	CLO3		
IV	System Analysis and design - SDLC - Role of System Analyst - Functional Information system - Personnel, production, material, marketing.							12	CLO4		
V	Decision Support Systems - Business Process Outsourcing - Definition and function - Introduction to business analytics & relevance of big data.							12	CLO5		
								<b>60</b>			

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<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On Completion of the course the students will	<b>Program Outcomes</b>
<b>CO1</b>	Understand MIS in decision making	PO1, PO4, PO5, PO7, PO8
<b>CO2</b>	Explain MIS, its structure and role in management functions	PO1, PO4, PO5, PO7
<b>CO3</b>	Classify & discuss information system categories, Database Management systems	PO2, PO5, PO6, PO7, PO8
<b>CO4</b>	Discuss SDLC and functional information system categories	PO1, PO4, PO5, PO7
<b>CO5</b>	Outline functions of BPO, Data mining and the recent trends in information management	PO2, PO3, PO4, PO6, PO7, PO8
<b>Reading List</b>		
1.	Management Information Systems: Conceptual Foundations, Structure & Development by Davis, Olson, M. 2nd edition Tata McGraw Hill (TMH) Publications India	
2.	Dr. S.P. Rajagopalan, "Management Information Systems and EDP ", Margham Publications , Chennai.	
3	Management Information System by Jawadekar, Tata McGraw hill Publication, 2 <sup>nd</sup> Edition	
4	Management Information System by Ozz Effy	
5	Sadagopan, "Management Information Systems" - Prentice- Hall of India	
<b>References Books</b>		
1.	Mudrick& Ross, "Management Information Systems", Prentice - Hall of India.	
2.	Management Information System by Concise study by Kelkhar S A	
3.	CSV Murthy -"Management Information Systems" Himalaya publishing House.	
4.	Michael Alexander (2014) Business Intelligence Tools for Excel Analysts	
5	Management Information System by Oka MM	
<b>Web Resources</b>		
1.	<a href="https://www.tutorialspoint.com/management_information_system/management_information_system.htm">https://www.tutorialspoint.com/management_information_system/management_information_system.htm</a>	
2.	<a href="http://tumkuruniversity.ac.in/oc_ug/comm/notes/MIS.pdf">http://tumkuruniversity.ac.in/oc_ug/comm/notes/MIS.pdf</a>	
3	JMIS - Journal of Management Information Systems (jmis-web.org)	
4	Management Information Systems Quarterly   AIS Affiliated Journals   Association for Information Systems (aisnet.org)	
5	<a href="https://nitsri.ac.in/Department/Electronics%20&amp;%20Communication%20Engineering/MIS-Notes">https://nitsri.ac.in/Department/Electronics%20&amp;%20Communication%20Engineering/MIS-Notes</a>	

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<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

### Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	S	M	M	M	S	S	S	M
<b>CO 2</b>	S	M	M	M	S	S	S	M
<b>CO 3</b>	M	M	M	M	M	M	S	M
<b>CO 4</b>	S	S	M	M	M	S	S	M
<b>CO 5</b>	S	M	M	M	S	S	S	M

**S-Strong      M-Medium      L-Low**

### **CO-PO Mapping (Course Articulation Matrix) Level of Correlation between PSO's and CO's**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
<b>CO 1</b>	3	3	3	3	3
<b>CO 2</b>	3	3	2	3	3
<b>CO 3</b>	3	3	3	3	3
<b>CO 4</b>	2	3	3	3	3
<b>CO 5</b>	3	3	3	3	3
<b>Weightage</b>	14	15	14	15	15
<b>Weighted percentage of Course Contribution to Pos</b>	2.8	3.0	2.8	3	3.0

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
350E5E	Merchandising Management	Elective	Y	-	-	-	3	5	25	75	100
<b>Learning Objectives</b>											
CLO1	To understand general concepts of merchandising										
CLO2	To learn how to receive, present and maintain merchandise.										
CLO3	To understand and apply merchandise pricing strategies.										
CLO4	To understand the process of pricing and methods of evaluating merchandise performance										
CLO5	To gain insights on visual merchandising										
UNIT	Details								No. of Hours	Learning Objectives	
I	Merchandising — meaning — concept — factors affecting merchandising function — merchandise manager functions — merchandise mix — components of merchandise management — merchandise strategies								12	CLO1	
II	Merchandise Planning — steps involved — merchandise control — assortment planning — merchandising stages								12	CLO2	
III	Merchandise buying — types — sources of supply — identifying and contracting - evaluating sources- branding strategies — category management								12	CLO3	
IV	Merchandise performance — retail pricing — merchandise allocation — analysing merchandise performance — methods.								12	CLO4	
V	Visual Merchandising — types of display — display planning — methods of display — Exterior and interior display — space management — planning lay out								12	CLO5	
<b>Total</b>								<b>60</b>			
<b>Course Outcomes</b>											
Course Outcomes	On completion of this course, students will;								Program Outcomes		
CO1	To understand the basic concepts of merchandise management								PO1, PO2		
CO2	To be able to develop a merchandise plan								PO1, PO2, PO6		
CO3	To understand merchandise flow in the shop floor								PO1, PO2, PO4		
CO4	To evaluate the process of pricing, price changes and planogram								PO1, PO2, PO6, PO7		
CO5	To analyse the impact of visual merchandising								PO2, PO3, PO5, PO6, PO8		

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<b>Text Books</b>		
1.	<u>John Donnellan</u> - Merchandise Buying and Management- <u>Bloomsbury Academic</u> - 2013	
2.	<u>James Topps, Glenn Taylor</u> - Managing the Retail Supply Chain- <u>Kogan Page</u> - 2018	
3	Merchandise Buying and Management- John Donnellan- Fairchild Books and Visuals- 2013	
4	Retail Management- An Effective Management Strategy for Retail Store Managers- <u>Nestfame Creations Pvt. Ltd.</u> - 2019	
5	Berman- Retail Management: A Strategic Approach- <u>Pearson Education</u> - 2007	
<b>References Books</b>		
1	Chetan Bajaj and Ranjith — Retail Management — Oxford University Press, Second Edition, 2005	
2	Gillespie Hecht and Lebowitz — Retail Business Management, McGraw Hill Book Company, Third Edition, 2002	
3	James Rogden, Denise T.Ogden - Integrated Retail Management, Wiley Pvt Ltd, 2005	
4	Gibson G Vedamani — Retail Management — Functional Principles and Practice, Jaico Publishing House, Second Edition, 2004	
<b>Web Resources</b>		
1	<a href="https://onlinecourses.swayam2.ac.in/imb19_mg02/preview">https://onlinecourses.swayam2.ac.in/imb19_mg02/preview</a>	
2	<a href="https://www.tutorialspoint.com/retail_management/merchandise_management.htm">https://www.tutorialspoint.com/retail_management/merchandise_management.htm</a>	
3	<a href="https://indiafreenotes.com/merchandise-management-concept-types-of-merchandise-principles-of-merchandising/">https://indiafreenotes.com/merchandise-management-concept-types-of-merchandise-principles-of-merchandising/</a>	
4	<a href="https://ca.indeed.com/career-advice/career-development/merchandising-management">https://ca.indeed.com/career-advice/career-development/merchandising-management</a>	
5	<a href="https://www.wallstreetmojo.com/merchandising/">https://www.wallstreetmojo.com/merchandising/</a>	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	
	Assignments	
	Seminar	
	Attendance and Class Participation	
		25 Marks
<b>External Evaluation</b>	End Semester Examination	
		75 Marks
		Total
		100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	



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**Mapping with program outcomes**

	<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>CO 1</b>	S	M	M	M	M	S	M	S
<b>CO 2</b>	S	S	M	M	S	S	M	S
<b>CO 3</b>	S	S	M	M	M	S	M	S
<b>CO 4</b>	S	S	M	M	M	S	M	S
<b>CO 5</b>	S	S	M	M	M	S	M	S

**S-Strong    M-Medium    L-Low**

**CO-PO Mapping (Course Articulation Matrix)**  
**Level of Correlation between PSO's and CO's**

	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>
<b>CO 1</b>	3	3	3	3	3
<b>CO 2</b>	3	3	3	3	3
<b>CO 3</b>	3	3	2	3	3
<b>CO 4</b>	3	3	3	3	3
<b>CO 5</b>	3	3	3	3	3
<b>Weightage</b>	15	15	14	15	15
<b>Weighted percentage of Course Contribution to Pos</b>	3.0	3.0	2.8	3.0	3.0

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>350E5F</b>	<b>Total Quality Management</b>	Elective	Y	-	-	-	3	5	25	75	100
<b>Learning Objectives</b>											
CLO1	To understand the concept of Quality										
CLO2	To understand the Implication of Quality on Business										
CLO3	To Implement Quality Implementation Programs										
CLO4	To have exposure to challenges in Quality Improvement Programs										
CLO5	To understand the need of ISO										
UNIT	Details							No. of Hours	Learning Objectives		
I	Definition of Quality, Dimensions of Quality, Quality costs, Top Management Commitment, Quality Council, Quality Statements, Barrier to TQM Implementation, Contributions of Deming, Juran and Crosby, Team Balancing							15	CLO1		
II	Customer satisfaction – Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Continuous Process Improvement, 5S, Kaizen, Just-In-Time and TPS							15	CLO2		
III	The seven tools of quality, New seven Management tools, Statistical Fundamentals – Measures of central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts for variables and attributes, Concept of six sigma							15	CLO3		
IV	Quality Policy Deployment (QPD), Quality Function Deployment (QFD), Benchmarking, Taguchi Quality Loss Function, Total Productive Maintenance (TPM), FMEA							15	CLO4		
V	Need for ISO 9000 and Other Quality Systems, ISO 9001:2008 Quality System – Elements, Implementation of Quality System, Documentation, Quality Auditing, ISO 14001:2004							15	CLO5		
<b>Total</b>								<b>75</b>			

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<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>
<b>CO1</b>	To understand the concept of Quality	PO1,PO2,PO4,PO5, PO7
<b>CO2</b>	To understand the Implication of Quality on Business	PO1,PO2,PO4,PO5, PO7,PO8
<b>CO3</b>	To Implement Quality Implementation Programs	PO1,PO2,PO4,PO5, PO7,PO8
<b>CO4</b>	to have exposure to challenges in Quality Improvement Programs	PO1,PO2,PO4,PO5, PO6,PO7,PO8
<b>CO5</b>	To understand the need of ISO	PO4,PO5,PO6,PO7, PO8
<b>Reading list</b>		
1.	Dale H. Besterfield et al, Total Quality Management, Third edition, Pearson Education (First Indian Reprints 2004).	
2.	ShridharaBhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2002	
3	Poornima m Charantimath , Total Quality Management, Pearson	
4	Dr.S. Rajaram and Dr. M.Sivakumar, Total Quality Management, Dream tech	
5	Joel E. Ross,Total Quality Management, Text, Cases and Readings, third edition, Taylor & Francis Ltd.	
<b>Reference Books</b>		
1.	Vijayan V and Ramakrishnan H, Total Quality Management, S.Chand	
2.	Suganthi L, Samuel A Anand , Total quality management, PHI Learning	
3.	Dr.Kiran, Total Quality Management: An Integrated Approach, B S Publica	
4.	KiritharanGana, Total Quality Management, A system to implement	
5.	Mitra, A. (2016). Fundamentals of quality control and improvement. John Wiley & Sons.	
<b>Web Resources</b>		
1	<a href="https://www.investopedia.com/terms/t/total-quality-management-tqm.asp">https://www.investopedia.com/terms/t/total-quality-management-tqm.asp</a>	
2	<a href="https://www.google.com/search?q=total+quality+management+syllabus+aktu&amp;rlz=1C1RXQR_enIN973IN973&amp;oq=TOTAL+QUALITY+MANAGEMENT+SYLLABUS&amp;aqs=chrome..69l67j0j7&amp;sourceid=chrome&amp;ie=UTF-8#fpstate=ive&amp;vld=cid:bab8469f,vid:3sdKmMhvBi4">https://www.google.com/search?q=total+quality+management+syllabus+aktu&amp;rlz=1C1RXQR_enIN973IN973&amp;oq=TOTAL+QUALITY+MANAGEMENT+SYLLABUS&amp;aqs=chrome..69l67j0j7&amp;sourceid=chrome&amp;ie=UTF-8#fpstate=ive&amp;vld=cid:bab8469f,vid:3sdKmMhvBi4</a>	
3	<a href="https://kanchiuniv.ac.in/coursematerials/ECE_COURSE_MATERIAL_ODD%20SEMESTER/ECE_COURSE%20MATERIAL_ODD%20SEMESTER/Mrs.V.UMA_TOTAL%20QUALITY%20MANAGEMENT.pdf">https://kanchiuniv.ac.in/coursematerials/ECE_COURSE_MATERIAL_ODD%20SEMESTER/ECE_COURSE%20MATERIAL_ODD%20SEMESTER/Mrs.V.UMA_TOTAL%20QUALITY%20MANAGEMENT.pdf</a>	
4	<a href="https://oms.bdu.ac.in/ec/admin/contents/160_P16MBA18_2020051812512021.pdf">https://oms.bdu.ac.in/ec/admin/contents/160_P16MBA18_2020051812512021.pdf</a>	
5	<a href="http://ebooks.lpude.in/management/mba/term_4/DMGT524_TOTAL_QUALITY_MANAGEMENT.pdf">http://ebooks.lpude.in/management/mba/term_4/DMGT524_TOTAL_QUALITY_MANAGEMENT.pdf</a>	

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<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminar	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

### Mapping with program outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>CO1</b>	S	S	M	S	S	M	S	M
<b>CO2</b>	S	S	M	S	S	M	S	S
<b>CO3</b>	S	S	M	S	S	M	S	M
<b>CO4</b>	S	S	M	S	S	M	S	M
<b>CO5</b>	M	M	M	S	S	S	S	M

### **CO-PO Mapping (Course Articulation Matrix)**

Level of Correlation between PSO's and CO's

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5
<b>CO1</b>	3	3	3	3	3
<b>CO2</b>	3	3	3	3	3
<b>CO3</b>	3	3	3	3	3
<b>CO4</b>	3	3	3	3	3
<b>CO5</b>	3	3	3	3	3
<b>Weightage</b>	15	15	15	15	15
<b>Weighted percentage of Course Contribution to PO's</b>	3.0	3.0	3.0	3.0	3.0

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>350E6A</b>	<b>CONSUMER BEHAVIOR</b>	Specific Elective	Y	-	-	-	3	5	25	75	100
<b>Learning Objectives</b>											
CLO1	Understand the different concepts relating to nature, scope and application of consumer behavior										
CLO2	Understand the various internal influences on consumer behavior										
CLO3	Comprehend the various psychological factors that shape the behavior and actions of the consumer in the global market.										
CLO4	Learn about the various external influences on consumer behavior										
CLO5	Understand the process of human decision making in a marketing context.										
UNIT	Details							No. of Hours	Learning Objectives		
I	Introduction to Consumer Behavior: Nature, scope & application; Importance of consumer behavior in marketing decisions; characteristics of consumer behavior; role of consumer research; consumer behavior interdisciplinary approach; Introduction to Industrial Buying Behavior; Market Segmentation, VALS 2 segmentation profile. E-Buying Behavior, The E-Buyer vis-à-vis the Brick-and mortar Buyer, Influences on E-Buying							15	CLO1		
II	Internal Influences on Consumer Behavior: Consumer Needs & Motivation: Characteristics of motivation, arousal of motives; theories of needs & motivation-Maslow's hierarchy of needs, McClelland's APA theory. Types of involvement.							15	CLO2		
III	Consumer Personality- theories of personality- Freudian theory, Jungian theory, Trait theory; Theory of self-images; Role of self-consciousness. Consumer Perception: Perceptual Process- selection, organization & interpretation. Learning & Consumer Involvement: learning theories- classical conditioning, instrumental conditioning, cognitive learning; involvement theory. Consumer Attitudes: Formation of attitudes; functions performed by attitudes; attitude towards advertisement model							15	CLO3		
IV	External Influences on Consumer Behavior: Group Dynamics & consumer reference groups: Different types of							15	CLO4		

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	reference groups; Family & Consumer Behavior: Consumer socialization process; consumer roles within a family; purchase influences and role played by children; family life cycle. Social Class & Consumer behavior: Determinants of social class; introduction to sub-cultural & cross-cultural influences. Opinion Leadership Process.		
V	Consumer Decision Making: Diffusion of Innovation: Definition of innovation -resistance to innovation; Consumer Decision making process: problem recognition; pre-purchase search influences; information evaluation; purchase decision; post-purchase evaluation	15	CLO5
	<b>Total</b>	<b>75</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Explain the concept of Consumer Behaviour& describe Consumer research process in detail.	PO4	
<b>CO2</b>	Interpret psychological and environmental influences that are relevant for understanding consumer behaviour.	PO2, PO3, PO4, PO6	
<b>CO3</b>	Analyze the consumer decision process.	PO6, PO8, PO2	
<b>CO4</b>	Assess the impact of consumer's motivation, personality on the buying behaviour.	PO6,PO8	
<b>CO5</b>	Determine customer satisfaction and consequent post purchase behavior	PO3, PO1, PO2	
<b>Text Books</b>			
1.	Consumer Behaviour – Satish K Batra, S H HKazmi		
2.	Consumer Behaviour in Indian Context – K KSrivastava, SujataKhandai		
3.	Consumer Behaviour- Suja Nair – Himalaya Publishers. Assael: Consumer Behaviour, 6e Thomson 2006		
4.	Henry Assael, Consumer Behaviour and Marketing Action (2001) Cengage Learning		
5.	Leon G Schiffman, Joseph WesenBlit, S. Ramesh Kumar; Consumer Behavior, Pearson Publication, 11th Edition, 2015		
<b>References Books</b>			
1.	Schiffman L. G., Wisenblit J. and Kumar S.R. Consumer Behaviour. Pearson Education India.		
2.	Blackwell, R.D., Miniard, P.W., & Engel, J. F. Consumer Behaviour. Cengage India Private Limited		
3.	Sarkar A Problems of Consumer Behaviour in India, Discovery Publishing House New Delhi		

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4.	Anita Ghatak, Consumer Behaviour in India, D K Agencies (P) Ltd New Delhi	
5.	David L. Louden and Albert J Della Bitta, Consumer Behavior, McGraw Hill, New Delhi 2002.	
<b>Web Resources</b>		
1.	<a href="https://www.economicdiscussion.net/consumer-behaviour/factors-influencing-consumer-behaviour-top-9-factors-with-examples/31457">https://www.economicdiscussion.net/consumer-behaviour/factors-influencing-consumer-behaviour-top-9-factors-with-examples/31457</a>	
2.	<a href="https://issuu.com/thenappanganesen/docs/e-book_consumer_behaviour_11th_edition">https://issuu.com/thenappanganesen/docs/e-book_consumer_behaviour_11th_edition</a>	
3.	<a href="https://www.youtube.com/watch?v=ssexfXwoeuc&amp;list=PLGqT-zAqQhjQ3NAgn9jcA18W5hPFeeuDr">https://www.youtube.com/watch?v=ssexfXwoeuc&amp;list=PLGqT-zAqQhjQ3NAgn9jcA18W5hPFeeuDr</a>	
4.	<a href="https://www.ebookbou.edu.bd/Books/Text/SOB/MBA/mba_4321/Unit-01.pdf">https://www.ebookbou.edu.bd/Books/Text/SOB/MBA/mba_4321/Unit-01.pdf</a>	
5.	<a href="https://www.iedunote.com/attitude-and-consumer-behavior">https://www.iedunote.com/attitude-and-consumer-behavior</a>	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminar	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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**Mapping with program outcomes**

	<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>CO 1</b>	M	M	M	S	M	M	M	M
<b>CO 2</b>	M	S	S	S	M	S	M	M
<b>CO 3</b>	M	S	M	M	M	S	M	S
<b>CO 4</b>	M	M	M	M	M	S	M	S
<b>CO 5</b>	S	S	S	M	M	M	M	M

**S-Strong    M-Medium    L-Low**

**CO-PO Mapping (Course Articulation Matrix)**

**Level of Correlation between PSO's and CO's**

<b>CO/POS</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>
<b>CO 1</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>CO 2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>CO 3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>CO 4</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>CO 5</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Weightage</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
<b>Weighted Percentage of Course Contribution to PSO</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>



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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>350E6E</b>	<b>E-BUSINESS</b>	Specific Elective	Y	-	-	-	3	5	25	75	100
<b>Learning Objectives</b>											
CLO1	To understand the basic concepts of electronic business.										
CLO2	To identify web-based tools.										
CLO3	To examine the security threats to e-business.										
CLO4	To discuss the strategies on marketing.										
CLO5	To analyze the business plan for e-business.										
UNIT	Details							No. of Hours	Learning Objectives		
I	Introduction to electronic business - meaning - value chains - the Internet and the web - infrastructure for e-business							15	CLO1		
II	Web based tools for e - business - e - business software - overview of packages							15	CLO2		
III	Security threats to e - business - implementing security for e - commerce and electronic payment systems.							15	CLO3		
IV	Strategies for marketing, sales and promotion - B2C and strategies for purchasing and support activities - B2B - web auction virtual - web portals							15	CLO4		
V	The environment of e-business - international - legal ethical - tax issues - business plan for implementing e-business							15	CLO5		
<b>Total</b>							<b>75</b>				
<b>Course Outcomes</b>											
Course Outcomes	On completion of this course, students will;										
<b>CO1</b>	To define and understand the basic concepts of business done through web							PO2, PO6, PO7			
<b>CO2</b>	To Examine and apply web tools in real-time business situations.							PO2, PO5, PO6, PO7			
<b>CO3</b>	To analyze the security threats in e-business.							PO6, PO7, PO8			
<b>CO4</b>	To evaluate strategies for marketing.							PO2, PO4, PO7			
<b>CO5</b>	To prepare the environment for e-business.							PO1, PO2, PO4, PO7, PO8			

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<b>Text Books</b>			
1.	Garry P Schneider and James T Perry - Electronic Commerce, Course technology, Thomson Learning, 2000		
2.	Diwan, Prag and Sunil Sharma - E-Commerce - Managers guide to E-Business		
3.	Kosivr, David - Understanding E-Commerce		
4.	Turban, Efraim, David King et. el.: Electronic Commerce: A Managerial Perspective, Pearson Education Asia, Delhi.		
5.	C S Rayudu, E Commerce E Business, HPH		
<b>References Books</b>			
1.	Dave Chaffey: E-Business and E-Commerce Management, Pearson Education.		
2.	Kalakota, Ravi: Frontiers of Electronic Commerce, Addison - Wesley, Delhi.		
3.	SmanthaShurety,: E-Business with Net Commerce, Addison - Wesley, Singapore.		
4.	David Whitely, E Commerce Strategy, Technology and Applications, TMH		
5.	J. Christopher Westle and Theodore H K Clarke, Global Electronic Commerce – Theory and Case Studies, University Press		
<b>Web Resources</b>			
1	<a href="https://www.tutorialspoint.com/e_commerce/e_commerce_tutorial.pdf">https://www.tutorialspoint.com/e_commerce/e_commerce_tutorial.pdf</a>		
2	<a href="https://www.techtarget.com/searchcio/definition/e-business">https://www.techtarget.com/searchcio/definition/e-business</a>		
3	<a href="https://www.britannica.com/technology/e-commerce">https://www.britannica.com/technology/e-commerce</a>		
4	<a href="https://www.geeksforgeeks.org/different-types-of-threat-to-e-commerce/">https://www.geeksforgeeks.org/different-types-of-threat-to-e-commerce/</a>		
5	<a href="https://irp-cdn.multiscreensite.com/1c74f035/files/uploaded/introduction-to-e-commerce.pdf">https://irp-cdn.multiscreensite.com/1c74f035/files/uploaded/introduction-to-e-commerce.pdf</a>		
<b>Methods of Evaluation</b>			
<b>Internal Evaluation</b>	Continuous Internal Assessment Test		25 Marks
	Assignments		
	Seminars		
	Attendance and Class Participation		
<b>External Evaluation</b>	End Semester Examination		75 Marks
	Total	100 Marks	

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<b>Methods of Assessment</b>	
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

**Mapping with program outcomes**

	<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>CO 1</b>	M	M	M	M	S	S	S	S
<b>CO 2</b>	M	S	S	M	S	S	S	M
<b>CO 3</b>	M	S	S	M	M	S	S	S
<b>CO 4</b>	M	M	S	S	M	M	S	M
<b>CO 5</b>	M	M	S	M	S	M	S	M

**S-Strong    M-Medium    L-Low**

**CO-PO Mapping (Course Articulation Matrix)**

**Level of Correlation between PSO's and CO's**

<b>CO/POS</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>
<b>CO 1</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>CO 2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>CO 3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>CO 4</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>CO 5</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Weightage</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
<b>Weighted Percentage of Course Contribution to PSO</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks			
									CIA	External	Total	
<b>350E6B</b>	<b>INNOVATION MANAGEMENT</b>	Elective	Y	-	-	-	3	5	25	75	100	
<b>Course Objectives</b>												
CLO1	To have a broad understanding on the concept innovation management.											
CLO2	To familiarize the students about the creativity and innovation in product development.											
CLO3	To have a broad understanding of the innovation strategy and its competitive advantage.											
CLO4	To provide the knowledge about the technical innovation and its need and importance.											
CLO5	To understand the business strategy and objectives in current scenario.											
UNIT	Details							No. of Hours	Course Objectives			
I	Concept, Scope, Characteristics, Evolution of Innovation Management, Significance, Factors Influencing, process of innovation, types of innovation, challenges and barriers of Innovation.							15	CLO1			
II	<b>Tools for Innovation</b> Traditional V/S Creative Thinking, Individual Creativity Techniques: Meditation, Self-Awareness, & Creative Focus. Group Creative Techniques: Brain Storming, off The Wall Thinking & Thinking Hats Method.							15	CLO2			
III	Areas of Innovation Product Innovation: Concept, New product development, Packaging And Positioning Innovation Process Innovation: Concept, Requirement & Types: Benchmarking-TQM-Business Process Reengineering							15	CLO3			
IV	Create customer value, grow market share, entering into new markets, increasing profitability ratio, competitive marketing strategy.							15	CLO4			
V	Need and importance of technical innovation, continuous flow of small increments of productivity and efficiency, application of practical knowledge into a productive process.							15	CLO5			
<b>Total</b>							<b>75</b>					
<b>Course Outcomes</b>												
Course Outcomes	On completion of this course, students will;											
CO1	To understand the concepts of Innovation management.							PO1,PO2				
CO2	To apply knowledge new business plans and strategy.							PO1, PO2,PO3				
CO3	To demonstrate the value of customers in increasing the profitability ratio.							PO2,PO4, PO5,PO8				
CO4	To impart knowledge about the need and importance of technical innovation							PO3,PO4, PO5, PO6,PO7				
CO5	In short the goal of this study is to understand the current state of your business.							PO1,PO2,PO3, PO8				

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<b>Reading List</b>		
1.	Innovation and Entrepreneurship, Peter F. Drucker	
2.	The Innovator's Dilemma: The Revolutionary Book that Will Change the Way You Do Business, Clayton M. Christensen	
3.	"Creativity, Innovation, and Entrepreneurship Across Cultures: Theory and Practices (Innovation, Technology, and Knowledge Management)" by Igor N Dubina and Elias G Carayannis	
4.	"Innovator's Dilemma: When New Technologies Cause Great Firms to Fail (Management of Innovation and Change)" by Christensen	
5.	Creativity and Innovation in Entrepreneurship by S S Khanka Published Sultan Chand & Sons	
<b>References Books</b>		
1.	Innovation Management by C S G Krishnamacharyulu&Lalitha R, Himalaya Publishing House	
2.	James A Christiansen, "Competitive Innovation Management", published by Macmillan Business, 2000	
3.	Paul Trott, "Innovation Management & New Product Development", published by Pitman, 2000.	
4.	Kelley, Tom, JonathnLittmant, and Tom Peters. The Art of Innovation: Lessons in Creativity from IDEO, America's Leading Design Firm. New York: Doubleday, 2001	
5.	Wagner, Tony. Creating Innovators: The Making of Young People Who Will Change the World. New York: Scribner, 2012.	
<b>Web Resources</b>		
1.	<a href="https://www.coursera.org/learn/innovation-management">https://www.coursera.org/learn/innovation-management</a>	
2.	<a href="https://sloanreview.mit.edu/tag/innovation-management/">https://sloanreview.mit.edu/tag/innovation-management/</a>	
3.	<a href="https://www.worldscientific.com/worldscinet/ijim">https://www.worldscientific.com/worldscinet/ijim</a>	
4.	<a href="https://innovationmanagementsystem.com/wp-content/uploads/2020/03/Introduction-to-IMS-2020.pdf">https://innovationmanagementsystem.com/wp-content/uploads/2020/03/Introduction-to-IMS-2020.pdf</a>	
5.	<a href="https://www.scribd.com/document/554019056/Innovation-Management-Notes-Study-Materials">https://www.scribd.com/document/554019056/Innovation-Management-Notes-Study-Materials</a>	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	
	Assignments	
	Seminars	
	Attendance and Class Participation	
25 Marks		
<b>External Evaluation</b>	End Semester Examination	
75 Marks		
	Total	
100 Marks		

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

<b>Methods of Assessment</b>	
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, short summary or overview
<b>Application (K3)</b>	Suggest idea/concept with examples, suggest formulae, solve problems, Observe, Explain
<b>Analyze (K4)</b>	Problem-solving questions, finish a procedure in many steps, Differentiate between various ideas, Map knowledge
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

### Mapping with program outcomes

	<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>CO 1</b>	S	S	M	M	M	S	M	S
<b>CO 2</b>	S	S	M	M	S	S	M	S
<b>CO 3</b>	S	S	S	M	S	M	M	M
<b>CO 4</b>	S	S	M	M	S	S	M	S
<b>CO 5</b>	S	S	M	M	M	M	M	M

**S-Strong      M-Medium      L-Low**

### **CO-PO Mapping with Programme Specific Outcomes (Course Articulation Matrix): Level of Correlation between PSO's and CO's**

<b>CO/PO</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>
<b>CO 1</b>	3	3	3	3	3
<b>CO 2</b>	3	3	3	3	3
<b>CO 3</b>	3	3	3	3	3
<b>CO 4</b>	3	3	3	3	3
<b>CO 5</b>	3	3	3	3	3
<b>Weightage</b>	15	15	15	15	15
<b>Weighted Percentage of Course Contribution to POs</b>	3.0	3.0	3.0	3.0	3.0

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>350E6C</b>	<b>Security Analysis and Portfolio Management</b>	Specific Elective	Y	-	-	-	3	5	25	75	100
<b>Learning Objectives</b>											
CLO1	Understand the basic concepts and terminologies relating to stock market										
CLO2	Evaluate the value of different equity and debt instruments										
CLO3	Comprehend the different methods of performing fundamental and technical analysis										
CLO4	Evaluate portfolio based on different portfolio theories										
CLO5	Possess a basic knowledge of derivatives, its types and characteristics										
UNIT	Details							No. of Hours	Learning Objectives		
I	<p><b>Theory</b> : Meaning ,objectives ,classification of investment. Investment versus speculation. security markets-primary and secondary, market indices- calculation of SENSEX and NIFTY.Stock exchanges- BSE, NSE, OTCEI. SEBI – functions and structure. Financial intermediaries. Return and Risk – Meaning, types of risk.</p> <p><b>Problem</b>: Measurement of risk and return</p>							15	CLO1		
II	<p>Equity and bond valuation <b>Theory</b> : Equity analysis &amp; valuation, Types of debt instruments, bond immunization, bond volatility, bond convexity</p> <p><b>Problem</b>: Equity valuation models -Walter model, Gordon’s model, the p/e ratio or earnings multiplier approach, measuring bond yields- yield to maturity, holding period return</p>							15	CLO2		
III	<p><b>Security analysis</b> <b>Theory</b>: Fundamental Analysis: Economic analysis: factors, Industry Analysis: Industry Life Cycle. Company Analysis: Tools of Financial Statement Analysis. Technical Analysis: Dow Theory, Elliot wave theory, Efficient Market Hypothesis; Concept and Forms of Market Efficiency. Charts, Patterns, Trend Lines, Support and Resistance Levels</p> <p><b>Problems</b> : Relative Strength Analysis, Moving Averages, breadth of market</p>							15	CLO3		

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IV	<b>Portfolio management</b> <i>Theory:</i> steps in portfolio management, Portfolio Models – Capital Asset Pricing Model, Arbitrage Pricing Theory <i>Problems:</i> Evaluation of Portfolios; Sharpe Model, Jensen’s Model, Treynor’s model	15	CLO4
V	<b>Derivatives</b> <i>Theory:</i> characteristics, types of derivatives, participants in derivative market. Characteristics of futures, forwards, swaps, options.	15	CLO5
<b>Total</b>		<b>75</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Recall the meaning of the basic terminologies used in stock market.	PO1	
<b>CO2</b>	Explain and infer the final worth of various investment processes	PO2, PO6, PO7	
<b>CO3</b>	Solve problems relating to various investment decisions	P02, PO4, PO8	
<b>CO4</b>	Analyze theories and problems relating to stock market	PO8.PO6	
<b>CO5</b>	Interpret the various investment models that aid in investment decision making	PO6, PO2	
<b>Text Books</b>			
1.	<a href="#">PunithavathyPandian</a> (2012), Security Analysis & Portfolio Management, Vikas Publishing 2nd edition		
2	Prasanna Chandra, (2021) Investment Analysis & Portfolio Management, McGraw Hill 6 <sup>th</sup> edition		
3	E. Fischer Donald, J. Jordan Ronald, K. PradhanAshwini (2018) Security Analysis & Portfolio Management, Pearson 7 <sup>th</sup> edition		
4	S Kevin (2006) Portfolio Management, PHI publishing , 2nd Revised edition		
5	L.Natarajan, (2012), Investment Management, 1st Ed., MarghamPublicaitons, Chennai		
<b>References Books</b>			
1.	Reilly & Brown, Investment Analysis and Portfolio Management, Cengage, 10th edition, 2016.		
2.	Bodi, Kane, Markus, Mohanty, Investments, 8 thedition, Tata McGraw Hill, 2011.		
3.	V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya PublishingHouse, 2013.		
4.	V.K.Bhalla, Investment Management, S.Chand& Company Ltd., 2012		
5.	Jay M Desai, Nishag A Joshi, Investment Management, Dream Tech Press		



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<b>Web Resources</b>		
1.	<a href="http://www.stock-trading-infocentre.com">www.stock-trading-infocentre.com</a>	
2.	<a href="http://www.sebi.gov.in">www.sebi.gov.in</a>	
3.	<a href="https://corporatefinanceinstitute.com/resources/knowledge/trading-investing/fundamental-analysis/">https://corporatefinanceinstitute.com/resources/knowledge/trading-investing/fundamental-analysis/</a>	
4.	<a href="https://www.investopedia.com/terms/t/technicalanalysis.asp">https://www.investopedia.com/terms/t/technicalanalysis.asp</a>	
5.	<a href="https://groww.in/p/portfolio-management">https://groww.in/p/portfolio-management</a>	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminar	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
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**Mapping with program outcomes**

	<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>CO 1</b>	S	M	M	M	M	M	M	M
<b>CO 2</b>	M	S	M	M	M	S	S	M
<b>CO 3</b>	M	S	M	S	M	M	M	S
<b>CO 4</b>	M	M	M	M	M	S	M	S
<b>CO 5</b>	M	S	M	M	M	S	M	M

**CO-PO Mapping (Course Articulation Matrix)**

**Level of Correlation between PSO's and CO's**

<b>CO/POS</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>
<b>CO 1</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>CO 2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>CO 3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>CO 4</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>CO 5</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Weightage</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
<b>Weighted Percentage of Course Contribution to PSO</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

**சென்னைப் பல்கலைக்கழகம்  
University of Madras**

**Part-IV**

**அடிப்படைத் தமிழ் - பாடத்திட்டம்**

**Basic Tamil - Syllabus**

**2 பருவங்கள் (இரண்டாம் பருவம்)**

**(B.A., B.Sc., B.Com., BCA., BBA)**

**2023-24**

**பருவம் - II (Semester - II)**  
**அடிப்படைத் தமிழ் - II (Basic Tamil - II)**

Course Code	Course Name	Category	L	T	P	S	Credit	Ins. Hours	Marks		
									CIA	External	Total
100S2A	அடிப்படைத் தமிழ் - II Basic Tamil - II	Supportive	2		-	-	2	2	25	75	100
Pre-requisite	தமிழ் எழுத்துகளை அறிந்திருத்தலோடு தொடக்க நிலையில் பேசவும் எழுதப் படிக்கவும் தெரிந்திருத்தல்.										SV 2023
<b>Learning Objectives - கற்றல் நோக்கங்கள்</b>											
<ul style="list-style-type: none"> <li>தமிழ்மொழியைத் தொடக்க நிலையில் பேசவும் பிறர் பேசுவதைப் புரிந்துகொள்ளவும் திறன் பெறுதல். தமிழைப் படிக்கவும் எழுதவும் கற்றுக்கொள்ளுதல்.</li> <li>பிறமொழி மாணவர்களுக்குத் தமிழ்மொழி யின் சிறப்புகள் , கலை-பண்பாட்டை அறிமுகப்படுத்துதல்.</li> <li>தமிழ் இலக்கிய இலக்கண வளங்களின் சிறப்புக ளை அறிதல் . அவற்றுள் சிலவற்றைச் சுவைத்துப் பார்த்தல்.</li> <li>தமிழரின் தனித்தன்மைகளை உணரச் செய்தல்.</li> </ul>											
<b>Expected Course Outcomes - எதிர்பார்க்கப்படும் கற்றல் அடைவுகள்</b>											
<b>On the successful completion of the course, students will be able to</b>											
<b>இப் பாடத்தைக் கற்பதால் பின்வரும் பயன்களை மாணவர் அடைவர்</b>											
CO 1	தமிழ்மொழியைப் பேசவும் பிறர் பேசுவதைப் புரிந்துகொள்ளவும் திறன் பெறுதல். தமிழைப் படிக்கவும் எழுதவும் கற்றுக்கொள்வர்.										K1,K2
CO 2	கடிதம், விண்ணப்பம், நிகழ்ச்சிக் குறிப்புகள் எழுதுதல், தகவல் தொடர்புச் சாதனங்களில் தகவல் எழுதுதல் என அன்றாட வாழ்வில் தமிழ்ப் பயன்பாட்டைக் கற்றுக்கொள்வர்.										K1,K3,K4
CO 3	தமிழின் இலக்கிய வளத்தோடு தமிழரின் அறக் கோட்பாடுகளையும் தமிழரின் வரலாற்று-பண்பாட்டுச் செழுமையையும் புரிந்துகொள்வர்.										K1,K2,K4
CO 4	தமிழறிஞர்களையும் படைப்பாளிக ள், அரசியல் தலைவர்கள், சிறந்த ஆளுமைகளைப் பற்றி அறிந்துகொள்வர்.										K4,K5,K6
CO 5	தமிழர் கலை , பண்பாடு, பழக்கவழங்கங்கள், விளையாட்டுகள், விழாக்கள், தமிழரின் தனித்த அடையாளங்கள், சிறப்புகள் ஆகியவற்றை அறிவதோடு, அவரவர் மண்ணுகுரிய கலைப் பண்பாட்டோடு ஒப்பிட்டுப் புரிந்துகொள்வர்.										K1,K4,K5, K6
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 - Create											
Unit - I	<b>சொல்லும் பொருளும்</b>										
	<ol style="list-style-type: none"> <li>பெயர்-வேற்றுமை, வினை-காலம், பெயரடை-வினையடை, எதிர்ச்சொற்கள் போன்றவறைக் கொண்டு சிறுசிறு தொடர்கள் பேசவைத்தல், எழுதவைத்தல்.</li> <li>பெயர்ப் பலகை, செய்தித்தாள் போன்றவற்றை வாசிக்கவும் பொருள் கூறவும் பயிற்சியளித்தல்.</li> <li>உரையாடல் (படங்களைப் பார்த்து, சொற்களைச் சொல்லவைத்தல்/பேசவைத்தல், கேள்விகளுக்குப் பதில் அளித்தல், தலைப்புகள் கொடுத்துப் பேசச் செய்தல்.</li> </ol>										

<b>Unit - II</b>	<b>அன்றாட வாழ்வில் தமிழ்ப் பயன்பாடு</b>
	காலைக் கடமைகள், சமையல், உணவுகள், உடல்நலம், வீட்டுப் பொருள்கள், வணிகம், போக்குவரத்து, பயணம் தொடர்பான செயல்பாடுகள் போன்ற அன்றாட நடவடிக்கைகளில் தமிழ்மொழிப் பயன்பாடு.
<b>Unit - III</b>	<b>தமிழ் இலக்கியங்கள் அறிமுகம்</b>
	1. தமிழ் இலக்கியங்கள் அறிமுகம் - இலக்கிய இலக்கண வளங்களின் சிறப்புகள். 2. திருக்குறள், ஆத்திசூடி, சங்க இலக்கியம், திரைப் பாடல்கள், நாட்டுப்புறப் பாடல்கள் போன்றவற்றில் சுவைமிகுந்த பாடல்களை வாசிக்கவைத்தல் பொருளுணர்த்துதல், கற்றவற்றை எழுதச்செய்தல்.
<b>Unit - IV</b>	<b>தமிழ்ப் படைப்பாளர்கள், அறிஞர்கள், ஆளுமைகள், தலைவர்கள்</b>
	1. இலக்கிய-இலக்கணப் படைப்பாளர்கள் (தொல்காப்பியர், திருவள்ளுவர், ஓவையார், கம்பர், பாரதி, பாரதிதாசன், ஜெயகாந்தன், கண்ணதாசன், வைரமுத்து போன்றோர்). 2. அரசியல் தலைவர்கள் (காமராசர், பெரியார், அண்ணா, எம்.ஜி.ஆர். போன்றோர்). 3. திரைப் பிரபலங்கள் (சிவாஜி கணேசன், ரஜினிகாந்த், கமலஹாசன், பாலச்சந்தர், இளையராஜா, சி.பா. பாலசுப்பிரமணியம் போன்றோர்). 4. ஆளுமைகள் (வ.உ. சிதம்பரனார், பாவாணர், அப்துல் கலாம், போன்றோர்). மேற்குறித்தோரை அறிமுகப்படுத்துதல். மாணவர்களைப் பேசவைத்தல் /எழுதவைத்தல்.
<b>Unit - V</b>	<b>தமிழர் கலை, பண்பாடு, பழக்க வழங்கங்கள், விளையாட்டுகள், விழாக்கள்</b>
	1. தமிழரின் தனித்த அடையாளங்களும் சிறப்புகளும். 2. கலைகள் (கட்டடம், சிற்பம், ஓவியம், புழங்குபொருள்கள்). 3. நுண்கலைகள் (சிலம்பம், பட்டிமன்றம், வில்லுப்பாட்டு, ஆட்டம், கூத்து போன்றன). 4. விளையாட்டுகள் (குழந்தைகள், சிறுவர், இளைஞர், ஆண்கள், பெண்கள்). 5. விழாக்கள் (குடும்ப விழாக்கள், கோயில் சார்ந்த விழாக்கள், கிராமிய விழாக்கள்). 6. சுற்றுலாத் தலங்கள் / வரலாற்றுச் சிறப்புமிக்க இடங்கள். 7. உணவு, உடை, மருத்துவம் இன்னபிற. மேற்குறித்தவற்றை அறிமுகப்படுத்துதல். மாணவர்களைப் பேசவைத்தல் /எழுதவைத்தல்.
<b>Text book (s)</b>	
•	அடிப்படைத் தமிழ்-2 (Basic Tamil-II)
<b>Reference Books / Websites</b>	
•	தமிழில் நாமும் தவறில்லாமல் எழுதலாம் - பொற்கோ, பாரி நிலையம், சென்னை, 2003.
•	<a href="http://www.tamilvu.org/ta/content/சான்றிதழ்">www.tamilvu.org/ta/content/சான்றிதழ்</a>
•	<a href="http://www.thamizham.net/kal/ttenglish/cards32-u8.htm">www.thamizham.net/kal/ttenglish/cards32-u8.htm</a>
•	<a href="http://www.thamizham.net/kal/ttenglish/index-u8.htm">www.thamizham.net/kal/ttenglish/index-u8.htm</a>
•	<a href="http://www.ilearntamil.com">www.ilearntamil.com</a>
•	<a href="http://www.wikihow.com/Learn-Tamil">www.wikihow.com/Learn-Tamil</a>
•	<a href="http://www.ilovelanguages.org/tamil.php">www.ilovelanguages.org/tamil.php</a>
•	<a href="http://www.ling-app.com/learn-tamil">www.ling-app.com/learn-tamil</a>
•	<a href="http://www.ilearntamilnow.com">www.ilearntamilnow.com</a>
•	<a href="http://www.17-minute-languages.com/en/learn-tamil">www.17-minute-languages.com/en/learn-tamil</a>
•	<a href="http://www.hindustanitongue.com/learn-tamil">www.hindustanitongue.com/learn-tamil</a>

•	<a href="http://www.duolingo.com/course/ta/en/Learn-Tamil">www.duolingo.com/course/ta/en/Learn-Tamil</a>
•	<a href="http://www.mylanguages.org/learn_tamil.php">www.mylanguages.org/learn_tamil.php</a>
•	<a href="http://www.learn101.org/tamil.php">www.learn101.org/tamil.php</a>
•	<a href="http://www.goethe-verlag.com/book2/EN/ENTA/ENTA002.HTM">www.goethe-verlag.com/book2/EN/ENTA/ENTA002.HTM</a>
•	<a href="http://www.karky.in/payilcourses/index.html">www.karky.in/payilcourses/index.html</a>
•	<a href="http://www.tamilvu.org/ta/பயணியர்-தமிழ்">www.tamilvu.org/ta/பயணியர்-தமிழ்</a>
•	<a href="http://www.languagetrainers.com/blog/tamil-words/">www.languagetrainers.com/blog/tamil-words/</a>
•	<a href="http://www.thamizham.net/kal/tamil.htm">www.thamizham.net/kal/tamil.htm</a>
•	<a href="http://www.worldtamilacademy.com">www.worldtamilacademy.com</a>
•	<a href="http://www.outsourcingtranslation.com/resources/phrases/tamil-sentences.php">www.outsourcingtranslation.com/resources/phrases/tamil-sentences.php</a>
•	<a href="http://www.ling-app.com/ta/basic-words-in-tamil/">www.ling-app.com/ta/basic-words-in-tamil/</a>
•	<a href="http://www.thirutamil.com/article/20-easy-thirukkural-in-tamil/">www.thirutamil.com/article/20-easy-thirukkural-in-tamil/</a>
•	<a href="http://www.chennaiLibrary.com/avvai/kondraivendan.html">www.chennaiLibrary.com/avvai/kondraivendan.html</a>
•	<a href="http://www.tamilvu.org/ta/content/புதிய-பாடத்திட்டம்-2022">www.tamilvu.org/ta/content/புதிய-பாடத்திட்டம்-2022</a>
•	<a href="http://www.tamilvu.org/ta/content/மின்-கற்றலுக்கான-இணையத்தளம்">www.tamilvu.org/ta/content/மின்-கற்றலுக்கான-இணையத்தளம்</a>
•	<a href="http://www.ling-app.com/ta/tamil-culture">www.ling-app.com/ta/tamil-culture</a>
•	<a href="http://www.caleidoscope.in/art-culture/tamil-nadu-culture-3">www.caleidoscope.in/art-culture/tamil-nadu-culture-3</a>

#### Apps

•	<a href="http://www.kaniyantamil.com/best-mobile-apps-tamil-learning/">www.kaniyantamil.com/best-mobile-apps-tamil-learning/</a>
•	Tamil 101 - Learn to Write
•	<a href="https://payil.app/tva/ta/">https://payil.app/tva/ta/</a>
•	<a href="https://tamil-101.en.aptoide.com/app">https://tamil-101.en.aptoide.com/app</a>
•	Ling - Learn Tamil Language
•	Tamil by Nemo
•	Learn Tamil Quickly

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2
CLO 1	3	2	3	2	2	3	2	2	2	2	3	3
CLO 2	2	2	2	3	3	2	2	3	3	2	2	2
CLO 3	3	3	3	2	2	3	3	2	3	3	3	3
CLO 4	3	2	3	3	3	3	2	2	2	2	3	2
CLO 5	2	2	3	3	2	2	3	3	2	3	3	2

Strong - 3, Medium - 2, Low - 1

# UNIVERSITY OF MADRAS

## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>350E6D</b>	<b>FUNDAMENTALS OF LOGISTICS MANAGEMENT</b>	Specific Elective	Y	-	-	-	3	5	25	75	100
<b>Learning Objectives</b>											
CLO1	Understand the various basic concepts and terms relating to Logistics										
CLO2	Comprehend the importance of customer service and outsourcing relevant to logistics										
CLO3	Evaluate the importance and issues in global logistics										
CLO4	Possess an overall knowledge about the services and factors allied to logistics										
CLO5	Understand the technological impact of logistics										
UNIT	Details							No. of Hours	Learning Objectives		
I	Introduction to Logistics: History of Logistics-Supply chain management and logistics- Need, principles, benefits, types of logistics - cost saving & Productivity improvement. Basic concepts of national logistics policy							15	CLO1		
II	Customer Service and outsourcing Definition of Customer Service- Elements of Customer Service Phases in Customer Service. Customer Retention. Procurement and Outsourcing Definition of Procurement/Outsourcing Benefits of Logistics Outsourcing. Critical Issues in Logistics Outsourcing							15	CLO2		
III	Global Logistics Global Supply Chain. Organizing for Global Logistics-Strategic Issues in Global Logistics - Forces driving Globalization Modes of Transportation in Global Logistics- Barriers to Global Logistics -Financial Issues in Logistics Performance Need for Integrated logistics- Role of 3PL&4PL. Brief overview of EXIM							15	CLO3		
IV	<b>Key logistics activities</b> Warehousing: Meaning, Types, Benefits. Transportation Meaning; Types of Transportations, efficient transportation system and its benefits. Courier/ Express logistics Meaning, Categorization of consignments, Courier Guidelines, Pricing in Courier - Express service for international and domestic shipping.							15	CLO4		

# UNIVERSITY OF MADRAS

## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

V	<b>Technology &amp; Logistics:</b> Informatics, using logistics system to support time-based competition- Bar coding, GPS, Point of sale data-Artificial Intelligence. Electronic data interchange-types-benefits	15	CLO5
<b>Total</b>		<b>75</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Explain the basic concepts relating to logistics	PO4	
<b>CO2</b>	Analyse the role of outsourcing and customer service in logistics	PO1,PO6, PO8	
<b>CO3</b>	Appraise the needs, modes and issues relating to global logistics	PO1, PO2, PO4,PO6,PO8	
<b>CO4</b>	Describe about the different activities allied to logistics	PO4,PO6	
<b>CO5</b>	Identify the various areas of logistics where technology can be applied	PO7, PO6	
<b>Text books</b>			
1.	VinodV. Sople (2009) Logistic Management (2nd Edn.) Pearson Limited		
2.	Logistics Management for International Business: Text and Cases, Sudalaimuthu & Anthony Raj, PHI Learning, First Edition, 2009		
3	Logistics and Supply Chain Management, Martin Christopher, Pearson Education Limited 2012		
4	Satish C. Ailawadi, Rakesh P. Singh, Logistics & Supply Chain Management, HI Learning Private Limited, 2011		
5	Paul Myerson, Lean Supply Chain and Logistics Management, McGraw Hill, 2012		
<b>References Books</b>			
1.	Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 5th edition, 2012.		
2.	Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, 5 thedition, 2012.		
3.	FundamentalsofLogisticsManagement(TheIrwin/Mcgraw- HillSeriesinMarketing),DouglasLambert,JamesR Stock, Lisa M. Ellram, McGraw- hill/Irwin, First Edition, 1998		
4.	FundamentalsofLogisticsManagement,DavidGrant,DouglasM.Lambert,JamesR.Stock, LisaM.Ellram,McGraw Hill Higher Education,1997.		
5.	Logistics Management, Ismail Reji, Excel Book, First Edition,2008.		



