



**RATHINAM COLLEGE OF ARTS AND SCIENCE
(AUTONOMOUS)**

Rathinam Techzone, Pollachi Road, Eachanari, Coimbatore – 641021

DEPARTMENT OF MANAGEMENT - PG

Syllabus for

MASTER OF BUSINESS ADMINISTRATION

(I, II, III & IV Semester)

2024-25 Batch on-wards

*Rathinam College of Arts and Science (Autonomous)
Admitted for MBA in Academic 2021 Onward*

Vision and Mission statement of the Institution:

VISION

To emerge as a world-renowned institution that is integrated with industry to impart knowledge, skills, research culture and values in youth who can accelerate the overall development of India.

MISSION

To impart superior quality education at affordable cost, nurture academic and research excellence, maintain eco-friendly and future-ready infrastructure, and create a team of well qualified teaching professionals who can build global competency and employability.

CORE PURPOSE

Transform the youth into National Asset.

Vision and Mission statement of the Department:

VISION

To create innovative leaders of tomorrow who are professionally nurtured on excellent management skills, with ethics and socially responsible too.

MISSION

- Nurturing creativity is our culture actionable through renowned faculty
- Providing a centre of excellence which imbibes excellent management thinking
- Creating leaders and entrepreneurs for the regional prosperity with global competency.

Program Educational Objectives (PEO)

PEO1	:	Graduates will be enriched with the domain knowledge on the management verticals viz., Finance, Operations, Human Resource, Marketing, International Business, Supply Chain Management, Agriculture Management, and Remote Infrastructure Management and so on as upgraded as and when needed.
PEO2	:	Graduates will be provided a mind space which enables to exhibit their professional leadership quality in the work and contribute towards welfare of the Society irrespective of the origination of the student.
PEO3	:	Graduates are engaged in the planned and systematic activity throughout the course which enhances their suitability to face any leadership challenges of all levels including Research and Development arena.
PEO4	:	Graduates are exposed to the International Business Environment in and outside the country which makes them a competitive edge across the globe.
PEO5	:	Graduates are nurtured with the organic entrepreneurial ability to stand firm against any circumstances arise around the corner.

Mapping of Institute Mission to PEO

Institute Mission	PEOs
Imparting superior quality of education.	PEO1, PEO4.
Affordability with state-of-the-art infrastructure	PEO3, PEO4.
Nurturing academic & research excellence in Teaching - Learning Curve	PEO1, PEO2, PEO 3.
Building global competency.	PEO2, PEO4, PEO 5.

Mapping of Department Mission to PEO

Department Mission	PEOs
Nurturing creativity is our culture actionable through renowned faculty	PEO1, PEO2
Providing a centre of excellence which imbibes excellent management thinking	PEO2, PEO 3.
Creating leaders and entrepreneurs for the regional prosperity with global competency.	PEO3, PEO4, PEO5.

Program Outcomes (PO):

PO1 :	Students should be able to conceptualize, organize, and resolve complex business problems or issues by using the resources available under their discretion.
PO2 :	Students should be able to apply the perspective of their chosen concentrated area of study to develop fully-reasoned opinions on such contemporary issues as the need for innovation, integrity, leading and managing change, globalization, and technology management.
PO3 :	Students should be able to determine the effectiveness with which goals are defined and achieved in team environments, to assess the contributions made by themselves as well as by their peers within those environments, and to identify and resolve conflicts.
PO4 :	Students should be able to demonstrate the ability to listen and to read attentively, and to express ideas with clarity in both oral and written communications.
PO5 :	Students should be able to document their participation in, and contribution to, student organizations, business or consulting projects, internship opportunities, or other MBA sanctioned initiatives.

Correlation between the POs and the PEOs

S- Strong Correlation M – Medium Correlation B – Blank

Program Outcomes		PEO1	PEO2	PEO3	PEO4	PEO5
PO1	:	S	B	B	B	B
PO2	:	B	S	S	S	S
PO3	:	B	M	B	M	M
PO4	:	M	M	B	S	M
PO5	:	B	S	S	M	S

Components considered for Course Delivery is listed below:

1. Class room Lecture
2. Laboratory class and demo
3. Assignments
4. Mini Project
5. Project
6. Online Course
7. External Participation
8. Seminar
9. Internship

Mapping of POs with Course Delivery:

Program Outcomes	Course Delivery								
	1	2	3	4	5	6	7	8	9
PO1	H	H	H	M	M	H	L	M	L
PO2	L	H	M	H	H	M	M	M	H
PO3	L	M	M	H	M	L	H	H	H
PO4	H	L	H	M	M	L	H	H	H
PO5	L	M	M	H	H	L	M	L	H

RATHINAM COLLEGE OF ARTS & SCIENCE (AUTONOMOUS)
Scheme of Curriculum for MBA for the Batch admitted during 2024-2025 Onwards

Se m	Par t	Typ e	Sub Cod e	Subject	Credit	Per Wee k	CI A	ES E	Tot al	Exa m Hou rs
1.1	3	C1		Management Science	4	5	50	50	100	3
1.2	3	C2		Business Statistics	4	5	50	50	100	3
1.3	3	C3		Business Economics	4	5	50	50	100	3
1.4	3	C4		Business Environment	4	5	50	50	100	3
1.5	3	C5		Financial Management	4	5	50	50	100	3
1.6	3	SE C 1		Design Thinking and Entrepreneurial Development	4	5	50	50	100	3
					24	30	300	300	600	
2.1	3	C6		Operation Research	4	5	50	50	100	3
2.2	3	C7		Human Resources Management	4	5	50	50	100	3
2.3	3	C8		Marketing Management	4	5	50	50	100	3
2.4	3	C9		Research methods for Management	4	5	50	50	100	3
2.5	3	C10		Operations Management	4	5	50	50	100	3
2.6	3	SE C 2		Business Communication	4	5	50	50	100	3
					24	30	300	300	600	
3.1	3	C11		Strategic Management	4	5	50	50	100	3
3.2	3	SE C 3		Business Analytics & Artificial Intelligence Tools	4	5	50	50	100	3
3.3	3	EL E 1		Elective-1	4	5	50	50	100	3
3.4	3	EL E 2		Elective-2	4	5	50	50	100	3
3.5	3	EL E 3		Elective-3	4	5	50	50	100	3
		EL E 4		Elective-4	4	5	50	50	100	3
3.6	3	ITR		Internship / Industrial Training (Summer vacation at the end of II semester activity)	2	0	50	0	50	3
					26	30	350	300	650	
4.1	3	C12		Core-XII	4	5	50	50	100	3

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4.2	3	EL E 5		Elective-5	4	5	50	50	100	3
4.3	3	EL E 6		Elective-6	4	5	50	50	100	3
4.4		EL E 7		Elective-7	4	5	50	50	100	3
4.5		EL E 8		Elective-8	4	5	50	50	100	3
4.6	3	PRJ		Project with Viva-Voce	6	5	100	100	200	3
					26	30	350	350	700	
TOTAL					100	120	###	125	###	
							0			

Elective						
Finance Elective Courses						
1	3	UG Degree	Investment Banking	Managem ent	Theor y	
2	3	UG Degree	Financial Market & Service	Managem ent	Theor y	
3	3	UG Degree	Equity Research and Portfolio Management	Managem ent	Theor y	
4	3	UG Degree	Credit Research Analystist	Managem ent	Theor y	
Operations Elective Courses						
1	3	UG Degree	Project Management	Managem ent	Theor y	
2	3	UG Degree	Business Process Reengineering	Managem ent	Theor y	
3	3	UG Degree	Total Quality Management	Managem ent	Theor y	
4	3	UG Degree	Service Operations Management	Managem ent	Theor y	
Marketing Elective Courses						
1	3	UG Degree	Brand Management	Managem ent	Theor y	
2	3	UG Degree	Consumer Behaviour	Managem ent	Theor y	
3	3	UG Degree	International Marketing Management	Managem ent	Theor y	
4	3	UG Degree	Digital and Social Media Marketing	Managem ent	Theor y	
Human Resources Elective Courses						
1	3	UG Degree	Training & Development	Managem ent	Theor y	
2	3	UG Degree	Performance Management	Managem ent	Theor y	

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3	3	UG Degree	Compensation And Benefits Management	Management	Theory	
4	3	UG Degree	Strategic Human Resource Management	Management	Theory	
Business Analytics Elective Courses						
1	3	UG Degree	Data Analytics-I	Management	Theory	
2	3	UG Degree	Data Analytics-II	Management	Theory	
3	3	UG Degree	Business Research	Management	Theory	
4	3	UG Degree	Business & Market Analytics	Management	Theory	
International Business Elective Courses						
1	3	UG Degree	India's Foreign policy	Management	Theory	
2	3	UG Degree	EXIM Procedure and Documentation	Management	Theory	
3	3	UG Degree	International Trade Operation	Management	Theory	
4	3	UG Degree	Global Marketing	Management	Theory	

Subject Code	Subject Title	Lecture	Tutorial	Practical	Credit	Type
	Core – I Management Science	4	4	0	4	Theory

Introduction:

The course focus on understanding of human behavior in organization. They will know the framework for managing individual and group performance

Course Objective

CO1	:	To understand basic concepts of management and organization functions.
CO2	:	To develop analytical and problem-solving skills, based on understanding of management concepts and theories.
CO3	:	To enhance the understanding of the dynamics of interactions between individual and the organization.
CO4	:	To evaluate the reciprocal relationship between the organizational characteristics and managerial behavior.
CO5	:	To develop practical insights on problem-solving capabilities for effectively managing Organisation.