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<b>Web Resources</b>		
1.	<a href="https://www.techtarget.com/searcherp/definition/logistics-management">https://www.techtarget.com/searcherp/definition/logistics-management</a>	
2	<a href="https://logistikknowhow.com/en/sorter-packing-department/the-packaging-logistics/">https://logistikknowhow.com/en/sorter-packing-department/the-packaging-logistics/</a>	
3	<a href="https://www.track-pod.com/blog/functions-of-logistics/">https://www.track-pod.com/blog/functions-of-logistics/</a>	
4	<a href="https://www.projectmanager.com/blog/logistics-management-101">https://www.projectmanager.com/blog/logistics-management-101</a>	
5	<a href="https://angelikafinntelm.files.wordpress.com/2017/05/fundamentals-of-logistics-management-by-david-grant-douglas-m-lambert-james-r-stock-lisa-m-ellram.pdf">https://angelikafinntelm.files.wordpress.com/2017/05/fundamentals-of-logistics-management-by-david-grant-douglas-m-lambert-james-r-stock-lisa-m-ellram.pdf</a>	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminar	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

### Mapping with program outcomes

	<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>CO 1</b>	M	M	M	S	M	M	M	M
<b>CO 2</b>	S	M	M	M	M	S	M	S
<b>CO 3</b>	S	S	M	S	M	S	M	S
<b>CO 4</b>	M	M	M	S	M	S	M	M
<b>CO 5</b>	M	M	M	M	M	S	S	M

**S-Strong      M-Medium      L-Low**

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**CO-PO Mapping (Course Articulation Matrix)**

**Level of Correlation between PSO's and CO's**

<b>CO/POS</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>
<b>CO 1</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>CO 2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>CO 3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>CO 4</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>CO 5</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Weightage</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
<b>Weighted Percentage of Course Contribution to PSO</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>350E6F</b>	<b>STRATEGIC MANAGEMENT</b>	Elective	Y	-	-	-	3	5	25	75	100
<b>Learning Objectives</b>											
CLO1	To understand the concept of strategy and strategic management process.										
CLO2	To create awareness of evolving business environment.										
CLO3	To understand strategic alternatives and make appropriate strategic choice										
CLO4	To know the basics of strategic implementation										
CLO5	To understand recent trends for competitive advantage										
UNIT	Details							No. of Hours	Learning Objectives		
I	Introduction to Strategic Management -Overview of Strategic Management Process Levels of Strategy Strategic Intent-Vision and Mission Business Definition							12	CLO1		
II	External Environment Appraisal using PESTEL Competitor Analysis using Porter's 5-Forces model Environmental Threat and Opportunity Profile (ETOP) Value chain Analysis Strategic Advantage Profile(SAP) Scanning Functional Resources and Capabilities for building Organization Capability Profile (OCP) SWOT Analysis							16	CLO2		
III	Strategic alternatives at corporate level: concept of grand strategies -Strategic choice models - BCG, GE Nine Cell Matrix , Hofer's matrix-Strategic alternatives at business level: Michael Porter's Generic competitive strategies							16	CLO3		
IV	Strategic Implementation: Developing short-term objectives and policies, functional tactics, and rewards Structural Implementation: an overview of Structural Considerations Behavioural Implementation: an overview of Leadership and Corporate Culture Mc Kinsey 7-S Framework Establishing Strategic Control							16	CLO4		
V	Concept of Balanced Scorecard approach. Use of Big data for Balanced score card Importance of Corporate Social Responsibility & Business Ethics Concept of Corporate Sustainability							15	CLO5		
								<b>75</b>			

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<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On Completion of the course the students will	<b>Program Outcomes</b>
<b>CO1</b>	To develop an understanding of the strategic management process and the complexities of business environment.	PO1, PO2, PO5, PO6
<b>CO2</b>	To analyze the external environmental and internal organizational factors influencing strategy formulation.	PO1, PO2, PO6, PO7
<b>CO3</b>	To demonstrate the skills required for selection of the most suitable strategies for a business organization.	PO1, PO2, PO4, PO5, PO6
<b>CO4</b>	To generate workable solutions to the issues and challenges related to successful implementation of the chosen strategies.	PO1, PO2, PO4 PO5, PO8
<b>CO5</b>	To familiarize with current developments	PO1, PO3, PO4, PO8
<b>Reading List</b>		
1.	Wheelan and Hunger, Concepts in Strategic Management and Business Policy, Pearson. – 14 <sup>th</sup> Edition (2017)	
2.	AzharKazmi, Strategic Management and Business Policy, McGraw Hill – Third Edition(2012)	
3.	Jauch, Glueck& Gupta, Business Policy and Strategic Management, (Frank Brothers), (7 <sup>th</sup> Edition)	
4.	Pearce, Robinson and Mittal, Strategic Management, Formulation, Implementation & Control, (McGraw Hill), (12 <sup>th</sup> Edition)	
5.	Hitt, Ireland, Hoskisson&Manikutty (2009), Strategic Management – A South Asian Perspective, Cengage Learning- Ninth Edition(2012)	
<b>References Books</b>		
1.	Thomson & Strickland,(2008), Crafting and Executing Strategy, McGraw Hill.- Sixteenth Edition (2011)	
2.	N. Chandrasekaran, Ananthanarayanan(2011), Strategic Management, Oxford University Press – First Edition – Second Impression (2012)	
3.	Ireland, Hoskisson&Manikutty (2009), Strategic Management – A South Asian Perspective, Cengage Learning- Ninth Edition(2012)	
4.	Dr.LM.Prasad, Strategic Management, Sultan Chand & Sons	
5.	Kenneth Carrig,Scott A Snell. Strategic Execution: Driving Breakthrough performance in business, Stanford University Press(2019)	
<b>Web Resources</b>		
1	Strategic management journal <a href="https://onlinelibrary.wiley.com/journal/10970266">https://onlinelibrary.wiley.com/journal/10970266</a>	
2	<a href="https://str.aom.org/teaching/all-levels">https://str.aom.org/teaching/all-levels</a>	
3	<a href="https://online.hbs.edu/courses/business-strategy/">https://online.hbs.edu/courses/business-strategy/</a>	
4	<a href="https://study.sagepub.com/parnell4e">https://study.sagepub.com/parnell4e</a>	
5	<a href="https://www.strategicmanagement.net/">https://www.strategicmanagement.net/</a>	

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<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

### Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	S	M	M	M	M	S	M	S
<b>CO 2</b>	S	S	S	M	S	S	M	S
<b>CO 3</b>	M	S	M	M	S	M	M	M
<b>CO 4</b>	S	S	M	M	S	S	M	S
<b>CO 5</b>	M	M	S	M	M	M	M	M

**S-Strong    M-Medium    L-Low**

### CO-PO Mapping with Programme Specific Outcomes (Course Articulation Matrix):

#### Level of Correlation between PSO's and CO's

CO/PO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
<b>CO 1</b>	3	3	3	3	3
<b>CO 2</b>	3	3	3	3	3
<b>CO 3</b>	3	3	3	3	3
<b>CO 4</b>	3	3	3	3	3
<b>CO 5</b>	3	3	3	3	3
<b>Weightage</b>	15	15	15	15	15
<b>Weighted Percentage of Course Contribution to Pos</b>	3.0	3.0	3.0	3.0	3.0

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks			
									CIA	External	Total	
<b>150S1A</b>	<b>Basics of Event Management</b>	NME	Y	-	-	-	2	2	25	75	100	
<b>Learning Objectives</b>												
CLO1	To know the basic of event management its concepts											
CLO2	To make an event design											
CLO3	To make feasibility analysis for event.											
CLO4	To understand the 5 Ps of Event Marketing											
CLO5	To know the financial aspects of event management and its promotion											
UNIT	Details							No. of Hours	Learning Objectives			
I	Introduction: Event Management – Definition, Need, Importance, Activities.							6	CLO1			
II	Concept and Design of Events: Event Co-ordination, Developing &, Evaluating event concept – Event Design							6	CLO2			
III	Event Feasibility: Resources – Feasibility, SWOT Analysis							6	CLO3			
IV	Event Planning & Promotion – Marketing & Promotion – 5Ps of Event Marketing – Product, Price, Place, Promotion, Public Relations							6	CLO4			
V	Event Budget – Financial Analysis – Event Cost – Event Sponsorship							6	CLO5			
<b>Total</b>							<b>30</b>					
<b>Course Outcomes</b>												
Course Outcomes	On completion of this course, students will;							Program Outcomes				
CO1	To understand basics of event management							PO1, PO6				
CO2	To design events							PO5, PO6				
CO3	To study feasibility of organising an event							PO2, PO6				
CO4	To gain Familiarity with marketing & promotion of event							PO6				
CO5	To develop event budget							PO6, PO8				

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<b>Reading List</b>		
1.	Event Management: A Booming Industry and an Eventful Career by Devesh Kishore, Ganga Sagar Singh - Har-Anand Publications Pvt. Ltd.	
2.	Event Management by Swarup K. Goyal - Adhyayan Publisher - 2009	
3.	Event Management & Public Relations by Savita Mohan - Enkay Publishing House	
4.	Event Planning - The ultimate guide - Public Relations by S.J. Sebellin Ross	
5.	Event Management By Lynn Van Der Wagen & Brenda R Carlos, Pearson Publishers	
<b>References Books</b>		
1.	Event Management By Chaudhary, Krishna, Bio-Green Publishers	
2.	Successful Event Management By Anton Shone & Bryn Parry	
3.	Event management, an integrated & practical approach By Razaq Raj, Paul Walters & Tahir Rashid	
4.	Event Planning Ethics and Etiquette: A Principled Approach to the Business of Special Event Management by Judy Allen , Wiley Publishers	
5.	Event Planning: Management & Marketing For Successful Events: Management & Marketing for Successful Events: Become an Event Planning Pro & Create a Successful Event Series by Alex Genadinik CreateSpace Independent Publishing Platform, 2015	
<b>Web Resources</b>		
1.	<a href="https://ebooks.lpude.in/management/bba/term_5/DMGT304_EVENT_MANAGEMENT.pdf">https://ebooks.lpude.in/management/bba/term_5/DMGT304_EVENT_MANAGEMENT.pdf</a>	
2.	<a href="https://www.inderscience.com/jhome.php?jcode=ijhem">https://www.inderscience.com/jhome.php?jcode=ijhem</a> International Journal of Hospitality & Event Management	
3.	<a href="https://www.emeraldgroupublishing.com/journal/ijefm">https://www.emeraldgroupublishing.com/journal/ijefm</a> International Journal of Event and Festival Management	
4.	<a href="https://www.eventbrite.com/blog/?s=roundup">https://www.eventbrite.com/blog/?s=roundup</a>	
5.	<a href="https://www.eventindustrynews.com/">https://www.eventindustrynews.com/</a>	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminar	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
	Total	100 Marks

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

<b>Methods of Assessment</b>	
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

### Mapping with program outcomes

	<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>CO 1</b>	M	S	S	S	M	S	S	S
<b>CO 2</b>	M	S	S	S	M	S	S	S
<b>CO 3</b>	S	M	S	S	S	S	S	M
<b>CO 4</b>	S	M	S	S	S	S	S	S
<b>CO 5</b>	M	S	S	S	M	S	S	S

**S-Strong    M-Medium    L-Low**

### CO-PO Mapping (Course Articulation Matrix)

#### Level of Correlation between PSO's and CO's

<b>CO/PO</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>
<b>CO 1</b>	3	3	3	3	3
<b>CO 2</b>	3	3	3	3	3
<b>CO 3</b>	3	3	3	3	3
<b>CO 4</b>	3	3	3	3	3
<b>CO 5</b>	3	3	3	3	3
<b>Weightage</b>	15	15	15	15	15
<b>Weighted Percentage of Course Contribution to Pos</b>	3.0	3.0	3.0	3.0	3.0



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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>250S4A</b>	<b>TALLY</b>	SEC	Y	-	Y	-	2	2	25	75	100
<b>Learning Objectives</b>											
CLO1	To impart knowledge about basic use of Tally and its functions										
CLO2	To understand the creation of groups and Ledgers										
CLO3	To provide understanding about Data Management in Tally										
CLO4	To understand the process of GST, EPF etc.										
CLO5	To familiarize students about significance of Tally in implications in the Organizations										
UNIT	Details							No. of Hours	Learning Objectives		
I	Basic of Accounting & Fundamentals of Tally. ERP 9: Accounting Principles or Concepts, Rules for Accounting, Creation/ Setting up of Company in Tally ERP 9 and Configuration.							6	CLO1		
II	Accounting Master in Tally. ERP 9: Groups & Ledgers Creation Inventory Master in Tally. ERP 9: Creation of Stock Groups and Categories and Units of Measure.							6	CLO2		
III	Vouchers Entries & Advance Accounting in Tally. ERP 9: Types of Vouchers, Invoicing, Bill Wise Details, Cost Centers and Bank Reconciliation and Scenarios Management.							6	CLO3		
IV	Advance Inventory & Taxes in Tally. ERP 9: Order processing, Batch Wise Details, POS, TDS, TDS Returns Filing, TCS, GST Returns, EPF, ESIC & Professional Tax.							6	CLO4		
V	Technological Advantages, Payroll, Report Generations, Short Keys in Tally. ERP 9							6	CLO5		
<b>Total</b>							<b>30</b>				

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<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>
<b>CO1</b>	To understand about the basic accounting and Tally. ERP 9	PO1
<b>CO2</b>	Identify the maintained of Ledger and inventory system	PO1, PO2, PO7
<b>CO3</b>	Creation of various vouchers and bill wise details	PO1, PO4, PO7
<b>CO4</b>	Understand various taxes returns and filing	PO2, PO6, PO7
<b>CO5</b>	Relate and infer various reports generated in Tally. ERP 9	PO2, PO7
<b>Reading List</b>		
1.	Journal of Emerging Technologies and Innovative Research	
2.	Global Journal for Research Analysis	
3.	Tally.ERP 9 with GST in Simple Steps by DT Editorial Services, Dreamtech Press	
4.	Vikas Gupta, Comdex Tally, ERP 9 Course Kit with GST and MS Excel, Wiley India, 2017	
5.	Official Guide To Financial Accounting Using Tally.Erp 9 With Gst by Tally Education, BPB Publications	
<b>References Books</b>		
1.	Shraddha Singh & Navneet Mehra, Tally. ERP 9, V & S Publishers, 2015	
2.	Official Guide to Financial Accounting using Tally. ERP 9, Fourth Revised & Updated Edition, BPB Publications	
3.	Vinod Kumar, Tally. ERP 9 Made Easy, Accounting Education	
4.	Bimlendu Shekhar, Tally Practical Work Book -1, 2 <sup>nd</sup> Edition	
5.	Asian's Quintessential Course Tally.ERP 9 with GST by Vishnu Priya Singh edition 2020	
<b>Web Resources</b>		
1.	<a href="https://tallysolutions.com/learning-hub/">https://tallysolutions.com/learning-hub/</a>	
2.	<a href="https://www.tutorialkart.com/tally/tally-tutorial/">https://www.tutorialkart.com/tally/tally-tutorial/</a>	
3.	<a href="https://ssestudy.com/tally-erp-9-book-pdf-free-download/">https://ssestudy.com/tally-erp-9-book-pdf-free-download/</a>	
4.	<a href="https://tallysolutions.com/tally/how-to-use-gst-in-tally-erp-9/">https://tallysolutions.com/tally/how-to-use-gst-in-tally-erp-9/</a>	
5.	<a href="https://www.javatpoint.com/tally">https://www.javatpoint.com/tally</a>	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminar	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
<b>Total</b>		<b>100 Marks</b>

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<b>Methods of Assessment</b>	
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

### Mapping with program outcome

	<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>CO 1</b>	S	M	M	M	M	S	S	M
<b>CO 2</b>	S	M	M	M	M	S	S	S
<b>CO 3</b>	S	M	M	M	M	S	S	S
<b>CO 4</b>	M	M	M	M	M	M	S	M
<b>CO 5</b>	M	S	M	M	S	M	S	M

**S.Strong    M-Medium    L-Low**

### **CO-PO Mapping with Programme Specific Outcomes (Course Articulation Matrix): Level of Correlation between PSO's and CO's**

<b>CO/PO</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>
<b>CO 1</b>	3	3	-	3	3
<b>CO 2</b>	3	3	-	3	3
<b>CO 3</b>	3	3	-	3	3
<b>CO 4</b>	3	3	-	3	3
<b>CO 5</b>	3	3	-	3	3
<b>Weightage</b>	15	15	-	15	15
<b>Weighted Percentage of Course Contribution to Pos</b>	3.0	3.0	-	3.0	3.0

# UNIVERSITY OF MADRAS

## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>150S2A</b>	<b>MANAGERIAL SKILL DEVELOPMENT</b>	SEC	Y	-	-	-	2	2	25	75	100
<b>Learning Objectives</b>											
CLO1	To improve the self-confidence, groom the personality and build emotional competence										
CLO2	To address self-awareness and the assessment of core management skills such as communication, working with teams and creating a positive environment for change.										
CLO3	To assess the Emotional intelligence										
CLO4	To induce critical-thinking and analytical skills to investigate complex problems to propose viable solutions										
CLO5	To improve professional etiquettes										
UNIT	Details							No. of Hours	Learning Objectives		
I	Self: Core Competency, Understanding of Self, Components of Self— Self-identity, Self-concept, Self - confidence and Self-image. Skill Analysis and finding the right fit. Self-learning styles, attitude towards change and applications of skills							6	CLO1		
II	Self Esteem: Meaning & Importance, Components of self-esteem, High and low self-esteem, measuring our self-esteem and its effectiveness, Personality mapping tests, Appreciative Intelligence.							6	CLO2		
III	Building Emotional Competence: Emotional Intelligence — Meaning, Components, Importance and Relevance, Positive and Negative Emotions., Healthy and Unhealthy expression of Emotions, The six-phase model of Creative Thinking: ICEDIP model.							6	CLO3		
IV	Thinking skills: The Mind/Brain/Behaviour, thinking skills, Critical Thinking and Learning, Making Predictions and Reasoning, Memory and Critical Thinking, Emotions and Critical Thinking. Creativity: Definition and meaning of creativity, The nature of creative thinking, Convergent and Divergent thinking, Idea generation and evaluation (Brain Storming), Image generation and evaluation.							6	CLO4		
V	Communication related to course: How to make oral presentations, conducting meetings, reporting of projects, reporting of case analysis, answering in Viva Voce, Assignment writing Debates, presentations, role plays and group discussions on current topics. Audio and Video Recording of the above exercises to improve the non-verbal communication and professional etiquettes.							6	CLO5		
<b>Total</b>								<b>30</b>			

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>
<b>CO1</b>	Identify the personal qualities that are needed to sustain in the world of work.	PO1, PO2, PO6, PO7
<b>CO2</b>	Explore more advanced Management Skills such as conflict resolution, empowerment, working with teams and creating a positive environment for change.	PO1, PO2, PO5
<b>CO3</b>	Acquire practical management skills that are of immediate use in management or leadership positions.	PO6, PO7
<b>CO4</b>	Employ critical-thinking and analytical skills to investigate complex business problems to propose viable solutions.	PO1, PO2
<b>CO5</b>	Make persuasive presentations that reveal strong written and oral communication skills needed in the workplace.	PO4
<b>Reading List</b>		
1.	Managerial Skill Articles	
2.	The Management Skills of SALL Managers - SiSAL Journal	
3.	Managerial Skills by Dr.K.Alex S.CHAND	
4.	Managerial Skills 2 by Cynthia MenezesPrabhu, Pen to Print Publishing LLP	
5.	Gallagher (2010), Skills Development for Business & Management Students, Oxford University Press. PROF. SANJIV	
<b>References Books</b>		
1.	Joshi, G. (2015), Campus to Corporate-Your Roadmap to Employability, Sage Publication	
2.	McGrath E. H. (9 Ed. 2011), Basic Managerial Skills, Prentice Hall India Learning Private Limited.	
3.	Whetten D. (e Ed. 2011), Developing Management Skills, Prentice Hall India Learning Private Limited.	
4.	<u>P. Varshney</u> , <u>A. Dutta</u> , Managerial Skill Development, Alfa Publications, 2012	
5.	EQ- soft skills for Corporate Carrer by Dr. Sumeet Suseelan	
<b>Web Resources</b>		
1.	<a href="https://www.ipjugaad.com/syllabus/ggsip-university-bba-4th-semester-managerial-skill-development-syllabus/63">https://www.ipjugaad.com/syllabus/ggsip-university-bba-4th-semester-managerial-skill-development-syllabus/63</a>	
2.	<a href="https://www.academia.edu/4358901/managerial_skill_development_pdf">https://www.academia.edu/4358901/managerial_skill_development_pdf</a>	
3	<a href="https://www.academia.edu/4358901/managerial_skill_development_pdf">https://www.academia.edu/4358901/managerial_skill_development_pdf</a>	
4	<a href="https://rccmindore.com/wp-content/uploads/2015/06/Managerial-SkillsAll-Units-AC.pdf">https://rccmindore.com/wp-content/uploads/2015/06/Managerial-SkillsAll-Units-AC.pdf</a>	
5	<a href="https://www.aisectuniversityjharkhand.ac.in/PDFDoc/StudyNotes/MBA/SEM%201/MBA-1-MSD(Managerial%20skill%20development).pdf">https://www.aisectuniversityjharkhand.ac.in/PDFDoc/StudyNotes/MBA/SEM%201/MBA-1-MSD(Managerial%20skill%20development).pdf</a>	

# UNIVERSITY OF MADRAS

B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION  
SYLLABUS WITH EFFECT FROM 2023-2024

<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminar	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
<b>Total</b>		100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

### Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	M	M	S	S	S	M	M	S
<b>CO 2</b>	M	M	S	S	S	S	S	M
<b>CO 3</b>	S	S	S	S	S	S	S	
<b>CO 4</b>	S	S	S	S	S	S	M	S
<b>CO 5</b>	M	M	S	S	S	M	S	S

**S-Strong    M-Medium    L-Low**

### **CO-PO Mapping with Programme Specific Outcomes (Course Articulation Matrix): Level of Correlation between PSO's and CO's**

CO/PO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
<b>CO 1</b>	3	3	3	3	3
<b>CO 2</b>	3	3	3	3	3
<b>CO 3</b>	3	3	3	3	3
<b>CO 4</b>	3	3	3	3	3
<b>CO 5</b>	3	3	3	3	3
<b>Weightage</b>	15	15	15	15	15
<b>Weighted Percentage of Course Contribution to Pos</b>	3.0	3.0	3.0	3.0	3.0

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>150S2B</b>	<b>BUSINESS ETIQUETTE AND CORPORATE GROOMING</b>	SEC	Y	-	-	-	2	2	25	75	100
<b>Learning Objectives</b>											
CLO1	To impart knowledge about basic etiquettes in professional conduct										
CLO2	To provide understanding about the workplace courtesy and ethical issues involved										
CLO3	To suggest on guidelines in managing rude and impatient clients										
CLO4	To familiarize students about significance of cultural sensitivity and the relative business attire										
CLO5	To stress on the importance of attire										
UNIT	Details							No. of Hours	Learning Objectives		
I	Introduction to Business Etiquette: Introduction- ABCs of etiquette-meeting and greeting scenarios-principles of exceptional work behavior-role of good manners in business- professional conduct and personal spacing.							6	CLO1		
II	Workplace Courtesy and Business Ethics: Workplace Courtesy-Practicing common courtesy and manners in a workplace-Etiquette at formal gatherings- Professional qualities expected from an employer's perspective - Hierarchy and Protocol. Ethical issues - preventing sexual harassment-conflict resolution strategies-Choosing appropriate gift in the business environment - real life work place scenarios – company policy for business etiquette							6	CLO2		
III	Telephone Etiquette, email etiquette and Disability Etiquette <b>Mastering the telephone courtesy, handling rude or impatient clients -internet usage in the workplace, email etiquette, online chat etiquette guidelines -Basic disability Etiquette practices</b>							6	CLO3		
IV	Diversity and Cultural Awareness at Workplace Impact of diversity-Cultural Sensitivity-Taboos and Practices-Inter-Cultural Communication							6	CLO4		
V	Business Attire and Professionalism Business style and professional image - dress code-guidelines for appropriate business attire-grooming for success.							6	CLO5		
<b>Total</b>								<b>30</b>			

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>
<b>CO1</b>	Describe basic concepts of business setiquette and corporate grooming.	PO5, PO6,
<b>CO2</b>	Outline the etiquette and grooming standards followed in business environment and the significance of communication	PO4, PO2, PO5, PO6
<b>CO3</b>	Create cultural awareness and moral practices in real life workplace scenarios	PO8, PO6
<b>CO4</b>	Analyzeworkplacecourtesyandresolveethicalissueswithrespecttoetiquett eand grooming for success	PO1, PO3, PO8, PO6
<b>CO5</b>	Apply the professionalism in the workplace considering diversity and courtesy	PO3, PO8, PO6
<b>Reading List</b>		
1.	Journal of Computer Mediated Communication By ICA	
2.	Business and Professional Communication by Sage Journals	
3.	Business Etiquette Made Easy: The Essential Guide to Professional Success by Myka Meier, Skyhorse	
4.	Emily Post's The Etiquette Advantage in Business: Personal Skills for Professional Success by Peggy Post and Peter Post, William Morrow	
5.	Shital Kakkar Mehra, "Business Etiquette: A guide for the Indian Professional", Harper Collins Publisher (2012)	
<b>References Books</b>		
1.	Indian Business Etiquette, Raghu Palat, JAICO Publishers	
2.	NinaKochhar, "AtEasewithEtiquette", B.jain Publisher, 2011	
3.	NimeranSahukar, PremP.Bhalla, "TheBookofEtiquetteandmanners", PustakMahipublishers, 2004	
4.	Sarvesh Gulati (2012), Corporate Grooming and Etiquette, Rupa Publications India Pvt. Ltd.	
5.	The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success by Barbara Pachter , Mc Graw Hill Education	
<b>Web Resources</b>		
1.	<a href="http://osou.ac.in/eresources/DIM-08-BLOCK-3.pdf">http://osou.ac.in/eresources/DIM-08-BLOCK-3.pdf</a>	
2.	<a href="https://www.columbustech.edu/skins/userfiles/files/Training%20Manual%20-%20Business%20Etiquette%20(1).pdf">https://www.columbustech.edu/skins/userfiles/files/Training%20Manual%20-%20Business%20Etiquette%20(1).pdf</a>	
3	<a href="https://www.sbu.edu/docs/default-source/life-at-sbu-documents/professional-wardrobe-nbsp-.pdf">https://www.sbu.edu/docs/default-source/life-at-sbu-documents/professional-wardrobe-nbsp-.pdf</a>	
4	<a href="https://www.tutorialspoint.com/business_etiquette/grooming_etiquettes.htm">https://www.tutorialspoint.com/business_etiquette/grooming_etiquettes.htm</a>	
5	<a href="https://wikieducator.org/Business_etiquette_and_grooming">https://wikieducator.org/Business_etiquette_and_grooming</a>	



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SYLLABUS WITH EFFECT FROM 2023-2024

<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminar	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

### Mapping with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	M	M	S	S	S	M	M	S
CO 2	M	M	S	S	S	M	M	S
CO 3	M	M	S	S	S	M	M	S
CO 4	M	M	S	S	S	S	M	S
CO 5	M	M	M	S	S	S	M	S

**CO-PO Mapping with Programme Specific Outcomes (Course Articulation Matrix):  
Level of Correlation between PSO's and CO's**

CO/PO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	-	3	3	3	3
<b>Weightage</b>	12	15	15	15	15
<b>Weighted Percentage of Course Contribution to Pos</b>	2.4	3.0	3.0	3.0	3.0

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>250S3A</b>	<b>COMPUTER APPLICATIONS IN BUSINESS</b>	SEC	Y	-	Y	-	2	2	25	75	100
<b>Learning Objectives</b>											
CLO1	To build skills in Ms-Word										
CLO2	To build skills in Ms-Excel,										
CLO3	To build skills in Ms- Power Point										
CLO4	To understand the basics of tally										
CLO5	To familiarize students with google forms for students with relevance in business scenario and its applications.										
UNIT	Details							No. of Hours	Learning Objectives		
I	Introduction, Menus, Shortcuts, Document types, working with Documents-Opening, Saving, Closing, Editing Document, Using Toolbars, Rulers, Help, Formatting Documents-Setting font, paragraph, Page Style-Setting foot notes, page break, Line break, creating sections and frames, Inserting clip arts, pictures, Setting document styles, Creating Tables-Settings, borders, alignments, Merging, splitting, sorting rows and columns, Drawing-Inserting, drawing, formatting, grouping, ordering, rotating pictures, Tools-Word completion, Spell check, Macros, Mail merge, Tracking Changes, Security, Printing Documents .							6	CLO1		
II	Introduction, Spread sheet application, Menus, Tool bars and icons, Spreadsheet-Opening, saving, closing, printing file, setting margins, Converting file to different formats, spread sheet addressing, Entering And Editing Data- Copy, cut, paste, undo, redo, find, search, replace, filling continuous rows and columns, inserting data cells, columns, rows and sheet, Computation Data-Setting formula, finding total in rows and columns, Functions Types- Mathematical, Group, string, date and time, Formatting Spread Sheet- Alignment, font, border, hiding, locking, cells, Highlighting values, background color, bordering and shading, Working With Sheet-Sorting, filtering, validation, consolidation, subtotals, Charts-Selecting, formatting, labeling, scaling, Tools- Error checking, spell check, formula auditing, tracking changes, customization							6	CLO2		
III	Introduction, opening new presentation, Presentation templates, presentation layout, Creating Presentation- Setting							6	CLO3		

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	presentation style, adding text, Formatting- Adding style, color, gradient fills, arranging objects, adding header and footer, slide background, slide layout, Slide Show, Adding Graphics-Inserting pictures, movies, tables, Adding Effects-Setting animation and transition effects, audio and video, Printing handouts.		
IV	Introduction to Tally - Features of tally, creation of company, Accounts only and accounts with, Get way of Tally, Accounts confiscation, Groups and Ledgers, Voucher entry with Bill wise details Interest computation, order processing. Reports - Profit and Loss A/C, Balance Sheet	6	CLO4
V	Use Google forms to develop & share questionnaire.	6	CLO5
	<b>Total</b>	<b>30</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Demonstrate hands on experience with Ms-word for business activities	PO1, PO2, PO6, PO7	
<b>CO2</b>	Demonstrate hands on experience with Ms-Excel for business activities	PO1, PO2, PO6, PO7	
<b>CO3</b>	Demonstrate hands on experience with Ms-power point for business activities	PO1, PO2, PO6, PO7	
<b>CO4</b>	Demonstrate hands on experience with Tally for business activities	PO1, PO2, PO6, PO7	
<b>CO5</b>	Demonstrate hands on experience with Tally for reporting in business	PO1, PO2, PO6, PO7	
<b>Reading List</b>			
1.	International Journal of Computer Applications in Technology		
2.	International Journal of Computer Applications – IJCA		
3.	P.Rizwan Ahmed; Computer Application in Business, Margham Publications, 2019.		
4.	Computer Application in Business (Tamil Nadu) by Dr. R.Paramaeswaran		
5.	Taxmann’s Basics of Computer Applications in Business by Hem Chand Jain and H.N. Tiwari, Taxmann Publications Private Limited.		
<b>References Books</b>			
1.	P.Rizwan Ahmed; Computer Application in Business and Management, Margham Publications, 2019.		
2.	Google Form Made Simple The Perfect Guide to Creating and Modifying Google Forms from Beginners to Expert by Mary Brockman		
3.	Bittu Kumar; Mastering Ms-Office, V&S Publishers, 2017.		
4.	Lisa A. Bucki, John Walkenbach, FaitheWempen, & Michael Alexander; Microsoft Office 2013 BIBLE, Wiley, 2013.		
5.	S.S. Shrivatsava; Ms-Office, First Edition, Laxmi Publications, 2015.		

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

<b>Web Resources</b>		
1.	<a href="https://www.microsoft.com/en-us/microsoft-365/blog/">https://www.microsoft.com/en-us/microsoft-365/blog/</a>	
2	<a href="https://www.ipjugaad.com/syllabus/ggsip-university-bba-1st-semester-computer-applications-syllabus/18">https://www.ipjugaad.com/syllabus/ggsip-university-bba-1st-semester-computer-applications-syllabus/18</a>	
3	<a href="https://byjus.com/govt-exams/microsoft-word/">https://byjus.com/govt-exams/microsoft-word/</a>	
4	<a href="https://edu.gcfglobal.org/en/google-forms/">https://edu.gcfglobal.org/en/google-forms/</a>	
5	<a href="https://www.tutorialkart.com/tally/tally-tutorial/">https://www.tutorialkart.com/tally/tally-tutorial/</a>	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminar	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

### Mapping with program outcomes

	<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>CO 1</b>	M	M	M	M	M	S	M	M
<b>CO 2</b>	S	M	M	M	M	S	S	M
<b>CO 3</b>	M	M	M	S	M	S	M	M
<b>CO 4</b>	S	S	M	M	M	S	S	M
<b>CO 5</b>	S	S	M	S	M	S	S	M

**S-Strong      M-Medium      L-Low**

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**SYLLABUS WITH EFFECT FROM 2023-2024**

**CO-PO Mapping with Programme Specific Outcomes (Course Articulation Matrix):**  
**Level of Correlation between PSO's and CO's**

<b>CO/PO</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>
<b>CO 1</b>	3	3	-	3	3
<b>CO 2</b>	3	3	-	3	3
<b>CO 3</b>	3	3	-	3	3
<b>CO 4</b>	3	3	-	3	3
<b>CO 5</b>	3	3	-	3	3
<b>Weightage</b>	15	15	-	15	15
<b>Weighted Percentage of Course Contribution to Pos</b>	3.0	3.0	-	3.0	3.0

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>250S3B</b>	<b>ENTREPRENEURIAL SKILL: NEW VENTURE MANAGEMENT</b>	SEC	Y	-	-	-	1	1	25	75	100
<b>Learning Objectives</b>											
CLO1	To learn to generate and evaluate new business ideas										
CLO2	To learn about a business model that generates money										
CLO3	To understand how to find, evaluate and buy a business										
CLO4	To evaluate the feasibility of idea into a Venture										
CLO5	To understand sources who lend for new ventures										
UNIT	Details							No. of Hours	Learning Objectives		
I	<b>Concept of Entrepreneurship</b> – Evolution - importance – Importance of entrepreneurship, developing creativity and understanding innovation, stimulating creativity; Organisational actions that enhance creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity.							3	CLO1		
II	<b>Developing Successful Business Ideas:</b> Recognizing Opportunities and Generating Ideas - Entry strategies: New Product – Franchising - Buying an existing firm.							3	CLO2		
III	<b>Feasibility Analysis:</b> Marketing, Technical and Financial Feasibility analysis - Industry and Competitor Analysis- assessing a New Venture’s Financial Strength and Viability							3	CLO3		
IV	<b>Moving from an Idea to a New Venture:</b> Preparing the Proper Ethical and Legal Foundation- Building a New-Venture Team – Leadership - Corporate Entrepreneurship, Social Entrepreneurship.							3	CLO4		
V	<b>Financing the New Venture:</b> Financing entrepreneurial ventures - Managing growth; Valuation of a new company - - Arrangement of funds - Traditional sources of financing - Alternate Source of Funding - Start-ups, MSMEs, any new venture - rules and regulations governing support by these institutions.							3	CLO5		
<b>Total</b>								<b>15</b>			

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<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>
<b>CO1</b>	Understand the concept of entrepreneurship and skill sets of an entrepreneur.	PO2,PO6
<b>CO2</b>	Assess new venture opportunities & analyze strategic choices in relation to new ventures	PO2, PO6
<b>CO3</b>	Develop a credible business plan for real life situations.	PO1, PO2, PO5, PO6
<b>CO4</b>	Coordinate a team to develop and launch and manage the new venture through the effective leadership	PO4, PO5
<b>CO5</b>	Evaluate different sources for financing new venture	PO2, PO6
<b>Reading List</b>		
1.	Journal of Business Venturing – Elsevier	
2.	Technology, Innovation, Entrepreneurship and Competitive Strategy, Emerald	
3.	Entrepreneurship: New Venture Creation (2016) David H. Holt, Pearson Education India,	
4.	Entrepreneurship and New Venture Creation; ArunSahay, V. Sharma; Excel Book (2008)	
5.	Entrepreneurship ,11 <sup>th</sup> Edition , By Robert D. Hisrich, Michael P.Peters, Dean A. Shepherd , SabyasachiSinha , McGraw Hill	
<b>References Books</b>		
1.	New Venture Creation, Kathleen R. Allen, Cengage Publication (2013)	
2.	Essentials of Entrepreneurship and Small Business Management. Scarborough, N. M., Cornwall, J. R., &Zimmerer, T. (2016). Boston: Pearson.	
3.	Project Appraisal and Management, Agrawal, Rashmi and Mehra, Yogieta S. (2017). New Delhi. Taxmann Publications.	
4.	The Manual for Indian Start -ups Tools to Start and Scale – up Your New Venture by Vijaya Kumar Ivaturi and Meena Ganesh , Penguin Enterprise	
5.	Entrepreneurship Development , Indian Cases on Change Agents by K. Ramachandran, McGraw Hill Publication	
<b>Web Resources</b>		
1.	<a href="https://www.studocu.com/en-gb/document/university-of-aberdeen/new-venture-development/new-venture-development-lecture-notes/15212217">https://www.studocu.com/en-gb/document/university-of-aberdeen/new-venture-development/new-venture-development-lecture-notes/15212217</a>	
2.	<a href="https://core.ac.uk/download/pdf/98660713.pdf">https://core.ac.uk/download/pdf/98660713.pdf</a>	
3.	<a href="https://ugcmoocs.inflibnet.ac.in/download/course/curriculum/nptel/noc18-mg36.pdf">https://ugcmoocs.inflibnet.ac.in/download/course/curriculum/nptel/noc18-mg36.pdf</a>	
4.	<a href="https://www.tutorialspoint.com/entrepreneurship_development/starting_a_business.htm">https://www.tutorialspoint.com/entrepreneurship_development/starting_a_business.htm</a>	
5.	<a href="https://www.entrepreneur.com/starting-a-business/10-ventures-young-entrepreneurs-can-start-for-cheap-or-free/300786">https://www.entrepreneur.com/starting-a-business/10-ventures-young-entrepreneurs-can-start-for-cheap-or-free/300786</a>	

# UNIVERSITY OF MADRAS

B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION  
SYLLABUS WITH EFFECT FROM 2023-2024

<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminar	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	M	S	M	S	S	S	M	M
<b>CO 2</b>	S	S	M	S	S	S	M	S
<b>CO 3</b>	S	S	M	S	S	S	S	S
<b>CO 4</b>	S	S	M	S	S	M	S	S
<b>CO 5</b>	M	S	M	S	M	S	M	M

### Mapping with program outcome

**S-Strong    M-Medium    L-Low**

### CO-PO Mapping with Programme Specific Outcomes (Course Articulation Matrix): Level of Correlation between PSO's and CO's

CO/PO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
<b>CO 1</b>	3	3	3	3	3
<b>CO 2</b>	3	3	3	3	3
<b>CO 3</b>	3	3	3	3	3
<b>CO 4</b>	3	3	3	3	3
<b>CO 5</b>	3	3	3	3	3
<b>Weightage</b>	15	15	15	15	15
<b>Weighted Percentage of Course Contribution to Pos</b>	3.0	3.0	3.0	3.0	3.0



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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>250S4A</b>	<b>TALLY</b>	SEC	Y	-	Y	-	2	2	25	75	100
<b>Learning Objectives</b>											
CLO1	To impart knowledge about basic use of Tally and its functions										
CLO2	To understand the creation of groups and Ledgers										
CLO3	To provide understanding about Data Management in Tally										
CLO4	To understand the process of GST, EPF etc.										
CLO5	To familiarize students about significance of Tally in implications in the Organizations										
UNIT	Details							No. of Hours	Learning Objectives		
I	Basic of Accounting & Fundamentals of Tally. ERP 9: Accounting Principles or Concepts, Rules for Accounting, Creation/ Setting up of Company in Tally ERP 9 and Configuration.							6	CLO1		
II	Accounting Master in Tally. ERP 9: Groups & Ledgers Creation Inventory Master in Tally. ERP 9: Creation of Stock Groups and Categories and Units of Measure.							6	CLO2		
III	Vouchers Entries & Advance Accounting in Tally. ERP 9: Types of Vouchers, Invoicing, Bill Wise Details, Cost Centers and Bank Reconciliation and Scenarios Management.							6	CLO3		
IV	Advance Inventory & Taxes in Tally. ERP 9: Order processing, Batch Wise Details, POS, TDS, TDS Returns Filing, TCS, GST Returns, EPF, ESIC & Professional Tax.							6	CLO4		
V	Technological Advantages, Payroll, Report Generations, Short Keys in Tally. ERP 9							6	CLO5		
<b>Total</b>							<b>30</b>				

# UNIVERSITY OF MADRAS

## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>
<b>CO1</b>	To understand about the basic accounting and Tally. ERP 9	PO1
<b>CO2</b>	Identify the maintained of Ledger and inventory system	PO1, PO2, PO7
<b>CO3</b>	Creation of various vouchers and bill wise details	PO1, PO4, PO7
<b>CO4</b>	Understand various taxes returns and filing	PO2, PO6, PO7
<b>CO5</b>	Relate and infer various reports generated in Tally. ERP 9	PO2, PO7
<b>Reading List</b>		
1.	Journal of Emerging Technologies and Innovative Research	
2.	Global Journal for Research Analysis	
3.	Tally.ERP 9 with GST in Simple Steps by DT Editorial Services, Dreamtech Press	
4.	Vikas Gupta, Comdex Tally, ERP 9 Course Kit with GST and MS Excel, Wiley India, 2017	
5.	Official Guide To Financial Accounting Using Tally.Erp 9 With Gst by Tally Education, BPB Publications	
<b>References Books</b>		
1.	Shraddha Singh & Navneet Mehra, Tally. ERP 9, V & S Publishers, 2015	
2.	Official Guide to Financial Accounting using Tally. ERP 9, Fourth Revised & Updated Edition, BPB Publications	
3.	Vinod Kumar, Tally. ERP 9 Made Easy, Accounting Education	
4.	Bimlendu Shekhar, Tally Practical Work Book -1, 2 <sup>nd</sup> Edition	
5.	Asian's Quintessential Course Tally.ERP 9 with GST by Vishnu Priya Singh edition 2020	
<b>Web Resources</b>		
1.	<a href="https://tallysolutions.com/learning-hub/">https://tallysolutions.com/learning-hub/</a>	
2.	<a href="https://www.tutorialkart.com/tally/tally-tutorial/">https://www.tutorialkart.com/tally/tally-tutorial/</a>	
3.	<a href="https://ssestudy.com/tally-erp-9-book-pdf-free-download/">https://ssestudy.com/tally-erp-9-book-pdf-free-download/</a>	
4.	<a href="https://tallysolutions.com/tally/how-to-use-gst-in-tally-erp-9/">https://tallysolutions.com/tally/how-to-use-gst-in-tally-erp-9/</a>	
5.	<a href="https://www.javatpoint.com/tally">https://www.javatpoint.com/tally</a>	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminar	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
<b>Total</b>		<b>100 Marks</b>

# UNIVERSITY OF MADRAS

B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION  
SYLLABUS WITH EFFECT FROM 2023-2024

<b>Methods of Assessment</b>	
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

### Mapping with program outcome

	<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>CO 1</b>	S	M	M	M	M	S	S	M
<b>CO 2</b>	S	M	M	M	M	S	S	S
<b>CO 3</b>	S	M	M	M	M	S	S	S
<b>CO 4</b>	M	M	M	M	M	M	S	M
<b>CO 5</b>	M	S	M	M	S	M	S	M

**S.Strong    M-Medium    L-Low**

### **CO-PO Mapping with Programme Specific Outcomes (Course Articulation Matrix): Level of Correlation between PSO's and CO's**

<b>CO/PO</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>
<b>CO 1</b>	3	3	-	3	3
<b>CO 2</b>	3	3	-	3	3
<b>CO 3</b>	3	3	-	3	3
<b>CO 4</b>	3	3	-	3	3
<b>CO 5</b>	3	3	-	3	3
<b>Weightage</b>	15	15	-	15	15
<b>Weighted Percentage of Course Contribution to Pos</b>	3.0	3.0	-	3.0	3.0

# UNIVERSITY OF MADRAS

## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>250S4B</b>	<b>Intellectual Property Rights</b>	SEC	Y	-	-	-	2	2	25	75	100
<b>Learning Objectives</b>											
CLO1	To learn aspects of Intellectual property Rights to students who are going to play a major role in development and management of innovative projects in industries.										
CLO2	To disseminate knowledge on patents, patent regime in India and abroad and registration aspects										
CLO3	To evaluate the copyright law										
CLO4	To disseminate knowledge on copyrights and its related rights and registration aspects										
CLO5	To understand about Geographical Indicators										
UNIT	Details							No. of Hours	Learning Objectives		
I	IPR Introduction: and the need for intellectual property right – IPR in India –Different Classifications –Important Principles of IP Management –Commercialization of Intellectual Property Rights By Licensing–Intellectual Property Rights in the Cyber World.							6	CLO1		
II	Introduction–Classification–Importance–Types of Patent Applications in India – Patentable Invention– Inventions Not Patentable.							6	CLO2		
III	Introduction–Fundamentals –Concept–Purpose–Functions–Characteristics–Guidelines - For Registration of Trade Mark – Kinds of TM – Protection – Non- Registrable Trademarks Industrial Designs –Need for Protection of Industrial Designs.							6	CLO3		
IV	Introduction to Copyright– Conceptual Basis –Copy Right and Related Rights–Author & Ownership of Copyright - Rights Conferred By Copy Right- Registration – Transfer – Infringement– Copyright pertaining to Software/Internet and other Digital media.							6	CLO4		
V	GEOGRAPHICAL INDICATIONS: Concept, Protection & Significance							6	CLO5		
	<b>Total</b>							<b>30</b>			

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>
<b>CO1</b>	Imbibe the knowledge of IPR through various laws	PO1, PO6
<b>CO2</b>	Apply the knowledge of patents	PO5, PO6
<b>CO3</b>	Understand the process of acquiring a trademark	PO2, PO6
<b>CO4</b>	Create an awareness about copyrights	PO6, PO8
<b>CO5</b>	Understand geographical indicators	PO6, PO8
<b>Reading List</b>		
1.	Journal of Intellectual Property Rights	
2.	Intellectual Property Rights Text and Cases: DR. R. Radhakrishnan, DR.S. Balasubramanian	
3.	Intellectual Property Patents, Trade Marks, And Copy Rights–Richard Stim	
4.	Intellectual Property Rights by Asha Vijay Durafe and Dhanashree K.Toradmalle, Wiley	
5.	Fundamentals of Intellectual Property Rights For Students, Industrialist and Patent Lawyers by Ramakrishna and Anil Kumar HS	
<b>References Books</b>		
1.	Landmark Judgements on Intellectual Property rights by Kush Kalra. Central Law Publishing	
2.	Intellectual Property Rights in India by V.k.Ahuja, Lexis Nexis	
3.	Introduction To Intellectual Property Rights Softbound By Singh, Phundan, Daya Publishing House	
4.	Introduction To Intellectual Property Rights by Chawkam H.S, Oxford &Ibh	
5.	Intellectual Property - Patents, Copyright, Trade Marks and Allied Rights by W Cornish and D Llewelyn and T Pain	
<b>Web Resources</b>		
1.	<a href="https://nptel.ac.in/courses/110/105/110105139/">https://nptel.ac.in/courses/110/105/110105139/</a>	
2.	<a href="https://www.wipo.int/edocs/pubdocs/en/wipo_pub_450_2020.pdf">https://www.wipo.int/edocs/pubdocs/en/wipo_pub_450_2020.pdf</a>	
3.	<a href="https://ipindia.gov.in/">https://ipindia.gov.in/</a>	
4.	<a href="https://www.tutorialspoint.com/explain-the-intellectual-property-rights">https://www.tutorialspoint.com/explain-the-intellectual-property-rights</a>	
5.	<a href="https://www.icsi.edu/media/webmodules/FINAL_IPR&amp;LP_BOOK_10022020.pdf">https://www.icsi.edu/media/webmodules/FINAL_IPR&amp;LP_BOOK_10022020.pdf</a>	

# UNIVERSITY OF MADRAS

B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION  
SYLLABUS WITH EFFECT FROM 2023-2024

<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminar	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

### Mapping with program outcome

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	M	M	M	S	M	M	<b>M</b>	M
<b>CO 2</b>	M	S	M	M	S	M	<b>S</b>	M
<b>CO 3</b>	M	S	S	S	M	S	<b>S</b>	M
<b>CO 4</b>	M	M	M	M	M	M	<b>M</b>	M
<b>CO 5</b>	M	M	M	M	S	M	<b>S</b>	M

**S-Strong    M-Medium    L-Low**

### **CO-PO Mapping with Programme Specific Outcomes (Course Articulation Matrix): Level of Correlation between PSO's and CO's**

CO/PO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
<b>CO 1</b>	3	3	3	3	3
<b>CO 2</b>	3	3	3	3	3
<b>CO 3</b>	3	3	3	3	3
<b>CO 4</b>	3	3	3	3	3
<b>CO 5</b>	3	3	3	3	3
<b>Weightage</b>	15	15	15	15	15
<b>Weighted Percentage of Course Contribution to Pos</b>	3.0	3.0	3.0	3.0	3.0

# UNIVERSITY OF MADRAS

## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks			
									CIA	External	Total	
<b>350S6A</b>	<b>Quantitative Aptitude</b>	PCE	Y	-	-	-	2	2	25	75	100	
<b>Learning Objectives</b>												
CLO1	To categorize, apply and use thought process to distinguish between concepts of Quantitative methods.											
CLO2	To prepare and explain the fundamentals related to various possibilities and probabilities related to time											
CLO3	To be able to solve questions relating to percentages, Profit and loss											
CLO4	To analyze data in Charts											
CLO5	To understand the application Geometry and mensuration											
UNIT	Details							No. of Hours	Learning Objectives			
I	Numerical computation: Applications based on Numbers, Chain Rule, Ratio Proportion							6	CLO1			
II	Numerical estimation–I Applications Based on Time and work, Time and Distance							6	CLO2			
III	Numerical estimation–II Applications based on percentages, Profit Loss and Discount, Simple interest and Compound Interest Partnerships, Shares and dividends							6	CLO3			
IV	Data interpretation Data interpretation related to Averages, Mixtures and allegations, Barcharts, Piecharts, Venndiagrams							6	CLO4			
V	Application to industry in Geometry and Mensuration							6	CLO5			
	<b>Total</b>							<b>30</b>				
<b>Course Outcomes</b>												
Course Outcomes	On completion of this course, students will;							Program Outcomes				
CO1	Use their logical thinking and analytical abilities to solve reasoning questions							PO1, PO6				
CO2	Solve questions related to time and distance and time and work							PO1 PO6				

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## B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION SYLLABUS WITH EFFECT FROM 2023-2024

<b>CO3</b>	Apply concept of percentages, Profit and loss, discount	PO1 PO6
<b>CO4</b>	Interpret data using bar charts and diagrams	PO1 PO6
<b>CO5</b>	Solve questions relating to Geometry and Mensuration	PO1 PO6
<b>Reading List</b>		
1.	Quantitative aptitude by R S Agarwal, S Chand Publication	
2.	Fast Track Objective Arithmetic by Rajesh Verma, Arihant	
3.	Quantitative Aptitude and Reasoning by R V Praveen, PHI	
4.	Essential Quantitative Aptitude for Competitive Exams - 2nd Edition by Rajat Vijay Jain, Disha Publications	
5.	Quantitative Aptitude & Data Interpretation Topic-wise Solved Papers for IBPS/SBI Bank PO/ Clerk Prelim & Main Exam (2010-19) 3rd Edition by Disha Experts, Disha Publications	
<b>References Books</b>		
1.	Barron's by Sharon Welner Green and Ira K Wolf (Galgotia Publications Pvt. Ltd.)	
2.	Quantitative Aptitude by U Mohan Rao Scitech publications	
3.	Quantitative Aptitude by Arun Sharma McGrawhill publications	
4.	Quantitative Aptitude by Abhijit Guha	
5.	Quantitative Aptitude by Pearson publications	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	75 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	



**UNIVERSITY OF MADRAS**  
**B.B.A. DEGREE PROGRAMME IN BUSINESS ADMINISTRATION**  
**SYLLABUS WITH EFFECT FROM 2023-2024**

**Mapping with program outcome**

	<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>CO 1</b>	S	S	M	M	S	S	M	M
<b>CO 2</b>	S	M	M	M	M	S	M	M
<b>CO 3</b>	S	S	M	M	M	S	M	M
<b>CO 4</b>	S	S	M	M	S	S	M	M
<b>CO 5</b>	S	M	M	M	M	S	M	M

**S-Strong    M-Medium    L-Low**

**CO-PO Mapping with Programme Specific Outcomes (Course Articulation Matrix):  
Level of Correlation between PSO's and CO's**

<b>CO/PO</b>	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>
<b>CO 1</b>	3	-	3	3	-
<b>CO 2</b>	3	-	3	3	-
<b>CO 3</b>	3	-	3	3	-
<b>CO 4</b>	3	-	3	3	-
<b>CO 5</b>	3	-	3	3	-
<b>Weightage</b>	15	-	15	15	-
<b>Weighted Percentage of Course Contribution to POs</b>	3.0	-	3	3.0	-

**சென்னைப் பல்கலைக்கழகம்  
University of Madras**

**Part-IV**

**அடிப்படைத் தமிழ் - பாடத்திட்டம்**

**Basic Tamil - Syllabus**

**2 பருவங்கள் (முதல் பருவம்)**

**(B.A., B.Sc., B.Com., BCA., BBA)**

**2023-24**

**பருவம் - I (Semester - I)**  
**அடிப்படைத் தமிழ் - I (Basic Tamil - I)**

Course Code	Course Name	Category	L	T	P	S	Credit	Ins. Hours	Marks		
									CIA	External	Total
100S1A	அடிப்படைத் தமிழ் - I Basic Tamil - I	Supportive	2		-	-	2	2	25	75	100
Pre requisite	- தமிழ் கற்கும் ஆர்வம்.									SV 2023	
<b>Learning Objectives - கற்றல் நோக்கங்கள்</b>											
<ul style="list-style-type: none"> <li>பிறமொழி மாணவர்களுக்குத் தமிழ்மொழி பயிற்றுவித்தல்.</li> <li>தமிழ் எழுத்துகளின் வரிவடிவங்களை அறிவதோடு உச்சரிக்கவும் எழுதவும் பயிற்றுவித்தல்.</li> <li>கற்றுக்கொண்ட சொற்களைக் கொண்டு தொடர்களை அமைத்துப் பேசக் கற்றுக்கொள்ளச் செய்தல்.</li> <li>தமிழ்பேசும் மக்களிடையே அவர்கள் கலந்துபழகி, தங்கள் வாழ்வைச் சிறப்பாக நடத்தத் தேவையான மொழிவளத்தைப் பெறச் செய்தல்.</li> </ul>											
<b>Expected Course Outcomes - எதிர்பார்க்கப்படும் கற்றல் அடைவுகள்</b>											
<b>On the successful completion of the course, students will be able to</b>											
<b>இப் பாடத்தைக் கற்பதால் பின்வரும் பயன்களை மாணவர் அடைவர்.</b>											
CO 1	தமிழ் உயிரெழுத்து வடிவங்களையும் மெய்யெழுத்து வடிவங்களையும் அறிந்துகொள்வர்.									K1,K2	
CO 2	உயிர், மெய், உயிர்மெய்த் துணைக் குறியீடுகளை அறிந்து அவற்றை எழுதும் திறன் பெறுவர்.									K2	
CO 3	ஒரு எழுத்துக்கு ஒரு ஒலி, ஒரு ஒலிக்கு ஒரு எழுத்து என்ற தமிழின் உச்சரிப்பு - வரிவடிவத் தொடர்பை உணர்வர்.									K3,K4	
CO 4	சில அடிப்படையான மொழி இலக்கண விதிகளை அறிந்து பயன்படுத்துவர்.									K3,K5	
CO 5	தமிழ்நாட்டுச் சூழலில் அன்றாடத் தேவைகளை நிறைவேற்றிக்கொள்ள ஏற்ற மொழிப் பயன்பாடுகளை அறிவர்.									K4,K6	
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 - Create											
Unit - I	<b>உயிரெழுத்துகள், மெய்யெழுத்துகள், உயிர்மெய் எழுத்துகள்</b>										
	உயிர், மெய், உயிர்மெய்த் துணைக் குறியீடுகள், குறில்-நெடில், வல்லினம்-மெல்லினம்-இடையினம் - எழுத்துகளின் ஒலிப்பு முறையையும் எழுதும் முறையையும் கற்றல்.										
Unit - II	<b>ஒரெழுத்து ஒருமொழியும் இன்றியமையாத பெர்றசொற்களும்</b>										
	ஒரெழுத்துச் சொற்கள் - பல எழுத்துச் சொற்கள் - சொற்பொருள் அறிதல் - நாள், மாதம், எண் பெயர்கள் அறிதல் - பருவங்கள் அறிதல் - விலங்குகள், தாவரங்கள், உடல் உறுப்புகள், உறவுப் பெயர்கள், ஊர்ப் பெயர்கள், போன்றவற்றை அறிதல்.										
Unit - III	<b>சொல் வகைகளும் சொற்பயன்பாடும்</b>										
	எண் அடை, பெயரடை, வினையடை, இடைச்சொற்கள் இணைப்பு, வேற்றுமை உருபு இணைப்பு போன்ற மொழி விதிகளைக் கற்பித்தல்.										
Unit - IV	<b>பிழையின்றிப் பேசுதலும் எழுதுதலும்</b>										
	திணை-பால்-எண்-இடம்-காலம் ஆகியவற்றை அறிதல். பொதுவாக இவற்றில் ஏற்படும் பிழைகளை உணர்த்திச் சரிசெய்தல்.										