UNIT I : Introduction to Management

[12Hours]

Concept of management and organisation- meaning, nature, principles and roles, skills – Management and administration, Management function – Evolution of management thought- F W Taylor, Henry Fayol, Peter Drucker, Maslow, Elton Mayo – Social responsibilities of management - Professional Ethics.

UNIT II: Planning and Organising

[12Hours]

Planning- meaning and definitions, Features steps in planning process - Types of plans and planning – **Organising** – meaning and definition, Characteristics, Process, importance and Principles. Types of organization – Departmentation- Span of management-authority and responsibility - centralisation and decentralization.

UNIT III: Staffing and Directing [12 Hours]

Staffing – meaning, nature, importance, staffing process – Decision making – meaning characteristics, decision making process. Leadership- meaning, definition, factors, leadership styles, and theories. – Coordination technics controlling.

UNIT IV : Organisational Behaviour

[12 Hours]

Personality – meaning, definition, types – Factors. influencing personality – Learning – meaning, definition, process and theories – Attitudes - meaning and definitions, Characteristics, measurement. – Components – Formation – Measurement. Perceptions – meaning and definitions – Factors influencing perception – Motivation – meaning and definitions, Importance and theories

UNIT V: Organizational culture and Change: [12 Hours]
Organizational Culture meaning and definition and Structure – Organization change meaning definition- forces of change - change Process- Resistance to change. Conflict- meaning and definition – conflict process, Power and politics – Organisational effectiveness

Text Book:

1. Wehrich Heinz, Cannice V Mark and Koontz Harold, 2008, Management: A Global and Entrepreneurial Perspective, Tata McGraw Hill Publishing Company Limited, New Delhi
2. Stephen P. Robins, Timothy A. Judge, Neharika Vohra Organizational Behavior, Pearson Education, 18th edition, 2018.

Reference Books:

1. LM Prasad, Organisational Behavior, Sultan Chand and Sons, 2019
2. John R. Schermerhorn, Richard N. Osborn, Mary Uhl-Bien, James G. Hunt, Organizational Behavior, John Wiley, 12th Edition, 2012.
3. Udai Pareek, Understanding Organizational Behavior, Tata McGraw Hill, 3rd Edition, 2011.
4. McShane, Von Glinow, Organisational Behaviour: Emerging knowledge, Global reality, Mc Graw Hill, 7th Edition, 2010
5. Robbins P Stephen and Decenzo A David, 2006, Fundamental of management: Essential Concepts and Applications, Pearson Education, New Delhi, p.53.

Note: :

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes									Program Specific Outcomes			
	P01	PO2	P03	P04	P05	P06	P07	P08	P09	PSO1	PSO2	PSO3	PSO4
CO1	H	L	H	L	L	L	L	H	M	L	L	H	M
CO2	H	L	H	L	H	H	M	M	H	H	M	M	H
CO3	L	H	H	H	H	H	M	M	H	H	M	M	H
CO4	L	M	M	L	H	M	M	L	L	M	M	L	L
CO5	H	H	H	H	H	M	H	L	L	M	H	L	L

Subject Code	Subject Title	Lecture	Tutorial	Practical	Credit	Type
	Core- Business Statistics	4	4	0	4	Theory

Introduction:

To depict the complex data in graphical form, tabular form and in diagrammatic representation to understand it easily.

Course Objective

CO1	:	1. To make the students to understand the mathematical and statistical concepts, tools and techniques.
CO2	:	To train the students to do various quantitative analysis and making accurate and more suitable interpretations
CO3	:	To nurture, among the students, the quantitative and statistical thinking ability while making any decisions.
CO4	:	. To make the students to apply their statistical knowledge and skills for making optimum allocation of resources in personal and job life
CO5	:	To encourage students to create new software and apps in various fields of their jobs and their specializations

UNIT - I : Introduction

(12 Hours)

Statistics: Meaning and Salient Features of Statistics - Statistical Techniques - Role of Statistical Techniques in Management Decision Making - Techniques of Business Forecasting: Correlation and Regression Analysis with two variables

UNIT - II : Probability and Probability Distributions Probability:

(10 Hours)

Concepts of Probability - Additive and Multiplicative Laws-Baye's Decision Rule - Probability Distributions: Binomial, Poisson and Normal Distribution.

UNIT - III : Sampline Theory and Tests of Significance Sampling:

(14 Hours)

Concept of Sampling - Reasons for Sampling - Types of Samples - Estimation - Hypothesis Testing - Type I and Type-II Errors - Large Sample Tests: Mean Test - Difference between Two MeansDifference between Two Standard Deviations - Small Sample Tests: Mean Test - Difference between Means of Two Independent Samples - Difference between Two Dependent Samples or Paired Observations.

UNIT - IV : Non-Parametric Tests

(14 Hours)

Meaning-Advantages and Limitations of Non - Parametric Tests - The Sign Tests: One Sample Sign Test - The Two Sample Sign Test for paired and independent observations - The Runs Tests: One Sample Runs Test - Test of Randomness using Runs above and below the Median - Rank Sum Tests: The Mann Whitney U Test - The Kruskal Wallis Test - The Wilcoxon Signed Rank Test - Chi Square Test for Goodness of fit.

UNIT - V : Analysis of Variance (ANOVA)

(10 Hours)

Meaning- Assumptions-Procedure for Analysis of Variance - General form of ANOVA - One-way Classification - Two-Way Classification - Computation of Variance.

Text Book:

1. GC Beri- Business Statistics, TMH.
2. Amir D. Aczel & Jayavel Sounderpandian- Complete Statistics, 6' Edition, TMH..

Reference Books:

1. Anderson R, David Sweeney J, Dennis & Williams A Thomas-Statistics for Business and Economics, 9 th edition, Thomson.
2. ND Vohra-Management Decisions, New Age Publications.
3. SP Gupta & MP Gupta-Business Statistics, Sultan Chand & Sons. 6. Levin R.L.Rubin S. David-Statistics for Management, 7th Edition, Pearson/ PHI..
4. GC Beri- Business Statistics, TMH.
5. Amir D. Aczel & Jayavel Sounderpandian- Complete Statistics, 6' Edition, TMH..

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CO1	H	L	H	L	L	L	L	H	M	L	L	H	M
CO2	H	L	H	L	H	H	M	M	H	H	M	M	H
CO3	L	H	H	H	H	H	M	M	H	H	M	M	H
CO4	L	M	M	L	H	M	M	L	L	M	M	L	L
CO5	H	H	H	H	H	M	H	L	L	M	H	L	L

Subject Code	Subject Title	Lecture	Tutorial	Practical	Credit	Type															
	Core- II Business Economics	4	4	0	4	Theory															
Introduction: Knowledge of economic environment and basic understanding on business and industry																					
Course Objective <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 10%;">CO1</td> <td style="width: 5%;">:</td> <td>To successful completion of the course the students should have</td> </tr> <tr> <td>CO2</td> <td>:</td> <td>To discuss various concepts related to demand and supply</td> </tr> <tr> <td>CO3</td> <td>:</td> <td>To explain production function, cost and with break-even analysis.</td> </tr> <tr> <td>CO4</td> <td>:</td> <td>To enable the students to have depth knowledge on the characteristics and determination of market structure</td> </tr> <tr> <td>CO5</td> <td>:</td> <td>To discuss the various pricing strategies</td> </tr> </tbody> </table>							CO1	:	To successful completion of the course the students should have	CO2	:	To discuss various concepts related to demand and supply	CO3	:	To explain production function, cost and with break-even analysis.	CO4	:	To enable the students to have depth knowledge on the characteristics and determination of market structure	CO5	:	To discuss the various pricing strategies
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CO3	:	To explain production function, cost and with break-even analysis.																			
CO4	:	To enable the students to have depth knowledge on the characteristics and determination of market structure																			
CO5	:	To discuss the various pricing strategies																			
UNIT I : Introduction						[12Hours]															
Nature, Scope and Significance of Managerial Economics - Tools and Techniques of Analysis-Theory of Firm - Alternatives Objectives of Firm - Functions of Managerial Economist in Business Firm - Impact of Information Technology on Managerial Economics - Economic factors influencing decision making.																					
UNIT II: Demand Analysis						[12Hours]															
Demand Analysis - Significance- Demand Functions - Law of Demand - Elasticity of Demand - Supply Analysis, Supply function, Elasticity of Supply - Significance of Elasticity Demand in Pricing Decision - Demand Forecasting - Techniques of Demand Forecasting. (Simple Problems)																					
UNIT III: Cost and Production Analysis						[12 Hours]															
Cost Analysis - Types of Costs and their impact on Management - Behaviour of Short run Average Cost Curves (SAC) -Behaviour of Long run Average Cost Curve (LAC) - Cost -Production Function - Types of Production Function, Linear, Quadratic, Cubic, Power and Cobb - Douglas - Managerial uses of Cost and Production function(Simple Problems)																					