<b>Unit - V</b>	<b>மொழிப் பயன்பாட்டு பயிற்சி</b>
	<ul style="list-style-type: none"> <li>• ஆர்வமுட்டும் நிகழ்ச்சி அல்லது சிறிய கதையைச் சொல்லச் செய்தல் / படிக்கச் செய்தல்.</li> <li>• சூழல்சார் (கல்லூரி, நூலகம், உணவகம், பேருந்து-இரயில்-விமான நிலையங்கள், அங்காடிகள்) உரையாடல்களை மாணவர்களிடையே நிகழ்த்துதல்.</li> <li>• கதையினைச் சொல்லச் சொல்ல எழுதச் சொல்லுதல்.</li> <li>• திரைப்படம் அல்லது திரைப்படப் பாடல் குறித்து மாணவர்களிடையே குழுக் கலந்துரையாடல் செய்யச் சொல்லல்.</li> </ul>
<b>Text book (s)</b>	
•	அடிப்படைத் தமிழ்-1 (Basic Tamil-I)
<b>Reference Books / Websites</b>	
•	தமிழில் நாமும் தவறில்லாமல் எழுதலாம் - பொற்கோ, பாரி நிலையம், சென்னை, 2003.
•	<a href="http://www.tamilvu.org/ta/content/சான்றிதழ்">www.tamilvu.org/ta/content/சான்றிதழ்</a>
•	<a href="http://www.thamizham.net/kal/ttenglish/cards32-u8.htm">www.thamizham.net/kal/ttenglish/cards32-u8.htm</a>
•	<a href="http://www.thamizham.net/kal/ttenglish/index-u8.htm">www.thamizham.net/kal/ttenglish/index-u8.htm</a>
•	<a href="http://www.ilearntamil.com">www.ilearntamil.com</a>
•	<a href="http://www.wikihow.com/Learn-Tamil">www.wikihow.com/Learn-Tamil</a>
•	<a href="http://www.ilovelanguages.org/tamil.php">www.ilovelanguages.org/tamil.php</a>
•	<a href="http://www.ling-app.com/learn-tamil">www.ling-app.com/learn-tamil</a>
•	<a href="http://www.ilearntamilnow.com">www.ilearntamilnow.com</a>
•	<a href="http://www.17-minute-languages.com/en/learn-tamil">www.17-minute-languages.com/en/learn-tamil</a>
•	<a href="http://www.hindustanitongue.com/learn-tamil">www.hindustanitongue.com/learn-tamil</a>
•	<a href="http://www.duolingo.com/course/ta/en/Learn-Tamil">www.duolingo.com/course/ta/en/Learn-Tamil</a>
•	<a href="http://www.mylanguages.org/learn_tamil.php">www.mylanguages.org/learn_tamil.php</a>
•	<a href="http://www.learn101.org/tamil.php">www.learn101.org/tamil.php</a>
•	<a href="http://www.goethe-verlag.com/book2/EN/ENTA/ENTA002.HTM">www.goethe-verlag.com/book2/EN/ENTA/ENTA002.HTM</a>
•	<a href="http://www.karky.in/payilcourses/index.html">www.karky.in/payilcourses/index.html</a>
•	<a href="http://www.tamilvu.org/ta/பயணியர்-தமிழ்">www.tamilvu.org/ta/பயணியர்-தமிழ்</a>
•	<a href="http://www.languagetrainers.com/blog/tamil-words/">www.languagetrainers.com/blog/tamil-words/</a>
•	<a href="http://www.thamizham.net/kal/tamil.htm">www.thamizham.net/kal/tamil.htm</a>
•	<a href="http://www.worldtamilacademy.com">www.worldtamilacademy.com</a>
•	<a href="http://www.outsourcingtranslation.com/resources/phrases/tamil-sentences.php">www.outsourcingtranslation.com/resources/phrases/tamil-sentences.php</a>
•	<a href="http://www.ling-app.com/ta/basic-words-in-tamil/">www.ling-app.com/ta/basic-words-in-tamil/</a>
•	<a href="http://www.thirutamil.com/article/20-easy-thirukkural-in-tamil/">www.thirutamil.com/article/20-easy-thirukkural-in-tamil/</a>
•	<a href="http://www.chennaiibrary.com/avvai/kondraivendan.html">www.chennaiibrary.com/avvai/kondraivendan.html</a>
•	<a href="http://www.tamilvu.org/ta/content/புதிய-பாடத்திட்டம்-2022">www.tamilvu.org/ta/content/புதிய-பாடத்திட்டம்-2022</a>
•	<a href="http://www.tamilvu.org/ta/content/மின்-கற்றலுக்கான-இணையத்தளம்">www.tamilvu.org/ta/content/மின்-கற்றலுக்கான-இணையத்தளம்</a>
•	<a href="http://www.ling-app.com/ta/tamil-culture">www.ling-app.com/ta/tamil-culture</a>
•	<a href="http://www.caleidoscope.in/art-culture/tamil-nadu-culture-3">www.caleidoscope.in/art-culture/tamil-nadu-culture-3</a>

**Apps**

- [www.kaniyantamil.com/best-mobile-apps-tamil-learning/](http://www.kaniyantamil.com/best-mobile-apps-tamil-learning/)
- Tamil 101 - Learn to Write
- <https://payil.app/tva/ta/>
- <https://tamil-101.en.aptoide.com/app>
- Ling - Learn Tamil Language
- Tamil by Nemo
- Learn Tamil Quickly

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2
CLO 1	3	2	3	2	2	3	2	2	2	2	3	3
CLO 2	2	2	2	3	3	2	2	3	3	2	2	2
CLO 3	3	3	3	2	2	3	3	2	3	3	3	3
CLO 4	3	2	3	3	3	3	2	2	2	2	3	2
CLO 5	2	2	3	3	2	2	3	3	2	3	3	2

Strong - 3, Medium - 2, Low - 1

**சென்னைப் பல்கலைக்கழகம்  
University of Madras**

**Part-IV**

**வளர்நிலைத் தமிழ் - பாடத்திட்டம்**

**Advanced Tamil - Syllabus**

**2 பருவங்கள் (முதல் பருவம்)**

**(B.A., B.Sc., B.Com., BCA., BBA)**

**2023-24**

**பருவம் - 1 (Semester - 1)**  
**வளர்நிலைத் தமிழ் - I (Advanced Tamil - I)**

Course Code	Course Name	Category	L	T	P	S	Credit	Ins. Hours	Marks		
									CIA	External	Total
100S1B	வளர்நிலைத் தமிழ் - I Advanced Tamil - I	Supportive	2	-	-	-	2	2	25	75	100
Pre-requisite	பத்தாம் வகுப்பு வரை தமிழை மொழிப்பாடமாகப் படித்திருக்க வேண்டும்.										SV 2023
<b>Learning Objectives - கற்றல் நோக்கங்கள்</b>											
<ul style="list-style-type: none"> <li>இக்கால இலக்கியங்களில் இன்றியமையாத சில வகைமைகளை மாணவர்கள் அறியுமாறு செய்தல்.</li> <li>அழியும் நிலையில் உள்ள நாட்டுப்புறப் பாடல்கள் குறித்த விழிப்புணர்வை ஏற்படுத்துதல்.</li> <li>உரைநடை வடிவத்தின் குறிப்பிடத்தக்க கூறான கட்டுரை இலக்கியம் பற்றியும் அதன் சிறப்புகள் குறித்தும் அறியச் செய்தல்.</li> <li>தம் உள்ள கருத்துகளை நடப்பு இலக்கிய வடிவங்களைப் பயன்படுத்திச் சமூகத்துக்குப் படைத்தளிக்கத் தூண்டுதல்.</li> <li>மொழிப் பிழைகள் நேராமல் தவிர்த்து , பல்வகை ஊடகங்களிலும் வேலை வாய்ப்பு பெற ஊக்கமளித்தல்.</li> </ul>											
<b>Expected Course Outcomes - எதிர்பார்க்கப்படும் கற்றல் அடைவுகள்</b>											
On the successful completion of the course, students will be able to											
இப் பாடத்தைக் கற்பதால் பின்வரும் பயன்களை மாணவர் அடைவர்											
CO 1	சமகால இலக்கியங்களின் நோக்குகள்- போக்குகள் குறித்து மாணவர்கள் அறிந்துகொள்வர்.										K2
CO 2	நாட்டுப்புற மக்களின் வாழ்வியல் , அறிவாற்றல், இன்றைய நிலை ஆகியவை குறித்துச் சிந்திப்பர்.										K1,K2
CO 3	தங்கள் கற்பனை வளத்தை மாணவர்கள் பெருக்கிக் கொள்வர்.										K2,K4,K6
CO 4	மொழியில் பிழைகள் நேரா வண்ணம் எழுதக் கற்றுக் கொள்வதோடு , திறனாய்வு செய்யும் ஆற்றல் பெறுவர்.										K5,K4
CO 5	திரைப்படம், சின்னத்திரை, தொலைக்காட்சி உள்ளிட்ட ஊடகங்களில் பாடல், இசை, எழுத்து எனப் பல்வேறு வேலைவாய்ப்புகள் பெறுவர்.										K5,K4,K6
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 - Create											
Unit - I	<b>நாட்டுப்புறப் பாடலும் கவிதையும்</b>										
	<ol style="list-style-type: none"> <li>1. கி.வ.ஜா.வின் மலையருவி அல்லது ஏதேனும் ஒரு நாட்டுப்புறத் தொகுப்பிலிருந்து தேர்ந்தெடுத்துத் தாலாட்டுப் பாடல், சிறுவர் விளையாட்டுப் பாடல், தொழில் பாடல், ஒப்பாரிப் பாடல் ஆகியவற்றை மாணவர்களுக்கு அறிமுகப்படுத்துதல்.</li> <li>2. தமிழ்த்தாய் வாழ்த்து முதல் பாடல் மட்டும்.</li> <li>3. பாரதியாரின் “செந்தமிழ் நாடென்னும் போதினிலே” பாடல்.</li> </ol>										
Unit - II	<b>புதுக்கவிதையும் சிறுகதையும்</b>										
	<ol style="list-style-type: none"> <li>1. “நிலத்தை ஜெயித்த விதை” - வைரமுத்து</li> <li>2. “தீக்குச்சி” (பித்தன் தொகுப்பு) - அப்துல் ரஹ்மான்</li> <li>3. “கட்டை விரல்” - கா.ந. அண்ணாதுரை</li> <li>4. “சனிக்கிழமை” (காகித உறவு தொகுப்பு) - சு.சமுத்திரம்</li> </ol>										

Unit - III	<b>கட்டுரையும் குறிப்புகளைக்கொண்டு கட்டுரை எழுதுதலும்</b>											
	1. மு.வ.வின் “நல்வாழ்வு” தொகுப்பிலிருந்து ஏதேனும் ஒரு கட்டுரை. 2. குறிப்புகளைக் கொடுத்துக் கட்டுரை எழுதச் செய்தல்.											
Unit - IV	<b>ம் நேர்காணலும் திறனாய்வு</b>											
	இலக்கியநயம் பாராட்டுதல், நூல் திறனாய்வு, திரைப்படத் திறனாய்வு. நேர்காணல்											
Unit - V	<b>மொழிப் பயிற்சி</b>											
	1. திணை, பால், எண், இடப் பயன்பாடு அறிதல். 2. பொருந்திய சொல் தருதல். 3. பிழை நீக்கி எழுதுதல்.											
<b>Text book (s)</b>												
•												
<b>Reference Books / Websites</b>												
•												
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2
CLO 1	3	2	3	2	2	3	2	2	2	2	3	3
CLO 2	2	2	2	3	3	2	2	3	3	2	2	2
CLO 3	3	3	3	2	2	3	3	2	3	3	3	3
CLO 4	3	2	3	3	3	3	2	2	2	2	3	2
CLO 5	2	2	3	3	2	2	3	3	2	3	3	2
Strong - 3, Medium - 2, Low - 1												



**சென்னைப் பல்கலைக்கழகம்  
University of Madras**

**Part-IV**

**அடிப்படைத் தமிழ் - பாடத்திட்டம்**

**Basic Tamil - Syllabus**

**2 பருவங்கள் (இரண்டாம் பருவம்)**

**(B.A., B.Sc., B.Com., BCA., BBA)**

**2023-24**

**பருவம் - II (Semester - II)**  
**அடிப்படைத் தமிழ் - II (Basic Tamil - II)**

Course Code	Course Name	Category	L	T	P	S	Credit	Ins. Hours	Marks		
									CIA	External	Total
100S2A	அடிப்படைத் தமிழ் - II Basic Tamil - II	Supportive	2		-	-	2	2	25	75	100
Pre - requisite	தமிழ் எழுத்துகளை அறிந்திருத்தலோடு தொடக்க நிலையில் பேசவும் எழுதப் படிக்கவும் தெரிந்திருத்தல்.									SV 2023	
<b>Learning Objectives - கற்றல் நோக்கங்கள்</b>											
<ul style="list-style-type: none"> <li>தமிழ்மொழியைத் தொடக்க நிலையில் பேசவும் பிறர் பேசுவதைப் புரிந்துகொள்ளவும் திறன் பெறுதல். தமிழைப் படிக்கவும் எழுதவும் கற்றுக்கொள்ளுதல்.</li> <li>பிறமொழி மாணவர்களுக்குத் தமிழ்மொழி யின் சிறப்புகள் , கலை-பண்பாட்டை அறிமுகப்படுத்துதல்.</li> <li>தமிழ் இலக்கிய இலக்கண வளங்களின் சிறப்புக ளை அறிதல் . அவற்றுள் சிலவற்றைச் சுவைத்துப் பார்த்தல்.</li> <li>தமிழரின் தனித்தன்மைகளை உணரச் செய்தல்.</li> </ul>											
<b>Expected Course Outcomes - எதிர்பார்க்கப்படும் கற்றல் அடைவுகள்</b>											
<b>On the successful completion of the course, students will be able to</b>											
<b>இப் பாடத்தைக் கற்பதால் பின்வரும் பயன்களை மாணவர் அடைவர்</b>											
CO 1	தமிழ்மொழியைப் பேசவும் பிறர் பேசுவதைப் புரிந்துகொள்ளவும் திறன் பெறுதல். தமிழைப் படிக்கவும் எழுதவும் கற்றுக்கொள்வர்.									K1,K2	
CO 2	கடிதம், விண்ணப்பம், நிகழ்ச்சிக் குறிப்புகள் எழுதுதல், தகவல் தொடர்புச் சாதனங்களில் தகவல் எழுதுதல் என அன்றாட வாழ்வில் தமிழ்ப் பயன்பாட்டைக் கற்றுக்கொள்வர்.									K1,K3,K4	
CO 3	தமிழின் இலக்கிய வளத்தோடு தமிழரின் அறக் கோட்பாடுகளையும் தமிழரின் வரலாற்று-பண்பாட்டுச் செழுமையையும் புரிந்துகொள்வர்.									K1,K2,K4	
CO 4	தமிழறிஞர்களையும் படைப்பாளிக ள், அரசியல் தலைவர்கள், சிறந்த ஆளுமைகளைப் பற்றி அறிந்துகொள்வர்.									K4,K5,K6	
CO 5	தமிழர் கலை , பண்பாடு, பழக்கவழங்கங்கள், விளையாட்டுகள், விழாக்கள், தமிழரின் தனித்த அடையாளங்கள், சிறப்புகள் ஆகியவற்றை அறிவதோடு, அவரவர் மண்ணுகுரிய கலைப் பண்பாட்டோடு ஒப்பிட்டுப் புரிந்துகொள்வர்.									K1,K4,K5, K6	
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 - Create											
Unit - I	<b>சொல்லும் பொருளும்</b>										
	<ol style="list-style-type: none"> <li>பெயர்-வேற்றுமை, வினை-காலம், பெயரடை-வினையடை, எதிர்ச்சொற்கள் போன்றவறைக் கொண்டு சிறுசிறு தொடர்கள் பேசவைத்தல், எழுதவைத்தல்.</li> <li>பெயர்ப் பலகை, செய்தித்தாள் போன்றவற்றை வாசிக்கவும் பொருள் கூறவும் பயிற்சியளித்தல்.</li> <li>உரையாடல் (படங்களைப் பார்த்து, சொற்களைச் சொல்லவைத்தல்/பேசவைத்தல், கேள்விகளுக்குப் பதில் அளித்தல், தலைப்புகள் கொடுத்துப் பேசச் செய்தல்.</li> </ol>										

<b>Unit - II</b>	<b>அன்றாட வாழ்வில் தமிழ்ப் பயன்பாடு</b>
	காலைக் கடமைகள், சமையல், உணவுகள், உடல்நலம், வீட்டுப் பொருள்கள், வணிகம், போக்குவரத்து, பயணம் தொடர்பான செயல்பாடுகள் போன்ற அன்றாட நடவடிக்கைகளில் தமிழ்மொழிப் பயன்பாடு.
<b>Unit - III</b>	<b>தமிழ் இலக்கியங்கள் அறிமுகம்</b>
	1. தமிழ் இலக்கியங்கள் அறிமுகம் - இலக்கிய இலக்கண வளங்களின் சிறப்புகள். 2. திருக்குறள், ஆத்திசூடி, சங்க இலக்கியம், திரைப் பாடல்கள், நாட்டுப்புறப் பாடல்கள் போன்றவற்றில் சுவைமிகுந்த பாடல்களை வாசிக்கவைத்தல் பொருளுணர்த்துதல், கற்றவற்றை எழுதச்செய்தல்.
<b>Unit - IV</b>	<b>தமிழ்ப் படைப்பாளர்கள், அறிஞர்கள், ஆளுமைகள், தலைவர்கள்</b>
	1. இலக்கிய-இலக்கணப் படைப்பாளர்கள் (தொல்காப்பியர், திருவள்ளுவர், ஓவையார், கம்பர், பாரதி, பாரதிதாசன், ஜெயகாந்தன், கண்ணதாசன், வைரமுத்து போன்றோர்). 2. அரசியல் தலைவர்கள் (காமராசர், பெரியார், அண்ணா, எம்.ஜி.ஆர். போன்றோர்). 3. திரைப் பிரபலங்கள் (சிவாஜி கணேசன், ரஜினிகாந்த், கமலஹாசன், பாலச்சந்தர், இளையராஜா, சி.பா. பாலசுப்பிரமணியம் போன்றோர்). 4. ஆளுமைகள் (வ.உ. சிதம்பரனார், பாவாணர், அப்துல் கலாம், போன்றோர்). மேற்குறித்தோரை அறிமுகப்படுத்துதல். மாணவர்களைப் பேசவைத்தல் /எழுதவைத்தல்.
<b>Unit - V</b>	<b>தமிழர் கலை, பண்பாடு, பழக்க வழங்கங்கள், விளையாட்டுகள், விழாக்கள்</b>
	1. தமிழரின் தனித்த அடையாளங்களும் சிறப்புகளும். 2. கலைகள் (கட்டடம், சிற்பம், ஓவியம், புழங்குபொருள்கள்). 3. நுண்கலைகள் (சிலம்பம், பட்டிமன்றம், வில்லுப்பாட்டு, ஆட்டம், கூத்து போன்றன). 4. விளையாட்டுகள் (குழந்தைகள், சிறுவர், இளைஞர், ஆண்கள், பெண்கள்). 5. விழாக்கள் (குடும்ப விழாக்கள், கோயில் சார்ந்த விழாக்கள், கிராமிய விழாக்கள்). 6. சுற்றுலாத் தலங்கள் / வரலாற்றுச் சிறப்புமிக்க இடங்கள். 7. உணவு, உடை, மருத்துவம் இன்னபிற. மேற்குறித்தவற்றை அறிமுகப்படுத்துதல். மாணவர்களைப் பேசவைத்தல் /எழுதவைத்தல்.
<b>Text book (s)</b>	
•	அடிப்படைத் தமிழ்-2 (Basic Tamil-II)
<b>Reference Books / Websites</b>	
•	தமிழில் நாமும் தவறில்லாமல் எழுதலாம் - பொற்கோ, பாரி நிலையம், சென்னை, 2003.
•	<a href="http://www.tamilvu.org/ta/content/சான்றிதழ்">www.tamilvu.org/ta/content/சான்றிதழ்</a>
•	<a href="http://www.thamizham.net/kal/ttenglish/cards32-u8.htm">www.thamizham.net/kal/ttenglish/cards32-u8.htm</a>
•	<a href="http://www.thamizham.net/kal/ttenglish/index-u8.htm">www.thamizham.net/kal/ttenglish/index-u8.htm</a>
•	<a href="http://www.ilearntamil.com">www.ilearntamil.com</a>
•	<a href="http://www.wikihow.com/Learn-Tamil">www.wikihow.com/Learn-Tamil</a>
•	<a href="http://www.ilovelanguages.org/tamil.php">www.ilovelanguages.org/tamil.php</a>
•	<a href="http://www.ling-app.com/learn-tamil">www.ling-app.com/learn-tamil</a>
•	<a href="http://www.ilearntamilnow.com">www.ilearntamilnow.com</a>
•	<a href="http://www.17-minute-languages.com/en/learn-tamil">www.17-minute-languages.com/en/learn-tamil</a>
•	<a href="http://www.hindustanitongue.com/learn-tamil">www.hindustanitongue.com/learn-tamil</a>

•	<a href="http://www.duolingo.com/course/ta/en/Learn-Tamil">www.duolingo.com/course/ta/en/Learn-Tamil</a>
•	<a href="http://www.mylanguages.org/learn_tamil.php">www.mylanguages.org/learn_tamil.php</a>
•	<a href="http://www.learn101.org/tamil.php">www.learn101.org/tamil.php</a>
•	<a href="http://www.goethe-verlag.com/book2/EN/ENTA/ENTA002.HTM">www.goethe-verlag.com/book2/EN/ENTA/ENTA002.HTM</a>
•	<a href="http://www.karky.in/payilcourses/index.html">www.karky.in/payilcourses/index.html</a>
•	<a href="http://www.tamilvu.org/ta/பயணியர்-தமிழ்">www.tamilvu.org/ta/பயணியர்-தமிழ்</a>
•	<a href="http://www.languagetrainers.com/blog/tamil-words/">www.languagetrainers.com/blog/tamil-words/</a>
•	<a href="http://www.thamizham.net/kal/tamil.htm">www.thamizham.net/kal/tamil.htm</a>
•	<a href="http://www.worldtamilacademy.com">www.worldtamilacademy.com</a>
•	<a href="http://www.outsourcingtranslation.com/resources/phrases/tamil-sentences.php">www.outsourcingtranslation.com/resources/phrases/tamil-sentences.php</a>
•	<a href="http://www.ling-app.com/ta/basic-words-in-tamil/">www.ling-app.com/ta/basic-words-in-tamil/</a>
•	<a href="http://www.thirutamil.com/article/20-easy-thirukkural-in-tamil/">www.thirutamil.com/article/20-easy-thirukkural-in-tamil/</a>
•	<a href="http://www.chennaiLibrary.com/avvai/kondraivendan.html">www.chennaiLibrary.com/avvai/kondraivendan.html</a>
•	<a href="http://www.tamilvu.org/ta/content/புதிய-பாடத்திட்டம்-2022">www.tamilvu.org/ta/content/புதிய-பாடத்திட்டம்-2022</a>
•	<a href="http://www.tamilvu.org/ta/content/மின்-கற்றலுக்கான-இணையத்தளம்">www.tamilvu.org/ta/content/மின்-கற்றலுக்கான-இணையத்தளம்</a>
•	<a href="http://www.ling-app.com/ta/tamil-culture">www.ling-app.com/ta/tamil-culture</a>
•	<a href="http://www.caleidoscope.in/art-culture/tamil-nadu-culture-3">www.caleidoscope.in/art-culture/tamil-nadu-culture-3</a>

#### Apps

•	<a href="http://www.kaniyantamil.com/best-mobile-apps-tamil-learning/">www.kaniyantamil.com/best-mobile-apps-tamil-learning/</a>
•	Tamil 101 - Learn to Write
•	<a href="https://payil.app/tva/ta/">https://payil.app/tva/ta/</a>
•	<a href="https://tamil-101.en.aptoide.com/app">https://tamil-101.en.aptoide.com/app</a>
•	Ling - Learn Tamil Language
•	Tamil by Nemo
•	Learn Tamil Quickly

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2
CLO 1	3	2	3	2	2	3	2	2	2	2	3	3
CLO 2	2	2	2	3	3	2	2	3	3	2	2	2
CLO 3	3	3	3	2	2	3	3	2	3	3	3	3
CLO 4	3	2	3	3	3	3	2	2	2	2	3	2
CLO 5	2	2	3	3	2	2	3	3	2	3	3	2

Strong - 3, Medium - 2, Low - 1

**சென்னைப் பல்கலைக்கழகம்  
University of Madras**

**Part-IV**

**வளர்நிலைத் தமிழ் - பாடத்திட்டம்**

**Advanced Tamil - Syllabus**

**2 பருவங்கள் (இரண்டாம் பருவம்)**

**(B.A., B.Sc., B.Com., BCA., BBA)**

**2023-24**

**பருவம் - 2 (Semester - 2)**  
**வளர்நிலைத் தமிழ் - II (Advanced Tamil - II)**

Course Code	Course Name	Category	L	T	P	S	Credit	Ins. Hours	Marks		
									CIA	External	Total
100S2B	வளர்நிலைத் தமிழ் - II Advanced Tamil - II	Supportive	2	-	-	-	2	2	25	75	100
Pre requisite	பத்தாம் வகுப்புவரை தமிழை மொழிப்பாடமாகப் படித்திருக்க வேண்டும்.										SV 2023
<b>Learning Objectives - கற்றல் நோக்கங்கள்</b>											
<ul style="list-style-type: none"> <li>பண்டைத் தமிழ் இலக்கியங்கள் , அவற்றின் சிறப்புகள் மற்றும் பொருண்மைகள் ஆகியன குறித்து அறியச்செய்தல்.</li> <li>காப்பிய இலக்கியங்கள் , பக்தி இலக்கியங்கள் ஆகியவற்றில் காணலாகும் கருத்துக் கருவூலங்களை நுகரச் செய்தல்.</li> <li>உரைநடை இலக்கியத்துள் , கட்டுரை, இலக்கியம் குறித்த அறிமுகத்தை மாணவர்களுக்கு ஏற்படுத்துதல்.</li> <li>பாடத்தின்வழி, பல்வகை இலக்கியங்கள் தோன்றுவதற்கான காரணங்கள் மற்றும் மாற்றம் பெறுவதற்கான காரணங்களை அறியச் செய்தல்.</li> <li>இருவேறு மொழிகளின் இயல்புகளை உணர் த்தி, மொழிபெயர்க்கும் திறனையும் அலுவலகக் கடிதம் எழுதும் பயிற்சியையும் பெறச் செய்தல்.</li> </ul>											
<b>Expected Course Outcomes - எதிர்பார்க்கப்படும் கற்றல் அடைவுகள்</b>											
On the successful completion of the course, students will be able to											
இப் பாடத்தைக் கற்பதால் பின்வரும் பயன்களை மாணவர் அடைவர்.											
CO 1	உரைநடை இலக்கியத்தின் பெருமைகளை உணர்ந்து , அதனை அன்றாட வாழ்வில் பயன்படுத்தும் திறன் பெறுவர்.									K2,K3	
CO 2	பண்டைத் தமிழ் இலக்கியங்கள் காட்டும் சமூக , பண்பாட்டு, வாழ்வியல் முறைகளை அறிந்துகொள்வர்.									K1,K3,K4	
CO 3	காப்பியக் கட்டமைப்புகளை இன்றைய புதினம் , திரைப்படங்கள் ஆகியவற்றுடன் ஒப்பிட்டுக் காணும் அறிவைப் பெறுவர்.									K1,K3,K4	
CO 4	தமிழ் இலக்கிய மரபினையும் மாற்றங்களையும் ஆய்ந்து உணரும் ஆற்றல் பெறுவர்.									K1,K4,K5, K6	
CO 5	மொழிபெயர்ப்புத் திறன் பெறுவதோடு, அன்றாட வாழ்வின் தேவைகளான பல்வகை அலுவலகக் கடிதங்கள் எழுதும் திறன் பெறுவர்.									K4,K5,K6	
K1 - Remember; K2 - Understand; K3 - Apply; K4 - Analyze; K5 - Evaluate; K6 - Create											
Unit - I	<b>பக்தி இலக்கியமும் சிற்றிலக்கியமும்</b>										
	<ol style="list-style-type: none"> <li>“மண்ணில் நல்லவண்ணம் வாழலாம்” - திருஞான சம்பந்தர்</li> <li>திருவேங்கடமலையில் பிறத்தல் என்னும் தலைப்பில் குலசேகர ஆழ்வார் பாடியுள்ள பாடல்களில் ஏதேனும் ஒன்று.</li> <li>முக்கூடற்பள்ளு இலக்கியத்தில் மூத்த பள்ளி தன் நாட்டுவளம் குறித்துப் பாடியுள்ள பாடல்களில் ஏதேனும் ஒன்று.</li> </ol>										
Unit - II	<b>சங்க இலக்கியம், அற இலக்கியம், காப்பியம்</b>										
	<ol style="list-style-type: none"> <li>“நாடா கொன்றோ காடா கொன்றோ” - ஓவையார்.</li> <li>“யாதும் ஊரே” - கணியன் பூங்குன்றனார் - புறநானூறு</li> <li>“நிலத்தினும் பெரிதே”, “வேம்பின் பைங்காய்” - குறுந்தொகை.</li> <li>திருக்குறள் - 'பொருள்செயல் வகை' அதிகாரம்</li> </ol>										

	உ) சிலப்பதிகாரம் - வஞ்சிக் காண்டம் - காட்சிக் காதை. ஊ) குண்டலகேசி - “பாளையாம் தன்மை செத்தும்” எனத் தொடங்கும் பாடல்.											
<b>Unit - III</b>	<b>தமிழ் உரைநடை</b>											
	தமிழ் உரைநடைச் சிறப்பையும் தேவையையும் மாணவர்கள் உணரும் வகையில் ஒரு சிறுகதை, ஓர் ஓரங்க நாடகம், ஓர் எளிய கட்டுரைத் தொகுப்பு இவற்றை அறிமுகம் செய்க.											
<b>Unit - IV</b>	<b>தமிழர் பண்பாட்டு வரலாறு</b>											
	தமிழர் பண்பாடு, கலைகள் (நிகழ்த்து கலை, ஓவியம், கட்டடக் கலை போன்றவற்றை அறிமுகம் செய்க.											
<b>Unit - V</b>	<b>மொழிப் பயிற்சி</b>											
	1. மயங்கொலிப் பிழை, குறில்-நெடில், சொற்பிழை, சந்திப்பிழை, தொடர்பு பிழைகளை நீக்கி எழுதப் பயிற்சியளித்தல். 2. கலைச்சொல்லாக்கம் 3. மொழிபெயர்ப்பு - தமிழ்-ஆங்கிலம், ஆங்கிலம்-தமிழ் பகுதிகளை மொழிபெயர்ப்பு செய்யப் பயிற்சியளித்தல். 4. வேலைவேண்டி விண்ணப்பம் எழுதுதல். 5. அலுவலகக் கடிதம். 6. போட்டித் தேர்வுகளுக்குரிய கண்ணோட்டத்தில் மொழி, இலக்கிய வரலாற்றினைக் கற்பித்தல்.											
<b>Text book (s)</b>												
•												
<b>Reference Books / Websites</b>												
•												
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2
CLO 1	3	2	3	2	2	3	2	2	2	2	3	3
CLO 2	2	2	2	3	3	2	2	3	3	2	2	2
CLO 3	3	3	3	2	2	3	3	2	3	3	3	3
CLO 4	3	2	3	3	3	3	2	2	2	2	3	2
CLO 5	2	2	3	3	2	2	3	3	2	3	3	2
Strong - 3, Medium - 2, Low - 1												

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**UG & 5 YR INTEGRATED DEGREE – FOUNDATION COURSE**  
 EXISTING SYLLABUS (22-23) FOLLOWED FOR THE ACADEMIC YEAR 2023-2024

**FOUNDATION COURSE: PART-I HINDI PAPER-I**

**100L1E**

**Inst.Hrs. : 6**  
**Credits : 3**

**Year : I**  
**Semester : I**

<b>Programme:</b>	U.G. – FOUNDATION COURSE – PART-I HINDI	
<b>Programme Outcomes:</b>	1. Identify the literary trends, prose forms and nature of functional Hindi and its applications 2. Understand the roll of literature and importance of Functional Hindi 3. Obtain the practical knowledge of critical study of Literature, thinking, writing and expressional skills. 4. Obtain official noting, drafting and Business and personal, semi official letter writing methods and techniques 5. Employ the evaluating, summerising and differentiate contextual meanings.	
<b>Programme Specific Outcomes:</b>	1. Basic knowledge for higher studies 2. Obtain Basic professional skills i.e. business and official Correspondence and applications 3. Language application and writing skills 4. Basic idea of evaluation critical and analytical study of literature. 5. Develops ideas of creative thinking and writing	
<b>Course Objectives</b>	1. Identify the theme and aims of prose lessons and functional Hindi	K1
	2. Understand and summarise the theme	K2
	3. Explain the ideology of literary works and writers	K3
	4. Interpret the contextual meaning and differentiation	K4
	5. Evaluate on the basis of elements, features and trends of prose	K5
	6. Conceive the knowledge of literary themes and practice of functional Hindi	K6
<b>Title of the Course:</b>	PAPER – I - PROSE, FUNCTIONAL HINDI & LETTER WRITING	
<b>Pre-requisites, if any:</b>	Basic Knowledge of Hindi Prose forms and prose writers	
<b>UNITS</b>		
<b>I</b>	1. Sabhyata ka Rahasya 2. Personal Applications 3. Leave Letters 4. Introduction to office procedures 5. Official letter 6. Demi Official Letter	
<b>II</b>	1. Mitrata 2. Letter to the Editor 3. Opening an A/C	



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	<ol style="list-style-type: none"> <li>4. Demi Official Letter</li> <li>5. Office Order</li> <li>6. Administrative Terminology English to Hindi ( 30 Words )</li> </ol>
<b>III</b>	<ol style="list-style-type: none"> <li>1. Yuvavon Se</li> <li>2. Application for Withdrawal</li> <li>3. Circular</li> <li>4. Memo</li> <li>5. Enquiry</li> <li>6. Administrative Terminology Hindi to English ( 30 Words )</li> </ol>
<b>IV</b>	<ol style="list-style-type: none"> <li>1. Paramanu Oorja evam Khadya Padarth Sanrakshan</li> <li>2. Transfer of an A/C</li> <li>3. Missing of Pass Book / Cheque Leaf</li> <li>4. Official Memo</li> <li>5. Resolution and Notice</li> <li>6. Administrative Terminology English to Hindi ( 30 Words )</li> </ol>
<b>V</b>	<ol style="list-style-type: none"> <li>1. Yougyata aur Vyavasay ka Chunav</li> <li>2. Complaints</li> <li>3. Ordering for Books</li> <li>4. Notification</li> <li>5. Official Noting Hindi to English ( 25 Phrases )</li> <li>6. Official Noting English to Hindi (25 Phrases)</li> </ol>
<b>Course Outcomes</b>	<ol style="list-style-type: none"> <li>1. Explains the nature, features, elements of prose forms and Functional Hindi</li> <li>2. Understand the theme, aim of lessons and obtain application skills.</li> <li>3. Evaluate the thought, ideology, expressional and artistic skills of writers.</li> <li>4. Obtain skills of critical analysis of Literary forms and drafting skills of personal letters, business letters, noting and drafting skills</li> <li>5. Learn to Employ the obtained skills in enriching the bright future.</li> </ol>
<b>Reading List (Print and Online)</b>	<ol style="list-style-type: none"> <li>1. Sarkari karyalayon mein Hindi ka Prayog, Written by Gopinath Srivatav, Lokbharati Prakashan, 15,A, Gandhi Mrag, Allabad – 1</li> <li>2. Hi.wikipedia.org/wiki.आधुनिक_हिन्दी_गद्य_का_इतिहास</li> <li>3. <a href="https://www.infosrf.com/blog-single.php?MnBv=494">https://www.infosrf.com/blog-single.php?MnBv=494</a></li> </ol>
<b>Recommended Texts</b>	<ul style="list-style-type: none"> <li>• HINDI GADHYA MALA Ed. by Dr. Syed Rahamathulla, Poornima Prakashan 4/7-B, Begum III Street, Royapettah, Chennai – 14.</li> <li>• Karyalayeen Tippaniya :Kendriya Hindi Sansthan, Agra</li> <li>• Prayojan Moolak Hindi : Dr. Syed Rahamathulla, Poornima Prakashan, 4/7, Begum III Street, Royapettah, Chennai – 14</li> </ul>

**Method of Evaluation:**

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EXISTING SYLLABUS (22-23) FOLLOWED FOR THE ACADEMIC YEAR 2023-2024

<b>Internal Assessment</b>	<b>End Semester Examination</b>	<b>Total</b>	<b>Grade</b>
25	75	100	

	<b>POS1</b>	<b>POS 2</b>	<b>POS 3</b>	<b>POS 4</b>	<b>POS 5</b>
<b>CO 1</b>	S	S	M	S	M
<b>CO 2</b>	S	S	S	S	S
<b>CO 3</b>	S	S	S	S	S
<b>CO 4</b>	S	S	S	S	S
<b>CO 5</b>	S	S	S	S	S

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EXISTING SYLLABUS (22-23) FOLLOWED FOR THE ACADEMIC YEAR 2023-2024

**FOUNDATION COURSE: PART-I HINDI PAPER-II**

**100L2E**

**Inst.Hrs. : 6**  
**Credits : 3**

**Year : I**  
**Semester : II**

<b>Paper – II- ONE ACT PLAY, SHORT STORY &amp; TRANSLATION</b>		
<b>Duration:</b>	<b>1 Semester</b>	
<b>Programme Outcomes:</b>	<ol style="list-style-type: none"> <li>1. Identify the features, elements of literary forms i.e. Drama, one act play, Novel and Short Stories, techniques of Translation</li> <li>2. Understand the Ideology, message and aims of the literary works and writers</li> <li>3. Obtain the knowledge of method of critical study of Literary works.</li> <li>4. Obtain the skills of summarise, interpretation of contexts, and practice of translation</li> <li>5. Employ the knowledge of translation and language and professional skills.</li> </ol>	
<b>Programme Specific Outcomes:</b>	<ol style="list-style-type: none"> <li>1. Basic knowledge for higher studies</li> <li>2. Basic Knowledge of Hindi literature and its trends</li> <li>3. Language skills spoken and writing skills</li> <li>4. Basic idea of critical and analytical study of literature.</li> <li>5. Obtains knowledge of Translation of different subjects</li> </ol>	
<b>Course Objectives</b>	1. Identifies the writers, theme and aims of literary works	K1
	2. Understand and summarise the theme of one act plays and short stories and their techniques	K2
	3. Explains the methods and techniques of Translation of different fields	K2
	4. Evaluate the theme and artistic skills of One Act Plays and short stories and writers	K5
	5. Conceive the basic knowledge of literary themes and translation	K6
<b>Pre-requisites, if any:</b>	Basic Knowledge of Hindi Fiction and Translation	
<b>UNITS</b>		
<b>I</b>	<ol style="list-style-type: none"> <li>1. Auranzeb ki Aakhiri Raat</li> <li>2. Mukthidhan</li> <li>3. Practice of Annotation Writing</li> <li>4. Practice of Summary and Literary evaluation Writing</li> </ol>	
<b>II</b>	<ol style="list-style-type: none"> <li>1. Laksmi ka Swagat</li> <li>2. Mithayeewala</li> <li>3. Practice of Summary and Literary evaluation Writing</li> <li>4. Translation Practice. (English to Hindi)</li> </ol>	

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<b>III</b>	<ol style="list-style-type: none"> <li>1. Basant Ritu ka Natak</li> <li>2. Seb Aur Dev</li> <li>3. Practice of Summary and Literary evaluation Writing</li> <li>4. Introduction to Translation Practice</li> </ol>
<b>IV</b>	<ol style="list-style-type: none"> <li>1. Bahut Bada Sawal</li> <li>2. Vivah ki Teen Kathayen</li> <li>3. Practice of Summary and Literary evaluation Writing</li> <li>4. Translation Practice. (English to Hindi)</li> </ol>
<b>V</b>	<ol style="list-style-type: none"> <li>1. Translation Practice. (English to Hindi)</li> </ol>

<b>Course Outcomes</b>	<ol style="list-style-type: none"> <li>1. Identifies the nature, features, elements of One Act Plays and Short Stories and skills of Translation</li> <li>2. Understand the theme, aim of lessons and obtain skills of Evaluation.</li> <li>3. Evaluate the thought, ideology, expressional and artistic skills of writers and contextual meanings</li> <li>4. Obtain skills of summarizing, evaluating and critical study</li> <li>5. Employ the techniques and skills of Literature and Translation.</li> </ol>
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<b>Reading List (Print and Online)</b>	<ol style="list-style-type: none"> <li>1. <a href="https://hindisarang.com/hindi-ekaanki-ekaankikar/">https://hindisarang.com/hindi-ekaanki-ekaankikar/</a></li> <li>2. <a href="https://hi.wikipedia.org/wiki/हिन्दी_कहानी">https://hi.wikipedia.org/wiki/हिन्दी_कहानी</a></li> </ol>
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<b>Recommended Texts</b>	<ol style="list-style-type: none"> <li>1. <b>ONE ACT PLAY</b> (Detailed Study): <b>AATH EKANKI</b>  <b>Edited By:</b> Devendra Raj Ankur, Mahesh Aanand Vani prakashan, 4695, 21-A Dariyagunj, New Delhi – 110 002</li> <li>2. <b>SHORT STORIES</b> (Non-Detailed Study): <b>SWARNA MANJARI</b>  <b>Edited by:</b> Dr. Chitti. Annapurna, Rajeswari Publications, 21/3, Mothilal Street, (Opp.Ranganathan St.), T.Nagar, Chennai–600017.</li> <li>3. Prayojan Moolak Hindi : Dr. Syed Rahamathulla, Poornima Prakashan, 4/7 B Begum III Street, Royapettah, Chennai – 14.</li> <li>4. Anuvad Abhyas Part III : Dakshin Bharat Hindi Prachar Sabha, T. Nagar, Chennai-17.</li> </ol>
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**Method of Evaluation:**

Internal Assessment	End Semester Examination	Total	Grade
25	75	100	

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
<b>CO 1</b>	S	M	S	S	S
<b>CO 2</b>	S	S	S	S	L
<b>CO 3</b>	M	S	S	S	L
<b>CO 4</b>	M	S	S	S	L
<b>CO 5</b>	S	S	S	S	S

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**200L3E**

**FOUNDATION COURSE: PART-I HINDI PAPER-III**

**Inst.Hrs. : 6**  
**Credits : 3**

**Year : II**  
**Semester : III**

PAPER –III ANCIENT POETRY AND INTRODUCTION TO HINDI LITERATURE (UPTO REETI KAAL)		
<b>Duration:</b>	<b>1 Semester</b>	
<b>Programme Outcomes:</b>	1. Identify the ancient poets and their works, contribution to society and Literature 2. Studies the contemporary conditions and its impact on Ancient poets 3. Understand the message of poets their expressional and artistic skills 4. Evaluation and critical study of Ancient Poetry and Trends of Ancient Literature 5. Obtain the skills of summarise, interpretation of contexts and literary attitude	
<b>Programme Specific Outcomes:</b>	1. Basic knowledge of Ancient Poets and their works 2. Basic Knowledge of History of Hindi literature and its trends 3. Obtain skills of briefing, interpretation and evaluation 4. Basic idea of critical and analytical study of literature. 5. Obtain the application knowledge of relation between contemporary condition and literature and its impact on poets	
<b>Course Objectives</b>	1. Identify the literary trends of ancient Hindi literature, and social conditions and its impact on Ancient poetry	K1
	2. Summarise the content of prescribed poems and understand the trends of Ancient Hindi Literature .	K2
	3. Critical study and analysis of artistic skills of poets and their expressional skills and literary trends	K4
	4. Employ the methods of interpreting contexts, ideas and identify the special features, poetic skills through practicing annotation writing	K3
	5. Differentiate the subject, ideology, contribution and poetic skills with each other and also know about contemporary poets , writers and the impact of contemporary situations	K5
	6. Conceive the aims of Literature and relations between Literature and contemporary society	K6

<b>Pre-requisites, if any:</b>	Basic Knowledge of Hindi Fiction and Translation
<b>UNITS</b>	
<b>I</b>	<ol style="list-style-type: none"> <li>1. Kabirdas - Saakhi (Dohas from 1 to 10)</li> <li>2. Literary Trends of Veeragatha Kaal (Aadikaal)</li> <li>3. Chand Baradai and his Works</li> <li>4. Vidhyapathi and his Works</li> </ol>
<b>II</b>	<ol style="list-style-type: none"> <li>1. Surdas - Bramargeet Saar</li> <li>2. Literary Trends of Bhakthi Kaal</li> <li>3. Gyan Margi Shakha</li> <li>4. Important Poet : 1. Kabirdas</li> </ol>
<b>III</b>	<ol style="list-style-type: none"> <li>1. Tulasidas – Vinay ke Pad only</li> <li>2. Literary Trends of Bhakthi Kaal – Prem Margi Shakha</li> <li>3. Literary Trends of Bhakthi Kaal - Ram Bhakthi Shakha</li> <li>4. Important Poets – 1. Joyasi and 2. Tulasidas</li> </ol>
<b>IV</b>	<ol style="list-style-type: none"> <li>1. Meera Bai – Pad only</li> <li>2. Tiruvalluar (Dharmakaand only)</li> <li>3. Literary Trends of Bhakthi Kaal – Krishna Bhakthi Shakha</li> <li>4. Important Poet – Surdas</li> </ol>
<b>V</b>	<ol style="list-style-type: none"> <li>1. Biharilal ( Dohas 1 to 5 )</li> <li>2. Literary Trends of Reethikaal</li> <li>3. Important Poet : Bihari and his works</li> <li>4. Bhushan and his works and Ghananand and his works</li> </ol>

<b>Course Outcomes</b>	<ol style="list-style-type: none"> <li>1. Identifies the Ancient Poets their works, and impact of contemporary conditions of society and ancient History of Hindi Literature</li> <li>2. Understand the theme , message, expressional and artistic skills</li> <li>3. Evaluate the thought, ideology, expressional and artistic skills of writers and contextual meanings and literary trends of Ancient History</li> <li>4. Obtain skills of summarizing, evaluating and critical study and of poems</li> <li>5. Employ the techniques of interpretation and contextual meaning of texts</li> </ol>
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<b>Reading List (Print and Online)</b>	<ol style="list-style-type: none"> <li>1. Hindi Sahithya Ka Itihas, By: Ramchandra Shukla, Jaya Bharati Publications, 217, B, Maya Press Road, Allahabad – 211 003.</li> <li>2. Hindi Sahithya Yug Aur Pravritthiya By: Dr. Sivakumar Varma, Asok Prakashan Nayi Sarak, New Delhi – 6.</li> <li>3. Hindi Sahithya ka Itihas</li> </ol>
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	By : Gulabroy, Lakshmi Narayana Agarwal Book Publishers and seller, Anupama Plaza – 1, Block No. 50, Sanjay Palace, Agra – 282002.
<b>Recommended Texts</b>	<b>1. Poetry Selection Madras University Publications University of Madras</b>

**Method of Evaluation:**

<b>Internal Assessment</b>	<b>End Semester Examination</b>	<b>Total</b>	<b>Grade</b>
25	75	100	

	<b>PSO 1</b>	<b>PSO 2</b>	<b>PSO 3</b>	<b>PSO 4</b>	<b>PSO 5</b>
<b>CO 1</b>	S	S	M	M	M
<b>CO 2</b>	S	S	S	S	S
<b>CO 3</b>	S	S	S	S	S
<b>CO 4</b>	M	S	S	S	S
<b>CO 5</b>	M	S	S	S	S

**UNIVERSITY OF MADRAS**  
**UG & 5 YR INTEGRATED DEGREE – FOUNDATION COURSE**  
 EXISTING SYLLABUS (22-23) FOLLOWED FOR THE ACADEMIC YEAR 2023-2024

**200L4E**

**FOUNDATION COURSE: PART-I HINDI PAPER-IV**

**Inst.Hrs. : 6**  
**Credits : 3**

**Year : II**  
**Semester : IV**

PAPER –IV MODERN POETRY AND INTRODUCTION TO HINDI LITERATURE (AADHUNIK KAAL)	
<b>Duration:</b>	<b>1 Semester</b>
<b>Programme Outcomes:</b>	<ol style="list-style-type: none"> <li>1. Identify the Modern poets and their works, contribution to society and Literature</li> <li>2. Studies the contemporary conditions and its impact on Modern poets</li> <li>3. Understand and differentiate the message of poets their expressional and artistic skills and</li> <li>4. Evaluation and critical study of Modern Poetry and Trends of Ancient Literature</li> <li>5. Obtain the skills of summarise, interpretation of contexts and literary attitude</li> </ol>
<b>Programme Specific Outcomes:</b>	<ol style="list-style-type: none"> <li>1. Basic knowledge of modern Poets and their works</li> <li>2. Basic Knowledge of History of Hindi literature and its trends</li> <li>3. Obtain skills of briefing, interpretation and evaluation</li> <li>4. Basic idea of critical and analytical study of literature.</li> <li>5. Obtain the application knowledge of relation between contemporary condition and literature and its impact on poets</li> </ol>

Course Objectives		
	1. Identify the modern trends of Modern Hindi literature, different forms of modern literature i.e. poetry, fiction etc.	K1
	2. Summarise the content of prescribed poems and understand the trends of modern Hindi Literature .	K2
	3. Critical study and analysis of artistic skills of poets and their expression skills	K4
	4. Employ the methods of interpreting contexts, ideas and identify the poetic skills through practicing annotation writing	K3 K5
	5. Differentiate the subject and poetic skills of prescribe poems with each other and also know about contemporary poets , writers and the impact of contemporary situations	K6
	6. Conceive the aims of Literature and relations between	



	Literature and contemporary society	
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<b>Pre-requisites, if any:</b>	Basic knowledge of Modern Hindi poets and their poetry	
<b>UNITS</b>		
<b>I</b>	<ol style="list-style-type: none"> <li>1. Asha – (Jayashankar Prasad)</li> <li>2. Tum Logon se Door (Nagarjun)</li> <li>3. Literary Trends of Chayavaad</li> </ol>	
<b>II</b>	<ol style="list-style-type: none"> <li>1. Kavi Aur Kalpana – (Dhramaveer Bhaarathi)</li> <li>2. Bharat Ki Aarthi - (Shamsher Bahadur Singh)</li> <li>3. Literary Trends of Pragathivaad</li> </ol>	
<b>III</b>	<ol style="list-style-type: none"> <li>1. Varadan Mangoonga Nahi (Siva Mangal Singh Suman)</li> <li>2. Anevalon Se Ek Savaal (Bharat Bhooshan Agarwal)</li> <li>3. Literary Trends of Nayee Kavita</li> </ol>	
<b>IV</b>	<ol style="list-style-type: none"> <li>1. Literary Trends of Hindi Short Stories</li> <li>2. Literary Trends of Hindi One Act Plays</li> <li>3. Maithili Saran Gupta, Mahadevi Varma,</li> </ol>	
<b>V</b>	<ol style="list-style-type: none"> <li>1. Jayashankar Prasad, Nirala,</li> <li>2. Panth, Dinakar, Premchand,</li> <li>3. Yashpaal, Jainendra Kumar, Mohan Rakesh,</li> </ol>	

<b>Course Outcomes</b>	<ol style="list-style-type: none"> <li>1. Evaluate the poetic skills of poets and their poems</li> <li>2. Identify the conditions inspire the poets and writers</li> <li>3. Enumerate the literary trends and different literary forms</li> <li>4. Understand the human, social, ethical and literary values</li> <li>5. Obtain the knowledge to evaluate and critical analysis of literary works</li> </ol>
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<b>Reading List (Print and Online)</b>	<ol style="list-style-type: none"> <li>1. Hindi Sahithya Ka Itihas, By: Ramchandra Shukla, Jaya Bharati Publications, 217, B, Maya Press Road, Allahabad – 211 003.</li> <li>2. Hindi Sahithya Yug Aur Pravritiya By: Dr. Sivakumar Varma, Asok Prakashan Nayi Sarak, New Delhi – 6.</li> <li>3. Hindi Sahithya ka Itihas By : Gulabroy, Lakshmi Narayana Agarwal Book Publishers and seller, Anupama Plaza – 1, Block No. 50, Sanjay Palace, Agra – 282002</li> </ol>
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<b>Recommended Texts</b>	<b>6. Poetry Selection Madras University Publications University of Madras</b>
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**Method of Evaluation:**

Internal Assessment	End Semester Examination	Total	Grade
25	75	100	

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
<b>CO 1</b>	S	S	S	S	S
<b>CO 2</b>	S	S	M	S	M
<b>CO 3</b>	S	S	M	S	S
<b>CO 4</b>	M	M	S	S	S
<b>CO 5</b>	S	S	S	S	S

**UNIVERSITY OF MADRAS**  
**B.Sc. DEGREE PROGRAMME IN COMPUTER SCIENCE**  
 SYLLABUS WITH EFFECT FROM 2023-2024

**Year: I**

**Semester: I**

<b>Core-I: Python Programming</b> (Common to B.Sc.-CS with AI, CS with DS, Software Appl.& BCA)	<b>125C1A</b>
<b>Credits 5</b>	<b>Lecture Hours:5 per week</b>
<p><b>Learning Objectives:</b> (for teachers: what they have to do in the class/lab/field)</p> <ul style="list-style-type: none"> <li>• Describe the core syntax and semantics of Python programming language.</li> <li>• Discover the need for working with the strings and functions.</li> <li>• Illustrate the process of structuring the data using lists, dictionaries, tuples and sets.</li> <li>• Understand the usage of packages and Dictionaries</li> </ul>	
<p><b>Course Outcomes:</b> (for students: To know what they are going to learn)</p> <p><b>CO1:</b> Develop and execute simple Python programs</p> <p><b>CO2:</b> Write simple Python programs using conditionals and looping for solving problems</p> <p><b>CO3:</b> Decompose a Python program into functions</p> <p><b>CO4:</b> Represent compound data using Python lists, tuples, dictionaries etc.</p> <p><b>CO5:</b> Read and write data from/to files in Python programs</p>	

UNITS	CONTENTS
<b>I</b>	Introduction: The essence of computational problem solving – Limits of computational problem solving-Computer algorithms-Computer Hardware-Computer Software-The process of computational problem solving-Python programming language - Literals - Variables and Identifiers - Operators - Expressions and Data types, Input / output.
<b>II</b>	Control Structures: Boolean Expressions - Selection Control - If Statement-Indentation in Python- Multi-Way Selection -- Iterative Control- While Statement- Infinite loops- Definite vs. Indefinite Loops- Boolean Flag. String, List and Dictionary, Manipulations Building blocks of python programs,Understanding and using ranges.
<b>III</b>	Functions: Program Routines- Defining Functions- More on Functions: Calling Value-Returning Functions- Calling Non-Value-Returning Functions- Parameter Passing - Keyword Arguments in Python - Default Arguments in Python-Variable Scope. Recursion: Recursive Functions.
<b>IV</b>	Objects and their use: Software Objects - Turtle Graphics – Turtle attributes-Modular Design: Modules - Top-Down Design - Python Modules - Text Files: Opening, reading and writing text files – Exception Handling.
<b>V</b>	Dictionaries and Sets: Dictionary type in Python - Set Data type. Object Oriented Programming using Python: Encapsulation - Inheritance – Polymorphism. Python packages: Simple programs using the built-in functions of packages matplotlib, NumPy, pandas etc.