UNIT IV : Market Analysis **[12 Hours]**

Structure of Competition - Features of Perfect Competition - Types of Imperfect Competition - Features of Monopoly - Negative consequences of Monopoly - Oligopoly Competition - Monopolistic Competition - Price and Output in different competitive situations - Pricing Methods - Dual Pricing - Administered Price - Subsidies - Trend towards Monopolistic Competition - Emerging scenario of Oligopoly Competition with mergers and Acquisitions in National and International Markets (M & A).

UNIT V: Profit Analysis **[12 Hours]**

Profit Analysis - Nature, Significance and Theories of Profits - Functions of Profit - Profit-earning Vs Profiteering - Profits for Control- Profit Performance Chart - Du Point Control Chart -Profit Policies - National Income concepts, Business Cycles.

Text Book:

1. Indian Economy Key Concepts by Sankarganesh K.
2. The Indian Economy by Sanjiv Verma.

Reference Books:

1. Varshney & Maheshwari: Managerial Economics, Sultan Chand & Sons, New Delhi.
2. Mehta: Managerial Economics, Sultan Chand & Sons, New Delhi
3. Joel Dean: Managerial Economics, Prentice Hall, New Delhi
4. Mote, Paul & Gupta: Managerial Economics- Concepts and Cases, McGraw Hill, New Delhi.
5. Indian Economy by Ramesh Singh. 'Indian Economy by Ramesh Singh is a comprehensive ...

Note: :

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Course Outcomes	Program Outcomes									Program Specific Outcomes			
	P01	PO2	P03	P04	P05	P06	P07	P08	P09	PSO1	PSO2	PSO3	PSO4
CO1	H	M	H	L	L	L	M	H	M	M	L	H	M
CO2	H	L	H	L	H	H	M	M	H	H	M	M	H
CO3	L	H	L	H	M	H	M	M	H	H	M	M	M
CO4	L	M	M	L	H	M	M	L	L	M	M	L	L
CO5	H	H	H	H	H	M	M	L	L	M	H	L	L

Subject Code	Subject Title	Lecture	Tutorial	Practical	Credit	Type
	Core -IV Business Environment	3	0	0	3	Theory

Introduction:

The course provides background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere

Course Objective

CO1	:	To describe and discuss the various Industrial policies and business environment
CO2	:	To develop the understanding ability to analyze the competitive fiscal policies to appraise the environmental pressures on business.
CO3	:	To illustrate trade policies and current issues in Indian perspective for doing trade.
CO4	:	To measure on the effectiveness of the country's EXIM policies and procedures relating to MNC companies
CO5	:	To discuss the country's monetary analysis and recent updates.

UNIT I

[12 Hours]

Industrial Policy and Regulatory Structure: Industrial Policy- Industrial Licensing Policy- Five Year Planning- Industrial Policy 1991, Small Scale Industries (SSI)- Industrial Finance- Foreign Direct Investment (FDI).

UNIT II

[12 Hours]

Economic Policies: Fiscal Policy- Objectives of Fiscal Policies in India – Public Debt Management -Monetary Policy- Basic Concepts- Banking Sector Reforms. Adapting to the Government Policy changes in India and abroad

UNIT III

[12 Hours]

India's Trade Policy: Policy changes and Issues- sector wise trade policies: recent developments GATT- WTO- agreements and implications. – Current Issues

UNIT IV

[12 Hours]

EXIM policies & FEMA: India's new EXIM policy- legal framework- initiatives, FEMA – Multi-national companies and FDI FDI facilities of SEZ in India Provision of SEZ rules in India, SEZ a global over view.

UNIT V

[12 Hours]

Latest Union Budget- Pre and Post Budget Analysis - Impact and Analysis Reforms Undertaken- Role of Government

Text Book:

1. Francis Cherunilam, Business Environment, Himalaya Publishing House, , 25th Edition 2017.

Reference Books:

- 1.K. Aswathappa, Essentials of Business Environment, 10th Edition, Himalaya Publication , 2011.
- 2.Shaikh Saleem, Business Environment, Pearson Education, 4th Edition, 2020
- 3.Adhikary, M.: Economic Environment of Business, Sultan Chand & Sons, New Delhi.
- 4.Justin Paul, Business Environment: Text and Cases, Mc Graw Hill, 3rd Edition, 2010
- 5.Paul Wetherly and Dorrton Otter, Business Environment, Oxford University Press, 2nd Edition, 2013

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Course Outcomes	Program Outcomes									Program Specific Outcomes			
	P01	P02	P03	P04	P05	P06	P07	P08	P09	PSO1	PSO2	PSO3	PSO4
CO1	H	L	M	L	L	M	H	L	M	L	M	L	L
CO2	H	M	M	L	L	H	H	M	H	M	M	L	L
CO3	H	H	H	M	L	H	H	H	H	H	H	M	L
CO4	H	H	M	H	L	M	H	M	M	H	M	H	L
CO5	H	H	M	M	H	L	H	H	L	H	M	M	H

Subject Code	Subject Title	Lecture	Tutorial	Practical	Credit	Type
	Core - IX – Financial Management	4	0	0	4	Theory

Introduction:

Financial Management emphasizes the functions of corporate financial management and investment, finance, dividend and working capital function along with the practical management problems.

Course Objective

CO1	:	To understand the basis of finance and its sources with capital market operations.
CO2	:	To learn the investment, financing dividend decisions.
CO3	:	To enrich the knowledge in working capital management concepts.
CO4	:	To develop the role functions of financial managers in decision making
CO5	:	To understand the various investment avenues

UNIT I

[12 Hours]

Financial Management – Introduction to Financial Management - Time value of money, risk and return analysis. Indian financial system – Introduction to Primary market, Secondary market – stocks & commodities, Money market, foreign exchange markets

UNIT II

[12 Hours]

Financial Management – Introduction to Financial Management - Time value of money, risk and return analysis. Indian financial system – Introduction to Primary market, Secondary market – stocks & commodities, Money market, foreign exchange markets

UNIT III

[12 Hours]

Financing Decision: Long-term sources of finance - equity shares, preference shares, debentures and bonds – Valuation of securities. Concept and Approaches of capital structure decision: NI, NOI, Traditional and Modigliani Miller Approach.

UNIT IV

[12 Hours]

Dividend policy – Factors affecting the dividend policy - dividend policies- stable dividend, stable payout. Relevance and Irrelevance. Theory of dividend decision: Walter’s Model, Factors affecting dividend decision

UNIT V

[12 Hours]

Overview of Working Capital Decision: Concept, components, factors affecting working capital requirement, Working Capital Management: Management of cash, inventory and receivables; Working Capital Financing.

Text Book:

1. Khan and Jain, Financial Management: Text, Problems and Cases, Tata MC Graw-Hill publications, 8th Edition, 2018

Subject Code	Subject Title	Lecture	Tutorial	Practical	Credit	Type
	Skill - I- Design Thinking and Entrepreneurial Development	3	0	0	3	Theor y

Introduction:

The course ignites entrepreneurial skills among the participant. The course covers the concepts both through theoretical and practical ways.