**UNIVERSITY OF MADRAS**  
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**SYLLABUS WITH EFFECT FROM 2023-2024**

**Learning Resources:**

**Recommended Texts**

1. Charles Dierbach, “Introduction to Computer Science using Python - A computational Problem-solving Focus”, Wiley India Edition, 2015.
2. Wesley J. Chun, “Core Python Applications Programming”, 3rd Edition , Pearson Education, 2016

**Reference Books**

1. Mark Lutz, “Learning Python Powerful Object Oriented Programming”, O’reilly Media 2018, 5th Edition.
2. Timothy A. Budd, “Exploring Python”, Tata MCGraw Hill Education Private Limited 2011, 1 st Edition.
3. John Zelle, “Python Programming: An Introduction to Computer Science”, Second edition, Course Technology Cengage Learning Publications, 2013, ISBN 978-1590282410
4. Michel Dawson, “Python Programming for Absolute Beginners” , Third Edition, Course Technology Cengage Learning Publications, 2013, ISBN 978-143545500

**Web resources**

1. [https://onlinecourses.swayam2.ac.in/cec22\\_cs20/preview](https://onlinecourses.swayam2.ac.in/cec22_cs20/preview)

# UNIVERSITY OF MADRAS

## B.Sc. DEGREE PROGRAMME IN COMPUTER SCIENCE

SYLLABUS WITH EFFECT FROM 2023-2024

**Year: II**

**Semester: III**

<b>Java Programming</b>	<b>225C3A</b>
Common for B.C.A. , B.Sc.-SA , B.Sc.-CSc , B.Sc.-CSc-wAI , B.Sc.-CSc-wDS	
<b>Credits 5</b>	<b>Lecture Hours:4 per week</b>
<p>Learning Objectives: (for teachers: what they have to do in the class/lab/field)</p> <ul style="list-style-type: none"> <li>• To provide fundamental knowledge of object-oriented programming.</li> <li>• To equip the student with programming knowledge in Core Java from the basics up.</li> <li>• To enable the students to use AWT controls, Event Handling and Swing for GUI.</li> </ul>	
<p>Course Outcomes: (for students: To know what they are going to learn)</p> <p>CO1: Understand the basic Object-oriented concepts. Implement the basic constructs of Core Java</p> <p>CO2: Implement inheritance, packages, interfaces and exception handling of Core Java.</p> <p>CO3: Implement multi-threading and I/O Streams of Core Java</p> <p>CO4: Implement AWT and Event handling.</p> <p>CO5: Use Swing to create GUI.</p>	

Units	Contents
<b>I</b>	Introduction: Review of Object-Oriented concepts - Java buzzwords (Platform independence, Portability, Threads)- JVM architecture –Java Program structure - – Java main method - Java Console output(System.out) - simple java program - Data types - Variables - type conversion and casting- Java Console input: Buffered input - operators - control statements - Static Data - Static Method - String and String Buffer Classes
<b>II</b>	Java user defined Classes and Objects – Arrays – constructors - Inheritance: Basic concepts - Types of inheritance - Member access rules - Usage of this and Super key word - Method Overloading - Method overriding - Abstract classes - Dynamic method dispatch - Usage of final keyword -Packages: Definition - Access Protection - Importing Packages - Interfaces: Definition – Implementation – Extending Interfaces
<b>III</b>	Exception Handling: try – catch - throw - throws -- finally – Built-in exceptions - Creating own Exception classes - garbage collection, finalise -Multithreaded Programming: Thread Class - Runnable interface – Synchronization – Using synchronized methods – Using synchronized statement - Interthread Communication – Deadlock.
<b>IV</b>	The AWT class hierarchy - Swing: Introduction to Swing - Hierarchy of swing components. Containers - Top level containers - JFrame - JWindow - JDialog - JPanel - JButton - JToggleButton - JCheckBox - JRadioButton - JLabel,JTextField - JTextArea - JList - JComboBox – JscrollPane - Event Handling: Events - Event sources - Event Listeners - Event Delegation Model (EDM) - Handling Mouse and Keyboard Events
<b>V</b>	Adapter classes - Inner classes -Java Util Package / Collections Framework:Collection & Iterator Interface- Enumeration- List and ArrayList- Vector- Comparator

**UNIVERSITY OF MADRAS**  
**B.Sc. DEGREE PROGRAMME IN COMPUTER SCIENCE**  
**SYLLABUS WITH EFFECT FROM 2023-2024**

Learning Resources:

**Recommended Texts**

Herbert Schildt, The Complete Reference, Tata McGraw Hill, New Delhi, 7th Edition, 2010.

Gary Cornell, Core Java 2 Volume I – Fundamentals, Addison Wesley, 1999.

**Reference Books**

Head First Java, O’Rielly Publications, Y. Daniel Liang, Introduction to Java Programming, 7th Edition, Pearson Education India, 2010.

# UNIVERSITY OF MADRAS

## B.Sc. DEGREE PROGRAMME IN COMPUTER SCIENCE

SYLLABUS WITH EFFECT FROM 2023-2024

**Year: I**

**Semester: II**

<b>Introduction to Computer Architecture and Microprocessor</b>	<b>125C2A</b>
<b>Credits 5</b>	<b>Lecture Hours:4 per week</b>
<p>Learning Objectives: (for teachers: what they have to do in the class/lab/field)</p> <ul style="list-style-type: none"> <li>• To introduce the internal organization of Intel 8085 Microprocessor.</li> <li>• To enable the students to write assembly language programs using 8085.</li> <li>• To interface the peripheral devices to 8085 using Interrupt controller and DMA interface.</li> </ul>	
<p>Course Outcomes: (for students: To know what they are going to learn)</p> <p>CO1: Remember the Basic binary codes and their conversions. Binary concepts are used in Microprocessor programming and provide a good understanding of the architecture of 8085.</p> <p>CO2: Understanding the 8085 instruction set and their classifications, enables the students to write the programs easily on their own using different logic..</p> <p>CO3: Applying different types of instructions to convert binary codes and analysing the outcome. The instruction set is applied to develop programs on multibyte arithmetic operations.</p> <p>CO4: Analyse how peripheral devices are connected to 8085 using Interrupts and DMA controller.</p>	

Units	Contents
<b>I</b>	Digital Computers - Microcomputer Organization-Computer languages Number Systems: Decimal, Binary, Octal. Hexadecimal. Conversions: Conversion between all four number systems of integer and floating-point values. Data representation: fixed point and floating-point representation - Character codes
<b>II</b>	Addition, subtraction (9's Complement for decimal, 10's complement for decimal, 1's complement, 2's complement methods), multiplication and division of binary numbers. - Differentiate Binary and BCD representations - BCD to Binary and Binary to BCD conversions, BCD addition and Subtraction. 8085 Microprocessor: Architecture, Pinout and Signals – Functional block diagram -
<b>III</b>	8085 Instruction Set and addressing modes- 8085 sample programs using data transfer, arithmetic and JMP instructions– function calls in 8085
<b>IV</b>	The 8085 Interrupts – RIM AND SIM instructions-8259 Programmable Interrupt Controller-Direct Memory Access (DMA) and 8257 DMA controller.
<b>V</b>	Program control- RISC - Pipelining -Arithmetic instruction- RISC pipeline - Vector processing and Array processors.

# UNIVERSITY OF MADRAS

B.Sc. DEGREE PROGRAMME IN COMPUTER SCIENCE  
SYLLABUS WITH EFFECT FROM 2023-2024

**TEXT BOOKS:**

1. M.M. Mano, "Computer System architecture". Pearson, Third Edition, 2007
2. R. S. Gaonkar- "Microprocessor Architecture- Programming and Applications with 8085"- 5th Edition- Penram- 2009.
3. Tripti Dodiya & Zakiya Malek, "Computer Organization and Advanced Microprocessors", CengageLearning, 2012.

**REFERENCE BOOKS:**

1. Mathur- "Introduction to Microprocessor"- 3rd Edition- Tata McGraw-Hill-1993.
2. P. K. Ghosh and P. R. Sridhar- "0000 to 8085: Introduction to Microprocessors for Engineers and Scientists"- 2nd Edition- PHI- 1995.
3. NagoorKani- "Microprocessor (8085) and its Applications"- 2nd Edition- RBA Publications- 2006.
4. V. Vijayendran- "Fundamentals of Microprocessors – 8085"- S. Viswanathan Pvt. Ltd.- 2008.

**WEB REFERENCES:**

NPTTEL & MOOC courses titled Computer organization

<https://nptel.ac.in/courses/106105163/>

<https://nptel.ac.in/courses/106103068>





# University of Madras

**Chepauk, Chennai 600 005**

[Est. 1857, State University, NAAC 'A++' Grade, CGPA 3.59, NIRF 2019 Rank: 20]

Website: [www.unom.ac.in](http://www.unom.ac.in), Tel. 044-2539 9561

## Postgraduate Programme

in

## Master of Business Administration (MBA)

### Curriculum and Syllabus

(with effect from the Academic Year 2023-24)

June 2023

### Learning Outcome Based Curriculum Framework

**Note:** The Board of Studies designed the syllabus for Master of Business Administration as per model syllabus provided by TANSCHÉ and also based on Learning Outcomes Based Curriculum Framework as prescribed by UGC.

## **MBA**

**(FULL TIME)**

### **Choice Based Credit System**

#### **Program Educational Outcomes;**

**PEO 1 – Employability:** To develop students with industry specific knowledge & skills to meet the industry requirements and also join Public sector undertaking through competitive examinations.

**PEO 2 - Entrepreneur:** To create effective business service owners, with a growth mindset by enhancing their critical thinking, problem solving and decision-making skills.

**PEO3 – Research and Development:** To instill and grow a mindset that focusses efforts towards inculcating and encouraging the students in the field research and development.

**PEO 4 – Contribution to Business World:** To produce ethical and innovative business professionals to enhance growth of the business world.

**PEO 5 – Contribution to the Society:** To work and contribute towards holistic development of society by producing competent MBA professionals.

#### **Program Outcomes:**

**PO1: Problem Solving Skill:** Application of tools & techniques relevant to management theories and practices in analyzing & solving business problems.

**PO2: Decision Making Skill:** Fostering analytical and critical thinking abilities for data-based decision making.

**PO3: Ethical Value:** Ability to develop value based leadership attributes.

**PO4: Communication Skill:** Ability to understand, analyze and effectively communicate global, economic, legal and ethical aspects of business.

**PO5: Individual and Team Leadership Skill:** Ability to be self-motivated in leading & driving a team towards achievement of organizational goals and contributing effectively to establish industrial harmony.

**PO6: Employability Skill:** Foster and enhance employability skills through relevant industry subject knowledge.

**PO7: Entrepreneurial Skill:** Equipped with skills and competencies to become a global entrepreneur.

**PO8: Contribution to Society:** Strive towards becoming a global influencer and motivating future generation towards building a legacy that contributes to overall growth of humankind.

### PEO – PO MAPPING

	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
PEO 1	Y	Y	Y	Y	Y	Y	Y	Y
PEO 2	Y	Y	Y	Y	Y		Y	Y
PEO3	Y	Y	Y	Y	Y	Y		y
PEO 4	Y	Y	Y	Y	Y	Y	Y	Y
PEO 5	Y	Y	Y	Y	Y	Y	Y	Y

Y - Yes

### FIRST SEMESTER

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
434C1A	Management Principles and Business Ethics	Core	4	-	-	-	4	60	25	75	100
434C1B	Quantitative Techniques and Research Methods in Business	Core	3	1	-	-	4	60	25	75	100
434C1C	Managing Organizational Behaviour	Core	4	-	-	-	4	60	25	75	100
434C1D	Accounting for Managers	Core	3	1	-	-	4	60	25	75	100
434C1E	Managerial Economics	Core	4	-	-	-	4	60	25	75	100
434C1F	Legal Systems in Business	Core	4	-	-	-	4	60	25	75	100
434D1A	Entrepreneurship Development	Extra Disciplinary	3	-	-	-	3	45	25	75	100
434S1A	Soft Skills I – Executive Communication	Soft Skills	-	-	2	-	2	30	25	75	100

## SECOND SEMESTER

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
434C2A	Applied Operations Research	Core	3	1	-	-	4	60	25	75	100
434C2B	Human Resource Management	Core	4	-	-	-	4	60	25	75	100
434C2C	Marketing Management	Core	4	-	-	-	4	60	25	75	100
434C2D	Operations Management	Core	3	1	-	-	4	60	25	75	100
434C2E	Financial Management	Core	3	1	-	-	4	60	25	75	100
434C2F	Strategic Management	Core	4	-	-	-	4	60	25	75	100
434D2A	International Business	Extra Disciplinary	3	-	-	-	3	45	25	75	100
434S2A	Soft Skills II – Business Etiquette	Soft Skills	-	-	2	-	2	30	25	75	100
434S2B	Soft Skills III – Computing Skills	Soft Skills	-	-	2	-	2	30	25	75	100

## THIRD SEMESTER

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
534C3A	Information Systems for Business	Core	4	-	-	-	4	60	25	75	100
	**Choose any one from the list	Elective	3	-	-	-	3	45	25	75	100
	**Choose any one from the list	Elective	3	-	-	-	3	45	25	75	100
	**Choose any one from the list	Elective	3	-	-	-	3	45	25	75	100
	**Choose any one from the list	Elective	3	-	-	-	3	45	25	75	100
	**Choose any one from the list	Elective	3	-	-	-	3	45	25	75	100
	**Choose any one from the list	Elective	3	-	-	-	3	45	25	75	100
534D3A	Employability skills	Extra Disciplinary	3	-	-	-	3	45	25	75	100
534S3A	Soft Skills IV – Leadership and Team Building Skills	Soft Skills	-	-	2	-	2	30	25	75	100
534S3B	***Summer Internship	Internship	-	-	-	1	3	-	100	-	100

**\*\* Students should choose six elective Courses from the list of specialization in consultation with the Head of the Institution.**

**For the categorization of specialization students can opt for either single or dual specialization.**

**In case of students opting for single specialization, they should compulsorily choose 6 elective papers from one area of specialization from the list given below:**

**In case of students opting for dual specialization. They should choose 3 elective papers from respective area of specialization.**

**\*\*\* Internship will be carried out during the summer vacation after the first year. Viva Voce will be conducted by the college and marks shall be sent to the University and the same will be included in the Third Semester Marks Statement.**

#### **FOURTH SEMESTER**

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
534C4A	# Project Work & Viva- Voce	Core	-	-	-	Y	12	-	75	225	300

**L-Lecture**

**T-Tutorial**

**P- Practical**

**O-Project**

**# The Project Work will be evaluated jointly by TWO Examiners (i.e. one Internal and the other External) for a Maximum of 225 Marks (6 Credits).**

**# The Viva- Voce will be conducted with Two Examiners (i.e. one Internal and the other External) for a Maximum of 75 Marks (2 Credits).**

LIST OF SPECIALIZATION COURSES IN:

934E901	Airport and Airline Management
934E902	Business Analytics
934E903	Corporate Secretaryship
934E904	Disaster Management
934E905	Entrepreneurship and Family Business
934E906	Export Import Management
934E907	Financial Management
934E908	Hospital Management
934E909	Human Resource Management
934E910	Infrastructure Management
934E911	Logistics and Supply Chain Management
934E912	Marketing Management
934E913	Operations Management
934E914	Retail Management
934E915	Shipping and Logistics Management
934E916	Systems Management
934E917	Technology Management
934E918	Tourism and Hospitality Management

-x-x-x-x-

# UNIVERSITY OF MADRAS

## MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE PROGRAMME SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>434D1A</b>	<b>Entrepreneurship Development</b>	Extra Disciplinary	3	-	-	-	3	45	25	75	100
<b>Course Objectives</b>											
C1	To introduce students to entrepreneurship and its growth in India.										
C2	To impart knowledge on innovation, its types, role of technology in innovation, patents and licensing.										
C3	To orient the students on new venture creation										
C4	To enable students to prepare a feasible business plan										
C5	To give inputs on various types of financing available for new ventures.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India; MSME; Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.							9	C1		
II	Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – Design Thinking- The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms							9	C2		
III	New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities. Feasibility Analysis: Technical Feasibility of Products and Services – Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels							9	C3		
IV	Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation; Start-ups and e-commerce Start-ups. Business Model Canvas							9	C4		

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V	Financing the New Venture: Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to know about growth of entrepreneurship in India	PO4, PO7	
<b>CO2</b>	Gain knowledge on innovation, its types, role of technology in innovation, patents and licensing	PO7, PO8	
<b>CO3</b>	Obtain knowledge on new venture creation	PO6, PO7	
<b>CO4</b>	Be able to prepare a business plan	PO7, PO8	
<b>CO5</b>	Gain knowledge on various types of financing available for new ventures.	PO7, PO8	
<b>Reading List</b>			
1.	<a href="http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf">http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf</a>		
2.	<a href="https://www.cengage.com/highered">https://www.cengage.com/highered</a>		
3.	<a href="https://roadmapresearch.com/entrepreneurship-beyond-curriculum">https://roadmapresearch.com/entrepreneurship-beyond-curriculum</a>		
4.	The International Journal of Entrepreneurship and Innovation		
<b>References Books</b>			
1.	Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.		
2.	Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.		
3.	Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.		
4.	Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.		
5.	Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.		
6.	Entrepreneurship: Successfully Launching New Ventures, Global Edition, 6th Edition Bruce R. Barringer, Texas A & M University, R. Duane Ireland, ©2018  Pearson		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				3			3	
<b>CO 2</b>							3	2
<b>CO 3</b>						2	3	
<b>CO 4</b>							3	2
<b>CO 5</b>							3	3

**3-Strong      2-Medium      1-Low**



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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>434C1A</b>	<b>Management Principles and Business Ethics</b>	Core	4	-	-	-	4	60	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions.										
C2	To provide insights on Planning & Decision Making										
C3	To throw light on Organizing, Managing Change and Innovation										
C4	To elucidate on Leadership, Communication and Controlling.										
C5	To create awareness and importance of Business Ethics and Social Responsibility.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction:</b> Nature of Management – Concepts and Foundations of Management- Managerial Functions- Management Skills - The Evolution of Management Thought – Tasks of a Professional Manager – Organizational Culture - Environment – Systems Approach to Management – Levels in Management – Disaster Management							12	C1		
II	<b>Planning &amp; Decision Making:</b> Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Strategic Management Process Decision Making Process and Techniques. Business Models							12	C2		
III	<b>Nature of Organizing:</b> Organization Structure and Design - Authority Relationships – Delegation of Authority and Decentralization – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organizational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organization. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span - Managing Change and Innovation.							12	C3		

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IV	<p><b>Leadership and Control:</b> Leadership: Approaches to Leadership and Communication.</p> <p>Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organization – Management by Exception (MBE) –</p>	12	C4
V	<p><b>Business Ethics:</b> Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit - Business Ethics and - CSR Models.</p>	12	C5
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Possess the knowledge on the basic concepts of management and understand how an organization functions.	PO4, PO6, PO8	
<b>CO2</b>	Possess knowledge on planning & decision making.	PO1, PO2	
<b>CO3</b>	Have insights on organizing, managing change and Innovation	PO5, PO6, PO7	
<b>CO4</b>	Learn leadership, communication and controlling skills.	PO4, PO5	
<b>CO5</b>	Have better understanding on business ethics and social responsibility.	PO3, PO8	
<b>Reading List</b>			
1.	<a href="https://deb.ugc.ac.in">https://deb.ugc.ac.in</a>		
2.	<a href="http://www.managementconcepts.com">http://www.managementconcepts.com</a>		
3.	International journal of Management Concepts and Philosophy		
4.	Journal of Management, Sage Publications		

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<b>References Books</b>	
1.	Mukherjee, K., Principles of Management, 2 <sup>nd</sup> Edition, Tata McGraw Hill Education Pvt. Ltd., 2009
2.	S. K. Mandal., Management Principles and practice, 3 <sup>rd</sup> Edition, Jaico Publishing House, Jan.2011.
3.	Griffin, R. W., Management, 11 <sup>th</sup> Edition, South-Western College Publication, January 2018.
4.	Koontz, H. and Wehrich, H., Essentials of Management: An International Perspective, 11 <sup>th</sup> Edition, Tata McGraw Hill Education Private Ltd., July 2020
5.	Certo, S C. and Certo, T, Modern Management, 13 <sup>th</sup> Edition, Prentice Hall, January 2014.
6.	Robbins, S and Coulter, M, 11 <sup>th</sup> Edition, Management, Prentice Hall, 11 <sup>th</sup> edition, January 2012
7.	Shaikh Ubaid, Disaster Management, Technical publications, 1 <sup>st</sup> edition, 2020

	<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>CO 1</b>				2		2		2
<b>CO 2</b>	2	3						
<b>CO 3</b>					2	2	2	
<b>CO 4</b>				3	3			
<b>CO 5</b>			3					3

**3-Strong      2-Medium      1-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>434C1C</b>	<b>Managing Organizational Behaviour</b>	Core	4	-	-	-	4	60	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students to the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization.										
C2	To provide insights on Individual Differences, perception, learning, Attitudes values and motivation										
C3	To throw light on Group Dynamics and Interpersonal Communication										
C4	To elucidate on Leadership, Politics, Conflicts and Negotiation.										
C5	To create awareness and importance of work stress and Emotional Intelligence and its influence on employees in an organization.										
<b>SYLLABUS</b>											
UNIT	Details	No. of Hours	Course Objectives								
I	<p><b>Introduction to Organizational Behaviour:</b> Historical background of OB - Concept Relevance of OB – Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory – social theory- Organizational Citizenship Behaviour</p>	12	C1								
II	<p><b>Individual Difference</b> - Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory - social learning theory – Erikson’s stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit.  <b>Perception:</b> Meaning Process – Factors influencing perception – Attribution theory  <b>Learning:</b> Classical, Operant and Social Cognitive Approaches – Managerial implications.  <b>Attitudes and Values:</b>– Components, Attitude – Behaviour relationship, formation, values.  <b>Motivation:</b> Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland’s theory of needs and</p>	12	C2								

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	Contemporary theories of motivation – Self – Determination theory, Job Engagement, Goal Setting theory, Self– efficacy theory, Re – inforcement theory, Equity theory, Expectancy theory.		
III	<b>Group Dynamics</b> – Foundations of Group Behaviour – Group and Team - Stages of Group Development– Factors affecting Group and Team Performance - Group Decision making <b>Interpersonal Communication</b> – Communication Process – Barriers to Communication– Guidelines for Effective Communication	12	C3
IV	<b>Leadership</b> – Trait, Behavioural and Contingency theories, Leaders vs Managers Power and <b>Politics:</b> Sources of Power – Political Behaviour in Organizations – Managing Politics. <b>Conflict and Negotiation:</b> Sources and Types of Conflict –Negotiation Strategies– Negotiation Process.	12	C4
V	<b>Work Stress:</b> Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture. <b>Emotional Intelligence,</b> Work Life Integration Practices. Knowledge based enterprise- systems and Processes; Networked and virtual organizations.	12	C5
	<b>Total</b>	<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Possess the knowledge on the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization	PO4	
<b>CO2</b>	Possess knowledge on Individual Differences, perception, learning, Attitudes values and motivation	PO3, PO6	
<b>CO3</b>	Have insights on Group Dynamics and Interpersonal Communication	PO2, PO4, PO5	
<b>CO4</b>	Learn Leadership, Politics, Conflicts and Negotiation.	PO5	
<b>CO5</b>	Have better understanding on work stress and Emotional Intelligence and its influence on employees in an organization.	PO6, PO8	

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<b>Reading List</b>	
1.	<a href="http://www.himpub.com">www.himpub.com</a>
2.	<a href="https://iedunote.com/organisational-behaviour">https://iedunote.com/organisational-behaviour</a>
3.	<a href="http://www.yourarticlelibrary.com/organisation/">www.yourarticlelibrary.com/organisation/</a>
4.	Journal of Organizational Behaviour – wiley Online Library
<b>References Books</b>	
1.	Prasad .L.M., Organisational Behaviour ,Sultan Chand and Sons, 2019
2.	C.B.Guptha, A Textbook Of Organisational Behaviours ,S.Chand & Company,2019
3.	K. Aswattappa, Organisational Behaviour, Himalaya Publishing House, 12th Edition, 2016.
4.	Luthans, F. Organizational Behaviour, 12th Edition, Tata McGraw Hill Education, 2017.
5.	McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behaviour, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.
6.	Stephen P. Robins, Timothy A. Judge and Neharika Vohra, Essentials of Organisational Behaviour, 18th Edition, Pearson Education, 2019.

	<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>CO 1</b>				2				
<b>CO 2</b>			3			3		
<b>CO 3</b>		3		3	3			
<b>CO 4</b>					3			
<b>CO 5</b>						3		2

**3-Strong      2-Medium      1-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>434C1B</b>	<b>Quantitative Techniques and Research Methods in Business</b>	Core	3	1	-	-	4	60	25	75	100
<b>Course Objectives</b>											
C1	To provide the students with an introduction to probability theory and discuss how probability calculations may facilitate their decision making.										
C2	To construct a coherent research proposal that includes an abstract, literature review, research questions, ethical considerations and methodology.										
C3	To understand the basic statistical tools for analysis & interpretation of qualitative and quantitative data.										
C4	To recognize the principles and characteristics of the multivariate data analysis techniques.										
C5	To become familiar with the process of drafting a report that poses a significant problem										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction:</b> Probability - Rules of probability- Probability distribution; Binomial, Poisson and Normal Distributions, their applications in Business and Industrial Problem- Baye's Theorem and its applications - Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making - Decision tree.							17	C1		
II	<b>Research Methods:</b> Research - Definition - Research Process - Research Design – Definition- Types Of Research Design - Role of Theory in Research - Variables in Research – Objectives - Hypothesis - Types of Data; Preliminary Vs Secondary- Methods of Primary Data Collection; Survey, Observation, Experiments - Construction Of Questionnaire - Questionnaire Schedule- Validity and Reliability of Instruments - Types of Scales; Nominal, Ordinal, Interval - Types of Attitude Measurement Scales – Sampling Techniques; Probability And Non probability Techniques- Optimal Sample Size determination.							10	C2		

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III	<b>Data Preparation and Analysis:</b> Data Preparation - Editing -Coding- Data Entry- Data Analysis- Testing Of Hypothesis Univariate and Bivariate Analysis - Parametric And Nonparametric Tests and Interpretation of Test Results- Chi-Square Test-Correlation; Karl Pearson's Vs Correlation Coefficient and Spearman's Rank Correlation- Regression Analysis - One Way and Two Way Analysis of Variance.	15	C3
IV	<b>Multivariate Statistical Analysis:</b> Exploratory and Confirmatory Factor Analysis -Discriminant Analysis-Cluster Analysis -Conjoint Analysis -Multiple Regression- Multidimensional Scaling- Their Application In Marketing Problems -Application of Statistical Software For Data Analysis- SEM Analysis	09	C4
V	<b>Report Writing and Ethics in Business Research:</b> Research Reports- Different Types -Report Writing Format- Content of Report- Need For Executive Summary- Chapterization -Framing the Title of the Report- Different Styles Of Referencing -Academic Vs Business Research Reports - Ethics In Research.	09	C5
<b>Total</b>		60	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to develop problem-solving techniques needed to accurately calculate probabilities.	PO1, PO2, PO6, PO7	
<b>CO2</b>	Be able to devise research methods, techniques and strategies in the appropriate manner for managerial decision making and conduct research for the industry.	PO4, PO6	
<b>CO3</b>	Be able to apply and interpret the different types of quantitative and qualitative methods of data analysis.	PO4, PO6	
<b>CO4</b>	Be able to use multivariate techniques appropriately, undertake multivariate hypothesis tests, and draw appropriate conclusions.	PO4, PO6	
<b>CO5</b>	Be able to present orally their research or a summary of another's research in an organized, coherent, and compelling fashion.	PO4, PO6	
<b>Reading List</b>			
1.	<a href="https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.mac.pdf">https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.mac.pdf</a>		
2.	<a href="https://study.com/academy/topic/probability.html">https://study.com/academy/topic/probability.html</a>		
3.	<a href="https://onlinecourses.nptel.ac.in/noc18_ma07/preview">https://onlinecourses.nptel.ac.in/noc18_ma07/preview</a>		
4.	<a href="https://hbr.org/1964/07/decision-trees-for-decision-making">https://hbr.org/1964/07/decision-trees-for-decision-making</a>		



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<b>References Books</b>	
1.	Kumar, R., Research Methodology: A Step-by-Step guide for Beginners, Sage, South Asia, 4th Edition, 2014.
2.	Srivastava, T.N. and Rego, S., Statistics for Management, 2nd Edition, Tata McGraw Hill, 3rd Edition, 2016.
3.	Cooper, D.R., Schindler, P. And Business Research Methods, Tata- McGrew Hill, 12th Edition, 2012.
4.	Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods, 11th Edition, Tata-McGraw Hill, 12 th Edition, 2018.
5.	Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis, PHI Learning Pvt. Ltd., 6 th Edition, 2012.
6.	Anderson, Sweeny, Williams, Camm and Cochran, Statistics for business and Economics, Cengage Learning, New Delhi, 13th Edition, 2017

	<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>CO 1</b>	3	3				3	3	
<b>CO 2</b>				3		3		
<b>CO 3</b>				2		2		
<b>CO 4</b>				2		2		
<b>CO 5</b>				2		3		

**3-Strong      2-Medium      1-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>434C1E</b>	<b>Managerial Economics</b>	Core	4	-	-	-	4	60	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students about managerial economics and to know the fundamental concepts affecting business decisions.										
C2	To understand the concept of utility and demand analysis and demand forecasting										
C3	To know about production function and market structure										
C4	To have an idea and understanding about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning.										
C5	To Provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle- Micro and Macro Economics.							12	C1		
II	Utility Analysis and the Demand Curve: Elasticity of Demand - Demand Analysis: Basic Concepts, and tools of analysis for demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input-Output Analysis – Consumer Behavior-Consumer Equilibrium							12	C2		
III	The Production Function: Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants – Isocost Lines Estimating Production Functions- Returns to Scale– Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs. Market Structure: Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Pricing Methods.							12	C3		

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IV	Macro Economic Variables – National Income- Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment - Business Cycles and Contracyclical Policies – Role of Economic Policy – Indian Economic Planning	12	C4
V	Commodity and Money Market: Demand and Supply of Money – Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Stagflation-Role of Fiscal Policies- Indian Fiscal Policies - Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact. Cashless economy and digitalized cash transfers; Economic models and its steps; FEMA-GST-Industrial Policy in India and its effects on growth.	12	C5
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to understand the basic concepts of managerial economics that helps the firm in decision making process.	PO2, PO4	
<b>CO2</b>	Be familiar about the Basic concepts of Demand, Supply and Equilibrium and their determinants	PO4, PO6, PO7	
<b>CO3</b>	Have better idea and understanding about production function and market structure	PO6, PO7	
<b>CO4</b>	Have better insights about macroeconomics concepts like National income, Savings and Investment, Indian Economic Policy and planning	PO8	
<b>CO5</b>	Possess better knowledge about Money market, Monetary and Fiscal policy, inflation and deflation, FDI and globalization and Cashless economy and digitalized cash transfers.	PO7	
<b>Reading List</b>			
1.	<a href="http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530">http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530</a>		
2.	<a href="http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial-economics/?courseid=4207">http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial-economics/?courseid=4207</a>		
3.	<a href="https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857">https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857</a>		
4.	The Indian Economic Journal - SAGE Journals		

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<b>References Books</b>	
1.	1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011.
2.	Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011.
3.	R. L. Varshney , K.L. Maheshwari., Managerial Economics, Sultan Chand & Sons, 2014.
4.	William F. Samuelson, Stephen G. Marks, Jay L., Zagorsky., Managerial Economics, Wiley Publishers, 9 <sup>th</sup> Edition (2021)
5.	H. L. Ahuja., Managerial Economics., Atlantic Publishers and distributors(P) Ltd., 2017.
6.	Dominick Salvatore, Managerial Economics: Principles and worldwide applications, 9E Adaptation, Oxford university press, 9 <sup>th</sup> Edition, 2020.

	<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>CO 1</b>		2		3				
<b>CO 2</b>				3		2	2	
<b>CO 3</b>						3	3	
<b>CO 4</b>								2
<b>CO 5</b>							2	

**3-Strong 2-Medium 1-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>434C1D</b>	<b>Accounting For Managers</b>	Core	3	1	-	-	4	60	25	75	100
<b>Course Objectives</b>											
C1	To acquaint the students with the fundamentals of principles of financial, cost and management accounting										
C2	To enable the students to prepare, analyses and interpret financial statements										
C3	To acquaint the students with the tools and techniques of financial analysis										
C4	To enable the students to take decisions using management accounting tools.										
C5	To enable the students to prepare the reports with the accounting tools and facilitate managerial decision making.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Financial Accounting – Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems); International Accounting Standards - IFRS							12	C1		
II	Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis-Distinction between Fund Flow and Cash Flow Statement – problem.							12	C2		
III	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-key factor analysis, make or buy decisions, export decision, sales mix decision- Problems.							12	C3		

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IV	Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems - Zero Base Budgeting.	12	C4
V	Cost Accounting : meaning – Objectives - Elements of Cost – Cost Sheet(Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing. Standard costing and variance analysis Reporting to Management – Uses of Accounting information in Managerial decision-making. Reporting-Accounting Standards and Accounting Disclosure practices in India; Exposure to Practical Knowledge of using Accounting software-Open Source.	12	C5
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to understand the fundamentals of principles of financial, cost and management accounting	PO6	
<b>CO2</b>	Be able to prepare, analyze and interpret financial statements	PO1, PO2, PO4, PO6, PO7	
<b>CO3</b>	Be able to use the tools and techniques of financial analysis.	PO1, PO2, PO3, PO6, PO7	
<b>CO4</b>	Be able to take decisions using management accounting tools.	PO1, PO2, PO6, PO7	
<b>CO5</b>	Be able to prepare the reports with the accounting tools and facilitate and take managerial decisions.	PO2, PO3, PO4, PO6, PO7, PO8	
<b>Reading List</b>			
1.	<a href="http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf">http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf</a>		
2.	<a href="http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf">http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf</a>		
3.	<a href="http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf">http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf</a>		
4.	<a href="https://www.researchgate.net/publication/313477460_concept_of_working_capital_management">https://www.researchgate.net/publication/313477460_concept_of_working_capital_management</a>		

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## MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE PROGRAMME SYLLABUS WITH EFFECT FROM 2023-2024

<b>References Books</b>	
1.	Gupta, A., Financial Accounting for Management: An Analytical Perspective, 5th Edition, Pearson, 2016.
2.	Khan, M.Y. and Jain, P.K., Management Accounting: Text, Problems and Cases, 8th Edition, Tata McGraw Hill Education Pvt. Ltd., 2021.
3.	Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- Edn. 1, 2014 published by S. N. Corporate Management Consultants Private Limited
4.	Horngren, C.T., Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 16th Edition, Pearson, 2013
5.	Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.
6.	Rustagi, R. P., Management Accounting, 2nd Edition, Taxmann Allied Services Pvt. Ltd, 2011

	<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>CO 1</b>						2		2
<b>CO 2</b>	3	3		3		3	2	
<b>CO 3</b>	3	3	3			3	2	
<b>CO 4</b>	3	3				3	3	
<b>CO 5</b>		3	3	3		3	2	2

**3-Strong      2-Medium      1-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>434C1F</b>	<b>Legal Systems in Business</b>	Core	4	-	-	-	4	60	25	75	100
<b>Course Objectives</b>											
C1	To create knowledge and understanding on law of contracts										
C2	To describe about sale of goods and Negotiable instrument act										
C3	To have an overall understanding about partnership act and company law.										
C4	To familiarize various labor laws for effective administration of Human Resource of an organization.										
C5	To provide insights and awareness about consumer protection act, Cyber-crimes, Intellectual property Rights.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<p><b>The Law of Contracts:</b> Definition of Contract Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts – Privity of Contracts – Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts : By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts – Remedies for Breach of Contracts.</p>							12	C1		
II	<p><b>Sale of Goods Act:</b> Definition of a Sale and a Contract of Sale – Difference between (1)Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties –Passing of Property of Goods – Rights of an Unpaid Seller.  <b>Negotiable Instruments Act:</b> Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristics</p>							12	C2		
III	<p><b>Partnership Act:</b> Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution.</p>							12	C3		



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	<b>Company Law:</b> Evolution of Company Form of Organisation – Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies – General Idea of Management of Companies – Officers, Meetings – Resolutions – Account and Audit – Winding up of Companies – General Idea of the Different Modes of Winding Up.		
IV	<b>Labour Law:</b> Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefits Act, Child labour Abolition & Regulation Act, 1986- Inter-state Migrant Workmen (Regulation of Employment & Conditions of services) Act 1979- Bonded Labour system (Abolition) Act 1976- Sexual Harassment of women at Workplace (Prevention, Prohibition & Redressal) Act 2013- Contract Labour (Regulation and Abolition) Act- Four Labour Codes and Rules- RTI Act 2005.	12	C4
V	Consumer Protection Act, Competition Act 2002, Cyber Crimes, IT Act 2008 – Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 – Design Act, 2000; UNICITRAL – United Nations Commission on International Trade Law.	12	C5
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Have knowledge on understandings on law of contract.	PO4, PO6, PO7	
<b>CO2</b>	Know the sale of Goods & Negotiable instrument act.	PO6	
<b>CO3</b>	Have understandings on partnership and company law	PO6, PO7	
<b>CO4</b>	Have familiarize with various labour laws.	PO5, PO6, PO7	
<b>CO5</b>	Possess insights & awareness about consumer protection Act Cyber Crimes, Intellectual Property Rights.	PO8	

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<b>Reading List</b>	
1.	<a href="http://www.legalserviceindia.com/article/">http://www.legalserviceindia.com/article/</a>
2.	<a href="http://www.freebookcentre.net/Law/Law-Books.html">http://www.freebookcentre.net/Law/Law-Books.html</a> 2
3.	<a href="https://www.mooc-list.com/course/business-law-wma">https://www.mooc-list.com/course/business-law-wma</a>
4.	<a href="https://ilj.law.indiana.edu/">https://ilj.law.indiana.edu/</a>
<b>References Books</b>	
1.	Kapoor ND., Legal Systems in Business, Edition 2 (2021), Sultan Chand & Sons.
2.	Rao, P.M., Mercantile Law, PHI Learning, 2011.
3.	Majumdar, A. K. and Kapoor, G.K., Company Law, 15 <sup>th</sup> Edition, Taxmann Publications Pvt. Ltd., 2012.
4.	Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17 <sup>th</sup> Edition, Taxmann Publications Pvt. Ltd., 2012.
5.	Intellectual Property Laws, Universal Law Publishing, 2012.
6.	Daniel Albuquerque , Legal systems in Business, Oxford University Press India, 2 <sup>nd</sup> Edition, 2015.

	<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>CO 1</b>				2		2	2	
<b>CO 2</b>						2		
<b>CO 3</b>						2	2	
<b>CO 4</b>					2	2	2	
<b>CO 5</b>								2

**3-Strong      2-Medium      1-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>434C2D</b>	<b>Operations Management</b>	Core	3	1	-	-	4	60	25	75	100
<b>Course Objectives</b>											
C1	To understand the production function, production design & capacity planning,										
C2	Exploring the Make or Buy decision, and thus understanding the role of inventory management										
C3	To determine multiple plant location decisions and effective utilization of plant layout. To explain the models, concepts, and techniques adopted in the areas of inventory control and maintenance.										
C4	To elucidate the importance and usefulness of work-study and quality control tools										
C5	To provide insights on service operations management and waiting line analysis.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	INTRODUCTION: Operations Management- Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective- Challenges- Manufacturing Trends in India- Production Design and Process Planning- Types of Production Processes- Plant Capacity-Capacity Planning- Make or Buy Decisions- Use of Crossover Chart for Selection Processes-Types of Charts used in Operations Management.							12	C1		
II	FACILITY DESIGN: Plant Location: Factors to be considered in Plant Location- Location Analysis Techniques- Choice of General Region, Particular community and Site- Multiple Plant Location Decision- Plant Location Trends. Layout of Manufacturing Facilities: Principles of a Good Layout- Layout Factors- Basic Types of Layout- Principles of Materials Handling- Materials Handling Equipment - Role of Ergonomics in Job Design.							12	C2		

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III	INVENTORY CONTROL AND MAINTENANCE: Basic Inventory Models- Economic Order Quantity- Economic Batch Quantity- Reorder Point-Safety Stock- Inventory Costs-Classification and Codification of Stock- ABC Classification-Materials Requirement Planning (MRP)- JIT- Implications of Supply Chain Management. Maintenance: Preventive Vs Breakdown Maintenance- Group Replacement Vs Individual Replacement- Breakdown Time Distribution- Maintenance of Cost Balance- Procedure for Maintenance.	12	C3
IV	DESIGN OF WORK SYSTEMS AND QUALITY CONTROL: Work Study- Objectives- Procedure- Method Study and Motion Study- Work Measurement- Time Study-Performance Rating- Allowance Factors- Standard Time- Work Sampling Techniques- Job Sequencing and Scheduling. Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve- Control Charts for Variables and Attributes; Quality Circles; TQM – Six Sigma, Kaizen	14	C4
V	SERVICE OPERATIONS MANAGEMENT: Introduction to Services Management- Nature of Services- Types of Services- Service Encounter- Designing Service Organizations- Service Facility Location and Layout- Service Blueprinting-Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery.	10	C5
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understand the concepts of production and its design, capacity planning and make or buy decisions.	PO2, PO4	
<b>CO2</b>	Be cognizant of the complexity involved in plant location decisions and utilization of plant layout.	PO2, PO7	
<b>CO3</b>	Understand the Inventory models and the importance of maintenance techniques.	PO6, PO7	
<b>CO4</b>	Be aware of work-study procedures and the importance on quality control tools	PO1, PO2, PO6, PO7	
<b>CO5</b>	Have insight on service operations, service delivery and waiting line analysis.	PO2, PO6, PO7	

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<b>Reading List</b>	
1.	<a href="http://www.shsu.edu/~mgt ves/mgt560/ServiceManagement.ppt">www.shsu.edu/~mgt ves/mgt560/ServiceManagement.ppt</a>
2.	<a href="http://zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf">zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf</a>
3.	<a href="https://www.emerald.com/insight/publication/issn/0144-3577">https://www.emerald.com/insight/publication/issn/0144-3577</a>
4.	<a href="https://www.inderscience.com/jhome.php?jcode=ijaom">https://www.inderscience.com/jhome.php?jcode=ijaom</a>
<b>References Books</b>	
1.	Aswathappa K and Shridhara Bhat K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2021.
2.	Mahadevan B, Operations Management Theory and Practice, 3rd Edition, Pearson Education, 2015.
3.	Russel and Taylor, Operations and Supply Chain Management, 8th Edition, Wiley, 2021.
4.	William J Stevenson, Operations Management, 14th Edition, McGraw Hill, 2021.
5.	Gerard Cachon and Christian Terwiesch, Operations Management, 3 <sup>rd</sup> Edition, McGraw Hill, 2022.
6.	Prof. K C Jain, Production and Operations Management, 1 <sup>st</sup> Edition, Wiley, 2022.

	<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>CO 1</b>		2		2				
<b>CO 2</b>		2					2	
<b>CO 3</b>						2	2	
<b>CO 4</b>	2	2				2	2	
<b>CO 5</b>		2				2	2	

**3-Strong      2-Medium      1-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>434C2F</b>	<b>Strategic Management</b>	Core	4	-	-	-	4	60	25	75	100
<b>Course Objectives</b>											
C1	To enable the students understand the importance of vision and mission in framing corporate strategy.										
C2	To provide insights on how business is responsible socially and ethically.										
C3	To highlight on the environmental analysis framework.										
C4	To throw light on strategic formulation and strategic choice.										
C5	To understand strategic implementation and strategic control.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision –Mission-Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework- Corporate Governance– Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills.							12	C1		
II	Corporate Policy and Planning in India: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies- Implementation of Policies. Society and Business: Social Responsibility of Business –Corporate Governance and Ethical Responsibility.							12	C2		
III	Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit –Scenario planning- Creating an Industry Matrix.							12	C3		
IV	Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) Portfolio Analysis – Business Strategy- TOWS Matrix– Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies; ETOP, TOWS							12	C4		

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V	Strategy Implementation: Strategy Implementation - Corporate Culture – Matching Organisation Structure to Strategy – Mergers and Acquisitions and Diversifications – Strategic Leadership Strategic Control: Measurement in Performance- Problems in Measurement of Performance- Strategy Audit-Strategic Control Process – Du Pont’s Control Model – Balanced Score Card – Michael Porter’s Framework for Strategic Management – Future of Strategic Management – Strategic Information System.	12	C5
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to frame vision and mission statements.	PO3, PO4, PO7	
<b>CO2</b>	Be social and ethically responsible.	PO3, PO8	
<b>CO3</b>	Possess insights on making environmental analysis.	PO3, PO8	
<b>CO4</b>	Possess knowledge on learning strategic formulation & strategy choice.	PO2, PO5, PO7	
<b>CO5</b>	Understanding strategic implementation and control.	PO4, PO5, PO7	
<b>Reading List</b>			
1.	Strategic Management Journal – Wiley online Library		
2.	Journal of strategy and Management – Emerald Insight		
3.	Mastering Strategic Management – <a href="http://www.opentextbooks.org.hk">www.opentextbooks.org.hk</a>		
4.	Mastering Strategic Management – <a href="http://www.saylor.org">www.saylor.org</a> .		
<b>References Books</b>			
1.	V S P Rao, Strategic Management Text and Cases, 2nd edition 2013.		
2.	Kazmi, A., Strategic Management and Business Policy, 15th Edition, Tata McGraw-Hill Education, 2018.		
3.	Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 8th Edition, Tata McGraw-Hill, 2018.		
4.	Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, 2012.		
5.	Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw-Hill, 2017.		
6.	Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy, 13th Edition, Pearson, 2012.		

	<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>CO 1</b>			3	2			3	
<b>CO 2</b>			3					3
<b>CO 3</b>			2					3
<b>CO 4</b>		2			3			2
<b>CO 5</b>				3	3			3

**3-Strong      2-Medium      1-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>434C2E</b>	<b>Financial Management</b>	Core	3	1	-	-	4	60	25	75	100
<b>Course Objectives</b>											
C1	To create an understanding and familiarize the students to the fundamentals of financial management and create awareness on the various sources of finance.										
C2	To create awareness on the various investment techniques on the investment decision making.										
C3	To throw light on the concept of cost of capital and familiarize on the technique of identifying the right source of capital.										
C4	To educate on the concept of capital structure and the create understanding on the concept of dividend.										
C5	To create an understanding on the concept of working capital, its need, importance, factors and forecasting technique										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Financial management: Definition and scope – objectives of Financial Management – Profit Maximization - wealth maximization - functions and role of finance manager. Sources of finance – short term – Bank Sources – Long term – Shares – Debentures – Preferred stock – Debt: Hire purchase, Leasing, Venture Capital – Private equity- International Financial Management- Financial Planning- Behavioural Finance- Capital Market- Money Market- Micro Finance- Financial Information System.							12	C1		
II	Investing Decision - Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return- Problems - Risk analysis in Capital Budgeting- Introduction to Fintech – Digital Currency - Cryptocurrency – Financial Modeling; Hurdle Rate.							12	C2		



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III	Cost of Capital - Cost of specific sources of capital – Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings - weighted average cost of capital. EBIT -EPS Analysis - Operating Leverage - Financial Leverage-problems.	12	C3
IV	Capital structure - Factors influencing capital structure – optimal capital structure - capital structure theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani - Miller(MM) Approach – Traditional Approach – Practical Problems. Dividend and Dividend policy: Meaning, classification - sources available for dividends -Dividend policy general, determinants of dividend policy.	12	C4
V	Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports- Financial Analytics.	12	C5
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be aware of the basic concepts of financial management and understand the various sources of finance.	PO4, PO6, PO7	
<b>CO2</b>	Possess knowledge on investment decision making.	PO1, PO2, PO6, PO7	
<b>CO3</b>	Have insights on the cost of capital and would have familiarized themselves with the technique of calculating the cost of capital.	PO2, PO7	
<b>CO4</b>	Have learnt the concept of capital structure and dividend	PO6, PO7	
<b>CO5</b>	Have good understanding on the concept of working capital, its need, importance, factors and the methods of forecasting it.	PO1,PO2, PO4, PO7	
<b>Reading List</b>			
1.	<a href="https://accountingexplained.com/managerial/capital-budgeting/">https://accountingexplained.com/managerial/capital-budgeting/</a>		
2.	<a href="http://www.studyfinance.com/lessons/workcap/">http://www.studyfinance.com/lessons/workcap/</a>		
3.	Journal of International Financial Management & Accounting		
4.	The Management Accountant Journal - icmai-rnj.in		

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<b>References Books</b>	
1.	S.N.Maheswari, Financial Management, Sulthan Chand & Sons, 15th Edition, 2019
2.	I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018.
3.	Van Horne, J.C., Financial Management and Policy, 13th Edition, Pearson, 2015.
4.	Prasanna Chandra, Financial Management, 10th edition, Tata McGraw Hill, 2019
5.	Periasamy, P., Financial Management, 4th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2017.
6.	Brigham, E.F. and Ehrhardt, M.C., Financial Management: Theory and Practice, 14th Edition, 2015.