Course Objective

CO1	:	To enumerate the entrepreneur and his qualities
CO2	:	To understand the various government support and role for men and women entrepreneur
CO3	:	To apply creativity and innovative ideas for start-ups
CO4	:	To evaluate start-up venture
CO5	:	To create new Ventures

UNIT I

[12 Hours]

Entrepreneur - meaning- importance-Qualities, nature, types, traits, culture, similarities and economic and differences between Entrepreneur and Intrapreneur. Entrepreneurship development-its importance- Role of Entrepreneurship -Entrepreneurial environment

UNIT II

[12 Hours]

Evolution of Entrepreneurs- Entrepreneurial promotion. Training and developing motivation : factors - mobility of Entrepreneurs - Entrepreneurial change - occupational mobility-factors in mobility - Role of consultancy organizations in promoting Entrepreneurs-Forms of business for Entrepreneurs.

UNIT III

[12 Hours]

Creating and starting the venture - Steps for starting a small industry - selection of types of organization - International entrepreneurship opportunities.

UNIT IV

[12 Hours]

. Managing, growing and ending the new venture - Preparing for the new venture launch -early management decisions Managing early growth of the new venture- new venture expansion strategies and issues - Going public - ending the venture.

UNIT V

[12 Hours]

Entrepreneurship Development and Government: Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions available. Women Entrepreneurs Reasons for low / no women Entrepreneurs their Role, Problems and Prospects

Text Book:

1.Abha Mathur, Entrepreneurship Development, Taxmann Publications, 1st Edition,2021

Subject Code	Subject Title	Lecture	Tutorial	Practical	Credit	Type
	Core XII – Operations Research	4	0	0	4	Theory

Introduction:

The course identifies operational research models from the verbal description of the real system. And helps in understand the mathematical tools that are needed to solve optimization problems.

Course Objective

CO1	:	To enable the students to acquire knowledge on operations research and its uses in decision making.
CO2	:	To provide a deep understanding of operations research and the emphasis on the tools and its usage.
CO3	:	To Understand variety of problems such as assignment, transportation, travelling salesman etc.
CO4	:	To Understand different queuing situations and find the optimal solutions using models for different situations.
CO5	:	To enhance the knowledge of becoming entrepreneur.

UNIT I **[12 Hours]**

Mathematical Models: Deterministic and Probabilistic- OR models. Linear Programming: Formulation- Graphical solution- Simplex method - Dual of linear Programming Problem - Economic interpretation.

UNIT II **[12 Hours]**

Transportation Model: Initial Basic Feasible solutions – NWC, LCM and VAM - Optimum solution – MODI Method. Transshipment Model-Assignment Model – Hungarian algorithm – Unbalanced A.P. – Maximization – Prohibited Assignments (Simple Problems). Infinite Queuing Models: Introduction, Queuing Theory, Operating Characteristics of a Queuing System, Constituents of a Queuing System, Service Facility, Queue Discipline

UNIT III **[12 Hours]**

Network Model: Networking, CPM, Critical Path - PERT Time Estimates - Critical Path.
Waiting Line Models: Structure of Model - M/M/1 for Infinite Population - Simple Problems for business decisions

UNIT IV **[12 Hours]**

Inventory Models: Deterministic EOQ (with and without shortage) - EOQ Models with price breaks - Probabilistic Inventory Models - Discrete and Continuous demands.

UNIT V **[12 Hours]**

Simulation: Types of Simulation - Event type Simulation - Monte Carlo Simulation. Decision Theory: Pay-off tables - Decision criteria - Decision tree - Simple problems.

Subject Code	Subject Title	Lecture	Tutorial	Practical	Credit	Type
	Elective - Human Resource Management	4	0	0	4	Theory

Introduction:

Strategic Human Resource Management helping students understand the changing environment and its implications for managing human resources to achieve the competitive advantage and corporate excellence

Course Objective

CO1	:	To provides the inputs on how to link the HRM functions to the corporate strategies
CO2	:	To understand HR as a strategic resource
CO3	:	To explain the purpose of strategic planning in an organisation
CO4	:	To demonstrate the ability to explain the importance of people in the achievement of strategic change
CO5	:	To understand the key areas of human behaviour in sustained organisational performance

UNIT I

[12 Hours]

Introduction: The changing economic, business, technological, socio-cultural and political environment and its implications for managing organizations and human resources; Business and organizational restructuring and its implications for human resource management; Corporate strategy and human resource management; HRM in personnel management; work organization and systems; social organization of the work place and its strategic importance; Human resource policies; Integrating Human Resource Strategies with corporate strategies; Human Resource Management as an approach to organization design and the role of HRM in organization management

UNIT II

[12 Hours]

Human Resource Management in other countries; Human Resource Planning and it's linkage to corporate planning; HR planning process, techniques/methods; HR planning in an ongoing organization, HR plans with other plans and management functions; Future directions of HR planning; Developing HR information system

UNIT III

[12 Hours]

Managing Human Resources inflow. Resource plans; Recruitment and selection strategies; alternative to recruitment; selection methods and techniques; role of consultants and assessment centers in recruitment and selection and retention policies. Developing Human Resources. Concept of HRD; HRD as a strategic approach to employee performance: HRD and TQM; HRD experience in different industries; corporate training and development strategies

UNIT IV

[12 Hours]

Performance management: Concept, process: performance management appraisal: team performance management and evaluation. Compensation and Rewards management. Reward strategies- HRM approach to rewards management

Subject Code	Subject Title	Lecture	Tutorial	Practical	Credit	Type
	Core -VII-Marketing Management	4	0	0	4	Theory

Introduction:

The course provides an introduction to all aspects of marketing, including strategic marketing planning, marketing research, product planning and development, promotion planning, distribution and pricing. It provides an understanding of the theories of the marketing mix variables, and a practical application in the context of the marketing management cycle processes of research, planning, organization, implementation and control.

Course Objective

CO1	:	To develop marketing strategies based on product, price, place and promotion objectives.
CO2	:	To create an integrated marketing communications plan which includes promotional strategies and measures of effectiveness.
CO3	:	To communicate the unique marketing mixes and selling propositions for specific product offerings.
CO4	:	To formulate marketing strategies that incorporate psychological and sociological factors which influence consumers.
CO5	:	To understand the process, and analyze consumer data to make informed marketing decisions

UNIT I

[12 Hours]

Introduction - Marketing – Definitions - Conceptual frame work – Marketing environment: Internal and External - Marketing interface with other functional areas – Production, Finance, Human Relations Management, and Information System. Marketing in global environment – Prospects and Challenges.

UNIT II

[12 Hours]

Marketing Strategy - Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing — Services marketing – Competitor analysis - Analysis of consumer and industrial markets – Strategic Marketing Mix components.

UNIT III

[12 Hours]

Marketing Mix Decisions - Product planning and development – Product life cycle – New product Development and Management – Market Segmentation – Targeting and Positioning – Channel Management – Advertising and sales promotions – Pricing Objectives, Policies.

UNIT IV

[12 Hours]

Buyer Behaviour - Understanding industrial and individual buyer behavior - Influencing factors – Buyer Behaviour Models - Building and measuring customer satisfaction – Customer Relationships Management – Customer acquisition, Retaining, Defection.

Subject Code	Subject Title	Lecture	Tutorial	Practical	Credit	Type
	Core VI – Research methods for Management	4	0	0	4	Theory

Introduction:

To focuses on the statistical technique such as Descriptive measures, Correlation & Regression with respect to software application for making better decision in business scenario.

Course Objective

CO1	:	To understand on the application of research methods in new areas
CO2	:	To understand the procedures of various methods on data collection and sampling techniques
CO3	:	To analyze the statistical application on the prescribed problem statement
CO4	:	To assess the statistical tools on the specific research objectives.
CO5	:	To develop an overall research report based on specific structure.

UNIT I [12 Hours]

Research – Importance and types of qualities of Research – Application of Research in functional areas- Components of Research Problem – Various Steps in Scientific Research – Types of Research – Hypotheses Research Purposes- Formulation of Questionnaire.

UNIT II [12 Hours]

Data Collection – Sources of Data – Primary Data – Secondary Data - Procedure Questionnaire – Sampling Methods – Merits and Demerits – Experiments – Observation Method – Sampling Errors - Type-I Error & Type-II Error.