	<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>CO 1</b>				2		2	2	
<b>CO 2</b>	2	3				2	2	
<b>CO 3</b>		2					3	
<b>CO 4</b>						2	3	
<b>CO 5</b>	2	2		3			2	

**3-Strong      2-Medium      1-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>434C2B</b>	<b>Human Resource Management</b>	Core	4	-	-	-	4	60	25	75	100
<b>Course Objectives</b>											
C1	To embark importance of HRM role, functions and need										
C2	To assimilate theoretical and practical implications of HRP										
C3	To critically use appropriate training tools										
C4	To analyze and implement an effective performance management										
C5	To extrapolate and design compensation management techniques										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction:</b> Introduction of Human Resource Management: Importance of Human Resources, Definition and Objectives of Human Resources Management, Qualities of a good HR manager – Evolution and growth of Human Resource Management in India. Functions of Human Resource Management. Strategic Human Resource Management (SHRM). Human Resource Policies: Need, type and scope, Human Resource Accounting and Audit- Gig Economy.							12	C1		
II	<b>Human Resource Planning (HRP):</b> Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Strategic Human Resource Planning. Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods, Recruitment and Social Media. Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction of attrition rate- Attrition and retention management							12	C2		

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III	<b>Training, Development &amp; Career Management:</b> Importance and benefits of Training and Development, Types of Training Methods, Executive Development Programs, Concept and process of Career Management; Competency mapping, Knowledge Management & Talent Management.	12	C3
IV	<b>Performance Management:</b> Importance, process and Methods: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Performance Feedback, Online PMS. Human Resource Information System; International Human Resource Management; Cross cultural diversity management; Hybrid work culture; work-life balance; Quality of work-life; HR Analytics.	12	C4
V	<b>Compensation Management:</b> Wage and Salary Administration: Job Evaluation, Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives; ESOP-Financial and non-financial incentives, Productivity – linked Bonus, Compensation Criteria, Rewards and Recognition.	12	C5
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Gain an understanding of HRM policies and importance.	PO4, PO6	
<b>CO2</b>	Implement appropriate HRP in workplace.	PO6	
<b>CO3</b>	Apply feasible Training method and manage career progressions.	PO5, PO6, PO7	
<b>CO4</b>	Demonstrate managing performance of human resources.	PO6, PO7	
<b>CO5</b>	Design and justify compensation framework.	PO4, PO6, PO7	
<b>Reading List</b>			
1.	<a href="https://businessjargons.com/performance-management.html">https://businessjargons.com/performance-management.html</a>		
2.	<a href="https://www.hr-guide.com/data/G400.htm">https://www.hr-guide.com/data/G400.htm</a>		
3.	<a href="https://www.managementstudyguide.com/training-development-hr-function.htm">https://www.managementstudyguide.com/training-development-hr-function.htm</a>		
4.	<a href="https://www.tandfonline.com/toc/rjih20/current">https://www.tandfonline.com/toc/rjih20/current</a>		

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<b>References Books</b>	
1.	Ashwathappa, K., Human Resource Management, 9 <sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2021.
2.	Ivanecovich, J.M., Human Resource Management, 12 <sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2020.
3.	Gary Dessler & Biju Varrkey, Human Resource Management, 16 <sup>th</sup> Edition, Pearson India Pvt. Ltd., 2020.
4.	DeCenzo, D.A., Robbins S.P., Susan L Verhulst, Human Resource Management, 11 <sup>th</sup> Edition, Wiley India Pvt. Ltd., 2015.
5.	Leigh Thompson, Making the team, A guide for Managers, Pearson, 6 <sup>th</sup> Edition 2019.
6.	Gary Dessler, Fundamentals of Human Resource Management, Pearson, 4 <sup>th</sup> Edition 2017.

	<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>CO 1</b>				M		M		
<b>CO 2</b>						M		
<b>CO 3</b>					S	S	M	
<b>CO 4</b>						M	M	
<b>CO 5</b>				M		M	M	

**3-Strong      2-Medium      1-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>434C2A</b>	<b>Applied Operations Research</b>	Core	3	1	-	-	4	60	25	75	100
<b>Course Objectives</b>											
C1	To provide the students with introduction on OR and its models to aid in understanding its applicability in the various functional areas of management.										
C2	To understand the concept of linear programming models in determining profit maximization and cost minimization										
C3	To learn about various methods adopted in transportation and Assignments models.										
C4	To determine about inventory models, replacement models, job sequencing, networking model and Queuing model										
C5	To throw light on dynamic model and game models and the application of pure and mixed strategies in competitive environment.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Overview of operations research – Origin – Nature, scope & characteristics of OR – Models in OR – Application of operations research in functional areas of management							08	C1		
II	Linear Programming Problem: Linear programming problem model – Formulation – Maximization & Minimization problem – Graphical method – Simplex method – Artificial variable – Primal & Dual.							12	C2		
III	Transportation problem: Basic Solution – North / West corner Solution, LCM, VAM, Matrices method – Optimal Solution – Stepping stone method – Vogel's approximation method – Modi method – Degeneracy – Imbalance matrix. Assignment model: Hungarian method – Traveling salesmen problem.							12	C3		
IV	Project Scheduling and Resource Management: Deterministic Inventory models – Purchasing & Manufacturing models – Probabilistic inventory models – Replacement model – Sequencing – Brief Introduction to Queuing models. Networking – Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project Scheduling- Crashing – Resource allocation and Resource Scheduling.							18	C4		

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V	Game Theory and Strategies: Games theory – two player zero sum game theory – Saddle Point –Mixed Strategies for games without saddle points – Dominance method – Graphical and L.P Solutions- Goal Programming; Simulation; Integer programming and Dynamic programming.	10	C5
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Obtain insight on the origin and nature of OR and also the application of various models of OR.	PO4, PO6	
<b>CO2</b>	Learn about the graphical, Simplex, Big M and dual methods of Linear programming problem.	PO1, PO2, PO6, PO7	
<b>CO3</b>	Be well versed with the concept of transportation and Assignments models	PO1, PO2, PO6, PO7	
<b>CO4</b>	Have better understanding on inventory models, replacement models, job sequencing, networking model and Queuing model	PO1, PO2, PO6, PO7	
<b>CO5</b>	Be imparted knowledge on the various methods of game model	PO2, PO7	
<b>Reading List</b>			
1.	<a href="http://www.cbom.atozmath.com">www.cbom.atozmath.com</a>		
2.	<a href="http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_qt.pdf">http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_qt.pdf</a>		
3.	<a href="http://164.100.133.129:81/econtent/Uploads/Operations_Research.pdf">http://164.100.133.129:81/econtent/Uploads/Operations_Research.pdf</a>		
4.	<a href="https://www.journals.elsevier.com/operations-research-perspectives">https://www.journals.elsevier.com/operations-research-perspectives</a>		
<b>References Books</b>			
1.	Anderson, D.R., Sweeney, D.J., Williams, T.A. and Martin, K., An Introduction to Management Science: Quantitative Approach to Decision Making, 14 <sup>th</sup> Edition Paperback – 1, Cengage Learning India Pvt. Ltd., 2019		
2.	Gupta, P.K., and Comboj, Introduction to Operations Research, S. Chand, 2014		
3.	Hiller, F., Liebermann, Nag and Basu, Introduction to Operations Research, 11 <sup>th</sup> Edition Paperback, Tata McGraw-Hill Publishing Co. Ltd., 2021		
4.	Khanna, R.B., Quantitative Techniques for Managerial Decision Making, 3 <sup>rd</sup> Edition – Paperback, New Age International Publishers, 2018		
5.	Taha, H.A., Operations Research: An Introduction, 10 <sup>th</sup> Edition, Pearson, 2019		
6.	Vohra,N.D., Quantitative Techniques in Management, 5 <sup>th</sup> Edition, Tata McGraw Hill Education Pvt. Ltd., 2017.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				2		2		
<b>CO 2</b>	3	2				2	2	
<b>CO 3</b>	3	3				3	2	
<b>CO 4</b>	3	3				2	2	
<b>CO 5</b>		3					2	

**3-Strong      2-Medium   1-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>434D2A</b>	<b>International Business</b>	Extra Disciplinary	3	-	-	-	3	45	25	75	100
<b>Course Objectives</b>											
C1	To understand and analyze international situations and evaluate international collaborative arrangements and strategic alliances.										
C2	To apply knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.										
C3	To throw light on international trade theories and the management of business functional operations in an international context.										
C4	To analyze and evaluate barriers, opportunities, market entry modes and the process of internationalization.										
C5	To know about regional economic integration and contemporary issues in international business.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Introduction to International Business: Importance, nature and scope of International business-International Business Vs. Domestic Business; Tariff and non-tariff barriers- transition from Domestic to International Business; Advantages and disadvantages of International business; Balance of Payments; Balance of Trade; Balance of Current Account . Modes of entry into International Business-Internationalization process and managerial implications- Multinational Corporations and their involvement in International Business- Issues in foreign investments, technology transfer, pricing and regulations- International collaborative arrangements and strategic alliances- Counter Trade; Import-Export Process and Documentation.							9	C1		
II	International Business Environment and Cultural Differences: International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing International Business environment. Differences in Culture: Introduction — Social Structure — Religion — Language — Education —Culture and the Workplace — Cultural Change — Cross-cultural							9	C2		



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	Literacy — Culture and Competitive Advantage.		
III	International Trade Theory: Introduction — Mercantilism, Neo-Mercantilism — Theory of Absolute Advantage — Theory of Comparative Advantage — Heckscher-Ohlin Theory — The New Trade Theory — National Competitive Advantage — Porter's Diamond — General Agreement on Tariff and Trade (GATT)- World Trade Organization (WTO)- GATS-UNCTAD- Trade Blocks; Customs Union-EU-PTA- European Free Trade Area (EFTA)-Central American Common Market(CACM)-Latin American Free Trade Association(LAFTA)- North American Free Trade Agreement(NAFTA)- Association of South East Asian Nations(ASEAN)- CARICOM- GSTP-GSP-SAPTA-Indian Ocean RIM Initiative-BIMSTEC- Bretton Woods Twins- World Bank & IMF, International Finance Corporation- Multilateral Investment Guarantee Agency (MIGA).	9	C3
IV	Global Trading and Investment Environment: Recent Trends in India's Foreign Trade- India's Commercial Relations and Trade Agreements with other countries- Institutional Infrastructure for export promotion in India- Export Assistance- Export Finance- Export Processing Zones (EPZs) - Special Economic Zones (SEZs)- Exports by Air, Post and Sea- Small Scale Industries (SSI) and Exports- Role of ECGC- Role of EXIM Bank of India- Role of Commodity Boards- Role of State Trading Agencies in Foreign Trade- STC, MMTC, etc. Foreign Exchange Market- Functions of Foreign Exchange Market- Foreign Direct Investments (FDI); forms of FDI — Horizontal and Vertical Foreign Direct Investment — Advantages of FDI to Host and Home Countries.	9	C4
V	Contemporary Issues: Contemporary Issues in International Business- International Sales Contract- Major Laws- INCO terms- Standard Clauses of International Sales Contract- Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. Export Regulations: Procedure for export of goods- Quality Control and Pre-shipment Inspection- Customs Clearance- Port formalities- Exchange regulations for Export- Role of Clearing and Forwarding Agents.	9	C5
	<b>Total</b>	<b>45</b>	

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<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>
<b>CO1</b>	Be aware of the international situations and evaluate international collaborative arrangements and strategic alliances.	PO2, PO4, PO7
<b>CO2</b>	Possessed knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.	PO4, PO7
<b>CO3</b>	Know the various international trade theories and the management of business functional operations in an international context.	PO4, PO6, PO7
<b>CO4</b>	Be able to evaluate barriers, opportunities, market entry modes and the process of internationalization.	PO2, PO4, PO7
<b>CO5</b>	Have better understanding on regional economic integration and contemporary issues in international business.	PO6, PO7, PO8

### Reading List

1.	<a href="http://www.internationalbusinesscorporation.com">www.internationalbusinesscorporation.com</a>
2.	<a href="http://www.business-ethics.org">www.business-ethics.org</a>
3.	<a href="https://www.jstor.org/journal/jintebusistud">https://www.jstor.org/journal/jintebusistud</a>
4.	Journal of International Business and Management (JIBM)

### References Books

1.	International Business: Competing in the Global Marketplace (SIE)   11th Edition – 14 August 2018 by Charles W. L. Hill (Author), G. Tomas M. Hult (Author), Rohit Mehtani (Author)
2.	International Business   Fourth Edition   By Pearson – 30 November 2017 by S. Tamer Cavusgil (Author), Gary Knight (Author), John Riesenberger (Author)
3.	Cherunilam, F., International Business: Text and Cases, 5th Edition, PHI Learning, 2010.
4.	Paul, J., International Business, 5th Edition, PHI Learning, 2010.
5.	Deresky, H., International Management: Managing Across Borders and Cultures, 6th Edition, Pearson, 2011.
6.	Griffin, R., International Business, 7th Edition, Pearson Education, 2012.

	<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>CO 1</b>		2		3			2	
<b>CO 2</b>				M			2	
<b>CO 3</b>				3		3	3	
<b>CO 4</b>		3		3			3	
<b>CO 5</b>						3	3	3

**3-Strong      2-Medium      1-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>434C2D</b>	<b>Operations Management</b>	Core	3	1	-	-	4	60	25	75	100
<b>Course Objectives</b>											
C1	To understand the production function, production design & capacity planning,										
C2	Exploring the Make or Buy decision, and thus understanding the role of inventory management										
C3	To determine multiple plant location decisions and effective utilization of plant layout. To explain the models, concepts, and techniques adopted in the areas of inventory control and maintenance.										
C4	To elucidate the importance and usefulness of work-study and quality control tools										
C5	To provide insights on service operations management and waiting line analysis.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	INTRODUCTION: Operations Management- Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective- Challenges- Manufacturing Trends in India- Production Design and Process Planning- Types of Production Processes- Plant Capacity-Capacity Planning- Make or Buy Decisions- Use of Crossover Chart for Selection Processes-Types of Charts used in Operations Management.							12	C1		
II	FACILITY DESIGN: Plant Location: Factors to be considered in Plant Location- Location Analysis Techniques- Choice of General Region, Particular community and Site- Multiple Plant Location Decision- Plant Location Trends. Layout of Manufacturing Facilities: Principles of a Good Layout- Layout Factors- Basic Types of Layout- Principles of Materials Handling- Materials Handling Equipment - Role of Ergonomics in Job Design.							12	C2		

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III	INVENTORY CONTROL AND MAINTENANCE: Basic Inventory Models- Economic Order Quantity- Economic Batch Quantity- Reorder Point-Safety Stock- Inventory Costs-Classification and Codification of Stock- ABC Classification-Materials Requirement Planning (MRP)- JIT- Implications of Supply Chain Management. Maintenance: Preventive Vs Breakdown Maintenance- Group Replacement Vs Individual Replacement- Breakdown Time Distribution- Maintenance of Cost Balance- Procedure for Maintenance.	12	C3
IV	DESIGN OF WORK SYSTEMS AND QUALITY CONTROL: Work Study- Objectives- Procedure- Method Study and Motion Study- Work Measurement- Time Study-Performance Rating- Allowance Factors- Standard Time- Work Sampling Techniques- Job Sequencing and Scheduling. Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve- Control Charts for Variables and Attributes; Quality Circles; TQM – Six Sigma, Kaizen	14	C4
V	SERVICE OPERATIONS MANAGEMENT: Introduction to Services Management- Nature of Services- Types of Services- Service Encounter- Designing Service Organizations- Service Facility Location and Layout- Service Blueprinting-Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery.	10	C5
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understand the concepts of production and its design, capacity planning and make or buy decisions.	PO2, PO4	
<b>CO2</b>	Be cognizant of the complexity involved in plant location decisions and utilization of plant layout.	PO2, PO7	
<b>CO3</b>	Understand the Inventory models and the importance of maintenance techniques.	PO6, PO7	
<b>CO4</b>	Be aware of work-study procedures and the importance on quality control tools	PO1, PO2, PO6, PO7	
<b>CO5</b>	Have insight on service operations, service delivery and waiting line analysis.	PO2, PO6, PO7	

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<b>Reading List</b>	
1.	<a href="http://www.shsu.edu/~mgt ves/mgt560/ServiceManagement.ppt">www.shsu.edu/~mgt ves/mgt560/ServiceManagement.ppt</a>
2.	<a href="http://zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf">zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf</a>
3.	<a href="https://www.emerald.com/insight/publication/issn/0144-3577">https://www.emerald.com/insight/publication/issn/0144-3577</a>
4.	<a href="https://www.inderscience.com/jhome.php?jcode=ijaom">https://www.inderscience.com/jhome.php?jcode=ijaom</a>
<b>References Books</b>	
1.	Aswathappa K and Shridhara Bhat K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2021.
2.	Mahadevan B, Operations Management Theory and Practice, 3rd Edition, Pearson Education, 2015.
3.	Russel and Taylor, Operations and Supply Chain Management, 8th Edition, Wiley, 2021.
4.	William J Stevenson, Operations Management, 14th Edition, McGraw Hill, 2021.
5.	Gerard Cachon and Christian Terwiesch, Operations Management, 3 <sup>rd</sup> Edition, McGraw Hill, 2022.
6.	Prof. K C Jain, Production and Operations Management, 1 <sup>st</sup> Edition, Wiley, 2022.

	<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>CO 1</b>		2		2				
<b>CO 2</b>		2					2	
<b>CO 3</b>						2	2	
<b>CO 4</b>	2	2				2	2	
<b>CO 5</b>		2				2	2	

**3-Strong      2-Medium      1-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>434C2C</b>	<b>Marketing Management</b>	Core	4	-	-	-	4	60	25	75	100
<b>Course Objectives</b>											
C1	To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied.										
C2	To provide with opportunities to analyze marketing activities within the firm.										
C3	To analyze and explore the buyer behavior pattern in marketing situations.										
C4	To understand the branding, pricing and strategies in marketing a product.										
C5	To upgrade the knowledge and awareness of Consumer Rights in the Market.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Marketing Management Philosophies – What is marketing- The concepts of marketing- Marketing and Services – Digital Marketing – Social Media Marketing – Current marketing challenges; Rural Marketing – E-Rural Marketing – International Marketing – Industrial Marketing.							12	C1		
II	Strategic Marketing– Marketing Management Process – Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix Analysis of Macro and Micro environment Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting –Techniques. Marketing Tactics, The Mix Service and Retail Marketing.							12	C2		
III	MIS: Marketing Information Systems- Customer Relationship Management (CRM) Customer Engagement Marketing – Sales force Automation- Marketing Analytics							12	C3		
IV	Buyer Behaviour: Factors Influencing Consumer Behaviour – Buying situation– Buying Decision Process – Industrial Buyer Behaviour. Market Segmentation : Targeting and Positioning – Competitive Marketing Strategies. Customer Life Cycle – Customer Life time Value, Product Portfolio Management.							12	C4		

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V	Product Policies: Consumer and Industrial Product Decisions, Branding, Packaging and Labelling – New Product Development and Product Life Cycle Strategies, Pricing – Pricing Strategies and approaches, Promotion Decisions: Promotion Mix – Integrated Marketing Communication – Advertising and Sales Promotion - Sales Force Decisions, Selection, Training, Compensation and Control – Publicity and Personal Selling – Distribution Management – Channel Management: Selection, Co-operation and Conflict Management – Vertical, Horizontal and Multi-channel Systems Consumer Protection – Awareness of Consumer Rights in the Market Place.	12	C5
<b>Total</b>		<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understand the fundamental principles of marketing, marketing concepts and ideas.	PO4, PO6, PO7	
<b>CO2</b>	Understand the organization’s marketing strategy and marketing environment. Familiar with marketing research with forecasting techniques.	PO4, PO6	
<b>CO3</b>	Understand the buyer behavior and market segmentation and competitive marketing strategies.	PO4, PO6, PO7	
<b>CO4</b>	Think strategically about branding, pricing and marketing issues.	PO3, PO4, PO6, PO7	
<b>CO5</b>	Familiar with Promotion decisions along with awareness on Consumer Rights in the Market Place.	PO6, PO8	
<b>Reading List</b>			
1.	<a href="https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/">https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/</a>		
2.	<a href="https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html">https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html</a>		
3.	<a href="https://www.ama.org/ama-academic-journals/">https://www.ama.org/ama-academic-journals/</a>		
4.	<a href="https://www.emerald.com/insight/publication/issn/0736-3761">https://www.emerald.com/insight/publication/issn/0736-3761</a>		

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<b>References Books</b>	
1.	Pillai & Baghawathy, Marketing Management, S.Chand , 2010.
2.	Gupta Prachi, Aggarwal Ashita , et al., Marketing Management: Indian Cases, 1 <sup>st</sup> Edition, 2017
3.	G.Shainesh Philip Kotler, et..al., Marketing Management; Indian Case Studies included, 16 <sup>th</sup> Edition, Pearson, 2022
4.	<u>Warren J. Keegan</u> , Global Marketing Management, 8thEdition, Pearson, 2017.
5.	Mullins, Marketing Management: A Strategic Decision Making Approach, 7 <sup>th</sup> Edition, McGraw-Hill, 2010.
6.	Philip Kotler and <u>Keven Lane Keller</u> , Marketing Management, 15 <sup>th</sup> Edition, Pearson, 2015

	<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>CO 1</b>				2		2	2	
<b>CO 2</b>				3		3		
<b>CO 3</b>				2		2	2	
<b>CO 4</b>			2	2		2	2	
<b>CO 5</b>						2		2

**3-Strong      2-Medium      1-Low**



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## 934E907: Specialization Courses in Finance Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E907A	Corporate Finance	Elective	3	-	-	1	3	3	25	75	100
934E907B	Security Analysis and Portfolio Management	Elective	3	-	-	1	3	3	25	75	100
934E907C	Tax Management	Elective	3	-	-	1	3	3	25	75	100
934E907D	Merchant Banking and Financial Services	Elective	3	-	-	1	3	3	25	75	100
934E907E	Derivatives Management	Elective	2	-	1	-	3	3	25	75	100
934E907F	Banking and Insurance	Elective	2	-	1	-	3	3	25	75	100
934E907G	Behavioural Finance	Elective	2	-	1	-	3	3	25	75	100
934E907H	Financial Modelling	Elective	2	-	1	-	3	3	25	75	100
934E907I	Capital Market and Financial Services	Elective	2	-	1	-	3	3	25	75	100
934E907J	Financial Planning and Wealth Management	Elective	2	-	1	-	3	3	25	75	100
934E907K	Fixed Income Securities	Elective	3	-	-	-	3	3	25	75	100
934E907L	Fintech and Investment Analysis <sup>@</sup>	Elective	-	-	3	-	3	3	40	60	100
934E907M	International Financial Management	Elective	2	-	1	-	3	3	25	75	100
934E907N	Risk Management in Banks	Elective	2	-	1	-	3	3	25	75	100

**@ This is a hands on Computer Laboratory Practical course.**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>934E907A</b>	<b>Corporate Finance</b>	Elective	3	-	-	1	3	3	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students with the fundamental understanding of corporate finance.										
C2	To create awareness and understanding on the Indian capital market, the various sources of capital and role of SEBI.										
C3	To throw light on the investment techniques on the investment decision making										
C4	To educate the students on the various sources of international finance available to the Indian companies.										
C5	To elucidate on the various modes through which corporate can go international and multinational collaboration can be made.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction to Corporate Finance:</b> Corporate – Nature and Scope – Role of Financial Institution – Valuation of the Firm – Time value of money concepts.							09	C1		
II	<b>Indian Capital Market</b> – Basic problem of Industrial Finance in India. Fiscal Policies, Government Regulations affecting Capital Market – Role of SEBI –Stock Markets - Equity–Debenturefinancing– GuidelinesfromSEBI,advantagesanddisadvantages							09	C2		
III	<b>Investment Decision:</b> Investment Analysis – Risk Analysis - Probability Approach. Business Failures, Mergers, Consolidations and liquidation.							09	C3		
IV	<b>Finance from international sources,</b> – role of EXIM bank and commercial banks – Finance for rehabilitation of sick units. Inflation and Financial Decisions.							09	C4		
V	<b>Foreign Collaboration</b> – FDI and FIIS Business Ventures Abroad. International Financial Institutions & Multinational Corporations; Global Minimum Tax							09	C5		
<b>Total</b>							<b>45</b>				

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<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>
<b>CO1</b>	Understand the fundamentals of corporate finance.	PO4, PO6
<b>CO2</b>	Summarize the role of SEBI and the structure of Indian capital market.	PO4, PO6, PO7
<b>CO3</b>	Analyze the various investment techniques and the investment decision making.	PO2, PO7
<b>CO4</b>	Appraise the various sources of finance that are available to the Indian companies.	PO6, PO7
<b>CO5</b>	Categorize the various modes through which corporate can go international and multinational.	PO6, PO7
<b>Reading List</b>		
1.	Jeffery Haas, Corporate Finance in a Nutshell, Kindle Edition, 2021	
2.	Mike Piper, Corporate Finance made simple, Kindle Edition, 2020	
3.	Journal of Corporate Finance, Elsevier	
4.	The Review of Corporate Finance, Oxford Academic	
<b>References Books</b>		
1.	Brealey, R.A., Myers, S.C., Allen, F. and Mohanty, P., Principles of Corporate Finance, 12 <sup>th</sup> Edition, Paperback, Tata McGraw-Hill Publishers, 2018.	
2.	Damodaran, A., Applied Corporate Finance, 4 <sup>th</sup> Edition, Wiley, 2015.	
3.	Damodaran, A., Corporate Finance: Theory and Practice, 2 <sup>nd</sup> Edition Paperback, Wiley India Pvt Ltd., 2007.	
4.	Kidwell, D. and Parrino, R., Fundamentals of Corporate Finance, Wiley India Pvt. Ltd., 2011.	
5.	Madura, J., International Corporate Finance, 10 <sup>th</sup> Edition, Cengage Learning, 2012.	
6.	Viswanath, S., Cases in Corporate Finance, McGraw-Hill Education, 2009.	

### CO-PO Mapping

	<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>CO 1</b>				2		2		
<b>CO 2</b>				2		2	2	
<b>CO 3</b>		3					3	
<b>CO 4</b>						2	3	
<b>CO 5</b>						2	2	

**3-Strong      2-Medium      1-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>934E907B</b>	<b>Security Analysis and Portfolio Management</b>	Elective	3	-	-	1	3	3	25	75	100
<b>Course Objectives</b>											
C1	To provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors in investment avenues and securities market.										
C2	To provide an overview of the operation of the securities markets and the mechanics of trading securities in stock exchanges.										
C3	To ensure acquaintance of in-depth understanding of fundamental analysis tools to make optimum investment decision.										
C4	To analyze stock price behavior in market, that is affected by various factors by calculating various technical indicators using Technical Analysis.										
C5	To enable the students with a basic introduction to portfolio theory and study various methods of modeling the risk associated with stock investment.										
<b>Syllabus</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Investment</b> - Concept of investment-importance-alternate forms of investment-LIC schemes-bank deposits-government securities-mutual fund schemes-post office schemes-provident fund-company deposits-real estate- Gold and Silver- Growth adjusted value investing strategy; G-Secs; P-note investments. Concepts of risk and return, measurement of risk is measured in terms of standard deviation and variance, the relationship between risk and return.							9	C1		
II	<b>Securities Market</b> - Investment Environment; 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.ESG, Stop loss, Fat finger trades, circuit breaker, T+1 and T+2 settlement, Funding of Social Sector; open interest volume and prices; free float in listed companies; Algo trading; Block Chain Technology.							9	C2		

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III	<b>Fundamental Analysis</b> - Economic Analysis – Forecasting techniques. Industry Analysis; Industry classification, Industry life cycle – Company Analysis. Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.	9	C3
IV	<b>Technical Analysis</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.	9	C4
V	<b>Portfolio Management</b> -Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision –Portfolio Evaluation	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understand the role of Risk Return propositions in securities analysis such as fixed income securities, preference shares and ordinary shares.	PO2, PO6, PO7	
<b>CO2</b>	Explain the apprehend role, functions and key players in the securities market and the trading system of the stock market	PO2, PO4, PO6, PO7	
<b>CO3</b>	Analyze the investment decisions with the help of fundamental analysis techniques.	PO2, PO4, PO7, PO8	
<b>CO4</b>	Appraise the stock price movements and its behavior with the help of technical analysis techniques.	PO4, PO6 PO7	
<b>CO5</b>	Write the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.	PO6, PO7	
<b>Reading List</b>			
1.	Falguni, H. Pandya, Security Analysis and Portfolio Management, PHI Learning, 2015		
2.	Ambika Prasad Dash, Security Analysis and Portfolio Management, I.K. International, 2009		
3.	The Journal of Portfolio Management, Springer		
4.	Financial Markets and Portfolio Management, Scimago Journal and Country Rank		
<b>References Books</b>			
1.	Kevin, S., Security Analysis and Portfolio Management, PHI Learning, Second Edition, 2015.		
2.	Prasanna Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw-Hill Education, 5th Edition, 2017.		
3.	Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio		

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	Management, PHI Learning., New Delhi, 8th edition, 2018.
4.	Khatri, D.K., Security Analysis and Portfolio Management, Macmillan Publishers India, First Edition, 2014.
5.	Ranganathan, M. and Madhumathi, R., Security Analysis and Portfolio Management, 2ndEdition, Pearson, 2015.
6.	Reilly, F. and Brown, K. C., Analysis of Investments and Portfolio Management, Cengage Learning, 11th Edition, 2019.

### CO-PO Mapping

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

**3-Strong 2-Medium 1-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>934E907C</b>	<b>Tax Management</b>	Elective	3	-	-	1	3	3	25	75	100
<b>Course Objectives</b>											
C1	To make an understanding on the tax system										
C2	To enrich on taxation procedure under different heads of income.										
C3	To create awareness on deductions, set off and carry forwards in tax management.										
C4	To enable computation of taxable income.										
C5	To provide insight knowledge on direct tax system										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Income Tax Law – important concepts - Scheme of Taxation –types of Taxes, concept, objectives canons of Taxation and factors to be considered for Tax Planning - Tax exemption – Residential status–Tax free incomes.							9	C1		
II	Heads of Income – Salaries, definition of salary, Fringe benefits and perquisites, Profit in lieu of salary and tax planning avenues for salary income, Income from house property, profits and gains of Business of profession, capital gains- Provisions relating to Capital Gains Tax and exemptions from Capital Gains Tax-Income from other sources - basis of charge; chargeable incomes; specific deductions; amount not deductible; computation of taxable income from other sources.							9	C2		
III	Deductions to be made in computing total income – Resales and Reliefs of Income tax–Taxation of Non-Residents. Income –tax Payment and Assessment-Tax deduction at source; advance tax; self-assessment tax assessment procedure - Filing of Income Tax Returns – Provisions, Forms and Due Dates, Notices and Assessments –Regular and best judgment assessment revision, rectification and appeal, provision relating to interest and refund of tax.							9	C3		
IV	Corporate Taxation - Computation of taxable income, Carry-forward and set-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation Losses. Tax planning in capital budgeting decision, leasing, hire							9	C4		

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	purchase or buy decision raising of capital: equity, debt or preference share, transfer pricing and its impact, tax Provisions for Venture Capital Funds		
V	Wealth Tax and Other Direct Taxes- Wealth Tax Act and Rules, definition of Wealth and Its Components Wealth escaping Assessment, Assets Exempt from Wealth Tax, Gift Tax Act and Rules and Estate Duty Act. Assessment of Trusts and Assessment of companies – Deemed income under MAT Scheme – Tax on income by UTI or Mutual fund – Venture Capital Company/Venture Capital Funds.	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Objectives</b>	
<b>CO1</b>	State the basic concepts of tax management system in India.	C1	
<b>CO2</b>	Discuss the taxation procedure involved under different heads of income.	C2	
<b>CO3</b>	Calculate on the deduction procedures, set off and carry forward procedures.	C3	
<b>CO4</b>	Analyze the ways to compute total taxable income.	C4	
<b>CO5</b>	Prepare direct tax system	C5	
<b>Reading List</b>			
1.	Direct Taxes Law and Practice, Vinod K Singhania and Kapil Singhania, Taxmann, 2021		
2.	Income Tax ready reckoner for 2021-22 e-book, Taxguru.		
3.	<a href="https://www.incometaxindia.gov.in/Documents/Aarohan-itd-2022-e-book.pdf">https://www.incometaxindia.gov.in/Documents/Aarohan-itd-2022-e-book.pdf</a>		
4.	Direct Taxes Ready Reckoner, AY 2021-22 & 2022-23, Vinod K. Singhania, Taxmann		
<b>References Books</b>			
1.	StudentsGuidetoIncomeTaxbyDr.VinodK.SinghaniaandMonicaSinghania,Taxmann's flagship publication,LatestEdition.		
2.	IndirectTaxbyVinodK.SinganiaTaxmann's publication,LatestEdition		flagship
3.	Iyengar,AC.,SampatLawofIncomeTax.Allahabad,BharatLawHouse. LatestEdition.		
4.	Dr.H.C.Mehrotra, Dr.S.P Goyal, Jai Narain Vyas, Income tax and Indirect taxes, SahityaBhagwanPublications,LatestEdition.		
5.	T.S.Reddy, Y.Hariprasad Reddy, Income Tax Theory, Law Practice, Margham Publishers, Latest Edition.		
6.	StudentsGuidetoIncomeTaxbyDr.VinodK.SinghaniaandMonicaSinghania,Taxmann's flagship publication,LatestEdition.		



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## CO-PO MAPPING

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

**3-Strong 2-Medium 1-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>934E907D</b>	<b>Merchant Banking and Financial Services</b>	Elective	3	-	-	1	3	3	25	75	100
<b>Course Objectives</b>											
C1	To enable a better understanding of the financial structure in India and various regulations in the Merchant Banking domain and also throw light on the rules and regulations governing the Indian securities market.										
C2	To familiarize the students with public issue management mechanism, role of issue manager, SEBI guidelines and marketing of securities.										
C3	To create an understanding on the trends in financial services, merger and acquisition, portfolio management services and credit rating.										
C4	Provide exposure to fund based financial services such as leasing and hire purchasing, financial evaluation.										
C5	Students can understand other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Merchant Banking: Introduction–An Overview 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.							9	C1		
II	Issue management: 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.							9	C2		
III	Fee based financial services:							9	C3		

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	Mergers and Acquisitions-Portfolio Management Services – Credit Syndication –Credit Rating – Business Valuation.		
IV	Fund based financial services: Leasing and Hire Purchasing Basics of Leasing and Hire purchasing– Financial Evaluation.	9	C4
V	Other fund based financial services: Consumer Credit – Credit Cards – Real Estate Financing–Bills Discounting – factoring and Forfeiting–Venture Capital.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;		
<b>CO1</b>	Recognize the financial structure in India and various regulations in the Merchant Banking Domain. Recall the rules and regulations governing the Indian securities market.	PO4, PO6	
<b>CO2</b>	Identify the public issue management mechanism, various forms of issues, role of issue manager, SEBI guidelines and marketing of securities.	PO2, PO6	
<b>CO3</b>	Appraise the recent trends in financial services, merger and acquisition, portfolio management services and credit rating.	PO2, PO4, PO6	
<b>CO4</b>	Estimate on the fund based financial services such as leasing and hire purchasing, financial evaluation.	PO2, PO6	
<b>CO5</b>	Plan on other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.	PO4, PO6	
<b>Reading List</b>			
1.	Swati Dawan, Merchant Banking and Financial Services, Mcgraw Hill Education, 2011		
2.	Pathak Barthi, Indian Financial System, 5 <sup>th</sup> Edition, Pearson Education, 2018		
3.	Indian Journal of Finance, ISSN: 0973-8711, Researchgate		
4.	Journal of Corporate Finance, Elsevier		
<b>References Books</b>			
1.	M. Y. Khan, Financial Services, Tata McGraw-Hill, 12 <sup>th</sup> Edition, 2012		
2.	Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.		
3.	Machiraju, Indian Financial System, Vikas Publishing House, 2 <sup>nd</sup> Edition, 2010.		
4.	J.C. Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,		
5.	Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.		

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6.	Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi.
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## CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				2		2		
<b>CO 2</b>		2				2		
<b>CO 3</b>		2		2		2		
<b>CO 4</b>		2				2		
<b>CO 5</b>				2		2		

**3-Strong    2-Medium    1-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>934E907E</b>	<b>Derivatives Management</b>	Elective	2	-	1	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To familiarize and enable the students to understand the fundamentals of Derivatives and its types.										
C2	To throw light on forward and futures contract.										
C3	To educate the students on Options.										
C4	To elucidate the various Option Pricing models.										
C5	To educate the students on the indices of various derivative instruments										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Derivatives – Definition –Types – participants and functions- 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.							9	C1		
II	Forward contracts – Futures contracts – structure of forward & futures markets - Types of Futures Contracts -Margin Requirements – Marking to Market – Hedging using Futures — Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.							9	C2		
III	Options -Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – organized options trading – listing requirements – contract size – exercise prices – expiration dates – position & exercise limits -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.							9	C3		
IV	Principles of Option pricing – Put Call Parity relationship – Option pricing models – The Black Scholes Model – The Binomial model – Principles of forward and future pricing – the cost of carry model.							9	C4		

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V	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.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	List the fundamentals of Derivatives and its types.	PO4, PO6	
<b>CO2</b>	Classify the Forward and Future Contracts.	PO6, PO7	
<b>CO3</b>	Assess the Options.	PO6, PO7	
<b>CO4</b>	Summarize the various Option Pricing models.	PO6, PO7	
<b>CO5</b>	Generalize the knowledge on the indices of various Derivative Instruments.	PO6, PO7	
<b>Reading List</b>			
1.	Aron Gottesman, Derivatives Essentials: An Introduction to Forwards, Futures and Options and Swaps, Wiley, 2016		
2.	ArkadevChatterje, Robert A. Jarrow, An Introduction to Derivative Securities, Financial Markets, and Risk Management, World Scientific, Kindle Edition,		
3.	International Journal of Financial Markets and Derivatives, Inderscience Publishers		
4.	Journal of Risk and Financial Management, MDPI		
<b>References Books</b>			
1.	Chance, D. and Brooks, R., Derivatives and Risk Management Basics, South Western, 10th edition, 2015.		
2.	S.L. Gupta, Financial Derivatives, Theory, Concepts and Problems, PHI Learning 2nd edition, 2017		
3.	Hull, J.C. and Basu, S., Options, Futures and Other Derivatives, Pearson, 10th Edition, 2018.		
4.	Patrick Boyle, Jesse McDougall, Trading and Pricing Financial Derivatives, De Gruyter, A Guide to Future, Options and Swaps, 2nd Edition, Publishers, 2018.		
5.	James A. Overdahl, Financial Derivatives, Wiley India Pvt. Ltd, 3rd Edition, 2014		

### CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				2		3	2	
<b>CO 2</b>						3	2	
<b>CO 3</b>						3	2	
<b>CO 4</b>						3	2	
<b>CO 5</b>						3	2	

**3-Strong      2-Medium      1-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>934E907F</b>	<b>Banking and Insurance</b>	Elective	2	-	1	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To provide a basic understanding of the insurance mechanism and principle of insurance.										
C2	To provide an overview of Indian insurance industry.										
C3	To understand the basics of Banking and the emergence of Banking in India.										
C4	To get acquainted with the functionality of the Banks.										
C5	To know the meaning and use of commonly used technologies in Banking.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Indian Financial System:</b> Introduction to Financial System – Business of Banking - Organizational Structure of Indian Financial System - Role of Government & Reserve Bank of India As Regulators of Banks - Role & Functions of Banks – Regulatory Provisions/Enactments Governing Banks - Various Committees on Banking & Their Impact - Recent Developments in Indian Financial System - Aadhaar Seeding- -Self Help Groups, Financial Inclusion- Jan Dhan Yojana Accounts- NBFCs - Micro Finance Institutions, Small finance banks and payment banks.							9	C1		
II	<b>Basics of Banking:</b> Basic Concepts in Banking - Banker-Customer Relationships – Know Your Customer, Anti Money Laundering -Guidelines - Negotiable instruments – Bankers’ Duties and Responsibilities - DICGC - Types of Customers & Various Types of Accounts - Deposit Products – Services Rendered by Banks - Principles of Lending - Approach to Lending & Steps in Lending - Credit Management & Credit Monitoring - Priority Sector Lending in Banks- Lending to Agriculture, Micro, Small & Medium Enterprises - Recovery & Modes of Recovery and Management of Non-Performing Assets - Basics of Risk Management in Banks.							9	C2		
III	<b>Electronic Banking:</b> Current Trends and Role of information & Communication Technology in Banking - Core Banking Solutions vis-a-vis							9	C3		

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	Traditional Banking - Banking Technology – Alternate Delivery Channels – ATMs, Credit/Debit Cards/Mobile Banking / Internet Banking etc. - Cheque Truncation System of cheque clearance, E-Lounges, UPI, BHIM (Bharath Interface for money), Products and Impact - Electronic Funds Transfers – Real Time Gross Settlements (RTGS) & National Electronic Funds Transfer (NEFT) – <b>NACH</b> Global Trends in Banking Technology - IT Security in Banks & Disaster Management - Marketing of Banking Services; Marketing of Banking Services – Meaning, Importance and Functions - Market Research & Product Development - Factors influencing Marketing of Banking Products Third Party Products in Banking, One stop shop Financial solutions in Banks - Financial Advisory Services (FAS).		
IV	<b>Insurance:</b> Meaning – Nature and Importance – Risk Management; Identification – Measurement – Diversification – Strategies Theories – Sum of Large Numbers Theory of Probability Insurance Regulation; IRDA Regulations – Insurance Contract – Agent Norms – Generic Norms of Insurance Advisors.	9	C4
V	<b>General Insurance:</b> Marine Insurance – Fire Insurance – Automobile Insurance – Home Insurance - House +Articles insurance- Overseas Travel Insurance– Medical Insurance – Group Medi claim- Jewellery Insurance, Social Security Insurance .Life Insurance; Principles – Uberima fides Insurable Interest – Indemnity – Subrogation – Contribution Products; Death and Survival Classifications – Traditional Salary Savings Scheme – Employees Deposit Linked Insurance – ULIPs – Premium Fixation Cases.	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;		
<b>CO1</b>	Understand, analyze and communicate on the Indian Financial System	PO4, PO6, PO7	
<b>CO2</b>	Explain the basics of Banking and the emergence of Banking in India and its lending practices	PO4, PO6, PO7	
<b>CO3</b>	Analyze the Digital Banking and the current trend in banking and new banking products and services	PO4, PO6, PO7	
<b>CO4</b>	Summarize the basics of the insurance mechanism	PO4, PO6, PO7	



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	and principle of insurance and acquire knowledge on Indian insurance industry.	
<b>CO5</b>	Categorize the knowledge and understanding on Marine, fire, home and medical insurances	PO4, PO6, PO7
<b>Reading List</b>		
1.	Jyotsna Sethi and Nishwan Bhatia, Elements of Banking and Insurance, PHI Learning, 2012	
2.	Natarjan. S, and Parameshwaran. R, Indian Banking, S.Chand& Company	
3.	Journal of Banking and Finance, Elsevier	
4.	Indian Journal of Banking, Risk and Insurance, Pubishing India	
<b>References Books</b>		
1.	Bhattacharya,H.,BankingStrategy, CreditAppraisalandLendingDecisions,OxfordUniversityPress,2nd Edition,2011.	
2.	IndianInstituteofBankingandFinance,PrinciplesandPracticesofBanking, MacmillanIndiaLtd, Fifth Edition,2015.	
3.	Maheshwari,S.N.andMaheshwari,S.K.,BankingLawandPractice,Kalyani Publishers,11 <sup>th</sup> Edition, 2014.	
4.	Muraleedharan,ModernBanking:TheoryandPractice,PHILearning, Second Edition, 2014.	
5.	Varshney,P.N.,BankingLawandPractice,SultanChandandSons, fist Edition, 2015.	
6.	Gopinath. M. N. -BankingPrinciples&Operations, Snow White Publications, 7 <sup>th</sup> Edition, 2021	

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				3		3	3	
<b>CO 2</b>				2		3	3	
<b>CO 3</b>				3		3	3	
<b>CO 4</b>				3		3	3	
<b>CO 5</b>				3		3	3	

**3-Strong 2-Medium 1-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>934E907G</b>	<b>Behavioral Finance</b>	Elective	3	-	1	-	4	4	25	75	100
<b>Course Objectives</b>											
C1	To enable the students to understand the basics of Behavioural Finance										
C2	To create awareness and understanding on the various theories of Behavioural Finance										
C3	To elucidate the students on the various financial decision theory paradoxes										
C4	To throw light on the non-behavioural finance through the extended knowledge on Efficient Market Hypothesis										
C5	To educate the students on arbitrage, risks in share trade and on contemporary financial issues.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction to Behavioral Finance:</b> Introduction, Traditional vs Behavioural Theory, The Decision Making Process and Behavioural Biases, Limits to Arbitrage.							9	C1		
II	<b>Behavioural Finance Theory and Bubbles:</b> Prospect Theory, SP/A Theory, Behavioural Portfolio Theory, Empirical and Statistical detection tests.							9	C2		
III	<b>Decision Theory Paradoxes:</b> Nash Equilibrium: Keynesian Beauty Context and The Prisoner's Dilemma, The Monty Hall Paradox, The St. Petersburg Paradox, The Allais Paradox, The Ellsberg Paradox.							9	C3		
IV	<b>Non-Behavioral Finance:</b> Introduction - The roles of securities prices in the economy; Efficient markets hypothesis (EMH) – Definitions - EMH in supply and demand framework - Theoretical arguments for flat aggregate demand curve; Equilibrium expected return models.							9	C4		
V	<b>Demand by Arbitrageurs and Average Investors &amp; Contemporary Issues:</b> Definition of arbitrageur; Long-short trades; Risk vs. Horizon; Transaction costs and short-selling costs; Fundamental risk; Noise-trader risk; Professional arbitrage; Destabilizing informed trading (positive feedback, predation), Definition of average investor; Belief biases; Limited attention and categorization; Nontraditional preferences – prospect							9	C5		

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	theory and loss aversion; Bubbles and systematic investor sentiment - contemporary behavioral finance issues		
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Explain the basics of Behavioural Finance	PO6	
<b>CO2</b>	Compare and classify the awareness and understanding on the various theories of Behavioural Finance	PO6, PO7	
<b>CO3</b>	Categorize the various financial decision theory paradoxes	PO2, PO6	
<b>CO4</b>	Assess the non-behavioral finance through the extended knowledge on Efficient Market Hypothesis	PO6	
<b>CO5</b>	Estimate on arbitrage, risks in share trade and on contemporary financial issues.	PO6, PO7	
<b>Reading List</b>			
1.	Subrahmanyam, A. (2008). Behavioural finance: A review and synthesis. European Financial Management.		
2.	Forbes, W. (2009). Behavioural finance. John Wiley & Sons.		
3.	Kapoor, S., &Prosad, J. M. (2017). Behavioural finance: A review. Procedia computer science.		
4.	Bloomfield, R. (2010). Behavioural finance. In Behavioural and Experimental Economics (pp. 32-41). Palgrave Macmillan, London.		
<b>References Books</b>			
1.	Prasaanna Chandra, Behavioural Finance, 2 <sup>nd</sup> Edition, Paperback – 1, Mcgraw Hill, 2020		
2.	Parag Parikh, Value Investing and Behavioural Finance: Insights into Indian Stock Markets, Mcgraw Hill Education, 2017		
3.	Shleifer, Andrei, Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press, 2000		
4.	Thomas Kliestik, Katerina Valaskova, and Maria Kovacova, Advances in Behavioural Finance and Economics, MDPI, 2021		
5.	Singh Ranjit, Behavioural Finance, PHI Learning Pvt. Ltd., 2019		
6.	Sujata Kapoor, Jaya MamtaProsad, Behavioural Finance, Sage Publications India Pvt. Ltd., 2019.		

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>						2		
<b>CO 2</b>						2	2	
<b>CO 3</b>		2				2		
<b>CO 4</b>						2		
<b>CO 5</b>						2	2	

**3-Strong      2-Medium      1-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>934E907H</b>	<b>Financial Modelling</b>	Elective	2	-	1	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To equip the students with the knowledge of different aspects of financial modelling and be familiar with using financial functions in a spreadsheet.										
C2	To gain an understanding of the valuation tools and techniques used in bond and equity valuation.										
C3	To design and construct useful and robust corporate modelling applications										
C4	To learn about the risk and return of a portfolio and how to measure them using different methods.										
C5	To acquaint the students with the fundamentals of derivative modelling and their application										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction to financial modelling &amp; built-in functions using spread sheets</b> -Introduction to Financial Modelling- Need for Financial Modelling- Steps for effective financial modelling - Introduction to Time value of money & Lookup array functions: FV, PV, PMT, RATE, NPER, Vlookup, Hlookup, if, countif, etc - Time value of Money Models: EMI with Single & Two Interest rates –Loan amortization modelling-Debenture redemption modeling.							9	C1		
II	<b>Bond &amp; Equity Share Valuation Modelling</b> -Bond valuation – Yield to Maturity (YTM): Rate method Vs IRR method-Flexi Bond and Strip Bond YTM Modelling-Bond redemption modelling -Equity share valuation: Multiple growth rate valuation modelling with and without growth rates.							9	C2		
III	<b>Corporate Financial Modelling</b> -Altman z score, bankruptcy modelling - indifference point modelling – financial break-even modelling -corporate valuation modelling (two stage growth) - business modelling for capital budgeting evaluation: payback period, npv, irr and mirr.							9	C3		
IV	<b>Portfolio Modelling</b> -Risk beta and annualized return – security market line modelling – portfolio risk calculation (equal proportions) - portfolio risk optimization (varying proportions) - portfolio							9	C4		

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	construction modeling.		
V	<b>Derivative Modelling-</b> option pay off modelling: long and short call & put options -option pricing modeling (b-s model) - optimal hedge contract modeling	9	C5
	<b>Total</b>	<b>45</b>	

### Course Outcomes

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Identify the relevance of financial models for various corporate finance purposes.	PO1,PO2,PO6, PO7
CO2	Estimate the securities by using the modelling techniques	PO1,PO2, PO6
CO3	Calculate efficient financial budgeting and appraise the equity value of a company by applying various methods.	PO1,PO2,PO6, PO7
CO4	Assess the evaluation of securities through the tools and techniques of portfolio models	PO1,PO2
CO5	Appraise the aptitude of analyzing the investment decision-based on derivatives.	PO1,PO2

### Reading List

1.	Kienitz, J., &Wetterau, D. (2013). Financial modelling: Theory, implementation and practice with MATLAB source. John Wiley & Sons.
2.	Spronk, J., &Hallerbach, W. (1997). Financial modelling: Where to go? With an illustration for portfolio management. european Journal of operational research.
3.	Tankov, P. (2003). Financial modelling with jump processes. Chapman and Hall/CRC.
4.	Day, A. L. (2001). Mastering financial modelling. A Practitioner's Guide to Applied.