UNIT III [12 Hours]

Statistical Analysis – Introduction to Statistics – Probability Theories – Conditional Probability, Poisson Distribution, Binomial Distribution and Properties of Normal Distributions – Hypothesis Tests – One Sample Test – Two Sample Tests / Chi

UNIT IV [12 Hours]

Statistical Applications – Correlation and Regression Analysis – Analysis of Variance – Partial and Multiple Correlation – Factor Analysis and Conjoint Analysis – Multifactor Evaluation

UNIT V [12 Hours]

Research Reports – Structure and Components of Research Report – Types of Report

Text Book:

1. Donald R. Cooper and Pamela S Schindler, Business Research Methods, Mc Graw Hill, 12th Edition, 2018

Subject Code	Subject Title	Lecture	Tutorial	Practical	Credit	Type
	Core- X - Operations Management	4	0	0	4	Theory

Introduction:

The course focuses on the basic concepts, issues, and techniques for efficient and effective operations. Special emphasis is placed on process improvement and supply chain management. Topics include operations strategy, product and service design, process design and analysis, capacity planning, lean production systems, materials and inventory management

Course Objective

CO1	:	To provide a broad introduction to the field of operations management
CO2	:	To explain the difference between services product and goods
CO3	:	To do and give Product design suggestions and follow the various process and functions of the manufacturing process.
CO4	:	To go with Production Planning and ensuring the resource allocation in a effective manner. And Decision making for the resource allocations
CO5	:	To handle the Materials Management department successfully

UNIT I

[12 Hours]

Introduction to Operations Management: Operations Management - Nature - Importance - historical development - transformation processes - differences between services and goods - a system perspective functions - challenges - recent trends – Operations Strategy - Strategic fit framework – Industry revolutions. Impact of Industry 4.0

UNIT II

[12 Hours]

Design of Product Process and Work Systems: Product Design - Influencing factors – Approaches: Legal, Ethical and Environmental issues. Process Planning - Selection Strategy - Major Decisions. Work Study: Objectives, Procedure, Method Study and Motion Study. Work Measurement and Productivity - Measuring Productivity and Methods to improve productivity

UNIT III

[12 Hours]

Forecasting Capacity and Facility Design: Demand Forecasting– Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods - Capacity Planning - Long range – Types, Developing - Overview of sales and operations planning - Overview of MRP I, MRP II, Aggregate planning and ERP - Facility Location Theories - Steps in Selection of Location Models - Facility Layout – Principles, Types, Planning tools and techniques. Introduction to Lean System

UNIT IV

[12 Hours]

Materials Management: Meaning, Objectives, Purchasing: Objectives, Functions, Policies, Vendor rating and Value Analysis. Stores Management: Nature, Layout, Classification and Coding. Inventory: Objectives Classification of Inventory Models Costs, and control - techniques. Overview of EOQ with problems.

Subject Code	Subject Title	Lecture	Tutorial	Practical	Credit	Type
	Core XIII - Strategic Management	3	0	0	3	Theory

Introduction:

To introduce the concepts of strategic management and understand its nature in competitive and institutional landscape. And to provide an underpinning of Strategy formulation process and frameworks, tools and techniques of strategic analysis and its application

Course Objective

CO1	:	To describe major theories, background work, concepts and research output in the field of strategic management.
CO2	:	To demonstrate a clear understanding of the concepts, tools & techniques used by executives in developing and executing strategies and will appreciate its integrative and interdisciplinary nature
CO3	:	To demonstrate effective application of concepts, tools & techniques to practical situations for diagnosing and solving organizational problems
CO4	:	To demonstrate capability of making their own decisions in dynamic business landscape
CO5	:	To develop their capacity to think and execute strategically.

UNIT I

[12 Hours]

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals – Case Study

UNIT II

[12 Hours]

Competitive Advantage: External Environment - Porter's Five Forces Model-Strategic Groups
Competitive Changes during Industry Evolution - Globalization and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-
Avoiding failures and sustaining competitive advantage - Case study

UNIT III

[12 Hours]

Strategies: The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy - Vertical Integration - Diversification and Strategic Alliances - Environmental Threat and Opportunity Profile (ETOP) - Corporate Portfolio Analysis - SWOT Analysis – GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model -case study

UNIT IV

[12 Hours]

Strategy Implementation & Evaluation: The implementation process, Resource allocation, designing organizational structure – Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic Change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study

Subject Code	Subject Title	Lecture	Tutorial	Practical	Credit	Type
	Core – XIV – Management Information System	3	0	0	3	Theory

Introduction:

Management Information Systems and its application in organizations expose to the managerial issues relating to information systems and help them identify and evaluate various options in Management Information Systems.

Course Objective

CO1	:	To understand the leadership role of Management Information Systems in achieving business competitive advantage through informed decision-making.
CO2	:	To analyze and synthesize business information needs to facilitate evaluation of strategic alternatives.
CO3	:	To apply Management Information Systems knowledge and skills learned to facilitate the acquisition, development, deployment, and management of information systems
CO4	:	To learn about the ease of use of systems, interlinking between all the departments of the firm
CO5	:	To effectively communicate strategic alternatives to facilitate decision-making

UNIT I [12 Hours]

Foundations of Information Systems: A framework for business users - Roles of Information systems - System concepts - Organisation as a system - Components of Information Systems - IS Activities - Types of IS. Cloud Based IS

UNIT II [12 Hours]

IS for operations and decision making: Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS and Financial IS - Transaction Processing Systems- Information Reporting System - Information for Strategic Advantage

UNIT III [12 Hours]

DSS and AI: DSS models and software: The decision-making process - Structured, Semi Structured and Unstructured problems; What if analysis, Sensitivity analysis, Goal-seeking Analysis and Optimizing Analysis. Overview of AI, Neural Networks, Fuzzy Logic Systems, Genetic Algorithms - Expert Systems.

UNIT IV [12 Hours]

Managing Information Technology: Managing Information Resources and technologies - IS architecture and management - Centralized, Decentralized and Distributed - EDI, Supply chain management & Global Information technology Management

Rathinam College of Arts and Science (Autonomous)
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Finance Elective Courses

Subject Code	Subject Title	Lecture	Tutorial	Practical	Credit	Type
	Elective- Investment Banking	4	0	0	4	Theory

Introduction:

Investment bankers are financial professionals that help governments and business organizations raise money by issuing bonds, stocks and other financial products. This course can equip students for careers in investment banking and related fields. This subject often provides classroom and practical experience, such as real-world scenarios or internships.

Course Objective

CO1	:	To provide students with an in-depth knowledge of working of investment bankers.
CO2	:	To instill in the students the skills of managing issues of equity, debt and Govt. bonds, mergers & acquisitions, relationship and operations management, research & development
CO3	:	To enable the student to understand the strategic issues in marketing of investment banking services
CO4	:	To be familiar with valuation of firms and securities.
CO5	:	To understand investment related concepts.

UNIT I [12 Hours]

Introduction: An Overview of Indian Financial System, Investment Banking in India, Investment Banking Services, corporate finance, project finance, mergers and acquisitions, capital raising, debt, equities

UNIT II [12 Hours]

Overview of commercial Vs Investment banking - traditional banking roles, traditional separation commercial and investment banking

UNIT III [12 Hours]

Asset management - capital markets, foreign exchange, asset allocation

UNIT IV [12 Hours]

Money Market: Growth of money market in India, its structure and institutional developments, new money market instruments and framework of money markets, short- term deposit market, certificate of deposits, regulations governing money market and its instruments

UNIT V [12 Hours]

Capital Market: An introduction, meaning and significance of capital market, capital market v/s money market, market players- investors and companies, security laws/regulatory framework for governing Indian capital market, an over view of international capital market.

Subject Code	Subject Title	Lecture	Tutorial	Practical	Credit	Type
	Elective - Financial Market and Services	4	0	0	4	Theory

Introduction:

The Course provides basic knowledge about the Finance concepts, markets and various services provided in those markets. The content provides adequate information about the roles of intermediaries and its regulating bodies.

Course Objective

CO1	:	To impart the knowledge of the objectives and functions of the Financial Services and Financial Markets.
CO2	:	To develop good understanding of various components, participants and services of the Capital
CO3	:	To develop good understanding of various components, participants and services of the Money Market
CO4	:	To develop a clarity about the Monetary Regulatory Authorities & their importance in cultivating financial discipline.
CO5	:	To understand on the theoretical framework on regulatory, legal and tax aspects

UNIT I

[12 Hours]

Concept, nature and scope of financial services; Regulatory framework for financial services, Management of risk in financial services. Credit rating agencies in India – CRISIL, CARE, ICRA – Process of Credit Rating and Methodology by Indian credit rating agencies – services rendered by credit rating agencies – Solicited rating and unsolicited rating

UNIT II

[12 Hours]

Core Services- Account opening- Types of Accounts – Types of Application Forms- Dematerialisation Process- Trading and Settlement –Off-Market Trade – Market Settlement-Demit Shares. Stock exchange operations-trading and settlement mechanism; Mutual Funds; Merchant banking services- managing issue of shares and bonds – Credit rating of equities, Bonds and Mutual funds

UNIT III

[12 Hours]

Leasing-theoretical framework, regulatory environment, accounting and tax aspect; Debt securitization; Housing finance-system and schemes, tax and funding of HFCs; Credit rating – methodology and process; Symbols and credit rating agencies in India.

UNIT IV

[12 Hours]

Venture Capital; Factoring and Forfeiting; Bill discounting; Hire-purchase finance and Consumer Credit

UNIT V

[12 Hours]

Market Settlement-Demit Shares. Special Services-Pledge and Hypothecation-Procedure for pledge/Hypothecation-procedure of confirmation of creation of Pledge/Hypothecations by Pledgee-Closure of

Subject Code	Subject Title	Lecture	Tutorial	Practical	Credit	Type
	Elective- Equity Research and Portfolio Management	4	0	0	4	Theory

Introduction:

This course will discuss various theories and widely used techniques for combining different investments to create portfolios meeting specific goals and objectives within given risk parameters.

Course Objective

CO1	:	To analyze the financials and look at the quantitative and qualitative aspects mainly for decisions.
CO2	:	To explain the significance and credibility in portfolio management
CO3	:	To predict value of certain equity under the specific circumstances
CO4	:	To analysis good investment analyst
CO5	:	To gain knowledge of the various strategies followed by investment practitioners.

UNIT I **[12 Hours]**

Investment – investment Vs speculation – characteristics of investments – investment opportunities – investment process – risk and return – measures of return – sources of risk – measuring risk – risk premium

UNIT II **[12 Hours]**

Portfolio Theory - portfolio return and risk – diversification – modern portfolio theory – efficient portfolios – portfolio selection- capital market theory – capital market line – market portfolio – CAPM and Security market line – Arbitrage pricing theory – single index model

UNIT III **[12 Hours]**

Fundamental Analysis – factors consider in Economic Analysis – Economic Forecasting – Techniques. Industrial Analysis: Industrial classification according to business cycle – Industry life cycle analysis – key characteristics in an industry analysis – company analysis

UNIT IV **[12 Hours]**

Common stock valuation – Dividend discount model – PIE model – relative valuation ratios. Bond returns, Bond Prices, Bond Risks, Bond Duration, Efficient market theory – Forms of market efficiency – Evidence on market efficiency – implications of efficient market hypothesis

UNIT V **[12 Hours]**

Technical Analysis Meaning, Chart Patterns, Mathematical Indicators, Market Indicators, Portfolio Analysis, Portfolio-Selection, Portfolio Revision Strategies and Evaluation- Return

Text Book:

1. Prasanna Chandra, Investment Analysis and Portfolio Management, McGraw Hill, 6th Edition, 2021

Subject Code	Subject Title	Lecture	Tutorial	Practical	Credit	Type
	Elective- Credit Research Analyst	4	0	0	4	Theory

Introduction:

The candidates pursuing the CRA will learn a structured and systematic approach to evaluate the credit standing of a company and assess the investing / lending proposition

Course Objective

CO1	:	To perform credit appraisal with global best practices.
CO2	:	To build & maintain credit risk models
CO3	:	To amplify credit monitoring system, design credit strategy and credit portfolios
CO4	:	To Streamline quantitative research for interest rates.
CO5	:	To Make lending and investment recommendations.

UNIT I: Financial Statement Analysis

[12Hours]

Introduction: Role of Financial Statements, Relevance of Notes, Nuances of Accounting: Inventories, Depreciation, EPS, Intangible Assets, Ratio Analysis, Financial Modelling and Covenant Testing, Nuances of Leases, Investments in Financial Assets, Red Flags, GAAP & IFRS – Similarities & Differences, Case Studies

UNIT II: Credit Specific Analysis

[12 Hours]

Banker's and Analyst Perspective Liquidity Analysis, Stress Testing, Comparison: Sector versus Global, Liquidation Scenario and Event, M&A/ LBO, Banker's Angle to Credit Analysis, Bank CMA Format and Credit Policy Formulation, Preparation of Credit Proposal and Credit Appraisal, Capital Budgeting Methods, Loan/Bond, Behavioral Aspects of Credit your Customer (KYC) requirements, ESG Analysis for Loans/Bonds, Case studies

UNIT III: Understanding of Loans and Bonds

[12 Hours]

Basics of Credit Rating, Credit Risk Management, 5C Credit Model, Analytical Framework for Credit Analysis, Industry Risk, Business Risk, Financial Risk, Dealing with Intricacies of Credit Rating, Management Risk, Project Risk, Ratings Methodology for Manufacturing Companies, Ratings for Financial Institutions and Banks, Sovereign Ratings, Internal Rating models (Basel), and Case studies

UNIT IV: Credit Strategy and Portfolio Management

[12 Hours]

Understanding Yield Curves, Trading on Interest Rate Risks, Understanding Credit Spreads, Trading on Credit Spreads, Other Concepts on Credit Risk, Predicting the Market, Introduction to Distressed Debt Understanding Systemic Risk, Credit Analysis in a Multi Asset Class portfolio, Trading Strategies for Emerging Markets and Case studies

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Operations Elective Courses

Subject Code	Subject Title	Lecture	Tutorial	Practical	Credit	Type
	Elective- Project Management	4	0	0	4	Theory

Introduction:

The course enables to manage projects at work, while not necessarily being a formally trained project manager. It is also suitable if you are considering undertaking a project in the near future and are seeking to learn and apply essential project management knowledge and skills.

Course Objective

CO1	:	To understand the role of project management.
CO2	:	To learn project management need identification
CO3	:	To understand the technique of manage conflict in project planning.
CO4	:	To appreciate and make use the role of IT in project management
CO5	:	To evaluate the Project performance

UNIT I [12 Hours]

Project Management Concepts: Attributes of a Project, Project Life Cycle, The Project management Process, Global Project Management, Benefits of Project Management, Needs Identification, Project Selection

UNIT II [12 Hours]

Project Management Needs Identification Preparing a Request for Proposal, Soliciting Proposals, Project organization, the project as part of the functional organization, pure project organization, and the matrix organization, mixed organizational systems

UNIT III [12 Hours]

Project Planning and Scheduling: Design of project management system; project work system; work breakdown structure, project execution plan, work packaging plan, project procedure manual; project scheduling; bar charts, line of balance (LOB) and Network Techniques (PERT / CPM)/ GERT, Resource allocation, Crashing and Resource Sharing. Risk Assessment - handling litigation – Contingency Planning. Aspect and Impact Analysis.

UNIT IV [12 Hours]

Project Monitoring and Control: Planning, Monitoring and Control; Design of monitoring system; Computerized PMIS (Project Management Information System). Coordination; Procedures, Meetings, Control; Scope/Progress control.

UNIT V [12 Hours]

Project Performance: Performance control, Schedule control, Cost control, Performance Indicators; Project Audit; Project Audit Life Cycle, Responsibilities of Evaluator/ Auditor, Responsibilities of the Project Manager

Subject Code	Subject Title	Lecture	Tutorial	Practical	Credit	Type
	Elective - Business Process Reengineering	4	0	0	4	Theory

Introduction:

The course makes to understand the role of Business Process Reengineering technique and its tools and techniques. It includes insight on Business Process Reengineering tools and techniques to focus on customer, innovation and quality management to speed up the processes and improve productivity of an organisation.

Course Objective

CO1	:	To understand the importance of BPR and its advantages and disadvantages and its principle and concept understandings.
CO2	:	To understand BPR and other scientific Quality Management tools its real time application
CO3	:	To ensure the success of BPR implementation by understanding the reality factors
CO4	:	To understand the benefits of BPR through IT and support and encourage the team redesigning the various process of each function
CO5	:	To prepare and maintain the readiness for Change Management

UNIT I

[12 Hours]

Business Process Reengineering- Need for reengineering, Benefits of BPR, Guiding Principles, BPR and Performance Improvement, Pitfalls in BPR and Myths of BPR, Business Process Redesigning

UNIT II

[12 Hours]

BPR and Other techniques: Total Quality Management, Kaizen, just – in- Time, Six Sigma, Quality Function Deployment, ISO Standards and Certifications, Enterprise Resource Planning

UNIT III

[12 Hours]

BPR Implementation Methodology: BPR Strategies, BPR Success and Failures, Factors Relating to BPR Success, Change Management, Culture, Leadership, Organisation Structure, and Factors related to Business Process Failure – Communication and Organisational Resistance

UNIT IV

[12 Hours]

BPR, TQM & IT: Information Technology and Value Chain, IT Value and Business Alignment, IT Infrastructure, IT Networking Infrastructure, Key Elements of BPR, establishing a Responsible Team, Redesigning the Business Process, BPR Methodologies – Implementation Phases.