### References Books

1.	Wayne L Winston," Microsoft Excel 2016-Data Analysis and Business Modelling", PHI publications, (Microsoft Press), New Delhi,2017.
2.	Chandan Sen Gupta," Financial analysis and Modelling –Using Excel and VBA", Wiley Publishing House ,2014'
3.	Craig W Holden,"Excel Modelling in Investments" Pearson Prentice Hall, Pearson Inc.,New Jersey,5th Edition 2015
4.	Ruzhbeh J Bodanwala , "Financial management using excel spread sheet",Taxman Allied services Pvt Ltd, New Delhi,3rd Edition 2015.
5.	Benninga, Simon. Principles of Finance with Microsoft Excel, 2nd Edition, 2011

### CO-PO MAPPING

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

**3-Strong 2-Medium 1-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>934E907I</b>	<b>Capital Market and Financial Services</b>	Elective	2	-	1	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To acquire knowledge on Indian financial systems and its regulators										
C2	To gain knowledge on listing and trading securities, Risk management in BSE & NSE, Index management.										
C3	To understand leasing and hire purchase										
C4	To familiarize with credit rating and securitization										
C5	To know Depositories & Contemporary Issues										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<p><b>Indian Financial System:</b>  <b>Regulators:</b> Finance Ministry, Securities Exchange Board of India, Reserve Bank of India, Forward Market Commission, Insurance Regulatory and Development Authority.  <b>Primary Market:</b> Role of Primary Market, Functions, Intermediaries, methods of floatation of capital – IPO's, FPO's and Rights issues, Investor protection in primary market, Recent trends in primary market. Book building process. Secondary Market: Functions, intermediaries, Demutualization structure, Major stock exchanges in India.  <b>Indian Stock Exchanges:</b> Market types, order types and books. BSE: BOLT System, NSE: NEAT system OTCEI – Need, Features, Participants, Listing procedure, Trading and Settlement. Legislative framework guiding the capital markets and intermediaries.</p>							9	C1		
II	<p><b>Listing and trading of Securities:</b>  Listing requirements, procedure, fee- Listing conditions of BSE and NSE – Delisting. Legislations related to listing. Trading cycle: T+2, Pay in and Pay out, Bad Delivery, Short delivery, Auction, Clearing &amp; Settlement: Different types of settlements -DEMAT settlement, Physical settlement, Institutional settlement and Funds settlement.</p>							9	C2		

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	<p><b>Risk Management system in BSE &amp; NSE:</b> Margins, Exposure limits, VAR, Circuit breakers and Surveillance system in BSE and NSE.</p> <p><b>Index Management:</b> Importance of index computation Methods: Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free Float method. Stock market indices in India</p>		
III	<p><b>Leasing and Hire Purchase</b> Lease and Hire purchase- – Meaning and Types of leasing – Legislative frameworks – Matters on Depreciation and Tax –Concepts and features – Tax and Depreciation implications Microfinance: Consumer Credit - Factoring and Forfeiting</p>	9	C3
IV	<p><b>Credit rating &amp; Securitization:</b> Credit rating: Definition and meaning- Process of credit rating of financial instruments - Rating methodology - Rating agencies – Rating symbols of different companies. Legislative framework guiding the CRAs. Securitization: Meaning-Features - Special Purpose Vehicle - Pass Through Certificate &amp; mechanism – Benefits of Securitization – Issues in Securitization, Legislative framework guiding the securitization framework.</p>	9	C4
V	<p><b>Depositories &amp; Contemporary Issues</b> Depository services - Role of depositories and their services — Advantages of depository system – NSDL and CDSL - Depository participants and their role-Stock Broking Services including SEBI guidelines - Contemporary developments in capital market performance and implication of securitization in Indian scenario.</p>	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Estimate the Indian financial systems and its regulators	PO3,PO6	
<b>CO2</b>	Summarize the listing and trading securities, Risk management in BSE & NSE, Index management.	PO6, PO7	
<b>CO3</b>	Explain the leasing and hire purchase	PO7	
<b>CO4</b>	Prioritize the credit rating and securitization	PO2,PO6,PO7	
<b>CO5</b>	Summarize the depositories & contemporary Issues	PO6,PO7	

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<b>Reading List</b>	
1.	Carow, K. A., & Heron, R. A. (2002). Capital market reactions to the passage of the Financial Services Modernization Act of 1999. <i>The Quarterly Review of Economics and Finance</i> .
2.	Stiglitz, J. E. (2000). Capital market liberalization, economic growth, and instability. <i>World development</i> .
3.	Mensah, Y. M., & Werner, R. H. (2008). The capital market implications of the frequency of interim financial reporting: an international analysis. <i>Review of Quantitative Finance and Accounting</i> .
4.	Micu, I., & Micu, A. (2016). Financial technology (Fintech) and its implementation on the Romanian non-banking capital market. <i>SEA-Practical Application of Science</i> .
<b>References Books</b>	
1.	Khan M.Y, <i>Financial Services</i> , 8th edition, McgrawHill ,2015,.
2.	K Sasidharan, Alex. K Mathews, <i>Financial Services and System</i> , Tata McGraw Hill, 2008.
3.	Jeff Madura, <i>Financial Institutions and Markets</i> , 10thEdition, Cengage Learning,2014..
4.	Stephen Cecchetti, Kermit Schoenholtz, <i>Money, Banking and Financial Markets</i> , 4thedition, McGraw-Hill Education, 2014.
5.	MadhuVij, Swati Dhawan , <i>Merchant Banking and Financial Services</i> , 1st edition, McGraw Hill, 2011.
6.	Tripathy, NaliniPrava, <i>Financial Services</i> , PHI, Learning Pvt. Ltd. NISM-Series-VI Depository Operation Exam Work Book, 2007.

### CO-PO MAPPING

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

**3-Strong      2-Medium      1-Low**



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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>934E907J</b>	<b>Financial Planning and Wealth Management</b>	Elective	2	-	1	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To give clarity on the concept of Personal Financial Planning										
C2	To acquire knowledge on the process of Comprehensive Financial Planning										
C3	To understand the concept of Insurance & Retirement Planning										
C4	To throw light on the Concept of Wealth Management										
C5	To provide knowledge on tax planning & issues										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Personal Financial Planning</b> - Financial Planning – Meaning, need, scope. Evaluating the financial position of clients, Preparing & Analyzing household budget - Estimating financial goals - Financial Planning Delivery Process.							9	C1		
II	<b>Comprehensive Financial Planning</b> - The role of debt and financial pressure from debt - Debt counselling. Investment for Liquidity and Financial Goals. Risk return principle, Risk Profiling. Human life cycle and Asset Allocation and Model Portfolios							9	C2		
III	<b>Insurance Planning &amp; Retirement Planning</b> - Insurance Planning – Need of life and non-life insurance, life insurance need analysis, life insurance products. Retirement Planning – Need, estimating & determining the retirement corpus, retirement products.							9	C3		
IV	<b>Wealth Management</b> - Concept of wealth and Measurement of wealth. Spectrum of services, Wealth management service providers, Product categories and Service categories - Types of Service Mandates; Custodian mandate, Advisory mandate, Discretionary mandate and Mandate mix HNI segmentation and reason for looking at HNIs. Understanding the Client Segmentation; Segmentation based on Personality, Age and way of accumulation, Risk & return preferences - Client Engagement; Client profiling, targeting and Building relationships - Finding HNI Clients; Cross selling, Marketing and partnership							9	C4		

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	programs, Referral from existing clients, friends and family Asset Allocation: Advising the optimal portfolio and the corresponding asset allocation. Portfolio Monitoring: Portfolio maintenance and Portfolio rebalancing.		
V	<b>Tax Planning &amp; Contemporary Issues</b> Indian Tax Laws for investment and Wealth Management - Income Tax: Previous Year and Assessment Year, Gross Total Income, Income Tax Slabs, Advance Tax, Tax Deducted at Source (TDS), Exempted Income, Deductions from Income, Section 80C, section 80CCC, Section 80CCD, Section 80D, Section 80E, Section 80GG, Long Term and Short Term Capital Gain / Loss, Speculation Profit / Loss, Capital Gains Tax exemption under Section 54EC.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Express the concept of Personal Financial Planning	PO2, PO7	
<b>CO2</b>	Demonstrate the process of Comprehensive Financial Planning	PO2,PO6,PO7	
<b>CO3</b>	Explain the concept of Insurance & Retirement Planning	PO2,PO5	
<b>CO4</b>	Assess the concept of Wealth Management	PO7	
<b>CO5</b>	Appraise on the tax planning & issues	PO2, PO7	
<b>Reading List</b>			
1.	Kochis, S. T. (2006). Wealth Management: A Concise Guide to Financial Planning and Investment Management for Wealthy Clients. CCH.		
2.	Danes, S. M., Huddleston-Casas, C., & Boyce, L. (1999). Financial planning curriculum for teens: Impact evaluation. Journal of Financial Counseling and Planning.		
3.	Hanna, S. D., & Lindamood, S. (2010). Quantifying the economic benefits of personal financial planning. Financial Services Review.		
4.	Wu, C. R., Lin, C. T., & Tsai, P. H. (2010). Evaluating business performance of wealth management banks. European journal of operational research,.		
<b>References Books</b>			
1.	Dun, Bradstreet , Wealth Management, Tata Mcgraw Hill, India, 2009.		
2.	JoydeepSen - Financial Planning & Wealth Management: Concepts and Practice, 1st Edition, Shroff Publishers & Distributors Limited, 2020		
3.	Sundar Sankaran - Wealth Engine: Indian Financial Planning and Wealth Management Handbook (2012)		
4.	Stuart E. Lucas (2012), Wealth: Grow It and Protect It, Updated and Revised,		

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	Pearson and FT Press, USA
5.	G. Victor Hallman, Jerry Rosenbloom (2009), Private Wealth Management: The Complete Reference for the Personal Financial Planner, Mcgraw Hill, USA
6.	Gregory Curtis (2012), The Stewardship of Wealth: Successful Private Wealth Management for Investors and Their Advisors, Wiley.

## CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>		2					3	
<b>CO 2</b>		3				2	3	
<b>CO 3</b>		3			2			
<b>CO 4</b>							3	
<b>CO 5</b>		2					2	

**3-Strong    2-Medium    1-Low**

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MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE PROGRAMME  
SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>934E907K</b>	<b>Fixed Income Securities</b>	Elective	3	-	-	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To orient students about bond and money market instruments										
C2	To provide inputs on term structure, interest rates and bond price volatility										
C3	To impart knowledge on fixed income portfolio management										
C4	To enable them understand the concept of hedging										
C5	To enlighten the students on securitization and contemporary issues in securities management.										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Bond and Money market instruments: Bonds, market participants, Money market instruments - Organization of Government Bond market and role of RBI in Government Securities. Bond Prices and Yields: Pricing of bonds - Time value of money - nominal Vs. Real interest rates, coupon rate and current yield, zero coupon rate. Supply and demand of bonds. Changes in equilibrium interest rates.							9	C1		
II	Term structure of interest rates: classical theories of term structure - Yield curve, zero coupon bond yield curve. Bond price volatility – Price sensitivity – Bond Price Immunization - measurement of duration, modified duration – convexity measurement. Factors influencing Yield. Term structure of Interest rates – spread, corporate debt instruments.							9	C2		
III	Active and Passive Bond Portfolio construction - Management strategies. Indexing-bond indices. Setting portfolio objectives, interpreting portfolio parameters and performance measurement							9	C3		
IV	Swaps and futures, Credit derivatives – credit default swaps, plain vanilla options and more exotic derivatives							9	C4		
V	Mortgage-backed securities – collateral mortgage obligations, Asset Backed Securities-Collateral debt obligations							9	C5		
	<b>Total</b>							<b>45</b>			

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<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>
<b>CO1</b>	Identify the bond and money market instruments	PO6
<b>CO2</b>	Summarize the concepts of term structure, interest rates and bond price volatility	PO7
<b>CO3</b>	Compare and contrast the fixed income portfolios	PO6,PO7
<b>CO4</b>	Appraise the hedging contracts done	PO2
<b>CO5</b>	Formulate the management of securities.	PO6, PO7
<b>Reading List</b>		
1.	Tuckman, B., &Serrat, A. (2011). Fixed income securities: tools for today's markets. John Wiley & Sons.	
2.	Martellini, L., Priaulet, P., &Priaulet, S. (2003). Fixed-income securities: valuation, risk management and portfolio strategies (Vol. 237). John Wiley & Sons.	
3.	Fabozzi, F. J. (2008). Fixed income securities. John Wiley and Sons.	
4.	Veronesi, P. (2010). Fixed income securities: Valuation, risk, and risk management. John Wiley & Sons.	
<b>References Books</b>		
1.	Frank J. Fabozz, Bond Markets, Analysis and Strategies, 9th edition, Pearson India, 2012.	
2.	Moorad Choudhry, Masekoldrich, Fixed Income Markets: Instruments, Applications, Mathematics, 2nd edition, Wiley Finance Series, 2014.	
3.	Fabozzi, F. J, Fixed income securities, 8th edition, Wiley, 2012.	
4.	Choudhry, M, Fixed-income Securities and Derivatives Handbook, 2nd edition, Wiley, 2010.	
5.	Martellini, L, Priaulet, P, Priaulet. S, Fixed-income securities: valuation, risk management and portfolio strategies, Wiley2005.	
6.	Veronesi. P, Fixed income securities: Valuation, risk, and risk management, 1 <sup>st</sup> edition, Wiley.	

## CO-PO MAPPING

	<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>CO 1</b>						2		
<b>CO 2</b>							2	
<b>CO 3</b>						2	2	
<b>CO 4</b>		2						
<b>CO 5</b>						2	2	

**3-Strong      2-Medium      1-Low**

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## MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE PROGRAMME SYLLABUS WITH EFFECT FROM 2023-2024

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>934E907L</b>	<b>Fintech and Investment Analysis</b>	Elective	-	-	3	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To acquire knowledge on validating the performances of various asset classes and simulate and provide reasoning on the validation										
C2	To study the performances of exchanges traded in Indian Market										
C3	To simulate and critically validate the performance of momentum strategy for financial sectors										
C4	To simulate the performance of value investing strategy and construct a portfolio										
C5	To study the emerging FinTech players in India										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<p><b>Lab Experiment 1</b> Simulate and critically validate the performance of various asset classes - Stock (Reliance, HDFC Bank as an example), Gold and Bonds (Government Securities as an example), in terms of Return, Risk, Sharpe Ratio, over the time period 2011 till current date</p> <p><b>Lab Experiment 2</b> Based on the results in Lab experiment 1, provide the reasoning as to why a particular asset class have a higher Risk/Standard deviation as compared to others</p> <p><b>Lab Experiment 3</b> Simulate and provide reasoning, with examples on how asset allocation across asset classes reduces risk/standard deviation of the portfolio</p>							9	C1		
II	<p><b>Lab Experiment 4</b> Study the performance of Exchange Traded Funds in Indian Market, critically evaluate the performance of ETF and market penetration of ETF's in India</p> <p><b>Lab Experiment 5</b> Study the performance of Large Cap ETF's, vs Gold ETF from the time period 2011 to till Date</p> <p><b>Lab Experiment 6</b> Construct a portfolio with leverage, for a time period 2015 to till date and study how leverage impacted the performance of the portfolio</p>							9	C2		

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	<p><b>Lab Experiment 7</b> Constructed a market neutral hedged portfolio for NIFTY50 benchmark, validate the performance from 2016 to till date</p>		
III	<p><b>Lab Experiment 8</b> Simulate and critically validate the performance of Momentum strategy for Financial Sectors, validate the performance for the time period 2011 till 2014</p> <p><b>Lab Experiment 9</b> Simulate the performance of market neutral Momentum strategy for NIFTY50, evaluate the results for the period 2011 till date</p> <p><b>Lab Experiment 10</b> Simulate the performance of market neutral momentum strategy for sectors - Industrials, Technology, Energy and Communications, provide the reasoning performance of the strategy</p>	9	C3
IV	<p><b>Lab Experiment 11</b> Simulate the performance of Value Investing strategy, using Book to Market, Earnings to Price and evaluate the results for the period 2014 to till date</p> <p><b>Lab Experiment 12</b> Construct a portfolio with the combination of Momentum and Value Strategy, evaluate the performance of the portfolio for the period 2014 till date</p> <p><b>Lab Experiment 13</b> Compute the valuation of the Tata Consultancy Services using discounted cash flow approach</p> <p><b>Lab Experiment 14</b> Compute the valuation of a FinTech start-up using the discounted cashflow approach</p>	9	C4
V	<p><b>Lab Experiment 15</b> Study the emerging FinTech players in India and United States and provide reasoning on the importance of customer experience in building the product</p> <p><b>Lab Experiment 16</b> Study the role of Government agencies and the FinTech eco-system in promoting the growth of FinTech sector in India</p> <p><b>Lab Experiment 17</b> Study how “Payments” landscape have evolved in India, China and United States Market, articulate your reasoning the growth in these markets and with adoption due to newer technologies</p>	9	C5

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	<b>Lab Experiment 18</b> Study how “Asset Management & Investment Management” industry. Have evolved in India and United States market, articulate with reasoning on the changing business landscape		
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Recall on validating the performances of various asset classes and simulate and provide reasoning on the validation	PO1,PO2, PO6	
<b>CO2</b>	Explain the knowledge on the performances of exchanges traded in Indian Market	PO2,PO6	
<b>CO3</b>	Appraise on simulating and critically validating the performance of momentum strategy for financial sectors	PO1,PO2	
<b>CO4</b>	Assess on simulating the performance of value investing strategy and construct a portfolio	PO1,PO2	
<b>CO5</b>	Develop on evaluating the emerging FinTech players in India	PO2	
<b>Reading List</b>			
1.	Puschmann, T. (2017). Fintech. Business & Information Systems Engineering,.		
2.	Goldstein, I., Jiang, W., & Karolyi, G. A. (2019). To FinTech and beyond. The Review of Financial Studies.		
3.	Brennan, M. J., & Subrahmanyam, A. (1995). Investment analysis and price formation in securities markets. Journal of financial economics.		
4.	Chandra, P. (2017). Investment analysis and portfolio management. McGraw-hill education.		
<b>References Books</b>			
1.	Osterwalder, A. – Pigneur, Y. (2010): Business ModelGeneration: A Handbook For Visionaries, Game Changers, And Challengers. New York: John Wiley& Sons		
2.	Van der Kleij, E., Tech Giants Becoming Non- Bank Banks. In: The FinTech Book: The FinancialTechnology Handbook for Investors, EntrepreneursandVisionaries , 2016		
3.	Bhandari, M.: India and the Pyramid of Opportunity.In: The FinTech Book: The Financial TechnologyHandbook for Investors, Entrepreneurs andVisionaries, 2016		
4.	Prasanna Chandra, Investment Analysis and Portfolio Management, 5 <sup>th</sup> Edition, Tata McGraw Hill. 2017		
5.	ZviBodie;AlexKane;Alan J. Marcus;Pitabas Mohanty, Investments, 11 <sup>th</sup> Edition, Tata Mc GrawHill, 2019		

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	3	3				2		
<b>CO 2</b>		3				2		
<b>CO 3</b>	3	3						
<b>CO 4</b>	3	3						



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SYLLABUS WITH EFFECT FROM 2023-2024

<b>CO 5</b>		2						
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**3-Strong**

**2-Medium**

**1-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>934E907M</b>	<b>International Financial Management</b>	Elective	2	-	1	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To give clarity on the concept of international finance										
C2	To throw light on Foreign Exchange Market										
C3	To acquire knowledge on management of foreign exchange exposure and risk involved in it.										
C4	To understand cross-border investment decisions										
C5	To study about multinational financing institutions and contemporary issues										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to international finance: Introduction, Meaning, Nature, scope, Importance, Gold Standard, Bretton Woods system, Exchange rate regimes, fixed and floating exchange rates.							9	C1		
II	Foreign exchange market: Function and Structure of the Forex markets, major participants, types of transactions and settlements, Foreign exchange quotations, process of arbitrage.							9	C2		
III	Management of foreign exchange exposure and risk: Types of Exposure, Foreign Currency Exposure, Economic Exposure, Operations exposure, Interest rate exposure. Theories - Purchase Power Parity - Interest Rate Parity – International Fisher Effect							9	C3		
IV	Cross-border investment decisions: Capital budgeting, Approaches to Project Evaluation, Risk in Cross-border Investment Decisions, Corporate Risk in Investment Decisions. Financing Decisions of MNC`s.							9	C4		
V	Multinational financing institutions and contemporary issues: The International Bank for Reconstruction and Development, the International Development Association, The International Finance Corporation, International monetary fund, Export and Import financing.							9	C5		
	<b>Total</b>							<b>45</b>			

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<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>
<b>CO1</b>	Identify the concept of international finance	PO2
<b>CO2</b>	Sketch on the functions of Foreign Exchange Market	PO6,PO7
<b>CO3</b>	Appraise the knowledge on management of foreign exchange exposure and risk involved in it.	PO2,PO7
<b>CO4</b>	Appraise the cross-border investment decisions	PO2, PO7
<b>CO5</b>	Generalize on multinational financing institutions and contemporary issues	PO6,PO7
<b>Reading List</b>		
1.	Madura, J. (2020). International financial management. Cengage Learning.	
2.	Apte, P. G., &Kapshe, S. (2020). International Financial Management . McGraw-Hill Education.	
3.	Iatridis, G. (2010). International Financial Reporting Standards and the quality of financial statement information. International review of financial analysis.	
4.	Eun, C. S., & Resnick, B. G. (2010). International Financial Mgmt 4E. Tata McGraw-Hill Education.	
<b>References Books</b>		
1.	Machi Raju International Financial Management, Third Edition, HPH, 2016.	
2.	V. A Avadhani, International Financial Management, Second Edition, HPH, 2011	
3.	Eiteman&Stonchill, “Multinational Business Finance”, 12 <sup>th</sup> Edition, Pearson, 2010	
4.	Cheol Eul& Bruce Resnick, International Financial Management, 7 <sup>th</sup> Edition, China Machine Press, 2016.	
5.	V.K.Bhalla. “International Financial Management for the Multinational Firm”,4 <sup>th</sup> Edition, S Chand,,2014	
6.		

## CO-PO MAPPING

	<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>CO 1</b>		2						
<b>CO 2</b>						2	2	
<b>CO 3</b>		2					2	
<b>CO 4</b>		2					2	
<b>CO 5</b>						2	2	

**3-Strong 2-Medium 1-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>934E907N</b>	<b>Risks Management in Banks</b>	Elective	2	-	1	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To understand risk, risk management, Role of CFO in mitigating risk in banks										
C2	To expose to market and exchange rate risk										
C3	To familiarize with interest rate risk and liquidity risk										
C4	To explore credit risk										
C5	To acquire knowledge on operational & Technology risk and other contemporary issues										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to risk: Understanding Risk - Nature of Risk, Sources of Risk, Need for risk management, Benefits of Risk Management, Risk Management approaches. Risk Classification using ERM Wheel. Information Technology support in mitigating risk. Role of Chief finance Officer, Chief risk officer and Chief information officer in mitigation of risk in banks.							9	C1		
II	Market risk & exchange rate risk: Market Risk – Identification-measurement-mitigation-risk and regulatory capital. Portfolio Beta - PV01 - Portfolio duration - Key rate duration – Convexity - Spread analysis - Yield curve analysis - Concept of Value at Risk - Types of VaR measures - VaR reporting to RBI - Stress testing and back-testing VaR- ConditionalVaR and its relevance - Comparison between VaR and cVaR. Exchange rate risk- drivers-measurement- risk management – forecasting- tools-futures, options and swaps.							9	C2		
III	Interest rate risk & liquidity risk: Interest rate risk-relationship between interest rates and option free bond prices. Duration and Price volatility. GAP and earnings sensitivity. Measuring Interest rate risk with duration gap. Economic value of equity analysis. Usage of derivatives to manage Interest risk- micro hedging- macro hedging- SWAPS - caps – floor Liquidity risk – objectives – CRR & SLR measures -							9	C3		

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	Funding the bank - Liquidity management - Asset liability management – objectives- ALCO - functions – risks. ALM – Risk control and hedging. ALM systems in Banks - RBI Guidelines. Strategies to mitigate liquidity risk		
IV	Credit risk: Drivers- capital adequacy- risk rating and pricing - loan policy – capital requirement - credit risk approach – credit ratings. Credit risk mitigation - Credit derivatives, Securitization. Credit risk management strategies – Credit VaR - Analysis of counterparty credit ratings and adjustment of credit spreads in the valuation etc. - Credit default swaps (CDS). Sovereign Credit Rating – Rating - Probability of Default (PD) – LGD - Stress testing - Early Warning - Scenario Building etc.,	9	C4
V	Operational risk & technology risk and contemporary issues: Operational risk- definition- types- events. Operational risk management practices- approaches-organizational setup- responsibilities. Identification-measurement- monitoring- mitigation- internal audit. Strategies to mitigate operational risk. Technology risk: Identification of the drivers and strategies to mitigate the technology risk - Contemporary risk management practices in Indian Banks.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understanding risk, risk management, Role of CFO in mitigating risk in banks	PO7	
<b>CO2</b>	critically assess market risk & exchange rate risk	PO2,PO6,PO7	
<b>CO3</b>	Assess the interest rate risk & liquidity risk	PO7	
<b>CO4</b>	Able to Estimate the credit risk	, PO2, PO6,PO7	
<b>CO5</b>	Formulate on the operational & Technology risk and other contemporary issues	PO7	
<b>Reading List</b>			
1.	Raghavan, R. S. (2003). Risk management in banks. Chartered Accountant-New Delhi.		
2.	Oluwafemi, S., Simeon, A. O., & Olawale, O. (2013). Risk management and financial performance of banks in Nigeria.		
3.	Adeusi, S. O., Akeke, N. I., Adebisi, O. S., &Oladunjoye, O. (2014). Risk management and financial performance of banks in Nigeria. Risk Management.		
4.	Saiful, S., & Ayu, D. P. (2019). Risks management and bank performance: The		

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	empirical evidences from indonesian conventional and islamic banks. International Journal of Economics and Financial Issues.
<b>References Books</b>	
1.	Anthony Saunders, Marcia Millon Cornett, Financial Institutions Management: A Risk Management Approach, McGraw Hill, 2014.
2.	Padmalatha Suresh, Justin Paul, Management of Banking and Financial Services, 3rd edition, Pearson Education, India, 2014.
3.	Don M. Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 10th edition, Cengage Learning, 2015.
4.	Michel Crouhy, Dan Galai, Robert Mark, The Essentials of Risk Management, McGraw Hill, 2014.
5.	John Hull, Risk Management and Financial Institutions, Wiley, 2012.
6.	Anthony Saunders, Marcia Millon Cornett, Financial Institutions Management: A Risk Management Approach, McGraw Hill, 2014.

### CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>							2	
<b>CO 2</b>		3				2	3	
<b>CO 3</b>							3	
<b>CO 4</b>		3				2	3	
<b>CO 5</b>							2	

**3-Strong**

**2-Medium**

**1-Low**

# UNIVERSITY OF MADRAS

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## 934E909: Specialization Courses in Human Resource Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E909A	Human Resources Development	Elective	3	-	-	1	3	3	25	75	100
934E909B	Performance Management	Elective	3	-	-	1	3	3	25	75	100
934E909C	Organizational Development	Elective	3	-	-	1	3	3	25	75	100
934E909D	Industrial and Labour Relations	Elective	3	-	-	1	3	3	25	75	100
934E909E	Career Management	Elective	3	-	-	1	3	3	25	75	100
934E909F	Emotional Intelligence for Managerial Effectiveness	Elective	3	-	-	1	3	3	25	75	100
934E909G	HR Analytics	Elective	2	-	1	-	3	3	25	75	100
934E909H	Learning and Development	Elective	2	-	1	-	3	3	25	75	100
934E909I	Organizational Change	Elective	2	-	1	-	3	3	25	75	100
934E909J	Strategic HRM	Elective	3	-	-	1	3	3	25	75	100
934E909K	Talent Management	Elective	3	-	-	1	3	3	25	75	100
934E909L	Workplace counselling	Elective	2	-	1	-	3	3	25	75	100
934E909M	Human Capital Planning	Elective	2	-	1	-	3	3	25	75	100
934E909N	Human Resources Information System	Elective	2	-	1	-	3	3	25	75	100
934E909O	Stress Management	Elective	2	-	1	-	3	3	25	75	100
934E909P	Competency mapping	Elective	2	-	1	-	3	3	25	75	100
934E909Q	International HRD	Elective	3	-	-	-	3	3	25	75	100
934E909R	Compensation and Rewards Management	Elective	2	-	1	-	3	3	25	75	100

**(An exclusive HRM lab with simulation, AI facilities as a common facility region wise is suggested)**

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Subject Code	Subject Name	Category	L	T	P	O	C r e d i t s	I n s t . H o u r s	Marks		
									C I A	E x t e r n a l	T o t a l
<b>934E909A</b>	<b>Human Resources Development</b>	Elective	3	-	-	1	3	3	25	75	100
<b>Course Objectives</b>											
C1	To understand the requirements of HRD Professional in the present content with the developmental perspective of HRD.										
C2	To analyse and explore the models and factors influencing employee behavior and Learning.										
C3	To explore the developing needs of Human capacity and its impact of HRD initiatives.										
C4	To understand the training need & explore the technique for development.										
C5	To explore the recent trends in career planning & development.										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction:</b> Definition, Scope and objectives - Evolution of HRD - Developmental Perspective of HRD - HRD at macro and micro levels: Outcomes of HRD in the National and Organizational contexts. Qualities and Competencies required in a HRD professional. Importance of HRD in the Present Context. Development of HRD Movement in India. Difference between HRM and HRD Organisation of HRD Function.							9	C1		
II	<b>Human Resource Development System:</b> HRD Mechanisms – Climate and Culture – Influences of Employee Behaviour – Model of Employee Behaviour – External and Internal Factors Influencing Employee Behaviour. <b>Learning and HRD:</b> Learning Principles – Maximizing Learning – Individual Differences in the Learning Process – Learning Strategies and Styles – Recent Developments in Instructional and Cognitive Psychology.							9	C2		



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III	<p><b>Developing Human Capacity:</b> Aptitude - Knowledge - Values - Skills of Human Relations - Responsiveness - Loyalty and Commitment - Transparency - Leadership Development.</p> <p><b>Evaluating HRD:</b> Human Resource Accounting - HR Audit and Benchmarking - Impact Assessment of HRD initiatives on the bottom-line of an organization.</p>	9	C3
IV	<p><b>Training and Development:</b> Meaning and Scope of training - education and development; Training need analysis - Types of training Internal and external – On - job Training &amp; Job shadowing, SGTA- Outbound Training - Attitudinal training - Principles Involved in Selection of Training Method – Techniques of Training Different Levels - Training effectiveness.</p>	9	C4
V	<p><b>Career Planning and Development:</b> Definition - objectives – importance – career development –Career path defining- principles of theories career planning – steps involved – succession planning.</p> <p>Recent Trends in HRD: Training for trainers and HRD professionals – Goal-directed work system behavior-Dynamics of HR &amp; Employee Engagement-Sustainable Human Development- Promoting Research in HRD.</p>	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understand the need of the HRD professionals.	PO1, PO8	
<b>CO2</b>	Integrate the concept and practical implication of learning & behavior.	PO3, PO5	
<b>CO3</b>	Understand the developing need of Human capacity.	PO3, PO5	
<b>CO4</b>	Understand Training need & its development.	PO1, PO2, PO4	
<b>CO5</b>	Have a better understanding of career planning & development.	PO6, PO7, PO8	
<b>Reading List</b>			
1.	Brian Becker, Mark Huselid, Dave Ulrich, 'The HR Scorecard', Harvard Business School Press.		
2.	Kirsten & Martin Edwards, 'Predictive HR Analytics: Mastering the HR Metric', Kogan Page.		
3.	KirsWayne Cascio, John Boudreau, 'Investing in people. Financial Impact of Human Resource Initiatives'.		
4.	Tomas Chamorro-Premuzic, 'The Talent Delusion'.		
<b>References Books</b>			
1.	Gibb, S., Human Resource Development: Foundations, Process, Context,		

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	3 <sup>rd</sup> Edition, Palgrave Macmillan, 2011.	
2.	McGuire, D. and Jorgensen, K., Human Resource Development, Sage South Asia, 2011.	
3.	Noe, R. and Deo, A., Employee Training and Development, 5 <sup>th</sup> Edition, Tata McGraw-Hill Education, 2012.	
4.	Rishipal, Training and Development Methods, S.Chand, 2011.	
5.	Saks, A., Performance Management through Training and Development, Cengage Learning, 2010.	
6.	Werner, J.M. and DeSimone, R.L., Human Resource Development, 5 <sup>th</sup> Edition, Cengage Learning, 2012.	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	M							M
CO 2			S		S			
CO 3			M		M			
CO 4	M	M		M				
CO 5						M	M	M

**S-Strong      M-Medium      L-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>934E909B</b>	<b>Performance Management</b>	Elective	3	-	-	1	3	3	25	75	100
<b>Course Objectives</b>											
C1	To summarize basic concepts of performance management.										
C2	To employ, and design performance management process.										
C3	To interpret optimal use of performance analysis techniques.										
C4	To elucidate role of Performance Management system and standards in place.										
C5	To constitute and appraise high performance teams.										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction:</b> Performance Management Definition – History, Dimensions of – Role in Organizations – Characteristics of an ideal Performance Management Systems – Challenges of a Poorly Implemented Performance Management System.							9	C1		
II	<b>Performance Management Process:</b> Defining Performance – Determinants of Performance – Approaches to Measuring Performance – Performance in Performance Management – Process of Performance Management – Performance Management and Human Resource Management.							9	C2		
III	<b>Performance Planning:</b> Ongoing support and coaching Theories of Goal-setting – Setting Performance Criteria – Components of Performance Planning - Objectives of Performance Analysis – Performance standards; BIS, ISO 9001/27001/14001/18001- Crisis Management- Performance Analysis Process.							9	C3		
IV	<b>Performing Review and Discussion:</b> Performing Review and Discussion: Significance of Performance Review in Performance Management – Process of Performance Review. Performance Ratings: Factors affecting Appraisals – Methods and Errors – Reducing Rater Biases. Performance Review Discussions:							9	C4		

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	Objectives – Process – Role of Mentoring and Coaching in Performance Review.		
V	<p><b>Managing Team Performance:</b> Managing Team Performance: Types of teams and Implications for Performance Management – Purpose and Challenge of Team Performance Management – Rewarding Team Performance</p> <p>Implementing Performance Management System: Factors affecting Implementation – Pitfalls of Implementation – Traditional Practices in the Industry.</p>	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Recognize and apply performance management techniques.	PO2, PO6	
<b>CO2</b>	Design performance management process across various business units.	PO2, PO8	
<b>CO3</b>	Formulate, comply and implement performance analysis tools and standards.	PO2, PO4, PO7	
<b>CO4</b>	Construct performance review and employ Performance Management system.	PO1, PO5	
<b>CO5</b>	Critique team management strategies.	PO1, PO5	
<b>Reading List</b>			
1.	Sir John Whitmore, ‘Coaching for Performance’		
2.	Andrew S Grove, ‘High output Management’		
3.	Camille Fournier, ‘The Manager’s Path’		
4.	Christopher D lee, ‘Performance Conversations’		
<b>References Books</b>			
1.	Aguinis, H., Performance Management, 4 <sup>th</sup> Edition, Chicago Business Press, 2019.		
2.	Jason Lauritsen, Unlocking High Performance: How to use performance management to engage and empower employees to reach their full potential, 1 <sup>st</sup> Edition, Kogan Page, 2018.		
3.	T V Rao, Performance Management: Toward Organizational Excellence, 2 <sup>nd</sup> Edition, SAGE response, 2015.		
4.	Armstrong, M., Armstrong’s Handbook of Performance Management, 4 <sup>th</sup> Edition, Kogan Page, 2012.		
5.	Madhu Arora, Poonam Khurana, Sonam Choiden, Performance Management-Happiness and Keeping Pace with Technology, 1st Edition, CRC Press, 2020.		
6.	Hedda Bird, The Performance Management Playbook, 1 <sup>st</sup> Edition, Pearson, 2022.		

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<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>		M				M		
<b>CO 2</b>		M						M
<b>CO 3</b>		M		M			M	
<b>CO 4</b>	M				S			
<b>CO 5</b>	M				S			

**S-Strong      M-Medium      L-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>934E909C</b>	<b>Organizational Development</b>	Elective	3	-	-	1	3	3	25	75	100
<b>Course Objectives</b>											
C1	To generalize a fair comprehension of basic concepts on OD.										
C2	To assimilate design elements of OD.										
C3	To summarize the effects of Organizational culture and reinforcing techniques.										
C4	To illustrate the effectiveness of working in teams.										
C5	To interpret constructs of well-being and approaches to achieving a balance.										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction:</b> Introduction- evolution- basic values and assumptions- foundations of OD- Process of OD - managing the phases of OD- Organizational diagnosis – OD Techniques - Questionnaire, interview, work task force- collecting, analyzing- feedback of diagnostic information.							9	C1		
II	<b>Approaches:</b> Key Organizational Designs – Procedures-Differentiation & Integration - Basic Design – Dimensions Determination of Structure- Forces Reshaping Organization – Life Cycles in Organization.							9	C2		
III	<b>Organizational culture:</b> Key Role of Organizational Culture - Functions & Effects of Organizational Culture - Leaders role in shaping and reinforcing culture, Developing a Global Organizational Culture.							9	C3		
IV	<b>Groups &amp; teams:</b> Work Groups & Teams - Preparing for the world of work Group Behavior - Emerging issues of Work Organization and Quality of Work Life – Career stage model – Moving up the career ladder.							9	C4		
V	<b>Wellbeing:</b> Stress and Well Being at Work: Four approaches to stress - Sources of stress at work, consequences of stress - Prevalent Stress Management - Managerial implications.							9	C5		

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	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Comprehend and justify basic concepts on OD.	PO2, PO6	
<b>CO2</b>	Assimilate and design OD process.	PO4, PO8	
<b>CO3</b>	Summarize Organizational culture and use reinforcing techniques.	PO3	
<b>CO4</b>	Illustrate effectiveness of working in teams.	PO1, PO5	
<b>CO5</b>	Interpret constructs of wellbeing and approaches to achieving a balance.	PO1, PO3, PO5	
<b>Reading List</b>			
1.	Laslo Bock, 'Work Rules-Insights from inside Google'		
2.	Edgar H Schein, 'Organisational Culture and Leadership		
3.	Kirk Blackard, James W Gibson, 'Capitalizing on conflict'		
4.	Peter S Cohan, 'Value Leadership'		
<b>References Books</b>			
1.	Anderson, D., Organization Development: The Process of Leading Organizational Change, 5 <sup>th</sup> Edition, Sage Publication 2019.		
2.	W. Warner Burke, Debra A. Noumair, Organization Development: A Process of Learning and Changing 3 <sup>rd</sup> Edition, Pearson FT Press, 2015.		
3.	French, W., Bell, C. and Vohra, Organization Development: Behavioral Science Interventions for Organization Improvement, 6 <sup>th</sup> Edition, Pearson Higher Education, 2017.		
4.	Cummings, T., Theory of Organization Development and Change, 9 <sup>th</sup> Edition, South-Western, 2011.		
5.	Cheung-Judge, M. and Holbeche, L., Organization Development: A Practitioner's Guide for OD and HR, Kogan Page, 2 <sup>nd</sup> Edition, 2015.		
6.	Ramanarayan, S. and Rao, T.V., Organization Development: Accelerating Learning and Transformation, 2 <sup>nd</sup> Edition, Sage India, 2011.		
<b>Methods of Evaluation</b>			
<b>Internal Evaluation</b>	Continuous Internal Assessment Test		40 Marks
	Assignments/mini project/practical demonstrations		
	Seminars		
	Attendance and Class Participation		
<b>External Evaluation</b>	End Semester Examination		60 Marks
	Total		100 Marks
<b>Methods of Assessment</b>			
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions		
<b>Understand/Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview		

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<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>		M				M		
<b>CO 2</b>				M				M
<b>CO 3</b>			M					
<b>CO 4</b>	M				S			
<b>CO 5</b>	M		M		S			

**S-Strong      M-Medium      L-Low**



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Subject Code	Subject Name	Category	L	T	P	O	C r e d i t s	I n s t · H o u r s	Marks		
									C I A	E x t e r n a l	T o t a l
<b>934E909D</b>	<b>Industrial and Labour Relations</b>	Elective	3	-	-	1	3	3	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students to the basic concepts of Industrial Relations in order to aid in understanding how an industry functions.										
C2	To provide insights on Industrial Harmony and Conflicts										
C3	To throw light on Labour Relations, Joint consultation										
C4	To explicate on Trade Union, Problems and role of Indian Trade Unions.										
C5	To elucidate on Collective Bargaining, Tripartite Machinery										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Industrial Relations:</b> The changing concepts of Industrial relations- Factors affecting employee stability. Application on Psychology to Industrial Relations. Codes of Conduct.							9	C1		
II	<b>Industrial Harmony and Conflict:</b> Harmonious relations in industry- importance and means; cause of industrial disputes- Machinery for settling of disputes- Negotiation- Conciliation- Mediation- Arbitration and Adjudication- Strikes- Lock-outs- Lay-off and Retrenchment- Code of Discipline- Grievance procedure-Labour management co- operation; Worker's participation in management.							9	C2		
III	<b>Labour Relations:</b> Changing concept of management labour relations- Statute laws- Tripartite conventions- development of the idea of social justice- limitation of management prerogatives increasing labour responsibility in productivity. Joint Consultation: Principal types- Attitude of trade unions and management- Joint consultation in India.							9	C3		
IV	<b>Trade Unions:</b> Trade Unions and their growth-economic- social and political conditions leading to the development of trade unionism- Theories of trade							9	C4		

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	unionism- Aim and objectives of trade unions- Structure and governing of trade unions. <b>Problems and Role of Indian Trade Unions:</b> Recognition and leadership- Finances and Membership- Compulsory versus free membership- Political activities- Welfare- Legislation- Majority and Minority unions- Social responsibilities- positive role in economic and social development.		
V	<b>Collective Bargaining:</b> Meaning- Scope- Subject matter and parties- Methods and tactics- Administrations of collective bargaining agreements- Charter of Demands & Counter Demands- Fair and unfair labour practice. <b>Tripartite Machinery:</b> At the center and in the states- I.L.O. – Its functions and role in labour movement – Industrial health and safety- Industrial legislations.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Generalize with the basic concepts of Industrial Relations.	PO2, PO6	
<b>CO2</b>	Enumerate insights on Industrial Harmony and Conflicts.	PO4, PO8	
<b>CO3</b>	Have insights on Labor Relations, Joint Consultation	PO8	
<b>CO4</b>	Summarize best practices of Trade Union, Problems and role of Indian Trade Unions	PO1, PO5	
<b>CO5</b>	Demonstrate policies for Collective Bargaining, Tripartite Machinery.	PO1, PO3, PO5	
<b>Reading List</b>			
1.	Campbell Balfour, ‘Industrial Relations in the common market’		
2.	Michael Poole, ‘Theories of Trade unionism’		
3.	Srikanth Goparaju, ‘Industrial Relations in Modern India’		
4.	Glenn Diesen, ‘Great Power Politics in the fourth Industrial Revolution’		
<b>References Books</b>			
1.	Tripathi PC, Gupta C B & Kapoor N D., Industrial Relations and Labour Laws., 6 <sup>th</sup> Edition 2020.		
2.	Sen, R., Industrial Relations: Text and Cases, 2 <sup>nd</sup> Edition, Macmillan PublishersIndia, 2009.		
3.	Monappa, Nambudri and Selvaraj, Industrial Relations and Labour Laws, 2 <sup>nd</sup> Edition, Tata McGraw-Hill, 2012.		
4.	PRN Sinha, and Sinha Indu Bala, Industrial Relations, Trade Unions and Labour Legislation, Pearson, 3 <sup>rd</sup> Edition, 2017.		
5.	Sivarethnamohan R, Industrial Relations and Labour Welfare, PHI Learning, 1 <sup>st</sup> Edition 2010.		

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6.	VenkataRatnam, C. S., Industrial Relations, Oxford University Press, 2 <sup>nd</sup> Edition, 2017.	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		M				M		
CO 2				M				M
CO 3								S
CO 4	M				S			
CO 5	M		M		S			

**S-Strong    M-Medium    L-Low**

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Subject Code	Subject Name	Category	L	T	P	O	C r e d i t s	I n s t · H o u r s	Marks		
									C I A	E x t e r n a l	T o t a l
934E909E	Career Management	Elective	3	-	-	1	3	3	25	75	100
<b>Course Objectives</b>											
C1	To comprehend the dimensions of career planning and career development, career management.										
C2	To demonstrate techniques of self-assessment and changing landscapes of career management.										
C3	To discuss and debate on contemporary issues in career management, Career Anchors, and solutions for working families.										
C4	To introspect and design Process of Career planning and career development, predict and construct Career Road Maps.										
C5	To summarize and select appropriate Learning and Development for Career & Organizational growth										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction to Career Management:</b> Meaning and overview of career, career planning, career development and career management – Differences between Career Management, Career Development and Career Planning. Objectives and importance of career management.							9	C1		
II	<b>Self-Assessment and Career Management:</b> Self-Assessment and Career Management - Understanding the new career - Changing landscape of careers, Protean career, Career and identity, Understanding lifestyle and personal vision. Managing your career: Skills assessment and peer coaching.							9	C2		
III	<b>Contemporary Issues in Career Management:</b> Contemporary issues in Career Management - Developing Career and Work-life implications- Work, gender and dual career couples. Lifespan career development, Career Anchors, Fast track Careers Vs Slow track careers, Mid Life career blues. Career challenges and solutions for working families.							9	C3		

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IV	<b>Career Management System in Organization:</b> Career Management from Organizational Point of View - Career Planning Vs Succession Planning, Process of Career planning and career development. Career management strategies. Career Management Systems. Career guidance and counseling. Managers Role in Career Management. Career Road Maps.	9	C4
V	<b>Role of Learning in Career Growth:</b> Learning and Development for Career & Organizational growth; Strategies of getting organizations into learning mode; Expanding your Horizons. Learning Culture - Learning Management Systems.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Comprehend fairly the dimensions of career planning and career development, career management.	PO4, PO6	
<b>CO2</b>	Demonstrate techniques of self-assessment and changing landscapes of career management.	PO2, PO8	
<b>CO3</b>	Debate and conclude the contemporary issues in career management, Career Anchors, and solutions for working families.	PO3, PO6	
<b>CO4</b>	Introspect and design Process of Career planning and career development, predict and construct Career Road Maps.	PO1, PO8	
<b>CO5</b>	Summarize and select appropriate Learning and Development for Career & Organizational growth	PO1, PO3, PO6	
<b>Reading List</b>			
1.	Ben Horowitz, <i>'The Hard Thing About Hard Things: Building A Business When There Are No Easy Answers'</i> .		
2.	Angela Duckworth, <i>'Grit: The Power Of Passion and Perseverance'</i> .		
3.	Elaine Welteroth, <i>'More Than Enough: Claiming Space For Who You Are (No Matter What They Say)'</i> .		
4.	Amy Cuddy, <i>'Presence: Bringing Your Boldest Self To Your Biggest Challenges'</i> .		
<b>References Books</b>			
1.	Bill Burnett, Dave Evans, Designing Your Life: How to Build a Well-Lived, Joyful Life, Knopf Publisher, 1st edition 2016.		
2.	John Lees, Career Road Map, Acorn Books Ltd, 1st edition 2016.		
3.	Greenhaus, J.H., Callanan, G. A., and Godshalk, V.M. 2009, Career Management 3rd Edition, The Dryden Press, Harcourt College Publishers		
4.	Harrington, Brad and Hall, Douglas T. (2008). Career management and work / life integration: Using Self-Assessment to Navigate Contemporary Careers, 1st		

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	edition Sage Pub.	
5.	Dr. Gandham Sri Rama Krishna, Dr. N.G.S. Prasad, Miss Ch. Maheswari Rambai, Encyclopedia of Personality Development and Career Management, 1st Edition 2016 Himalaya publishing house Pvt. Ltd.	
6.	Jonathan P West, Career Planning, Development, and Management: An Annotated Bibliography Routledge, 1st edition 2017.	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				S		M		
CO 2		M						M
CO 3			S			M		
CO 4	M							M
CO 5	M		M			S		

**S-Strong      M-Medium      L-Low**

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Subject Code	Subject Name	Category	L	T	P	O	C r e d i t s	I n s t · H o u r s	Marks		
									C I A	E x t e r n a l	T o t a l
<b>934E909F</b>	<b>Emotional Intelligence and Managerial Effectiveness</b>	Elective	3	-	-	1	3	3	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students to the basic concepts of Emotional Intelligence										
C2	To provide insights on Emotional Competencies										
C3	To throw light on Emotional literacy										
C4	To elucidate on significance of Emotional Intelligence										
C5	To create awareness and importance of Emotional Learning in organizations										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction to Emotional Intelligence:</b> Emotional Brain, Theories of Emotion, Emotional Intelligence, concept and its evolution, Differences between emotional quotient and intelligent quotient.							9	C1		
II	<b>Emotional Competencies:</b> The emotional competency framework- Self-awareness, self-regulation, motivation, social awareness (empathy) and Social skill (relationship management), Measuring Emotional Intelligence- The emotional competency inventory.							9	C2		
III	<b>Emotional literacy:</b> Emotional intelligence and emotional literacy, Managing aggression and depression, Emotional literacy training- developing emotional skill (awareness), cognitive skills and behavioural skill.							9	C3		
IV	<b>Emotional Intelligence at work place:</b> The role of EI in leadership, EI and Leadership styles, Need of EI in Building Teams.							9	C4		
V	<b>Emotional Learning in organizations:</b> Training of EI in organization, developing emotional competencies through relationship at work and implementing EI programs.							9	C5		
<b>Total</b>							<b>45</b>				
<b>Course Outcomes</b>											

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Course Outcomes	On completion of this course, students will;	Program Outcomes
<b>CO1</b>	Recognize and apply basic concepts of Emotional Intelligence	PO4, PO6, PO7
<b>CO2</b>	Enumerate and chart Emotional Competencies	PO3, PO6, PO8
<b>CO3</b>	Annotate and signify Emotional literacy	PO6, PO7
<b>CO4</b>	Be aware of using Emotional Intelligence tools	PO1, PO7, PO8
<b>CO5</b>	Hypothesize and assimilate importance of Emotional Learning in organizations	PO1, PO6, PO7
<b>Reading List</b>		
1.	Goleman, Richard Boyatzis, Annie McKee, ' <i>Primal Leadership</i> '.	
2.	Travis Bradberry, Greaves, ' <i>Emotional Intelligence 2.0</i> '	
3.	Colleen Stanley, ' <i>Emotional intelligence for sales success: Connect with customers and get results</i> '	
4.	David R. Caruso, Peter Salovey, ' <i>The Emotionally Intelligent Manager</i> '.	
<b>References Books</b>		
1.	Daniel Goleman, Emotional Intelligence, Bloomsbury Publishing India Private Limited, 25 <sup>th</sup> Anniversary Edition 2020.	
2.	Rajagopalan Purushothaman, Emotional Intelligence, SAGE Essentials, 2021.	
3.	Dalip Singh ,Emotional Intelligence at Work :A Professional Guide, SAGE, 1 <sup>st</sup> Edition 2015.	
4.	M S Battacharya, Emotional Intelligence, Excel Publications, 1 <sup>st</sup> Edition 2007.	
5.	Deepa R, Unearthing your Emotional Intelligence, Notion Press, 1st Edition, 2020.	
6.	Sumner Redstone , Peter Knoble ,A Passion to Win: An Autobiography , Simon & Schuster, 1 <sup>st</sup> Edition 2001.	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	



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<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

	<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>CO 1</b>				S		S	M	
<b>CO 2</b>			M			S		S
<b>CO 3</b>						S	M	
<b>CO 4</b>	M						M	S
<b>CO 5</b>	M					S	M	

**S-Strong      M-Medium      L-Low**

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Subject Code	Subject Name	Category	L	T	P	O	C r e d i t s	I n s t · H o u r s	Marks		
									C I A	E x t e r n a l	T o t a l
934E909G	HR Analytics	Elective	2	-	1	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To derive a strong understanding of HR Analytics, Process and impact										
C2	To expand the learning on statistics and toolkits of HRM										
C3	To summarize the best practices in HR analytics										
C4	To collate and appraise optimal methods for measuring HR contribution										
C5	To develop and construct HR regulations and reporting requirements										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction to human resource analytics:</b> Understanding HR indicators, metrics and data, HR Analytics Process, Frameworks for HR Analytics: LAMP Framework, HCM 21 Framework. Application of analytical techniques to evaluate human capital impact on business.							9	C1		
II	<b>Statistics for HRM:</b> Statistical analysis for HR, Toolkits, Compensation KPIs, Power interest stakeholder matrix, Data models, Creating dash boards, analyzing and reporting.							9	C2		
III	<b>Best Practices in HR analytics:</b> Staffing, supply and demand forecasting, Total compensation analyses, Performance Analytics, Attrition Analytics, Learning and Development Analytics, Diversity Analytics, Employee engagement analytics - Employee satisfaction analytics.							9	C3		
IV	<b>Measuring HR contribution:</b> Developing HR Scorecard, Developing HR Analytics Unit: Analytics Culture, Analytics for decision making, Analytics for Human Capital in the Value Chain-Balance Score card – ROI –Predictive Analytics.							9	C4		
V	<b>HR regulations and reporting requirements:</b> HR Policies, Procedures and guidelines, Key regulations and reporting requirements, connecting missions or							9	C5		

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	goals to HR Benchmarks and metrics, Reporting & Advising - the 4 rules of reporting HR analytics - importance of data visualization.		
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Gain clarity on the concept of HR Analytics	PO1, PO2, PO6	
<b>CO2</b>	Explore on statistics and toolkits	PO1, PO3, PO6	
<b>CO3</b>	Contrasting and assimilating best practices in HR analytics	PO2, PO6	
<b>CO4</b>	Demonstrate in analyzing optimal methods for measuring HR contribution	PO1, PO6	
<b>CO5</b>	Design and construct HR regulations and reporting requirements	PO1, PO2, PO6	
<b>Reading List</b>			
1.	Mong Shen Ng, 'Predictive HR Analytics, Text Mining & Organizational Network Analysis (ONA)'		
2.	Nigel Guenole, Jonathan Ferrar, and Sheri Feinzig, 'The Power of the People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance'		
3.	Steve van Wieren, 'Quantifiably Better: Delivering Human Resource (HR) Analytics from Start to Finish'		
4.	Erik van Vulpen, 'The Basic Principles of People Analytics: Learn How to Use HR Data to Drive Better Outcomes for Your Business and Employees'		
<b>References Books</b>			
1.	Martin Edwards, Kirsten Edwards, Predictive HR Analytics: Mastering the HR Metric, Kogan Page, 2nd Edition, 2019.		
2.	Pease G., Beresford B., Walker L., Developing Human Capital: Using Analytics to Plan and Optimize your Learning and Development Investments. Wiley, 1 <sup>st</sup> Edition, 2014.		
3.	Fitz-Enz, J., The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, American Management Association Amacom, 1 <sup>st</sup> Edition, 2018.		
4.	Bassi, L., Carpenter, R., and McMurrer, D., HR Analytics Handbook, Reed Business, McBassi & Company, 1st Edition, 2012.		
5.	Sesil, J. C., Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration. Upper Saddle River, New Jersey: Pearson Education, 1 <sup>st</sup> Edition, 2017.		
6.	Dipak Kumar Bhattacharyya, Hr Analytics: Understanding Theories and Applications, Sage Publications India Private Limited, 1st Edition, 2017.		

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<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	<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>CO 1</b>	M	M				S		
<b>CO 2</b>	M		M			S		
<b>CO 3</b>		M				S		
<b>CO 4</b>	M					M		
<b>CO 5</b>	M	M				M		

**S-Strong**

**M-Medium L-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>934E909H</b>	<b>Learning and Development</b>	Elective	2	-	1	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To introduce L&D Organisations, Models, Practices and Experiential Learning Cycles.										
C2	To assimilate arguments towards designing L&D framework, Mapping organizational learning maturity and Skill Gap Analysis.										
C3	To introspect the ethical implications and L&D delivery and Design Thinking.										
C4	To demonstrate coaching and implementation of L&D strategies.										
C5	To evaluate the L&D approaches, Learning theories, Learning Analytics and redesign continuous learning										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction:</b> Learning & Development Foundation: The Design & Dynamics of Learning- Contemporary Skills for Efficient Facilitation- Contemporary Frameworks & Tools to Evaluate L&D Programs- Leadership & Management Development- Organizational Design & Development-Learning Vs Training, Training Cycle, Experiential Learning Cycles-Creating Learning ecosystems.							9	C1		
II	<b>Learning and Development Strategy:</b> Objectives and learning outcomes-Sequencing learning content- Training & Learning Methods-Monitoring, Assessing and Evaluation-Building a Culture of Learning-Learning Strategy- Setting Up the Learning Landscape-Mapping organizational learning maturity, Setting up learning programs and strengthening the informal learning landscape; Skill Gap Analysis-Learning Key Techniques.							9	C2		
III	<b>Delivery:</b> Delivery Styles, L&D activities, Physical Environment – Tools & Techniques, digital learning content, Delivery and Evaluations; Role of Learning and Development Practitioners-Issues, Design							9	C3		

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	Thinking; Ethics in Learning and Development.		
IV	<b>Coaching Strategy:</b> Introduction to Coaching - Evidence-Based Coaching-Coaching Process-Models- Benefits; Mentoring Process- Models-Benefits; Social Media and Collaborative Learning; Learning & Development In Organisations: Strategy, Evidence And Practice.	9	C4
V	<b>Learning Engagement, Evaluation and Learning Analytics:</b> Learner Engagement, Factors affecting Learning, Psychology and Neuroscience of Learning-Strategies for learning enhancement and engagement. Learning Evaluation theory and thinking -process and practice-Evaluation Methods, Approaches, Tools-Analyzing and reporting recommendations. Learning Analytics: Collecting Learning Data - Implementing Learning Analytics.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Comprehend the importance of L&D Organisations and design Models, Practices and Experiential Learning Cycles.	PO1, PO2, PO6	
<b>CO2</b>	Assimilate arguments towards designing L&D framework and Mapping Organisational Learning.	PO1, PO6, PO8	
<b>CO3</b>	Introspect the ethical implications of L&D delivery.	PO6, PO8	
<b>CO4</b>	Illustrate implementation of coaching and implementation of L&D strategies.	PO1, PO6, PO8	
<b>CO5</b>	Design and evaluate the L&D approaches for continuous learning and development.	PO1, PO2, PO6	
<b>Reading List</b>			
1.	Boller, Fletcher, 'Design Thinking for Training and Development'		
2.	Sharon Boller, Karl Kapp, 'Play to Learn: Everything You Need to Know About Designing Effective Learning Games'		
3.	Michelle Weise, 'Preparing for Jobs That Don't Even Exist Yet'		
4.	Jaime Roca, Sari Wilde, 'The Connector Manager: Why Some Leaders Build Exceptional Talent – and Others Don't'		
<b>References Books</b>			
1.	Rebecca Page-Tickell, Learning and Development: A Practical Introduction (HR Fundamentals Book 15), 2 <sup>nd</sup> edition, 2018 by Kogan Page.		
2.	Kathy Beevers, Andrew Rea, David Hayden, Learning and Development Practice in the Workplace 2019, CIPD - Kogan Page; 4th edition.		
3.	Michelle R. Weise, Long Life Learning, Preparing for Jobs that Don't Even Exist Yet, 1 <sup>st</sup> Edition, Wiley 2020.		

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4.	Sharon Boller, Laura Fletcher, Design Thinking for Training and Development: Creating Learning Journeys That Get Results, ATD Press, 1 <sup>st</sup> edition, 2020.	
5.	Thomas Garavan, Carole Hogan, Amanda Cahir-O'Donnell & Claire Gubbins, Learning & Development in Organisations: Strategy, Evidence and Practice, 1 <sup>st</sup> edition, Oak Tree Press, 2020.	
6.	Andrew Mayo, Creating a Learning and development strategy, 2 <sup>nd</sup> edition, Viva CIPD, 2017.	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/ demonstration sessions	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest ideas/concepts with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	M	M				S		
CO 2	M					S		M
CO 3						S		M
CO 4	M					M		M
CO 5	M	M				M		

**S-Strong      M-Medium      L-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>934E909I</b>	<b>Organizational Change</b>	Elective	2	-	1	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To gather meaning and nature of organizational change and change process and models.										
C2	To comprehend the management of change and effective ways of managing change										
C3	To familiarize about the change agents										
C4	To summarize an in-depth analysis of OD interventions										
C5	To draw insights on HR management interventions.										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Organizational Change:</b> Meaning, Nature, Forces for change- change agents- Change process-Types and forms of change- Models of change- Resistance to change – individual factors – organizational factors – techniques to overcome change- Change programs – job redesign.							9	C1		
II	<b>Management of Change:</b> Diagnosing the organization, determining the desired future state, Implementation Action, Evaluating the Action, Institutional Action Research. <b>Effective Ways of Managing Change:</b> Evolutionary and Revolutionary change in organization: Continuous versus discontinuous changes, Uni-directional and cyclic changes.							9	C2		
III	<b>Change Agents:</b> Change Agents: Skills – External and Internal Change Agents - Resistance to change- Managing the resistance to change - Levin’s change model.							9	C3		
IV	<b>OD Intervention:</b> Human process interventions- Individual, group and inter-group human relations- structure and technological interventions- strategic interventions – sensitivity training – survey feedback,							9	C4		



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	process consultation – team building – inter-group development.		
V	<b>HR Management Interventions:</b> Performance management, employee development, Workforce diversity and wellness. Strategic interventions - Mergers and acquisitions - Organizational Culture Change - Team Intervention, third-party peace-making, Structural Intervention, Comprehensive OD Interventions.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Comprehend the meaning and nature of organizational change and change process and models.	PO1, PO2, PO6, PO7, PO8	
<b>CO2</b>	Gain knowledge about the management of change and effective ways of managing change	PO1, PO5, PO6, PO8	
<b>CO3</b>	Contrast and hypothesize the change agents	PO2, PO6, PO7, PO8	
<b>CO4</b>	Gain in-depth knowledge about OD interventions	PO1, PO5, PO6, PO7, PO8	
<b>CO5</b>	Draw insights about HR management interventions.	PO1, PO2, PO5, PO6, PO7, PO8	
<b>Reading List</b>			
1.	William and Susan Bridges, ' <i>Managing Transitions: Making the Most of Change</i> '.		
2.	John Kotter and Holger Rathgeber, ' <i>Our Iceberg Is Melting: Changing and Succeeding Under Any Conditions</i> '.		
3.	Al Comeaux, ' <i>Change (the) Management: Why We as Leaders Must Change for the Change to Last</i> '.		
4.	Spencer Johnson and Kenneth Blanchard, ' <i>Who Moved My Cheese</i> '.		
<b>References Books</b>			
1.	Palmer. I, Dunford. R, Akin. G,(2016), Managing organizational change: A multiple perspectives approach, 3 <sup>rd</sup> edition, McGraw-Hill Irwin		
2.	R. G. Priyadarshini, Organizational Change and Development, Cengage Learning, 1 <sup>st</sup> Edition 2015.		
3.	Thomas G. Cummings, Christopher G. Worley: Organisation Development And Change, Thomson Learning, 11 <sup>th</sup> Edition, 2020.		
4.	Paul Gibbons, The Science of Successful Organizational Change: How Leaders Set Strategy, Change Behavior, and Create an Agile Culture, Pearson FT Press, 1st Edition 2015.		
5.	Organizational, Design, and Change-Gareth R. Jones, Pearson Education, 5th Edition 2007.		
6.	Dipak Kumar Bhattacharya, Organizational Change & Development, OUP		

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	India, 1 <sup>st</sup> Edition, 2011.	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/ demonstration sessions	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	M	M				S	M	M
<b>CO 2</b>	M				M	S		M
<b>CO 3</b>		M				S	M	M
<b>CO 4</b>	M				S	M	M	M
<b>CO 5</b>	M	M			S	M	M	M

**S-Strong      M-Medium      L-Low**

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Subject Code	Subject Name	Category	L	T	P	O	C r e d i t s	I n s t · H o u r s	Marks		
									C I A	E x t e r n a l	T o t a l
934E909J	Strategic HRM	Elective	3	-	-	1	3	3	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students with the basic concepts of Strategic Management										
C2	To provide insights into Environmental Forecasting										
C3	To throw light on Human Resource Strategy										
C4	To elucidate on Strategic Human Resource Processes										
C5	To create awareness and importance of New Economic Policy and HRM Strategy										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Strategic Management:</b> Nature and Significance; Dimensions of Strategic Decisions; Strategic Management Model and components; Strategy Formulation: Formulating a Company Mission; Forces Influencing the Strategy Formulation; Porter's Model;							9	C1		
II	<b>Environment Forecasting:</b> Analyzing the Company Profiles; Formulating Long-Term Objectives and Grand Strategies; Strategy Implementation; Institutionalizing the Strategy; Structure, Leadership and Culture, Evaluating the Strategy; Corporate Strategy and Global Strategy.							9	C2		
III	<b>Human Resource Strategy (HRS):</b> Concept, Approaches, HRS and Business Strategy; Change Management Strategies, Training and Development Strategies; Organizational Performance and HRS: HRM Strategy and Difficulties in its implantation							9	C3		
IV	<b>Strategic Human Resource Processes:</b> Workforce Utilization and Employment Practices; Efficient Utilization of Human Resources; Dealing with employee shortages; selection of employees; Dealing with employee surpluses and special implementation challenges. Reward and development systems;							9	C4		

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	Strategically Oriented Performance Management Systems; oriented compensation systems and employee development.		
V	<b>New Economic Policy and HRM Strategy:</b> Role of Human Resources in Strategy Formulation: Integrating Human Resources in Strategic Decisions; HRS and HRIS; Human Resource Strategy: Some Key Issues, HRM Strategy for Future.	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Comprehend the application of Strategic Management	PO1, PO2, PO6, PO7	
<b>CO2</b>	Evaluate Corporate Strategy & aid in Environment Forecasting	PO1, PO6, PO7	
<b>CO3</b>	Develop strategies, approaches for higher Organisational Performance	PO1, PO2, PO6	
<b>CO4</b>	Elucidate on Strategic Human Resource Processes and resource utilization	PO1, PO6, PO7	
<b>CO5</b>	Analyse and formulate New Economic Policy and HRM Strategy	PO2, PO6, PO7	
<b>Reading List</b>			
1.	J.C. Spender, 'Business Strategy: Managing Uncertainty, Opportunity, and Enterprise'.		
2.	Mark Schaefer, 'Return On Influence: The Revolutionary Power of Klout, Social Scoring, and Influence Marketing'.		
3.	Niraj Dawar, 'Tilt: Shifting Your Strategy from Products to Customers'.		
4.	W. Chan Kim, 'Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant'.		
<b>References Books</b>			
1.	Ananda Das Gupta, Strategic Human Resource Management Formulating and Implementing HR Strategies for a Competitive Advantage, Productivity Press New York-Rouledge, 1 <sup>st</sup> Edition 2020.		
2.	Tanuja Agarwala, Strategic Human Resource Management, Oxford University Press, 1 <sup>st</sup> Edition 2007.		
3.	Gary Rees & Paul Smith, Strategic Human Resource Management An International Perspective, Sage, 3 <sup>rd</sup> Edition, 2021.		
4.	Marielle G. Heijltjes, Strategic Human Resource Management, Sage Publications Ltd. (UK), 1 <sup>st</sup> Edition 2000.		
5.	Rajib Lochan Dhar : Strategic Human Resource Management, Excel Books New Delhi, 1 <sup>st</sup> Edition 2010.		
6.	David Ulrich, Jon Younger, Wayne Brocbank, 'HR from the Outside In: Six Competencies for the Future of Human Resources (BUSINESS BOOKS)',		

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	McGraw Hill. 1st Edition, 2012.	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/ demonstration sessions	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	<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>CO 1</b>	M	M				S	M	
<b>CO 2</b>	M					S	M	
<b>CO 3</b>	M	M				S		
<b>CO 4</b>	M					M	M	
<b>CO 5</b>		M				M	M	

**S-Strong      M-Medium      L-Low**

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Subject Code	Subject Name	Category	L	T	P	O	C r e d i t s	I n s t · H o u r s	Marks		
									C I A	E x t e r n a l	T o t a l
<b>934E909K</b>	<b>Talent Management</b>	Elective	3	-	-	1	3	3	25	75	100
<b>Course Objectives</b>											
C1	To have a clear understanding of the concept of talent management and its role										
C2	To acquire knowledge on talent planning										
C3	To obtain knowledge on talent acquisition and retention										
C4	To understand the concept of competency mapping and models of competency mapping										
C5	To understand the methodology to be followed in competency mapping										
UNIT	Details							No. of Hours	Course Objectives		
I	<p><b>Introduction to Talent Management:</b> Definition, Meaning of Talent Management, Objectives &amp; Role of Talent Management in building the sustainable competitive advantage to a firm, Key Processes of Talent Management, Benefits of Talent Management, Talent vs. knowledge people, Source of Talent, Consequences of failure in managing talent , Tools for Managing Talent.</p> <p><b>Building blocks of talent management:</b> competencies – performance management, conducting performance reviews, Appraising executive talent, selecting the right appraisal.</p>							9	C1		
II	<p><b>Talent Planning – Understanding the needs and mind set of employees,</b> Succession management process, Integrating succession planning and career planning, designing succession planning program, talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management.</p>							9	C2		
III	<p><b>Talent Acquisition and Retention –</b> Talent Acquisition- Defining Talent Acquisition, Develop high potential employees, High performance workforce, Importance</p>							9	C3		

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	of Talent Development Process, Steps in developing talent. Talent Retention: SMR Model ( Satisfy, Motivate and Reward), Employee Retention Programs, Career Planning and Development, Best practices in employee retention.		
IV	<b>Competency Mapping:</b> Concepts and definition of competency; types of competencies, Features of competency, approaches to mapping methods, Competency mapping procedures and steps , 5-level competency model, Developing competency models from raw data- data recording, analyzing the data, content analysis of verbal expression, validating the competency models, how competencies relate to career development and organizational goals.	9	C4
V	<b>Methodology of Competency Mapping:</b> Competency models people capability maturity model, developing competency framework, competency profiling, competency mapping tools, use of psychological testing in competency mapping , competency-based interviewing, assessment of competencies through 360 degree feedback, BEI, CIT, validation of competencies.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Have a clear understanding the concept of talent management and its role	PO2,PO4,PO5	
<b>CO2</b>	Have knowledge on talent planning	PO1,PO4	
<b>CO3</b>	Have knowledge of talent acquisition and retention	PO3,PO5,PO8	
<b>CO4</b>	Have an understanding of the concept of competency mapping and models of competency mapping	PO1,PO6	
<b>CO5</b>	Have an understanding the methodology to be followed in competency mapping	PO1,PO7	
<b>Reading List</b>			
1.	Talent management, William J Rothwell		
2.	Talent Management for the 21 <sup>st</sup> century, P Cappelli-HBR		
3.	Strategic Talent Management, Robert J Greene		
4.	Reinventing Talent Management, Edward E Lawler		
<b>References Books</b>			
1.	Seema Sanghi, The Handbook of Competency Mapping, Sage Publications, 3rd Edition, 2016		

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2.	Lance A. Berger, The Talent Management Handbook, Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People Tata McGraw Hill, 3rd Edition, 2018.	
3.	Edward J Cripe, Competency Development Guide, Workitect Inc., 1st Edition, 2012.	
4.	Lyle M. Spencer, Signe M. Spencer, Competence at work: Models for Superior Performance, John Wiley Publishing, 1st Edition 2008.	
5.	Rao T.V., Performance Management: Toward Organizational Excellence, SAGE, 2nd Edition, 2015.	
6.	Sumati Ray Anindya Basu Roy, Competency Based Human Resource Management, SAGE, 1st Edition, 2019.	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/ demonstration sessions	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		M		S	M			
CO 2	M			M				
CO 3			M		S			S
CO 4	M					M		
CO 5	S						M	

**S-Strong      M-Medium      L-Low**



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Subject Code	Subject Name	Category	L	T	P	O	C r e d i t s	I n s t . H o u r s	Marks		
									C I A	E x t e r n a l	T o t a l
<b>934E909L</b>	<b>Workplace Counselling</b>	Elective	2	-	1	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students to Understanding Workplace Counseling and role of counsellor.										
C2	To summarize and establish setting a counseling ecosystem, Training of Counsellors, Understanding Burnout and ambiguous decision making.										
C3	To extrapolate problems at workplace, Relationship concerns in the Family & Workplace and counseling interventions.										
C4	To interpret counseling evaluation formats, documentations and resolving issues.										
C5	To justify ethical code of conduct in counseling and restricting undue influences at work.										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>INTRODUCTION:</b> Meaning and Definition of Counselling - Counselling process – Building the counselling relationship and facilitating initial disorder – In depth exploration - Understanding Workplace Counselling – History. Counsellor Qualities - Confidentiality, Unconditional Positive regard, Empathy, Active Listening, Six ways of responding.							9	C1		
II	<b>SETTING UP COUNSELING IN THE WORKPLACE:</b> Assessing need for workplace counselling - Preparing, Assessing, Contracting, Terminating counselling within an Organization. Training of Counsellors: Methods of training counsellors- Dynamics of counselling training- Training Ecosystem, Culture and tools. Models - Counselling Orientation - Brief Therapy - Problem Focused - Work Oriented - Manager Based - Internal, External based – Welfare -Organizational Change. Group counseling, Family Counseling- Preventive and							9	C2		

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	Proactive Counseling. Understanding Burnout, compassion fatigue, dilemma and ambiguous decision making, professional uncertainty.		
III	<b>DEALING WITH SPECIFIC WORK PROBLEMS:</b> Employee problem counseling - Problems of Absenteeism, Turnover, Work Stress, BOSS, ROSS, Depression, Substance Abuse. Sexual Harassment, Work-life balance, Unethical behavior in work place, Travel stress, Relationship concerns in the Family and Workplace, Psychosomatic Disorders, Internet Addiction Disorder, Eating Disorders.	9	C3
IV	<b>EVALUATIONS:</b> Needs Theory and Self Awareness, Johari window, learning to use free associations - Setting boundaries in Counselling - Strategies for the client to explore, understand and resolve the problem - Formative and Summative Evaluation, Methods of evaluation- Analyzing, Recording and escalation procedures. Resolving client issues - Field force analysis.	9	C4
V	<b>ETHICS:</b> Ethical issues in decision making, training, and counselling - Ethical responsibilities for Employers, employees and stakeholders - Ethics governing counselling. Understanding undue influences - Setting guidelines for workplace relations, ethical code of conduct, whistle blowing mechanisms, EEO, transparent support system within Organization.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understand Workplace Counselling need and assume role of a counsellor	PO1,PO5	
<b>CO2</b>	Summarize and establish setting a counseling ecosystem	PO8	
<b>CO3</b>	Design solutions to workplace counseling through interventions	PO4,PO7	
<b>CO4</b>	Contrast counseling evaluation formats and implement appropriately	PO2,PO6	
<b>CO5</b>	Compare and justify ethical code of conduct in counseling and construct guidelines	PO3	
<b>Reading List</b>			
1.	The effectiveness of workplace counselling, J Mc Leod		
2.	Guidelines for counselling in the workplace, R Hughes A Kinder		
3.	Counselling in the workplace, A Coles		

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4.	Counselling in organisations, M Carroll	
<b>References Books</b>		
1.	S Narayana Rao, Prem Sahajpal, Counselling and Guidance, 3rd edition, TATA McGraw Hill Education, 2017.	
2.	Thomas M. Skovholt, Michelle Trotter-Mathison, The Resilient Practitioner: Burnout and Compassion Fatigue Prevention and Self-Care Strategies for the Helping Professions, 3rd Edition, Routledge 2016.	
3.	Jan Sutton, William Stewart, Learning to Counsel, Develop the Skills, Insight and Knowledge to Counsel Others, 4th edition, 2017, Robinson Publishing.	
4.	Amy Cooper Hakim, Working with Difficult People, Second Revised Edition: Handling the Ten Types of Problem People Without Losing Your Mind, Tarcher Perigee, 2nd edition, 2017.	
5.	John Ballard, Decoding the Workplace, Gildan Media, 1st edition, 2018.	
6.	Samuel T. Gladding, Counseling: A Comprehensive Profession, Pearson Education, 8th edition, 2018.	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/ demonstration sessions	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	S				M			
<b>CO 2</b>								S
<b>CO 3</b>				M			M	
<b>CO 4</b>		M				M		
<b>CO 5</b>			S					

**S-Strong      M-Medium      L-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E909M	Human Capital Planning	Elective	2	-	1	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To understand the basic concepts of Human resource planning										
C2	To know the sources of recruitment and recent trends in recruitment.										
C3	To explore selection and induction processes in an organization.										
C4	To know and use various promotions, transfers and separations.										
C5	To learn ethical issues in human capital planning.										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Human Resource Planning (HRP):</b> Objectives of HRP - Significance and methods of HRP - Methods of Forecasting, Demand and supply forecasting - Models of HRP, Job Analysis, Job Specification, Job Description, Job evaluation, linking HRP with strategic business plan.							9	C1		
II	<b>Sources of Recruitment:</b> Recruitment plan and methods, Recruitment policy, Features of a good recruitment policy, Employee Referral Initiatives, E-Recruitment /Online recruitment Technique - Recent trends in Recruitment, Evaluation of a recruitment program.							9	C2		
III	<b>Selection &amp; Induction:</b> <b>Selection:</b> Selection Process, Selection Methods, Selection Test, different types of selection tests, Interview Techniques, Different types of interviews, Skill Gap Analysis <b>Placement:</b> Differences between recruitment, selection and placement <b>Induction:</b> Purpose – Objectives – Process and Principles – Factors of Effective Induction							9	C3		
IV	<b>Promotion:</b> Promotion Procedure & Program, Demotion. Transfer - Purpose and Procedure – Types.							9	C4		

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	Separations – Terminations – Dismissals – Suspension – Retrenchment – Layoffs – Resignations – VRS.		
V	<b>Ethical Issues:</b> Ethical issues in Human Capital Planning - Ethical issues in Recruitment and Selection, Ethical issues in Attrition and Retention, Ethical issues in Appraisal - Enhancing the effectiveness of Recruitment & Selection.	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Understand about the basic concepts of Human resource planning	PO1	
<b>CO2</b>	Know the sources of recruitment and recent trends in recruitment.	PO2	
<b>CO3</b>	Use appropriate selection and induction processes in an organization.	PO4	
<b>CO4</b>	Know various promotions, transfers and separations.	PO2	
<b>CO5</b>	Learn the ethical issues in human capital planning.	PO3,PO8	
<b>Reading List</b>			
1.	The cumulative nature of the entrepreneurial process: The contribution of human capital, planning and environment resources to small venture performance Sigal HaberaArie Reichelb		
2.	Strategic thinking, strategic planning, strategic innovation and the performance of SMEs: The mediating role of human capital, Nagwan AlQershi		
3.	Beyond HR: The New Science of Human Capital By John W. Boudreau, Peter M. Ramstad		
4.	Human capital and regional development Alessandra Faggian, Félix Modrego, and Philip McCann		
<b>References Books</b>			
1.	Heneman III. H.G, Judge. T.A, R.L. Heneman, 1 <sup>st</sup> Edition 2014, Staffing Organizations, McGraw-Hill Education		
2.	Kenneth McBey, Strategic Human Resources Planning, Cengage learning, 5th Edition, 2015.		
3.	Dipak Kumar B, Human Resource Planning, Excel, 3rd Edition, 2016.		
4.	Stewart. C.J, Cash. C.J. Jr, (2014), Interviewing: Principles and Practices,14th edition, McGraw-Hill.		
5.	H.R. Appannaiah, H.A. Bhaskara, (2021) – Human Capital Management, First edition – Himalaya publishing house.		
6.	William J Rothwell, H. C. Kazanas, Planning & Managing Human Resources: Strategic Planning for Personnel Management, HRD Press Inc., 2nd Edition, 2014.		
<b>Methods of Evaluation</b>			
<b>Internal</b>	Continuous Internal Assessment Test	40 Marks	

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<b>Evaluation</b>	Assignments/mini project/ demonstration sessions	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S							
CO 2		M						
CO 3				M				
CO 4		S						
CO 5			M					M

**S-Strong      M-Medium      L-Low**

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Subject Code	Subject Name	Category	L	T	P	O	C r e d i t s	I n s t r u c t i o n a l H o u r s	Marks		
									C I A	E x t e r n a l	T o t a l
<b>934E909N</b>	<b>Human Resource Information System</b>	Elective	2	-	1	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students to the basic concepts of Data & Information										
C2	To provide insights on Data Management for HRIS										
C3	To throw light on HR Management Process & HRIS										
C4	To elucidate on HR Management Process II & HRIS										
C5	To create awareness and importance of Security, Size & Style of Organizations & HRIS										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Data &amp; Information:</b> Needs for HR Manager – Sources of Data – Role of IT in HRM – IT for HR Managers – Concept, Structure, & Mechanisms of HRIS – Programming Dimensions & HR Manager – Survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco’s Marshal [only data input, output & screens] ,EHRM ,Objectives, Advantages & Disadvantages.							9	C1		
II	<b>Data Management for HRIS:</b> Data Formats, Entry Procedure & Process, Data Storage & Retrieval, Transaction Processing , Office Automation, Information Processing & Control Functions, Design of HRIS, Relevance of Decision Making, Concepts for Information System Design							9	C2		
III	<b>HR Management Process in HRIS:</b> Modules on HR Planning, Recruitment, Selection, Placement, Module on Performance Appraisal System, Training & Development Module, Module on Pay & other Related Dimensions, Information System’s support for Planning & Control.							9	C3		

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IV	<b>HRIS Application:</b> HR administration – Outsourcing – Job shadowing – HR planning Sub System – Data input - Data Capturing for Monitoring & Review – Outflow – Report – Information Processing for Decision Making - DSS – Overview of HR metrics.	9	C4
V	<b>HRIS Security and Privacy:</b> Security - Style of Organizations – Security of Data and Operations of HRIS Modules –Problems during IT Adoption Efforts and Processes to Overcome – Cyber Security – Needs – Approaches – Principles – Types – Information Security Management in HRIS.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be familiarized with the basic concepts of Data & Information	PO4	
<b>CO2</b>	Have knowledge on Data Management for HRIS	PO2	
<b>CO3</b>	Know about HR Management Process & HRIS	PO1	
<b>CO4</b>	Will use HR Management Process II & HRIS	PO2,PO5	
<b>CO5</b>	Will be aware of the importance of Security, Size & Style of Organizations & HRIS	PO6,PO8	
<b>Reading List</b>			
1.	Human resource information systems (HRIS) and technology trust Susan K. Lippert, Paul Michael Swiercz		
2.	Human Resource Information Systems (HRIS) in HR Planning and Development in Mid to Large Sized Organization, AshaNagendra Mohit Deshpande		
3.	Human Resource Information Systems (HRIS) of Developing Countries in 21st Century: Review and ProspectsG. M. Azmal Ali Quaosar, Md. Siddikur Rahman		
4.	Human Resource Information Systems (HRIS): Providing Business with Rapid Data Access, Information Exchange and Strategic Advantage Dr. Kenneth A. Kovach, Charles E. Cathcart, Jr.		
<b>References Books</b>			
1.	Michael J. Kavanagh , Mohan Thite ,Human Resource Information Systems: Basics, Applications, and Future Directions ,Sage Publications Pvt Ltd,3 <sup>rd</sup> Edition, 2019.		
2.	Sathish.M.Badgi, Practical Guide to Human Resource Information Systems,PHI, 1 <sup>st</sup> Edition 2012.		
3.	Kavanagh, Human Resource Information Systems: Basics, Applications and Future Directions, Sage South Asia Edition, 1 <sup>st</sup> Edition 2011.		
4.	P.K. Gupta ,Susheel Chhabra ,Human Resource Information System ,Himalaya Publishing House, 1 <sup>st</sup> Edition, 2015.		
5.	Michael J. Kavanagh , Mohan Thite ,Human Resource Information Systems: Basics, Applications, and Future Directions ,Sage Publications Pvt Ltd,3 <sup>rd</sup> Edition,		



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	2019.	
6.	Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page, 10th Edition, 2006.	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/ demonstration sessions	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				S				
<b>CO 2</b>		M						
<b>CO 3</b>	M							
<b>CO 4</b>		M			M			
<b>CO 5</b>						M		S

**S-Strong      M-Medium      L-Low**

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Subject Code	Subject Name	Category	L	T	P	O	C r e d i t s	I n s t r u c t i o n a l H o u r s	Marks		
									C I A	E x t e r n a l	T o t a l
934E9090	Stress Management	Elective	2	-	1	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To understand the concept of stress management										
C2	To understand the impact of stress										
C3	To analyse the stress reduction techniques										
C4	To study the strategies to cope up with stress										
C5	To develop resilience to stress										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction to Stress Management:</b> Introduction to stress: Meaning, Definition, Eustress, Distress, Stressor-emotional, intellectual, environmental, occupational/educational performance, social, physical, and spiritual stressors- Types of stress: Acute stress, Episodic Acute stress and chronic stress, Sources of stress, signs and Symptoms,							9	C1		
II	<b>Impact of Stress:</b> Physiological Impact of stress, Psychological Impact of stress, Social Impact of stress, Types of intervention, The General Adaptation Syndrome - Fight or flight response, Stress warning signal							9	C2		
III	<b>Stress Reduction Techniques:</b> Challenging Stressful Thinking, Problem Solving and Time Management, Psychological and Spiritual Relaxation Methods, Physical Methods of Stress Reduction, Preparing for the Future: College and Occupational Stress							9	C3		
IV	<b>Coping Strategies:</b> Coping Mechanisms: Appraisal focused, Emotional focused and Problem focused - Stress problem solving Sequence - ABCDE problem solving Model							9	C4		
V	<b>Developing Resilience to Stress:</b> Understanding stress level, Role of Personality Pattern, Self Esteem, Locus of Control, Role of Thoughts Beliefs and Emotions, Life							9	C5		

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	Situation Intrapersonal: Assertiveness, Time Management		
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Have a clear understanding on the concept of stress management	PO3	
<b>CO2</b>	Illustrate the impact of stress and predict Stress warning signals	PO2	
<b>CO3</b>	Develop ability to analyse the stress reduction techniques	PO1, PO4	
<b>CO4</b>	Acquire the ability to identify the strategies to cope up with stress	PO5,PO6	
<b>CO5</b>	Develop resilience strategies to stress	PO7,PO8	
<b>Reading List</b>			
1.	Family stress management: A contextual approach, P Boss, CM Bryant, JA Mancini		
2.	Preventive Stress Management in Organizations, Thomas A. Wright, PhD, Joyce A. Adkins, PhD, Debra L. Nelson		
3.	Stress Management, Richard Pettinger		
4.	Stress and stress management, Crampton, Suzanne M; Hodge, John W; Mishra, Jitendra M; Price, Steve.		
<b>References Books</b>			
1.	Kajal A. Sharma, Cary L. Cooper, D.M. Pestonjee, Organizational Stress Around the World Research and Practice, Routledge, 1 <sup>st</sup> Edition, 2022.		
2.	Rachel Lewis, Joanna Yarker, Emma Donaldson-Feilder, Preventing Stress in Organizations: How to Develop Positive Managers, Wiley Blackwell, 1 <sup>st</sup> Edition, 2011.		
3.	Joe Martin - Managing Stress in the Workplace How to Get Rid of Stress at Work and Live a Longer Life, 1 <sup>st</sup> Edition, 2014.		
4.	Emily Nagoski , Amelia Nagoski , Burnout: The Secret to Unlocking the Stress Cycle, Ballantine Books, 1 <sup>st</sup> Edition, 2019.		
5.	Kelly McGonigal, The Upside of Stress: Why Stress Is Good for You, and How to Get Good at It, Avery Publishers, 1 <sup>st</sup> Edition 2016.		
6.	Ashley Weinberg, Valerie Sutherland, Organizational Stress Management: A Strategic Approach, Palgrave Macmillan, 5 <sup>th</sup> Edition 2010.		
<b>Methods of Evaluation</b>			
<b>Internal Evaluation</b>	Continuous Internal Assessment Test		40 Marks
	Assignments/mini project/ demonstration sessions		
	Seminars		
	Attendance and Class Participation		
<b>External Evaluation</b>	End Semester Examination		60 Marks

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	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>			M					
<b>CO 2</b>		M						
<b>CO 3</b>	M			S				
<b>CO 4</b>					M	M		
<b>CO 5</b>							M	M

**S-Strong      M-Medium      L-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>934E909P</b>	<b>Competency Mapping</b>	Elective	2	-	1	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To recognize and identify importance of competency-based framework										
C2	To comprehend types and methods of competency										
C3	To demonstrate use of competency tools, framework and clusters										
C4	To audit competency implementation cycles and drive high performance										
C5	To steer stakeholders' confidence and implement competency model										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Introduction:</b> History and Origin of Competency - KSA Vs Competency - Reasons for Popularity of Competency - Competency & EVA -Criticisms- Iceberg Model of Competency - Operant & Respondent Traits of Competency.							9	C1		
II	<b>Functions:</b> Types: Threshold Competencies - Differentiating Competencies - Generic or Key Competencies - Functional or Technical Competencies - Leadership or Managerial Competencies- developing a Competence Matrix.							9	C2		
III	<b>Framework:</b> Sources of competence information- Tools of competencies: Behavioural Event Interview- Behavioural Description Interview- Benchmarking Established Models. Competency Clusters - HR Generic Competency Model -Supervisory Generic Competency Model- Industry Specific Models.							9	C3		
IV	<b>Assessment:</b> HR Competence audit-Role of Assessment centres- Strategies to address the gaps - Integrating the Competency Model - Competency based Recruitment and Selection - Competency Based Performance Appraisal - Competency Based Succession & Career Planning - Competency Based Compensation and							9	C4		

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	Benefits - Competency based Training & Development - Reassess competencies and evaluate ROI.		
V	<b>Resistance and Implementation:</b> Understanding Resistance -Strategies to acquire stakeholder confidence-Stakeholder's Map-Resolving resistance. Clarifying Implementation Goals & Standards - Action Plan - Define Performance Effectiveness Criteria - Identify a Criterion Sample - Data Gathering & Interim Competency Model - Finalize & Validate Competency Model.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Recognize the importance of competency-based framework	PO2	
<b>CO2</b>	Comprehend types and methods of competency	PO1,PO4	
<b>CO3</b>	Demonstrate use of competency tools and clusters	PO5	
<b>CO4</b>	Schematize audit plans for competency implementation cycles	PO6	
<b>CO5</b>	Negotiate stakeholders' confidence and implement competency model	PO7,PO8	
<b>Reading List</b>			
1.	Competency Mapping – A Drive For Indian Industries, Rajeshwaree A		
2.	Competency Mapping of the Employees, N. Anisha		
3.	Competency Mapping in Indian Industries -A Case Study, Amey Choudhari		
4.	Competency Measurement Model, Dario russo		
<b>References Books</b>			
1.	Seema Sanghi, The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, SAGE Publications India, 3 <sup>rd</sup> edition, 2016.		
2.	Sumati Ray Anindya Basu Roy, Competency Based Human Resource Management, SAGE Publications India Pvt Ltd, 1 <sup>st</sup> Edition, 2019.		
3.	Sudhir Warier, Competency Management – A Practitioner's Handbook: Develop Self, Businesses, Communities & Societies, Notion Press, 1 <sup>st</sup> Edition, 2019		
4.	Mahesh Kuruba, Role Competency Matrix: A Step-By-Step Guide to an Objective Competency Management System, Springer,1 <sup>st</sup> Edition, 2019.		
5.	David D Dubious, Competency-Based Human Resource Management: Discover a New System for Unleashing the Productive Power of Exemplary Performers, Davies-Black Publisher, 1 <sup>st</sup> Edition, 2010.		
6.	Lyle M Spencer, Signe M Spencer, Competence at Work: Models for Superior Performance, Wiley India, 1 <sup>st</sup> Edition, 2008.		

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<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/ demonstration sessions	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	<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>CO 1</b>		M						
<b>CO 2</b>	M			M				
<b>CO 3</b>					S			
<b>CO 4</b>						M		
<b>CO 5</b>							M	M

**S-Strong      M-Medium      L-Low**

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Subject Code	Subject Name	Category	L	T	P	O	C r e d i t s	I n s t · H o u r s	Marks		
									C I A	E x t e r n a l	T o t a l
934E909Q	International HRD	Elective	3	-	-	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To summarize and comprehend the expanding role of global corporations										
C2	To demonstrate the functioning of international assignments										
C3	To elucidate development of global IHRM practices										
C4	To interpret compliance norms of global organizations										
C5	To introspect future of sustainable IHRM practices										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>IHRD:</b> Scope of IHRD- Positivist and Interpretive views on Culture, Values, Power-Cross Cultural Management, Model, Dimensions; Comparison between HRD India and Globalization. Learning Theories globally and implications-Career development in multinational and multicultural environment-Schein's career anchors-Holland's vocational preference inventory.							9	C1		
II	<b>Processes:</b> Transfer of employment practices across borders-The four influences framework-IHRM approaches-Factors affection-Implications. International Assignments and Employment practices- motives-Process-Dimensions of success and failure. Expatriation- Developing International Staff and Multinational Teams, Approaches to International Compensation.							9	C2		
III	<b>Development &amp; Practices:</b> Multinational companies and Host companies-Sustainable practices of host and divergent country employment arrangements-Global Employment Relations. Training & Development in global environment-Krikpatrick's Taxonomy-Expatriate Training, PMS - Transition of Expats to global leaders-Global and local sourcing-Compliance to Labour Market-Capitalist Vs							9	C3		



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	Socialist Market economies.		
IV	<b>Practices in Economies:</b> PMS in different economies- Total Rewards in International Context-Components- Complexities-approaches. Global Context: EEO-Gender Sensitivity-Diversity- Inclusivity- Onshoring, offshoring, Friendshoring- Models of strategic HRD.	9	C4
V	<b>Sustainability:</b> Repatriation-issues-best practices; Sustainable practices through Ethics and CSR; Green HRD; Ethical Issues-dispute settlement-International labour contract. Knowledge Management-Transfer; Changing and Future Trends: International labour standards, Managing Remote Work -issues-digital privacy and decent work.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Demonstrate IHRM factors influential in global corporations	PO2,PO4	
<b>CO2</b>	Design IHRM elements for global assignments	PO1,PO5	
<b>CO3</b>	Critique and conclude developmental strategies for IHRM practices	PO2	
<b>CO4</b>	Implement and audit compliance IHRM norms	PO6	
<b>CO5</b>	Predict and appraise sustainable IHRM practices	PO8	
<b>Reading List</b>			
1.	International HRD: context, processes and people – introduction Thomas Garavan, Alma McCarthy, and Ronan Carbery		
2.	Theoretical frameworks for comparing HRD in an international context, Jean Woodall		
3.	The Issue of International Values and Beliefs: The Debate for a Global HRD Code of Ethics, Darlene Russ-Eft, Timothy Hatcher		
4.	International Technology Transfer For Competitive Advantage: A Conceptual Analysis Of The Role Of HRD, A. Ahad M. Osman- Gani		
<b>References Books</b>			
1.	K Ashwathappa, International Human Resource Management, TATA McGraw Hill, 2 <sup>nd</sup> Edition, 2017.		
2.	Anne-Wil Harzing, Ashly Pinnington, International Human Resource Management, SAGE, 4 <sup>th</sup> Edition, 2014.		
3.	Thomas Garavan, Alma McCarthy, Ronan Carbery, Handbook of International Human Resource Development: Context, Processes and People, Edward Elgar Publishing, 3 <sup>rd</sup> Edition, 2017.		
4.	Peter J. Dowling   Marion Festing   Allen D. Engle, International Human		

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	Resource Management, CENGAGE INDIA, 7 <sup>th</sup> Edition , 2017.	
5.	Edwards Tony, Chris Rees, International Human Resource Management: Globalization, National Systems and Multinational Companies, Pearson Education India, 3 <sup>rd</sup> Edition, 2016.	
6.	Yongsun Paik , Charles M. Vance, Managing A Global Workforce : Challenges And Opportunities In International Human Resource Management, PHI Learning, 2 <sup>nd</sup> Edition, 2013.	
<b>Methods of Evaluation</b>		
<b>Internal Evaluation</b>	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/ demonstration sessions	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		M		M				
CO 2	M				M			
CO 3		S						
CO 4						M		
CO 5								M

**S-Strong      M-Medium      L-Low**

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Subject Code	Subject Name	Category	L	T	P	O	C r e d i t s	I n s t r u c t i o n a l H o u r s	Marks		
									C I A	E x t e r n a l	T o t a l
<b>934E909R</b>	<b>Compensation and Rewards Management</b>	Elective	2	-	1	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To familiarize the students to the basic concepts of compensation										
C2	To provide insights on compensation planning										
C3	To throw light on compensation Pay										
C4	To elucidate on Executive compensation										
C5	To create awareness and importance of Wage administration in India:										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Compensation:</b> types of compensation, conceptual framework of compensation management, Theories of wages – criteria of wage fixation – Institutional and cultural factors on compensation practices – National differences in compensation – Compensation system design issues: Compensations Philosophies, compensation approaches – Strategic							9	C1		
II	<b>Compensation Planning:</b> Developing a total compensation strategy – Competitive Advantage – Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, fixing pay, significant compensation issues.							9	C2		
III	<b>Variable Pay:</b> Strategic reasons for incentive plans, administering incentive plans, individual incentive plans, group incentive plans ,team compensation, ESOPs, Performance measurement issues, incentive application and globalization, Managing Employee Benefits: Nature and types of benefits, employee benefits programs security benefits, retirement security benefits, health care benefits, time–off benefits, benefits administrations, employee benefits required by law,							9	C3		

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	discretionary major employee benefits, employee services designing a benefits package.		
IV	<b>Executive Compensation:</b> Elements of executive compensation and its management, Executive compensation in an international context, Wage Determination: Principles of wage and salary administration, methods of wage determination in India; internal and external equity in compensation systems.	9	C4
V	<b>Wage Administration in India:</b> wage policy in India, wage boards: structure, scope and functions, Pay Commissions. International Compensation, global convergence of compensation practices - Pay for performance for global employees -practices in different industries, Employee benefits around the world, CEO pay in a global context, Beyond compensation.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be familiarized with compensation	PO4,PO8	
<b>CO2</b>	Understand Compensation Planning	PO1,PO2	
<b>CO3</b>	Design Executive Compensation	PO2,PO6	
<b>CO4</b>	Understand Wage administration in India	PO6,PO7	
<b>CO5</b>	Be aware of the importance of Wage administration in India	PO8	
<b>Reading List</b>			
1.	A Strategic Perspective on Compensation Management, Milkovich, George T.		
2.	Compensation Management, Dipak Kumar Bhattacharyya		
3.	Employees Perception Towards Compensation Management Practices in Software Industry: An Indian Evidence,Dr. Das Kishore Kumar		
4.	Compensation in Organizations, Sara L. Rynes, Barry Gerhart		
<b>References Books</b>			
1.	B. D. Singh ,Compensation and Reward Management ,Excel Books,2012.		
2.	Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education,10th Edition, 2011.		
3.	Tapomoy Deb, Compensation Management, Text and Cases, Excel Books, 1st Edition, 2009.		
4.	Milkovich, Newman & Gerhart, Compensation, TMH, 10th Edition, 2011.		
5.	Jerry M. Newman ,Barry Gerhart & George T. Milkovich ,Compensation, McGrawHill,12 <sup>th</sup> Edition, 2020.		
6.			
<b>Methods of Evaluation</b>			
<b>Internal</b>	Continuous Internal Assessment Test	40 Marks	

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<b>Evaluation</b>	Assignments/mini project/ demonstration sessions	
	Seminars	
	Attendance and Class Participation	
<b>External Evaluation</b>	End Semester Examination	60 Marks
	Total	100 Marks
<b>Methods of Assessment</b>		
<b>Recall (K1)</b>	Simple definitions, MCQ, Recall steps, Concept definitions	
<b>Understand/ Comprehend (K2)</b>	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
<b>Application (K3)</b>	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
<b>Analyze (K4)</b>	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
<b>Evaluate (K5)</b>	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
<b>Create (K6)</b>	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				M				M
<b>CO 2</b>	M	M						
<b>CO 3</b>		M				M		
<b>CO 4</b>						M	M	
<b>CO 5</b>								S

**S-Strong      M-Medium      L-Low**

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## 934E911: Specialization Courses in Logistics and Supply Chain Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E911A	Supply Chain Management	Elective	3	-	-	-	3	3	25	75	100
934E911B	Principles and Practice of Logistics Management	Elective	3	-	-	-	3	3	25	75	100
934E911C	Inventory & Warehousing Management	Elective	3	-	-	-	3	3	25	75	100
934E911D	Domestic and International Logistics	Elective	3	-	-	-	3	3	25	75	100
934E911E	Purchasing Management	Elective	3	-	-	-	3	3	25	75	100
934E911F	Logistics legal framework and Maritime Documents	Elective	3	-	-	-	3	3	25	75	100
934E911G	Export & Import Management	Elective	3	-	-	-	3	3	25	75	100
934E911H	Strategic Logistics Management	Elective	3	-	-	-	3	3	25	75	100
934E911I	Distribution Management	Elective	3	-	-	-	3	3	25	75	100
934E911J	Multi-Modal Transportation	Elective	3	-	-	-	3	3	25	75	100
934E911K	Logistics Infrastructure	Elective	3	-	-	-	3	3	25	75	100
934E911L	Shipping Finance and Maritime Insurance	Elective	3	-	-	-	3	3	25	75	100
934E911M	Packaging and Material Handling	Elective	3	-	-	-	3	3	25	75	100

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E911A	Supply Chain Management	Elective	3	-	-	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To provide an in-depth understanding of various frameworks on the concepts of Supply Chain management										
C2	To analyze and evaluate the insights on Supply chain synergies										
C3	To examine the dimensions on Sales & Operation Planning										
C4	To appraise on the overview on Customer value and supply chain management										
C5	To appraise the various elements of supply chain analytics										
UNIT	Details						No. of Hours	Course Objectives			
I	Introduction to Supply Chain: Historical perspective Understanding Supply Chain key issues in supply chain management Objectives, importance, Decision phases -Examples of supply chains Supply chain strategies, The supply chain becomes value chain Supply chain as a competitive weapon						9	C1			
II	Supply chain synergies: Collaborate with supply chain partners Supply Chain Drivers and Design Drivers of supply chain performance: Framework for structuring Facilities, including warehouse, Inventory, Transportation, Information, Sourcing, and Pricing – Yield management /Revenue management						9	C2			
III	Sales and Operations Planning: Demand management Demand forecasting, Aggregate Planning and Managing Supply, Demand and Inventory Aggregate Planning in a Supply Chain: role, aggregate planning problems, strategies, role of IT, Implementation Responding to predictable variability in supply chain – Types of supply chains-creating responsive supply chains lean and agile supply chain their characteristics.						9	C3			
IV	<b>Leadership and Control:</b> Customer value and supply chain management: Dimensions of customer value-value added services – customer value measures Push-pull boundary –mass customization and supply chain management outsource - Third and Fourth - Party Logistics						9	C4			

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	providers – managing risk in supply chains Creating a sustainable supply chain.		
V	Supply chain analytics: Use of computer software in supply chain problems -Electronic commerce – emerging mega trends supply chain of the future – seeking structural flexibility–The multi-channel revolution 2020 vision.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to understand the basic concepts of Supply Chain management.	PO4, PO6, PO8	
<b>CO2</b>	Be able to apprehend, analyze and evaluate the insights on Supply chain synergies.	PO1, PO2	
<b>CO3</b>	Be able to learn and examine the insights on Sales & Operation Planning.	PO5, PO6, PO7	
<b>CO4</b>	Be able to classify, appraise and assess the Customer value and supply chain management.	PO4, PO5	
<b>CO5</b>	Be able to appraise, and evaluate on the various elements of supply chain analytics.	PO3, PO8	
<b>Reading List</b>			
1.	Supply chain management and advanced planning, Springer.		
2.	Supply chain management: An international journal, Emerald.		
3.	Industrial marketing management, Elsevier.		
4.	Journal of Business logistics, Wiley online.		
<b>References Books</b>			
1.	The Supply Chain Revolution, Suman sarkar,2017, Amacom		
2.	Supply Chain Metrics that Matter, Lora M. Cecere , 2014,wiley publication.		
3.	Supply Chain Strategy, Second Edition Unleash the Power of Business Integration to Maximize Financial, Service, and Operations Performance, Edward Frazelle, 2017,McGraw hill.		
4.	Managing Supply Chain Operations, Lei Lei , 2017, World scientific publications		
5.	Essentials of Supply Chain Management, Michael H. Hugos ,2018,wiley publication		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>				M		M		M
<b>CO 2</b>	M	S						
<b>CO 3</b>		S			M	M	M	
<b>CO 4</b>				S	S		S	
<b>CO 5</b>			S					S

**S-Strong      M-Medium      L-Low**



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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E911B	<b>Principles and Practice of Logistics Management</b>	Elective	3	-	-	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To provide an in-depth understanding of various frameworks on the concepts & functions of logistics.										
C2	To analyze and evaluate the activities of logistics & Inventory										
C3	To examine the dimensions of transportation warehousing and distribution										
C4	To appraise on the overview of operational need on effective logistic performance.										
C5	To appraise the various elements of logistics cost and need for integration.										
UNIT	Details							No. of Hours	Course Objectives		
I	Concepts of Logistics – Evolution – Nature and Importance – Components of Logistics Management – Competitive Advantages of Logistics – Functions of Logistics management – principles – Logistics Network – Integrated Logistics system.							9	C1		
II	Elements of Logistics and Inventory carrying – Ware housing – Material handling – Order processing – Transportation – Demand Forecasting – Impact of Forecasts on Logistics and Performance measurements.							9	C2		
III	Transportation – participants in Transportation Decisions – Modes of Transportation – Factors influencing Transport economics – documents in Transport Decision Making Warehousing / Distribution – Functions of Warehouse – benefits of Warehouse – Service – Warehousing Alternatives – Warehouse site selection – Factors while initiating Warehouse Operations – Warehouse Management System.							9	C3		
IV	Packing and Materials Handling – Functions of packaging – Communication – Packaging cost – Types of Packaging Material – Unitization – Containerization – Designing a							9	C4		

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	package factors affecting choice of packaging materials.		
V	Organization for effective logistics performance – centralized and decentralized structures – stages of functional aggregation in organization, financial issues in logistics performance – Measures – Steps in ABC costing – Financial Gap Analysis integrated Logistics – Need for Integration - Activity Centers in Integrated Logistics Role of 3PL and 4PL – Principles of LIS.	9	C5
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to understand the broad concepts of evolution and functions of logistics management.	PO1, PO2	
<b>CO2</b>	Be able to apprehend, analyze and evaluate the basic principles of logistics, warehousing and material handling	PO1, PO2, PO3, PO8	
<b>CO3</b>	Be able to learn and examine the process of transportation, distribution, packaging etc	PO5, PO6, PO7	
<b>CO4</b>	Be able to classify, appraise and assess the knowledge on integrated logistics and linguistic information system.	PO4, PO5	
<b>CO5</b>	Be able to appraise, and evaluate on the various elements of logistics cost and need for integration in logistics facilities.	PO3, PO8	
<b>Reading List</b>			
1.	Journal of Logistics Management, ingenta.		
2.	Periodicals of Engineering and Natural Sciences		
3.	The International Journal of Logistics Management, emerald.		
4.	Advances in Logistics and Supply Chain Management, springer.		
<b>References Books</b>			
1.	1st Edition Logistics Principles and Practice By Hessel Visser, 2007, Routledge.		
2.	Logistics and Supply Chain Management by Saikumari V. (Author), Purushothaman S (Author), Sultan Chand.		
3.	Logistics Management 1St Edn 2014 Edition by GANAPATHI AND NANDI, OXFORD		
4.	Textbook of Logistics and Supply Chain Management Agarwal D K, Trinity publications, 2018.		
5.	Logistics Management 3rd ED Paperback,2012 by V.V Sople ,Pearson publication.		