Subject Code	Subject Title	Lecture	Tutorial	Practical	Credit	Type
	Elective- Total Quality Management	4	0	0	4	Theory

Introduction:

The course enables to understanding the principles of total quality in a comprehensive approach. TQM discuss in-depth approach and tools associated with TQM

Course Objective

CO1	:	To learn and understand the basics of TQM and can frame the vision Mission and Policy to the company as well as department wise.
CO2	:	To learn quality Philosophy in the managerial perspective and apply professionally.
CO3	:	To apply tools to facilitate continuous improvement
CO4	:	To understand Customer requirement and convert the same into technical requirement in an effective manner
CO5	:	To improvise the system by implementing International Quality management System and understanding the Six pillars of TQM

UNIT I

[12 Hours]

Introduction– Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention, Dimensions of product and service quality. Cost of Quality.

UNIT II

[12 Hours]

Principles and Philosophies of Quality Management – Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – Introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology

UNIT III

[12 Hours]

Statistical Process Control – Meaning and significance of statistical process control (SPC) – Construction of control charts for variables and attributed. Process capability – meaning, significance and measurement – Six sigma – concepts of process capability. product life characteristics curve, Total productive maintenance (TPM) . Business Process Improvement (BPI) – principles, applications, reengineering process, benefits and limitations.

UNIT IV

[12 Hours]

Tools and Techniques for Quality Management – Quality Functions Development (QFD) – Benefits, Voice of customer, information organization, House of Quality (HOQ), building a HOQ, QFD process. Failure Mode Effect Analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven Tools (old and new). Benchmarking and POKE YOKE

Subject Code	Subject Title	Lecture	Tutorial	Practical	Credit	Type
	Elective - Service Operations Management	4	0	0	4	Theory

Introduction:

The course provides a comprehensive and balanced introduction to service operations management. Building on the basic principles of operations management, the operations decisions that managers face in controlling their resources and delivering services to their customers.

Course Objective

CO1	:	To help understand how service operations and its enhancing importance in the market.
CO2	:	To understand the design and operate a service business
CO3	:	To understand the scope of service business and getting confidence for startups preparations.
CO4	:	using the concepts, tools and techniques of service operations management.
CO5	:	To make use of IT for Service operations and performance can be improved by studying services operations management

UNIT I

[12 Hours]

Introduction – Services – Importance, role in economy, service sector – growth; Nature of services – Service classification, Service Package, distinctive characteristics, open-systems view; Service Strategy – Strategic Service Vision, Competitive Environment, Generic Strategies, Winning Customers; Role of Information Technology; Stages in Service Firm competitiveness; Internet Strategies – Environmental Strategies

UNIT II

[12 Hours]

Service Design – New Service Development – Design elements – Service Blue-printing – process structure – generic approaches – Value to customer; Retail design strategies – store size – Network configuration; Managing Service Experience – experience economy, key dimensions; Vehicle Routing and Scheduling

UNIT III

[12 Hours]

Service Quality – Service scopes – Behavior – environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location, location set covering problem

UNIT IV

[12 Hours]

Managing Capacity and Demand – Managing Demand – Strategies, Managing Capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services – Retail Discounting Model, Newsvendor Model; Managing Waiting Lines – Queuing Systems, Psychology of waiting; Managing for growth – expansion strategies, franchising, globalization

UNIT V

[12 Hours]

Customer Relationship Management: Customer requirement assessment, Customer satisfaction parameters and indices, Manpower recruitment and training, Customer feedback collection and analysis, Customer service

Rathinam College of Arts and Science (Autonomous)
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Marketing Elective Courses

Subject Code	Subject Title	Lecture	Tutorial	Practical	Credit	Type
	Elective - Consumer Behaviour	4	0	0	4	Theory

Introduction:

The course explains the study of Individuals or Organisations and the activities in select, procure and use products or services. In this unit, the basics of consumer behaviour from a management perspective, along with an overview of the concepts of consumer orientation and the competitive advantages of such a practice.

Course Objective

CO1	:	To identify the major influences in consumer behaviour
CO2	:	To establish the relevance of consumer behaviour theories and concepts to marketing decisions
CO3	:	To recognise social and ethical implications of marketing actions on consumer behaviour
CO4	:	To implement appropriate techniques for market solutions
CO5	:	To understand the of theories and concepts of consumer behaviour

UNIT I

[12 Hours]

Introduction to Consumer Behaviour – Marketing Concept and the discipline of Consumer Behaviour – Customer Value, Satisfaction, Retention and Defection – Consumer Research Process – Market Segmentation and Positioning

UNIT II

[12 Hours]

Psychological Influences on Consumer Behaviour: Consumer needs, Goals and Motivation – Personality and Consumer Behaviour – Consumer Perception

UNIT III

[12 Hours]

Consumer Learning, Memory and Involvement – Consumer Attitude - Formation Attitude Change Strategies – Communication and Consumer Behaviour.

UNIT IV

[12 Hours]

Sociological Influences on Consumer Behaviour: Influence of Culture and Subculture – Social Class Influences – Reference Group and Family Influences – Household Decision Making – Communication within Groups and Opinion Leadership - Effects of Media in Consumer behaviour

UNIT V

[12 Hours]

Consumer Decision Making Process: Situational Variables - Problem Recognition – Information Search – Evaluation of Alternatives – Outlet Selection and Purchase – Post-Purchase Action. Innovations and the Diffusion Process – Organisational Buyer Behaviour

Text Book:

1. Dr. Dheeraj Sharma, Jagdish N. Sheth, Banwari Mittal, Consumer Behavior: A Managerial Perspective, Cengage learnings, 1st Edition, 2015

Subject Code	Subject Title	Lecture	Tutorial	Practical	Credit	Type
	Elective - International Marketing Management	4	0	0	4	Theory

Introduction:

International Marketing introduction to basic international marketing concepts. Discusses topics in international marketing. Include type and timing of market entry product, pricing, distribution and promotion policies. Emphasis on the role of marketing in shaping international business strategy.

Course Objective

CO1	:	To Appraise and evaluate some of the major analytical frameworks that form the basis of international/global marketing management
CO2	:	To Demonstrate an understanding of the complexity of operating in the global marketplace
CO3	:	To facilitates and encourage social and cultural exchange among different countries of the world.
CO4	:	To provide better life and welfare to people from different countries of the world. In addition, to provide assistance to countries facing natural calamities and other emergencies situations
CO5	:	To provide assistance to developing countries in their economic and industrial growth and thereby to remove gap between the developed and developing countries.

UNIT I

[12 Hours]

Introduction: Definition of international marketing, Domestic vs. international marketing, Benefits of international marketing, Process of internationalization, Principles of International Marketing, EPRG framework. International marketing environment: Business Practices and Ethics, Cultural, Political, and Legal Environment, Minimizing Environmental Risk

UNIT II

[12 Hours]

Trade Theories: Sales Process, Activity, Contact- Lead and Knowledge Management - Field Force Automation. - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM).

UNIT III

[12 Hours]

International Institutions: WTO, World Bank, IMF, ADB, UNCTAD, EEC, SAPTA, NAFTA etc. International Product Policy: New product policy, international product life cycle, Product line policies, Branding, packaging and labelling International Pricing Strategies: Factors in pricing, Alternative strategies, Forfeiting, Transfer pricing, Dumping, Counter Corporation, Organisation for Economic Cooperation and Development (OECD) trade

Subject Code	Subject Title	Lecture	Tutorial	Practical	Credit	Type
	Elective - Digital and social media Marketing	4	0	0	4	Theory

Introduction:

The course helps to critically evaluate theoretical frameworks used to in Digital and social media, and applies them to fun real-life examples and case studies from a range of industries, companies and countries

Course Objective

CO1	:	To be able to conceptualize digital marketing as it applies across multiple digital platforms
CO2	:	To be able to critically assess and evaluate communication parameters and practices influence strategic decision making in a digital marketing environment
CO3	:	To be able to plan, implement and evaluate digital marketing strategies as a standalone strategy and integrate with more traditional marketing strategies
CO4	:	To enhance Competitiveness in Social Marketing by ethical values and social media in Marketing
CO5	:	To applying Ethical Principles in Social Marketing through advanced marketing medias

UNIT I [12 Hours]

Digitalization in India - Using the Digital Marketing Toolkit and Planning and Strategy, E-mail Marketing, Mobile Marketing, E-commerce – social media: YouTube, Facebook etc.