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	<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>CO 1</b>	S	S						
<b>CO 2</b>	M	S	S					S
<b>CO 3</b>					M	M	M	
<b>CO 4</b>				S	S			
<b>CO 5</b>			S					S

**S-Strong      M-Medium      L-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E911C	<b>Inventory &amp; Warehousing Management</b>	Elective	3	-	-	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To provide an in-depth understanding of Inventory Management and its impact on Logistics										
C2	To analyze and evaluate the activities of various models, tools and techniques of Inventory control and inventory management										
C3	To examine the dimensions of knowledge of various inventory ranking methods, and how to use technology in inventory control										
C4	To appraise on the overview of basics of warehouse management, its location, layout and principles of warehouse design										
C5	To appraise the various elements on knowledge about the standardization, codification, safety and security of inventory and the role of Information technology in warehouse management										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to Inventory – Definition, principles, role, functions and importance of Inventory, Types of Inventory, Inventory Policy, Costs Associated with Inventory, Inventory and Profitability, Impact of Inventory on total logical cost – Inventory management – objectives / importance, symptoms of poor inventory management, Improving effectiveness of inventory management.							9	C1		
II	Inventory Control and models – Importance and scope of Inventory control, Selective Inventory control, Inventory Models – Economic Lot size, EOQ, Economic Batch Quantity [EBQ], ROL – reorder level, P model, Q model, two bin system, fair share allocation model, MRP, ABC analysis, Just in Time (JIT). Modern methods Kanban, DRP and ERP.							9	C2		
III	Inventory Methods – Inventory ranking methods and Quadrant technique, FIFO. LIFC, Weighted average method, Inventory under certainly and uncertainly, Risk Management, Work in progress inventories, Finished Goods Inventories, Spare parts inventories, Use of Computers in Inventory Management – RFID,							9	C3		

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	EDI, Satellite tracking system.		
IV	Warehouse Management – Definition, Principles, Roles, Importance of Warehouses, Need for Warehousing, Warehouse selection and planning, functions and operations of a warehouse, Warehouse location, Area of Warehouse, Factors affecting warehousing cost, Warehouse layout, Design principles.	9	C4
V	Planning – codification and standardization of the Materials, Incoming Materials Receipts, Retrieval and Transaction Processing System, Security and Loss Prevention, Consumption Based Planning – MRP and lot sizing procedure, Forecasting parameter and result, planned order planning file consolidation, Break bulk, Cross docking, Mixing, Assembly – competitive advantage, production support warehouse – ERP, Role of IT in warehousing.	9	C5
	Total	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to understand the broad concepts of Inventory Management and its impact on Logistics.	PO1, PO4, PO6, PO8	
<b>CO2</b>	Be able to apprehend, analyze and evaluate the basic principles of various models, tools and techniques of Inventory control and inventory management.	PO3, PO4	
<b>CO3</b>	Be able to learn and examine the process of various inventory ranking methods, and how to use technology in inventory control.	PO5, PO6, PO7	
<b>CO4</b>	Be able to classify, appraise and assess the basics of warehouse management its location, layout and principles of warehouse design.	PO4, PO5	
<b>CO5</b>	Be able to appraise, and evaluate on the various elements of standardization, codification, safety and security of inventory and the role of Information technology in warehouse management	PO3, PO8	
<b>Reading List</b>			
1.	International Journal of Supply Chain and Inventory Management, Inderscience.		
2.	International Journal of Logistics Systems and Management, Inderscience.		
3.	Journal of Operations Management, wiley.		
4.	International Journal of Logistics Research and Applications, Taylor and francis		
<b>References Books</b>			
1.	Basics of Warehouse and Inventory Management: (The pillars of business Logistics) INDIA SPECIFIC EDITION 2022, by Villivalam Rangachari		

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	Rangarajan, Notion Press
2.	Inventory Management: Principles and Practices Paperback 2008, by P. Narayan (Author), Jaya Subramanian (Author), Excel books
3.	Best Practice in Inventory Management Hardcover, 1997 by Tony Wild (Author), Publisher A Butterworth-Heinemann Title.
4.	Hands-On Inventory Management (Resource Management) Hardcover 2007, Ed C. Mercado, Auer Bach Publications.
5.	Inventory Management,2006, Chandra bose, Prentice Hall India Learning Private Limited.

	<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>CO 1</b>	M			M		M		M
<b>CO 2</b>			M	S				
<b>CO 3</b>					M	M	M	
<b>CO 4</b>				S	S			
<b>CO 5</b>			M					S

**S-Strong      M-Medium      L-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>934E911D</b>	<b>Domestic and International Logistics</b>	Elective	3	-	-	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To provide an in-depth understanding of various frameworks on the basic logistics concepts and the terminology used in the logistics field and various types of vehicle selection.										
C2	To analyze and evaluate the activities of planning & Decision making. To examine the role that logistics plays with the rest of the corporate functions.										
C3	To examine the dimensions of legislation such as licensing, drivers working hours and vehicle dimensions.										
C4	To appraise on the overview of logistics functions interface with Order Management, Inventory Control, Transportation, and Distribution channels as integral part of the supply chain.										
C5	To appraise the various elements of general understanding of strategic challenges of the material sourcing, reverse logistics and material production as a means of supply chain strategies.										
UNIT	Details							No. of Hours	Course Objectives		
I	Vehicle Selection – Types of Vehicles – Types of Operations – Load types and characteristics – main types of vehicle body – Implications of vehicle selection – vehicle acquisition.							9	C1		
II	Need for planning – fleet management – main types of road freight transport – transport resource requirements – vehicle routing and scheduling issues – data requirements – computer routing and scheduling – information system applications – GPS – RFID.							9	C2		
III	Legislation – Operator licensing – Driver licensing – Driver’s Hours regulations – Road transport directive – tachographs – vehicle dimensions.							9	C3		
IV	Introduction to Air Cargo; Aviation and airline terminology – IATA areas – Country – Currency – Airlines – Aircraft layout – different types of aircraft – aircraft manufacturers – ULD – International Air Routes – Airports – codes – Consortium – Hub and spoke – Process Flow.							9	C4		
V	Air freight forwarding; Air Freight Exports and Imports – Special Cargoes – Consolidation – Documentation –							9	C5		

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	Air way Bill (AWB) – Communications – Handling COD Shipments – POD – conditions of contract – Dangerous (DGR) or Hazardous goods.		
	<b>Total</b>	<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to understand the basic logistics concepts and the terminology used in the logistics field and various types of vehicle selection.	PO1, PO2, PO6	
<b>CO2</b>	Be able to apprehend, analyze and evaluate the basic principles on planning & decision making. They will examine the role that logistics plays with the rest of the corporate functions.	PO1, PO5	
<b>CO3</b>	Be able to learn and examine the process on legislation such as licensing, drivers working hours and vehicle dimensions.	PO5, PO6, PO7	
<b>CO4</b>	Be able to classify, appraise and assess the logistics functions interface with Order Management, Inventory Control, Transportation, and Distribution channels as integral part of the supply chain.	PO3, PO5	
<b>CO5</b>	Be able to appraise, and evaluate on the various elements of strategic challenges of the material sourcing, reverse logistics and material production as a means of supply chain strategies.	PO3, PO8	
<b>Reading List</b>			
1.	Journal of Marketing Theory and Practice, Taylor and francis.		
2.	International Journal of Physical Distribution, emerald.		
3.	Management Decision, emerald.		
4.	Periodicals of Engineering and Natural Sciences (PEN)		
<b>References Books</b>			
1.	T. A. S. Vijayaraghavan, Supply Chain Analytics, Wiley, 2021		
2.	Fundamentals of air transport management by P.S. Senguttuvan, Excel Books, 2006.		
3.	Business Logistics;Supply chain management(5 <sup>th</sup> edition) L Ronald Ballou,Pearson,2007.		
4.	Warehouse management; a complete guide to improving efficiency and minimizing cost (2 <sup>nd</sup> Edition); Gwynne Richards, 3 <sup>rd</sup> Edition, Kogan Page. 2017.		
5.	Pierre A. David and Richard D. Stewart, International Logistics: The management of International Trade Operations, Cengage Learning, 2013		
6.	Wendy L Tate, The Definitive Guide to Supply Management and Procurement, 1 <sup>st</sup> Edition, Pearson, 2020.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	M	M				S		
<b>CO 2</b>	M				S			
<b>CO 3</b>					M	M	M	
<b>CO 4</b>			S		S			
<b>CO 5</b>			S					S

**S-Strong      M-Medium      L-Low**



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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks			
									CIA	External	Total	
<b>934E911E</b>	<b>Purchasing Management</b>	Elective	3	-	-	-	3	3	25	75	100	
<b>Course Objectives</b>												
C1	To provide an in-depth understanding of principles, theories and practices of purchasing and supply management, critically evaluate these, and link to various aspects of performance (financial measures as well societal (e.g. ethical and environmental) aspects)											
C2	To analyze and evaluate the activities of purchasing and supply management in the organization, and also relative to other supply chain management processes											
C3	To examine the dimensions of supply strategies and supplier relationships in various contexts											
C4	To appraise on the overview to analyze and critically assess robustness of supplier relationship strategies											
C5	To appraise the various elements of related to supply strategy to externalities such as scarcity of natural resources, climate change, ethical and environmental issues and costs.											
UNIT	Details							No. of Hours	Course Objectives			
I	Introduction to purchasing: Introduction to purchasing, Importance of purchasing, change role of purchasing							9	C1			
II	Purchasing policies and activities: Importance of policies, policies to provide guidance and direction, and purchasing procedures. Objectives of purchasing, responsibilities, purchasing process, efficient purchase.							9	C2			
III	Selection of supplier: Outsourcing or insourcing, supplier evaluation and selection, supplier evaluation criteria, supplier score cards.							9	C3			
IV	Developing and maintaining supplier relationships.							9	C4			
V	Importance of quality in purchasing decisions: overview of quality management, purchasing role in managing supplier quality, Total quality management (TQM).							9	C5			
<b>Total</b>							<b>45</b>					
<b>Course Outcomes</b>												
<b>Course</b>	On completion of this course, students will;							<b>Program</b>				

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Outcomes		Outcomes
<b>CO1</b>	Students will Understand established principles, theories and practices of purchasing and supply management	PO4, PO6, PO8
<b>CO2</b>	Understanding the role of purchasing and supply management in the organization.	PO1, PO2
<b>CO3</b>	Understanding supply strategies and supplier relationships in various contexts	PO5, PO6, PO7
<b>CO4</b>	Understanding and analyzing and critical assess robustness of supplier relationship strategies	PO4, PO5
<b>CO5</b>	Relating supply strategy to externalities and environmental issues and costs.	PO3, PO8
<b>Reading List</b>		
1.	<a href="https://www.projectmanager.com/blog/purchase-management">https://www.projectmanager.com/blog/purchase-management</a>	
2.	Supply chain management: An international journal, Emerald.	
3.	Industrial marketing management, Elsevier.	
4.	<a href="https://www.procurementexpress.com/purchase-orders/purchasing-management/">https://www.procurementexpress.com/purchase-orders/purchasing-management/</a>	
<b>References Books</b>		
1.	Supply Chain Management 6/e Paperback, 2016, Chopra/Kalra,Pearson.	
2.	Purchasing and Supply Chain Management (English, Paperback, Johnsen Thomas E, 2014, Rutledge publication.	
3.	Purchasing and Supply Management, 15 th edition, Anna E. Flynn P. Fraser Johnson, 2019.Mcgraw hill.	
4.	Supply Management, 8th Edition By David Burt and Sheila Petcavage and Richard Pinkerton, 2010, McGraw hill.	
5.	Procurement and Principles Management.11 the edition,2018. Peter Baily,Barry Crocker, David Farmer, Pearson.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	M					M		M
<b>CO 2</b>	M	S						
<b>CO 3</b>					M	M	M	
<b>CO 4</b>				S	S			
<b>CO 5</b>			S					S

**S-Strong      M-Medium      L-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>934E911F</b>	<b>Logistics Legal Framework and Maritime Documents</b>	Elective	3	-	-	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To provide an in-depth understanding of various frameworks on legal perspective.										
C2	To analyze and evaluate the activities of Lawson Carriage of Goods										
C3	To examine the dimensions of process of The Cargo Claim Enquiry										
C4	To appraise on the overview of Maritime Logistics										
C5	To appraise the various elements of Chartering Principles and Practices										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Indian Contract Act, 1872</b> -Contract-Meaning-Essential Elements -Offer and Acceptance-Consideration-Capacity-Consent-Legality of object-Quasi contract-Discharge of Contract-Breach of Contract- Remedies. Contract of Indemnity and Guarantee - Bailment: Rights and Duties of Bailor and Bailee-Contract of Agency: - Creation of Agency-Rights and Duties of Agent and Principal-Termination of Agency							9	C1		
II	<b>Lawson Carriage of Goods:</b> The Bills of Lading Act 1855 And The Carriage Of Goods By Sea Act 1924 - Non-Contractual Actions- Functions Of The Bill Of Lading Contracts Of Carriage - Modifications To The Traditional Carriage Contract Model-Third-Party Rights Under The Initial Carriage Contract Act Common Law And In Equity - Statutory Transfers.							9	C2		
III	<b>The Cargo Claim Enquiry-</b> Duties, Rights and Liabilities of Common Carriers under:(i) The Carriers Act,186. (ii)TheRailwaysAct,1989,(iii)The Carriage By Road Act, 2007 (iv) The Carriage by Air Act, 1972- Indian Consumer Protection Act, 1986: Objects - Rights of Consumers - Consumer Dispute-Procedure of Filing Complaint-Procedure for redressal of Complaints.							9	C3		
IV	<b>Maritime Logistics:</b> Concept, objectives, Importance and relevance to global marketing and Supply chain management- Coastal and Ocean transportation-							9	C4		

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	World Sea-borne Transport- Global Sea Routes and the trade volume- Characteristics of shipping transport. Types of Ships- Container, Roll-on/roll-off (ro-ro) vessels, General cargo ships, Bulk carriers, Tankers, etc.- Busiest Sea routes: East-West and North-South and Intra Region International Maritime Organization (IMO): Formation and functions- Regulations concerning dangerous and polluting cargoes, including the class structure.		
V	<b>Chartering Principles and Practices</b> – Types of Charters- Voyage, Time and Bare Boat charters- Freight Determination and Determinants- Conference System Vs Competitive System- Freight structure and practice – Rate Dynamics- Multi-modal Transport system- Technological Developments in ocean transportation: Size, Tracking, Speed and Security.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to understand the broad concepts of legal perspective.	PO1, PO2	
<b>CO2</b>	Be able to apprehend, analyze and evaluate the basic principles of Lawson Carriage of Goods	PO1, PO2, PO3, PO8	
<b>CO3</b>	Be able to learn and examine the process of the Cargo Claim Enquiry	PO5, PO6, PO7	
<b>CO4</b>	Be able to classify, appraise and assess the Maritime Logistics	PO4, PO5	
<b>CO5</b>	Be able to appraise, and evaluate on Chartering Principles and Practices.	PO3, PO8	
<b>Reading List</b>			
1.	Supply chain management: An international journal, Emerald.		
2.	Industrial marketing management, Elsevier.		
3.	<a href="https://www.marineinsight.com/maritime-law/required-documentation-for-shipping-complete-list/">https://www.marineinsight.com/maritime-law/required-documentation-for-shipping-complete-list/</a>		
4.	<a href="https://uncitral.un.org/en/texts/transportgoods">https://uncitral.un.org/en/texts/transportgoods</a>		
<b>References Books</b>			
1.	Alan E. Branch. (2007). Elements of Shipping: Rutledge, 9 <sup>th</sup> Edition		
2.	Kapoor N. D. (2020). Mercantile Law. New Delhi: Sultan Chand & Sons, 38 <sup>th</sup> Edition		
3.	Maritime Economics : Rutledge. Pandit M. S., ShobhaPandit. (2010). Business Law. Mumbai: HPH, 1 <sup>st</sup> Edition		
4.	Peter Lorange. (2009). Shipping Strategy: Innovating for Success : Rutledge.		
5.	Shukla M. C. (2011). Mercantile Law. New Delhi: S. Chand & Co, 13 <sup>th</sup> Edition		

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	<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>CO 1</b>	S	S						
<b>CO 2</b>	M	S	M					S
<b>CO 3</b>					M	M	M	
<b>CO 4</b>				S	S			
<b>CO 5</b>			S					S

**S-Strong      M-Medium      L-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks			
									CIA	External	Total	
<b>934E911G</b>	<b>Export &amp; Import Management</b>	Elective	3	-	-	-	3	3	25	75	100	
<b>Course Objectives</b>												
C1	To provide an in-depth understanding of the career in International markets.											
C2	To analyze and evaluate the activities of Exim documentation.											
C3	To examine the dimensions of logistics and shipping characteristics.											
C4	To appraise on the overview of logistics and shipping procedures and pricing.											
C5	To appraise the various elements of role of IT in International business.											
UNIT	Details							No. of Hours	Course Objectives			
I	Export & Import – Introduction, Definitions. Evolution of Export & Import. Foreign Trade Institutional Framework and Basics. Multinational Organizations & Structure, International Business Scenario.							9	C1			
II	Export-Import—Documentation and Steps, Export–Import Strategies and Practice, Export Marketing, Business Risk Management and Coverage, Export Incentive Schemes.							9	C2			
III	Logistics and Characteristics of Modes of Transportation, Characteristics of Shipping Industry, World Shipping, Containerization and Leasing Practices.							9	C3			
IV	Export Procedures and Documents, Customs Clearance of Import and Export Cargo, Methods and Instruments of Payment and Pricing Inco terms, Methods of Financing Exporters.							9	C4			
V	Information Technology and International Business, Export & Import with European continent, Africa, Middle East Countries, ASEAN Countries, Australia and New Zealand, China and Japan.							9	C5			
<b>Total</b>							<b>45</b>					
<b>Course Outcomes</b>												
Course Outcomes	On completion of this course, students will;							Program Outcomes				
<b>CO1</b>	Be able to understand the broad concepts of logistics who seek a career in International markets.							PO1, PO6, PO8				
<b>CO2</b>	Be able to apprehend, analyze and evaluate the basic							PO3, PO4				

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	principles of Exim documentation process	
<b>CO3</b>	Be able to learn and examine the process of logistics and shipping characteristics.	PO5, PO6, PO7
<b>CO4</b>	Be able to classify, appraise and assess the logistics and shipping procedures and pricing.	PO4, PO5
<b>CO5</b>	Be able to appraise, and evaluate on the various elements of IT in International business.	PO3, PO8
<b>Reading List</b>		
1.	Supply chain management: An international journal, Emerald.	
2.	Industrial marketing management, Elsevier.	
3.	<a href="https://in.sagepub.com/en-in/sas/export-and-import-management/book276434">https://in.sagepub.com/en-in/sas/export-and-import-management/book276434</a>	
4.	<a href="https://www.ettintl.com/blog/Why-Export-Import-Management-Course-Is-Important.html">https://www.ettintl.com/blog/Why-Export-Import-Management-Course-Is-Important.html</a>	
<b>References Books</b>		
1.	Rama Gopal C.(2007). Export Import Procedures - Documentation And Logistics : New Age International.	
2.	Usha KiranRai.(2007) Export-Import and Logistics Management : PHI Learning Pvt. Ltd.	
3.	Justin Paul & Rajiv Aserkar(2010). Export Import Management : Oxford University Press.	
4.	Export Business-A Beginner's Guide: A practical guide for starting export business: Notion Press,2020	
5.	India's Trade Analytics: Patterns And Opportunities: Sage India Pvt Ltd.2019.	

	<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>CO 1</b>	M					M		M
<b>CO 2</b>			M	S				
<b>CO 3</b>					M	S	M	
<b>CO 4</b>				S	S			
<b>CO 5</b>			M					S

**S-Strong      M-Medium      L-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>934E911H</b>	<b>Strategic Logistics Management</b>	Elective	3	-	-	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To provide an in-depth understanding of various concept of strategy										
C2	To analyze and evaluate the process of environmental analysis										
C3	To examine the dimensions of business level strategy										
C4	To appraise on the overview of strategy analysis and choice										
C5	To appraise the various elements of strategy analysis and control										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Strategy:</b> Introduction - Strategic planning and strategic management: Levels of strategic planning - Process of strategic planning - dimensions of strategic decisions - Strategic management process							9	C1		
II	<b>Environmental analysis:</b> environmental scanning - Industry analysis - Competitive analysis -Internal analysis: Resource Based view, SWOT / PEST / ETOP analysis, Value Analysis- Strategy formulation/ alternatives: Corporate strategies: grand strategies- stability, expansion, retrenchment and combination							9	C2		
III	<b>Business level strategies:</b> - acquiring core competencies – Porter’s Generic Strategies Model – Functional level strategies: Production and Operations – Finance – HR – Marketing and R & D Strategies							9	C3		
IV	<b>Strategic analysis and choice:</b> Portfolio Analysis-BCG Growth-Share Matrix, GE Business Screen, Shell’s Directional Policy Matrix, Hofer’s Product – Market Matrix Strategic implementation: Steps-structural issues- behavioral issues- strategic leadership							9	C4		
V	<b>Strategic evaluation and control:</b> Balanced Score Card approach –EVA and MVA - ERP– Stake holder analysis – Systems thinking approach, Strategic control - operational control - process and Techniques.							9	C5		
<b>Total</b>							<b>45</b>				



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<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>
<b>CO1</b>	Be able to understand the broad concepts of strategy	PO1, PO2, PO6
<b>CO2</b>	Be able to apprehend, analyze and evaluate the basic principles of environmental analysis	PO1, PO5
<b>CO3</b>	Be able to learn and examine the process of business level strategy	PO5, PO6, PO7
<b>CO4</b>	Be able to classify, appraise and assess the strategy analysis and choice	PO3, PO5
<b>CO5</b>	Be able to appraise, and evaluate on the strategy analysis and control	PO3, PO8
<b>Reading List</b>		
1.	International Journal of Operations & Production Management. Emerald.	
2.	International Journal of Physical Distribution & Logistics Management, Emerald.	
3.	Logistics Information Management, Emerald.	
4.	Journal of business logistics, ProQuest.	
<b>References Books</b>		
1.	Azhar Kazmi. (2007). Strategic Management and Business Policy – 3rd Edition: Tata McGraw Hill. New Delhi.	
2.	R. Srinivasan. (2007). Strategic Management - 3rd Edition: Prentice Hall India, New Delhi.	
3.	Thomson, Strickland & Pearson. (2005). Strategic Management: Tata McGraw Hill, New Delhi. V.S., 2 <sup>nd</sup> Edition	
4.	Ramasamy & S. Namakumari. Strategic Planning-Formulation of corporate strategy: Macmillan India pvt ltd, 2001	
5.	James R Stock, Douglas Lambert Strategic Logistics Management - McGraw-Hill Higher Education; 4th edition (1 April 2001)	

	<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>CO 1</b>	M	M				M		
<b>CO 2</b>	M				M			
<b>CO 3</b>					M	M	M	
<b>CO 4</b>			S		S			
<b>CO 5</b>			S					S

**S-Strong      M-Medium      L-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>934E911I</b>	<b>Distribution Management</b>	Elective	3	-	-	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To provide an in-depth understanding of logistics operating areas and their interrelationship.										
C2	To analyze and evaluate the activities of planning and decision making and process steps.										
C3	To examine the dimensions of organizing structure in distribution.										
C4	To appraise on the overview of distribution organization and its leadership and Control										
C5	To appraise the various elements of Business Ethics of the organization.										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to Distribution Distribution – Definition – Need for physical distribution – functions of distribution – marketing forces affecting distribution. The distribution concept – System perspective. Physical distribution trends in India. Transportation: Scope – principles of transportation function – relationship of transportation to other business functions.							9	C1		
II	<b>Planning &amp; Decision Making:</b> Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Strategic Management Process Decision Making Process and Techniques. Business Models							9	C2		
III	<b>Nature of Organizing:</b> Organization Structure and Design - Authority Relationships – Delegation of Authority and Decentralization – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organizational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organization. Span of control – Pros and Cons of Narrow and Wide Spans of Control –Optimum Span - Managing Change and Innovation.							9	C3		

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IV	<p><b>Leadership and Control:</b> Leadership: Approaches to Leadership and Communication. Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organization – Management by Exception (MBE)</p>	9	C4
V	<p><b>Business Ethics:</b> Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit - Business Ethics and - CSR Models.</p>	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to understand the broad concepts of logistics operating areas and their interrelationship.	PO4, PO6, PO8	
<b>CO2</b>	Be able to apprehend, analyze and evaluate the basic principles of planning and decision making and process steps.	PO1, PO2	
<b>CO3</b>	Be able to learn and examine the process of organizing structure in distribution.	PO5, PO6, PO7	
<b>CO4</b>	Be able to classify, appraise and assess the structure of distribution organization and its leadership and Control	PO4, PO5, PO7	
<b>CO5</b>	Be able to appraise, and evaluate on the various elements of Business Ethics of the organization.	PO3, PO8	
<b>Reading List</b>			
1.	Supply chain management and advanced planning, Springer.		
2.	Supply chain management: An international journal, Emerald.		
3.	Industrial marketing management, Elsevier.		
4.	Journal of Business logistics, Wiley online.		
<b>References Books</b>			
1.	D K Agrawal. (2007). Distribution and Logistics Management: A Strategic Marketing Approach: Macmillan publishers. India.		
2.	Kapoor Satish K & Kansal Purva (2003) Basics of Distribution Management: A Logistical Approach: Prentice HALL of India.		
3.	Alan Ruston, Phil Crouches, Peter Baker (2014) The Handbook of Logistics and Distribution Management: Kogan page India New Delhi.		

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4.	Basics of distribution management: a logistics approach by Purva Kansal and Satish K. Kapoor, 2003.
5.	The strategy of distribution management, by Martin Christopher , 1985

	<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>CO 1</b>				M		M		M
<b>CO 2</b>	M	S						
<b>CO 3</b>					M	M	M	
<b>CO 4</b>				S	S		S	
<b>CO 5</b>			S					S

**S-Strong      M-Medium      L-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>934E911J</b>	<b>Multi-Modal Transportation</b>	Elective	3	-	-	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To provide an in-depth understanding of various frameworks on various tariffs applicable in sea/air/rail/road/pipeline transportation										
C2	To analyze and evaluate the activities of Multimodal Trade Route										
C3	To examine the dimensions of corporate structures in Multimodal										
C4	To appraise on the overview of concept of International Conventions										
C5	To appraise the various elements of Multimodal Transport										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Multi Modal Transportation:</b> Multi modal transportation - Introduction, growth and components, Physical multi modal operations – Inter relationship of transport mode, Modal interfaces - Function of infrastructure in various modes - Ports, airports, inland depots, railheads - Intermodal systems – road/rail/ sea - sea/ air - road/ air - road / rail.							9	C1		
II	<b>Multimodal Trade Routes:</b> Multimodal trade routes – factors affecting Mode and Route choices, Multimodal transport operators – Types of Vessel Operators –Other provisions through Transport services.							9	C2		
III	<b>Corporate Structures In Multimodal:</b> Corporate structures in Multimodal Transport, Pricing aspects in transport modes - price measurements – relationship between price and demand - importance of revenue and cash flow - pricing strategies - Calculation of through transport pricing - Multimodal carrier service contracts - Modern Freight Tariffs, Tracking the Container Fleet.							9	C3		
IV	<b>International conventions:</b> pertaining to multimodal transport - Hague Rules – Hague V is by Rules - Hamburg Rules - Rotterdam Rules - CMR - CIM - TIR - Warsaw Convention - Montreal convention -Regulations regarding Carriage of Dangerous Goods by various modes							9	C4		
V	<b>Marketing of Multimodal Transport:</b> Indian							9	C5		

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	Multimodal Act-1993, Conventions related to Multimodal transport-Cargo liability conventions, Conventions relating to Dangerous Goods-Customs conventions-Statutory Regulations and Restrictions-National and International restrictions on the movement of goods-WTO. Measurement of quality of services - Importance of Quality management systems (ISO 9000) - Application of Total Quality Management (TQM) - Benchmarking.		
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to understand the broad concepts of multimodal and intermodal transportation and the maritime transportation.	PO1, PO2	
<b>CO2</b>	Be able to apprehend, analyze and evaluate the basic principles of Multimodal Trade Route	PO1, PO2, PO3, PO8	
<b>CO3</b>	Be able to learn and examine the process of the corporate structures in Multimodal	PO5, PO6, PO7	
<b>CO4</b>	Be able to classify, appraise and assess the International Conventions	PO4, PO5	
<b>CO5</b>	Be able to appraise, and evaluate on the various elements of Multimodal Transport	PO3, PO8	
<b>Reading List</b>			
1.	Journal of Logistics Management, ingenta.		
2.	Periodicals of Engineering and Natural Sciences		
3.	The International Journal of Logistics Management, emerald.		
4.	Advances in Logistics and Supply Chain Management, springer.		
<b>References Books</b>			
1.	Hutchinson B.G. (2013). Principles of Urban Transport Systems Planning: McGraw Hill Book Company (latest edition).		
2.	JotinKhisty C & Kent Lall B. (1998). Transportation Engineering: An Introduction: Prentice. Hall International, Inc. 12th Edition		
3.	A simulation instructor's handbook: the learning game. Nautical Institute, 2010 Clark, Ian. Stability, trim and strength for merchant ships and fishing vessels (2nd edn). Nautical Institute, 2008		
4.	Bray, Capt David. DP operator's handbook: a practical guide. Nautical Institute, 2009 Carson-Jackson, Jilian, 3 <sup>rd</sup> Edition		
5.	Michiel Spanjaart (2017) multimodal transport law, 1st edition routledge, Singapore.		

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	<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>CO 1</b>	S	S						
<b>CO 2</b>	M	S	S					S
<b>CO 3</b>					M	M	M	
<b>CO 4</b>				S	S			
<b>CO 5</b>			S					S

**S-Strong      M-Medium      L-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E911K	Logistics Infrastructure	Elective	3	-	-	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To provide an in-depth understanding of salient logistics infrastructure and environment.										
C2	To analyze and evaluate the activities of technical infrastructure and web.										
C3	To examine the dimensions modes of transportation and the infrastructure.										
C4	To appraise on the overview of storage operations and control.										
C5	To appraise the various elements of Infrastructure and Layout Of Container Terminals										
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Infrastructure:</b> Salient Features - Importance - Types - Commercialization of Infrastructure - Infrastructure and Environment - Infrastructure and the poor-Policy framework -Indian Scenario - Phases of project development - Slow progress.							9	C1		
II	<b>Technology Infrastructure :</b> Internet and World Wide Web, internet protocols-FTP, intranet and extranet, Cloud Service Models – SAAS, PAAS, IAAS, Cloud Deployment Models – Public Cloud, Private Cloud, Hybrid Cloud, Auto-Scaling in the Cloud, Internet information publishing technology-basics of webserver hardware and software.							9	C2		
III	Transportation Selection – Tradeoff – modes of transportation – models for transportation and distribution – factors affecting network effectiveness–3PLadvantages – Indian transport infrastructure – IT solutions–EDI, e-Commerce, e-Procurement – Bar Coding and RFID technology							9	C3		
IV	<b>Storehouse Operations and Control:</b> Introduction, Objectives, Storehouse Operations and its Objectives, Daily Activities of Stores, Organizing a Store, Store Location and Layout, Selecting appropriate storage system, Centralisation, Decentralisation and variety reduction of stores, Store Housekeeping, Stores Accounting							9	C4		
V	Infrastructure and Layout Of Container Terminals: Infrastructure and layout of container terminals -							9	C5		



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	Berth and quay characteristics- Apron width, quay crane rails - Container yard size, layout and markings Container Freight Station (CFS) -Gates, offices, maintenance facilities, fencing and traffic control. Types and purpose of equipment used in container terminals - Ship to shore handling equipment – Yard equipment for transfer, storage and delivery - CFS and other terminal equipment, Terminal automation.		
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to understand the broad concepts of the salient logistics infrastructure and environment.	PO4, PO6, PO8	
<b>CO2</b>	Be able to apprehend, analyze and evaluate the basic principles of technical infrastructure and web.	PO1, PO2	
<b>CO3</b>	Be able to learn and examine the process modes of transportation and the infrastructure.	PO5, PO6, PO7	
<b>CO4</b>	Be able to classify, appraise and assess the storage operations and control.	PO4, PO5	
<b>CO5</b>	Be able to appraise, and evaluate on the various elements of Infrastructure and Layout Of Container Terminals	PO3, PO8	
<b>Reading List</b>			
1.	<a href="https://www.projectmanager.com/blog/purchase-management">https://www.projectmanager.com/blog/purchase-management</a>		
2.	Supply chain management: An international journal, Emerald.		
3.	Industrial marketing management, Elsevier.		
4.	<a href="https://www.procurementexpress.com/purchase-orders/purchasing-management/">https://www.procurementexpress.com/purchase-orders/purchasing-management/</a>		
<b>References Books</b>			
1.	David Simchi, Levi, Philip Kaminsky, Ravi Shankar. (2010). Designing & Managing the Supply Chain:TataMcGrawHill. 14 <sup>th</sup> Edition JOSHI R. N. (2013).		
2.	Public Private Partnership in Infrastructure: Perspectives, Principles and Practices: VisionBooks. NewDelhi.K. Hariharan. (2007).		
3.	Containerization, Multimodal Transport and Infrastructure Development in India: Shroff Publishers and distributors Pvt. Ltd. 5th Edition.		
4.	Lean Logistics: High- velocity Logistics Infrastructure and C-5 Galaxy Timothy L. Ramey,1999.		
5.	The fundamentals of military logistics: a primer of the logistics infrastructure,2005.		

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	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M		M		M
CO 2	M	S						
CO 3		S			M	M	M	
CO 4				S	S			
CO 5			S					S

**S-Strong      M-Medium      L-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>934E911L</b>	<b>Shipping Finance And Maritime Insurance</b>	Elective	3	-	-	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To provide an in-depth understanding of various frameworks on Investment Appraisal Concept										
C2	To analyze and evaluate the activities of Ship Registration, Tax Issues & Depreciation Policies										
C3	To examine the dimensions of Classes of Risk Covered by Marine Insurance										
C4	To appraise on the overview of the General Principles of Marine Insurance.										
C5	To appraise the various elements of the Principles of Protection & Indemnity (P&I) Insurance										
UNIT	Details							No. of Hours	Course Objectives		
I	Investment Appraisal Concept. Project cost (cost & revenue) - The time value of money – net present value & internal rate of return methods of calculation - Return on capital employed. Methods of accounting for depreciation and asset replacement. Financing of Shipping Business: Equity and debt financing – The basic secured loan & how it differs when the asset is a ship – The ship mortgage – Financing of new building ships – Appraising risk on shipping investment.							9	C1		
II	Ship Registration, Tax Issues & Depreciation Policies. Swaps and Options in Ship financing – Sale & lease back – Derivatives in shipping finance – Analysis of the share price movements of a public limited company. Sales and purchase of second hand ships: Financing of secondhand ships – Analysis of standard Ship Sale & Purchase contracts – Role of ship sale brokers – Demolition market dynamics.							9	C2		
III	Classes of Risk Covered By Marine Insurance. Hull & Machinery - Disbursements and increased value of hull – Shipowners’ third party liability (including collision liability, contact damage to the property, death and personal injury, pollution liability) - Excess liabilities in hull insurance - Protection and							9	C3		

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	Indemnity - Mortgagees indemnity - Employee liability - Freight at risk and Freight for Hire - Cargo insurance - Cargo liability - War and Strikes risks – hulls - War risks – cargo - Strikes risks - cargo.		
IV	General Principles Of Marine Insurance. Marine insurance market structure – Effecting marine insurance cover – Types of marine insurance covers – Institute clauses – war & strike clauses – Marine insurance claim process – Marine Insurance claim during General average situations.	9	C4
V	Principles Of Protection & Indemnity (P&I) Insurance. Types of P&I covers available & their modes of operation – Third party liability claims processing – Insurance cover for Pollution claims – Insurance cover for professional indemnity.	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to understand the broad concepts of Investment Appraisal Concept	PO1, PO2	
<b>CO2</b>	Be able to apprehend, analyze and evaluate the basic principles of Ship Registration, Tax Issues & Depreciation Policies	PO1, PO2, PO3, PO8	
<b>CO3</b>	Be able to learn and examine the process of Classes of Risk Covered by Marine Insurance	PO5, PO6, PO7	
<b>CO4</b>	Be able to classify, appraise and assess the procedural General Principles of Marine Insurance.	PO4, PO5	
<b>CO5</b>	Be able to appraise, and evaluate on the various elements of Principles of Protection & Indemnity (P&I) Insurance	PO3, PO8	
<b>Reading List</b>			
1.	Supply chain management: An international journal, Emerald.		
2.	Industrial marketing management, Elsevier.		
3.	<a href="https://www.marineinsight.com/maritime-law/required-documentation-for-shipping-complete-list/">https://www.marineinsight.com/maritime-law/required-documentation-for-shipping-complete-list/</a>		
4.	<a href="https://uncitral.un.org/en/texts/transportgoods">https://uncitral.un.org/en/texts/transportgoods</a>		
<b>References Books</b>			
1.	Shipping Finance, Graham Burns and Stephenson Harwood, Publisher: Euromoney Books, 2 <sup>nd</sup> Edition,		
2.	Ship Finance: Credit expansion and the Boom Bust Cycle, Peter Stokes, Publisher: Lloyd's of London Press, 2 <sup>nd</sup> Edition, 1997		

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3.	Ship Sale and Purchase, Lain Goldrein QC and Paul Turner, Publisher: Lloyd's of London Press, 6 <sup>th</sup> Edition, 2012
4.	Marine Insurance: Law and Practice - Francis D Rose., Publisher: Lloyd's of London Press, 2 <sup>nd</sup> Edition, 2013
5.	General Average : Law and Practice - Francis D Rose, Publisher: Lloyd's of London Press, 3 <sup>rd</sup> Edition, 2017

	<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>CO 1</b>			S	S				
<b>CO 2</b>	M	S	S					S
<b>CO 3</b>					M	M	M	
<b>CO 4</b>				S	S			
<b>CO 5</b>			S					S

**S-Strong      M-Medium      L-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
934E911M	<b>Packaging and Material Handling</b>	Elective	3	-	-	-	3	3	25	75	100
<b>Course Objectives</b>											
C1	To provide an in-depth understanding of packaging materials and design.										
C2	To analyze and evaluate the activities of Functions and Essentials of Packaging.										
C3	To examine the dimensions of consumer packaging Identification codes, bar codes, and electronic data interchange.										
C4	To appraise on the overview of the Packing Considerations: Protection, Convenience, Environment, Use/Re- use- Cost and Competition.										
C5	To appraise the various elements of Eco friendly Packaging for Exports-Scientific Packaging-Standardization in Packaging.										
UNIT	Details							No. of Hours	Course Objectives		
I	Packaging/Packing Materials & Components: Various Materials/Metals Flexible, Folding, Insulated, Corrugated Packing Materials-Packing materials: Paper, Wood, Adhesive, Aluminum foil, Cushioning-stuff, Packaging gas, Pallet, Paperboard, Plastic wrap, Shrink wrap, Screw cap, Slip sheet- Security printing- Stretch wrap –Time temperature indicator- Tinplate. Packaging Industry Process and Machining: Packaging Demands of Consumer goods Industry- Packaging Demands of Industrial Users-Technology Trends in Packaging Industry – Aseptic processing -Authentication-Automatic identification and data capture - Blow fill seal - Blow molding - Containerization -Electronic article surveillance -Graphic Design -Induction sealing -Plastic welding -Printing							9	C1		
II	Packaging: Meaning, Functions and Essentials of Packing- Packaging: Meaning, Functions and Essentials of Packaging- Difference between Packing and Packaging-Packing for Storage- Packing for Overseas Shipment-Packing for Inland Transportation- Packaging for Product content Protection-Test of packaging: Mechanical, Climatic & Lab test- International Care labeling code - Packaging cost							9	C2		

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III	Packaging Types: Primary, Secondary and Tertiary- Requirements of Consumer Packaging, Channel Member Packaging and Transport Packaging - Shrink packaging – Identification codes, bar codes, and electronic data interchange (EDI)- Universal Product Code- GS1 Standards- package labels- Symbols used on packages and labels. Heavy, Medium and small Packaging- Active packaging-Child-resistant packaging Pilfer/Tamper Evident/Proof Packaging-Product-Packaging compatibility- Pharma Packaging- Food Packaging- Electronic goods Packaging- FMCG packaging- Heavy engineering Goods/Equipment Packaging.	9	C3
IV	Packing Considerations: Protection, Convenience, Environment, Use/Re- use- Cost and Competition – Packing as a systems approach to Logistics- Transport/Storage Requirements- Physical, Chemical Environmental, Biological Nature of the Products Packing as Protection Against Hazards- Package design considerations: Structural design, marketing, shelf life, quality assurance, logistics, legal, regulatory, graphic design, end-use, environmental factors- Packaging for Marketing and Visual Appeal-Biodegradation - Recycling: Glass, Plastic & Paper-Reuse- Sustainable packaging - Waste management.	9	C4
V	Packaging Economics: Packaging Cost Vs Product cost- Cost Reduction in Packaging. Packing for Inventory Control, Value Analysis- Packing and Value Engineering, Packaging Laws-Consumer Protection in Food Packaging, Marking and Labeling, Eco friendly Packaging for Exports- Scientific Packaging- Standardization in Packaging. Quality assurance-Radio- frequency identification - Track and trace -Vacuum forming Verification and validation - Barcode printer - Barcode reader -Bottling line –Carton machine- Check weighed -Conveyor system -Heat gun - Heat sealer - Industrial robot Injection molding machine –Logistics automation	9	C5
<b>Total</b>		<b>45</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Be able to understand the broad concepts of types of packaging materials and design.	PO1, PO6, PO8	
<b>CO2</b>	Be able to apprehend, analyze and evaluate the basic	PO3, PO4	

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	principles of Functions and Essentials of Packaging.	
<b>CO3</b>	Be able to learn and examine the process of consumer packaging Identification codes, bar codes, and electronic data interchange.	PO5, PO6, PO7
<b>CO4</b>	Be able to classify, appraise and assess the packing Considerations: Protection, Convenience, Environment, Use/Re- use- Cost and Competition.	PO4, PO5
<b>CO5</b>	Be able to appraise, and evaluate on the various elements of Eco friendly Packaging for Exports- Scientific Packaging-Standardization in Packaging.	PO3, PO8
<b>Reading List</b>		
1.	Supply chain management: An international journal, Emerald.	
2.	Industrial marketing management, Elsevier.	
3.	<a href="https://in.sagepub.com/en-in/sas/export-and-import-management/book276434">https://in.sagepub.com/en-in/sas/export-and-import-management/book276434</a>	
4.	<a href="https://www.ettintl.com/blog/Why-Export-Import-Management-Course-Is-Important.html">https://www.ettintl.com/blog/Why-Export-Import-Management-Course-Is-Important.html</a>	
<b>References Books</b>		
1.	Calver G. (2003). What Is Packaging Design: Rot vision.	
2.	Dean D. A. (2000). Pharmaceutical Packaging Technology: Taylor & Francis.	
3.	McKinley A. H. (2004) Transport Packaging: IoPP.	
4.	Robertson G. L. (2005). Food Packaging.	
5.	Introduction to Materials Management   Eighth Edition   By Pearson, 2017.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>		M				M		M
<b>CO 2</b>			S	S				
<b>CO 3</b>					M	M	M	
<b>CO 4</b>				S	S			
<b>CO 5</b>			S					S

**S-Strong      M-Medium      L-Low**



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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>534S3A</b>	<b>Soft Skills IV – Leadership &amp; Team Building Skills</b>	Soft Skills	-	-	2	-	2	30	25	75	100
<b>Course Objectives</b>											
C1	To understand the characteristics, style, traits of leaders, and theories of leadership.										
C2	To learn more about self-leadership and developing team-building skills through case studies and examples.										
C3	To understand how to form, manage and lead the team.										
C4	To understand the measures of conflict in a team										
C5	To explore team roles & processes in developing and managing a team										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>Leadership Theories:</b> Nature of leadership theories & models of leadership - attributes of effective leaders - traits of leadership - interpersonal competence & leadership							6	C1		
II	<b>Leadership Styles:</b> Leadership qualities -styles of leadership -attitudes-role models & new leadership - cultural differences and diversity in leadership - leader behaviour leadership in different countries- leadership ethics & social responsibility.							6	C2		
III	<b>Leadership Skills:</b> Leadership skills - Leadership & management - transactional & transformational in leadership -Strength based leadership in practice - Tasks & Relationship approach in leadership - influence tactics of leaders- motivation and coaching skills. Establishing constructive climate- listening to out group members- communication and conflict resolution skills.							6	C3		
IV	<b>Team Work:</b> Working in group & teams - characteristics of effective team- types- team development: Tuckman's team development stages- Belbin team roles - Ginnett - team effectiveness leadership model.							6	C4		
V	<b>Exploring team roles &amp; processes:</b> mapping the stages of group development -Building: and developing teams- overcoming resistance coping and conflict and Ego-leading a team managing meetings.							6	C5		
<b>Total</b>							<b>30</b>				

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<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>
<b>CO1</b>	Critical understanding of theories and concepts of leadership and teamwork in organizations	PO4, PO5, PO6, PO7
<b>CO2</b>	Critical awareness of the importance of teamwork and development of the skills for building effective teams	PO4, PO5, PO6, PO7
<b>CO3</b>	Understanding of the techniques and practical understanding of how to apply theories and concepts to improve leadership skills.	PO2, PO4, PO5, PO6, PO7
<b>CO4</b>	Development of skills in effective leadership and professional communication	PO4, PO5, PO6, PO7
<b>CO5</b>	Demonstrate effective written communication skills for plans, strategies and outcomes.	PO4, PO6, PO7
<b>Reading List</b>		
1.	Uday Kumar Haldar, Leadership and Team Building,	
2.	D.K. Tripathy, Team Building and Leadership with Texts and Cases, Himalaya Publishing House, 2014	
3.	International Journal on Leadership, Publishing India Group	
4.	International Journal of Organizational Leadership, CIKD	
<b>References Books</b>		
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.	
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noola: HarperCollins	
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.	
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.	
5.	Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.	
6.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.	

	<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>CO 1</b>				3	3	3	3	
<b>CO 2</b>				3	3	3	3	
<b>CO 3</b>		3		3	3	3	3	
<b>CO 4</b>				3	3	3	3	
<b>CO 5</b>				3		3	3	

**3-Strong      2-Medium      1-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>534D3A</b>	<b>EMPLOYABILITY SKILLS</b>	Extra Disciplinary	3	-	-	-	3	45	25	75	100
<b>Course Objectives</b>											
C1	To learn about the employability skills										
C2	To understand dimensions of task oriented skills										
C3	To study on critical problem-solving techniques										
C4	To develop employability skills										
C5	To understand the logical and reasoning skills										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	<b>INTRODUCTION TO EMPLOYABILITY SKILLS</b> Meaning – Definition – Hard skills and soft skills –Employability skills and vocational skills – Employability and employment – Employability attributes.							9	C1		
II	<b>UNPACKING EMPLOYABILITY SKILLS</b> Embedded employability skills – Dimensions of competency – Task skills –Task Management skills – Contingency Management skills – Job/Role Environment skills.							9	C2		
III	<b>INTER – RELATIONSHIPS OF EMPLOYABILITY SKILLS</b> Communication – Team work – Problem solving – Initiative and Enterprise – Planning and Organizing – Self management – Learning – Technology.							9	C3		
IV	<b>RESUME WRITING</b> Meaning – Features of good resume – Model (Exercise). Etiquettes – Dress, Cleanliness, Etiquettes to be followed inside the employment seeking process.							9	C4		
V	<b>Arithmetic and Logical Reasoning Skills – Exercise.</b>							9	C5		
<b>Total</b>							<b>45</b>				

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<b>Course Outcomes</b>		
<b>Course Outcomes</b>	On completion of this course, students will;	
<b>CO1</b>	Acquire employability skills	PO4, PO6, PO7
<b>CO2</b>	understand dimensions of task oriented skills	PO4, PO6, PO7
<b>CO3</b>	study on critical problem-solving techniques	PO4, PO6, PO7
<b>CO4</b>	develop employability skills	PO4, PO6, PO7
<b>CO5</b>	understand the logical and reasoning skills	PO4, PO6, PO7
<b>Reading List</b>		
1.	<a href="https://www.jobjumpstart.gov.au/article/what-are-employability-skills">https://www.jobjumpstart.gov.au/article/what-are-employability-skills</a>	
2.	<a href="https://www.simplilearn.com/why-are-employability-skills-important-article">https://www.simplilearn.com/why-are-employability-skills-important-article</a>	
3.	<a href="https://blog.hubspot.com/marketing/employability-skills">https://blog.hubspot.com/marketing/employability-skills</a>	
4.	<a href="https://www.indeed.com/career-advice/finding-a-job/employability-skills">https://www.indeed.com/career-advice/finding-a-job/employability-skills</a>	
<b>References Books</b>		
1.	Soft Skills, Dr. K. Alex	
2.	Winning Interview Skills, Compiled & Edited by J.K. Chopra.	
3.	A Modern Approach to Verbal and Non- Verbal Reasoning, R. S. Aggarwal.	
4.	Fafinski, S., Finch, E. (2014). Employability Skills for Law Students. United Kingdom: OUP Oxford.	
5.	Trought, F. (2017). Brilliant Employability Skills: How to Stand Out from the Crowd in the Graduate Job Market. United Kingdom: Pearson Education Limited.	
6.	Chaita, M. V. (2016). Developing Graduate Employability Skills: Your Pathway to Employment. United States: Universal Publishers.	

	<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>CO 1</b>				3		3		
<b>CO 2</b>				3		3		
<b>CO 3</b>		2		3		3		
<b>CO 4</b>				3	2	3	1	
<b>CO 5</b>				3		3		

**3-Strong      2-Medium      1-Low**

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Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
<b>534C3A</b>	<b>Information Systems for Business</b>	Core	4	-	-	-	4	45	25	75	100
<b>Course Objectives</b>											
C1	To enable students to understand the fundamentals of information system and its role of information in managerial decision making										
C2	To throw light on fundamentals of information systems like TPS, DSS, and EIS.										
C3	To manage system applications and data to best support functional areas of business										
C4	To provide insights in securely managing database and information using the process of										
C5	To elucidate the need and importance of ERP, its selection and implementation in workplace										
<b>SYLLABUS</b>											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to information system-The management, structure and activities- Information needs and sources-Types of management decisions and information need. System classification Elements of system, input, output, process and feedback.							12	C1		
II	Transaction Processing information system, Office Automation System (OAS) - Knowledge workers System(KWS); MIS; Information system for managers, Intelligence information system –Decision support system-Executive information systems.							12	C2		
III	Functional Management Information System: Production / Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system.							12	C3		
IV	System Analysis and Design: The work of a system analyst- SDLC-System design – AGILE Model – Waterfall Model – Spiral Model – Iterative and Incremental Model - RAD Model - Requirement analysis-Data flow diagram, relationship diagram, design- Implementation-Evaluation and maintenance							12	C4		

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	of MIS, Database System: Overview of Database-Components-advantages and disadvantages of database; Data Warehousing and Data Mining; Business Intelligence; Artificial Intelligence; Expert System; Big Data; Cyber Safety and Security-Cryptography; RSA Model of Encryption; Data Science - Block Chain Technology; E-commerce and E-Business models; IOT - RFID.		
V	Enterprise Resource Planning (ERP) System, Benefits of the ERP, ERP how different from conventional packages , Need for ERP , ERP components , Selection of ERP Package, ERP implementation, Customer Relationship management. Organisation & Types, Decision Making, Data & information, Characteristics & Classification of information, Cost & value of information, various channels of information and MIS; Information system audit and control – E-Governance.	12	C5
	<b>Total</b>	<b>60</b>	
<b>Course Outcomes</b>			
<b>Course Outcomes</b>	On completion of this course, students will;	<b>Program Outcomes</b>	
<b>CO1</b>	Learn the importance of data and information in managerial decision making.	PO1, PO2, PO6	
<b>CO2</b>	Possess on the various IS and the its relevance to Organizational environment	PO3, PO5, PO8,	
<b>CO3</b>	Understand the application of IS on the various functions like Accounting, Finance, Marketing, Operations and HR	PO1, PO3, PO5, PO8	
<b>CO4</b>	To study the various models and new technologies	PO1, PO2, PO6, PO7	
<b>CO5</b>	Be exposed on the importance of selecting the appropriate ERP and its implementation	PO1, PO2, PO5, PO8	
<b>Reading List</b>			
1.	Information Systems for Business and Beyond – opentextbooks.site.		
2.	Management Information Systems: Managing the Digital firm – www.textbooks.com		
3.	Information systems Journal – Wiley Online Library.		
4.	Information Systems management in Business and development organisations – Harekrishna Misra – PHI Learning.		

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<b>References Books</b>	
1.	Azam, M., Management Information System, McGrawHill Education, 2012
2.	Laudon, K., Laudon, J. and Dass, R., Management Information Systems – Managing the Digital Firm, 11 <sup>th</sup> Edition, Pearson, 2010.
3.	Murdick, R.G., Ross, J.E. and Claggett, J.R., Information Systems for Modern Management, 3 <sup>rd</sup> Edition, PHI, 2011.
4.	O'Brien, J.A., Morakas, G.M. and Behl, R., Management Information Systems, 9 <sup>th</sup> Edition, Tata McGraw-Hill Education, 2009.
5.	Saunders, C.S. and Pearson, K.E., Managing and Using Information Systems, 3 <sup>rd</sup> Edition, Wiley India Pvt. Ltd., 2009.
6.	Stair, R. and Reynolds, G., Information Systems, 10 <sup>th</sup> Edition, Cengage Learning, 2012.

	<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>CO 1</b>	3	2				3		
<b>CO 2</b>			3		3			3
<b>CO 3</b>	2		3		2			3
<b>CO 4</b>	3	3				2	3	
<b>CO 5</b>	3	2			2			3

**3-Strong      2-Medium      1-Low**