UNIT II [12 Hours]

Setting the Scene -Planning and Strategy- Gathering Data, Website Design and Usability - Tracking and Measurement, Testing in Digital Marketing, Creative considerations, The Digital Marketing Toolkit

UNIT III [12 Hours]

Email Marketing- Email authentication and Delivery, IP reputation, Email strategy – Content & Design, Audience Engagement, Email Analytics – Tools: Eloqua, SFMC, etc

UNIT IV [12 Hours]

Mobile Marketing: Mobile Advertising Ecosystem, Mobile Advertising Market in India, Understanding the Mobile User, Strategic Framework for use of Mobile Advertising, Advertising Options – Creative & Media, Measurement, Monitoring & Impact Evaluation

UNIT V [12 Hours]

E-commerce: Introduction to E-commerce, E-commerce industry growing- Various business formats of E-commerce, Advantages of E-commerce, Disadvantages of E-commerce, Customer segmentation, social commerce, Payment Gateway in E-commerce – Marketing of Ecommerce

Rathinam College of Arts and Science (Autonomous)
Admitted for MBA in Academic 2024 Onward

Human Resources Elective Courses

Subject Code	Subject Title	Lecture	Tutorial	Practical	Credit	Type
	Elective- Training and Development	4	0	0	4	Theory

Introduction:

The course is designed to examine and develop theoretical and applied perspectives on the role of training and development need assessment, design, development, delivery and evaluation of training and development in the organization. Emphasis gives in specific development of learning and performance outcome throughout the training and development process

Course Objective

CO1	:	To explain the cost-benefit analysis of training activities
CO2	:	To explain the organizational, societal and individual costs and benefits of training and development
CO3	:	To analyze and apply advanced training strategies and specifications for the delivery of training programs
CO4	:	To describe appropriate implementation, monitoring and assessment procedures of training
CO5	:	To demonstrate appropriate implementation, monitoring and assessment procedures of training

UNIT I

[12 Hours]

Training & Development: The changing organizations, employee training scenario – India, Asia and Global; Strategic training; Training as a tool for employee performance enhancement; Models of Training; Systematic Model, The Transitional Model, Competencies of training professionals, Role of HR department in in-house training, Role of employees and managers in training; Diversity training; cross-cultural training. Training Needs Analysis: The process and approaches of TNA.

UNIT II

[12 Hours]

T&D Methods & Models: Traditional training methods – presentation methods, lecture, audiovisual techniques, hands-on methods, OJT, self-directed learning, apprenticeship, simulations, case studies, business games, role plays, team training, action learning, Employee development – issues and challenges in Training & Development. Models of organizing training – Faculty model, customer model, matrix model, corporate university model, business embedded model. Learning theories – Reinforcement theories, social learning theory– goal setting theory, goal orientation; Need theories – expectancy theory, adult learning theory, information processing theory; Learning process.

UNIT III

[12 Hours]

Training Program designing; Understanding & developing the objectives of training, facilitation of training, training with focus on training design-Applications of transfer of training theory – Theory of identical elements, stimulus generalization approach, cognitive theory of transfer – Factors influencing transfer, climate for transfer, manager support, peer support, opportunity to perform, technological support; Organizational environments that encourage transfer – The Learning Organization, knowledge management

Subject Code	Subject Title	Lecture	Tutorial	Practical	Credit	Type
	Elective- Performance Management	4	0	0	4	Theory

Introduction:

Performance Management is a comprehensive course specially designed to meet the requirements of students specializing in HR. This course focuses on managerial decision-making and application of concepts through examples, case lets and case studies

Course Objective

CO1	:	To help the management in reward good performers and recognize their efforts.
CO2	:	To discuss the compensation of the employees.
CO3	:	To identified and areas of improvement in the performance can be suggested.
CO4	:	To Identify high potential employees in organization
CO5	:	To explain employees can be an outcome of the performance appraisals.

UNIT I

[12 Hours]

Definition, concerns and scope - Historical developments in Performance Management - Performance appraisal Vs performance management - performance management Vs Human resource management - processes for managing performance - Essence and Implications of Performance Management-critical appraisal

UNIT II

[12 Hours]

Planning for Manager's performance and Development: Setting objectives – Organizational and individual performance plans - Components of Managing performance and development plan - setting mutual expectations and performance criteria. Monitoring and Mentoring: Introduction - Supervision - Objectives and Principles of Monitoring - monitoring process - periodic reviews - problem solving - engendering trust - role efficacy.

UNIT III

[12 Hours]

Stock taking performance - process of Judgment vs process of analysis - stock taking discussions - Delivering efficient feedback - 360- Degree Feedback- stocktaking potential - Tools for stocktaking potential

UNIT IV

[12 Hours]

Appraising for Recognition & Reward: Purpose of Appraising - Methods of appraisal - appraisal system design - Implementing the appraisal system - Appraisals and HR decisions

UNIT V

[12 Hours]

High Performing Teams: Building and leading High performing teams - team oriented organizations - developing and leading high performing teams.

Text Book:

1. Bhattacharyya, Performance Management Systems and Strategies”, 1st edition, Pearson Education India, 2011

Subject Code	Subject Title	Lecture	Tutorial	Practical	Credit	Type
	Elective- Compensation and Benefits Management	4	0	0	4	Theory

Introduction:

The course helps in planning, developing, and overseeing the programs to determine how much an organization pays its employees and how employees are paid.

Course Objective

CO1	:	To learn basic compensation concepts and the context of compensation practice
CO2	:	To illustrate different ways to strengthen the pay-for-performance link
CO3	:	To learn the concepts of Payment and employee benefits issues for contingent workers.
CO4	:	To understand the Legally required employee benefits
CO5	:	To learn some of the implications for strategic compensation and possible employer approaches to managing legally required benefits

UNIT I

[12 Hours]

Compensation management – An Introduction: Definition of Compensation, Basic concepts of Compensation (wages, salary, benefits, DA, consolidated pay, Equity based programs, commission, reward, remuneration, bonus etc.), Types of Compensation Management - The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options.

UNIT II

[12 Hours]

Job Evaluation, Grading and Compensation Structure: Concept of Salary Structure, Salary Progression, Methods of Payment, Limitations of Job-Related Compensation, Competency based Compensation Broad pay bands and 360-degree feedback. Wages and Salary Administration at Macro (National) Level: Wage Concept, Wage Policy, Institutional Mechanisms for Wage Determination, Pay Commission, Wage Boards, Public Sector Pay Revision, ILO and Collective Bargaining, Union Role in Wage and Salary Administration

UNIT III

[12 Hours]

Incentive Schemes: Pay for Performance: Types of Incentive Schemes, Wage Incentive Plans, Prerequisites of effective incentive schemes, Merits and Demerits of Incentives, Pay for Performance Plans. Benefits and Services: Concept and Nature of Benefits, Classification of Employee Benefits, Employee Benefit Programs, Long term Incentive plans, Strategic Perspectives on Benefits, Factors Influencing Choice of Benefit Program, Administration of Benefits and Services, Employee Services – Designing a Benefit Package

UNIT IV

[12 Hours]

Determining External Competitiveness and Benefits Management: Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line, Pay Grades Benefits: Benefits Determination Process, Value of Benefits, Legally Required Benefits, Retirement, Medical, & VRS.

Subject Code	Subject Title	Lecture	Tutorial	Practical	Credit	Type
	Elective - Strategic Human Resource Management	4	0	0	4	Theory

Introduction:

Strategic Human Resource Management helping students understand the changing environment and its implications for managing human resources to achieve the competitive advantage and corporate excellence

Course Objective

CO1	:	To provides the inputs on how to link the HRM functions to the corporate strategies
CO2	:	To understand HR as a strategic resource
CO3	:	To explain the purpose of strategic planning in an organisation
CO4	:	To demonstrate the ability to explain the importance of people in the achievement of strategic change
CO5	:	To understand the key areas of human behaviour in sustained organisational performance

UNIT I

[12 Hours]

Introduction: The changing economic, business, technological, socio-cultural and political environment and its implications for managing organizations and human resources; Business and organizational restructuring and its implications for human resource management; Corporate strategy and human resource management; HRM in personnel management; work organization and systems; social organization of the work place and its strategic importance; Human resource policies; Integrating Human Resource Strategies with corporate strategies; Human Resource Management as an approach to organization design and the role of HRM in organization management

UNIT II

[12 Hours]

Human Resource Management in other countries; Human Resource Planning and it's linkage to corporate planning; HR planning process, techniques/methods; HR planning in an ongoing organization, HR plans with other plans and management functions; Future directions of HR planning; Developing HR information system

UNIT III

[12 Hours]

Managing Human Resources inflow. Resource plans; Recruitment and selection strategies; alternative to recruitment; selection methods and techniques; role of consultants and assessment centers in recruitment and selection and retention policies. Developing Human Resources. Concept of HRD; HRD as a strategic approach to employee performance: HRD and TQM; HRD experience in different industries; corporate training and development strategies

UNIT IV

[12 Hours]

Performance management: Concept, process: performance management appraisal: team performance management and evaluation. Compensation and Rewards management. Reward strategies- HRM approach to rewards management

