

MBA

LEARNING OUTCOMES BASED CURRICULUM FRAMEWORK (CBCS-LOCF)
(For the candidates admitted in the academic year 2023-2024)

SYLLABUS

PROGRAMME CODE: 2PMBA



STET SCHOOL OF MANAGEMENT
(A UNIT OF SENGAMALA THAYAAR EDUCATIONAL TRUST WOMEN'S COLLEGE)
(AUTONOMOUS)

(Affiliated to Bharathidasan University, Tiruchirappalli)
Accredited by NAAC-An ISO 9001:2015 Certified Institution
SUNDARAKKOTTAI-614016, MANNARGUDI.
TAMILNADU, INDIA.

STET SCHOOL OF MANAGEMENT (AUTONOMOUS)

Affiliated to Bharathidasan University

(Accredited by NAAC)/(An ISO 9001:2015 Certified Institution)

(A UNIT OF SENGAMALA THAYAAR EDUCATIONAL TRUST)

SUNDARAKKOTTAI, MANNARGUDI, THIRUVARUR (DT)



**MASTER OF BUSINESS ADMINISTRATION
CHOICE BASED CREDIT SYSTEM –LEARNING OUTCOME BASED CURRICULUM
FRAME WORK (CBCS-LOCF)**

(For the candidates admitted from the academic year 2023 – 2024 onwards)

Eligibility: Any undergraduates can enroll for MBA after completing the entrance Examination TANCET for Governments seats and CET for Management seats

Sem	Part	Course	Course Code	Title of the Paper	Ins. Hrs/Week	L	T	P	O	Credit	Exam Hours	Marks		Total
												CI A	ESE	
I	Part A	Core Course - I	P23MBA101	Management Principles and Business Ethics	5	5		-		5	3	25	75	100
		Core Course - II	P23MBA102	Quantitative Techniques and Research Methods in Business	5	4	1	-		4	3	25	75	100
		Core Course - III	P23MBA103	Managing Organizational Behaviour	5	5	-		-	4	3	25	75	100
		Core Course - IV	P23MBA104	Accounting for Managers	5	4	1	-	-	4	3	25	75	100
		Core Course - V	P23MBA105	Managerial Economics	5	5	-	-	-	4	3	25	75	100
	Part B (ii)	EDC-I	P23MBAED11	Extra Disciplinary Course I- Entrepreneurship Development	3	3	-	-	-	2	3	25	75	100
		Soft Skills – I	P23MBASS11	Soft Skills – I – Executive Communication	2	-	-	2	-	2	3	25	75	100
TOTAL					30	26	2	2	-	25	-	-	-	700
II	Part A	Core Course - VI	P23MBA206	Applied Operations Research	5	4	1	-		5	3	25	75	100
		Core Course - VII	P23MBA207	Human Resource Management	5	5		-		4	3	25	75	100
		Core Course - VIII	P23MBA208	Marketing Management	5	5	-		-	4	3	25	75	100
		Core Course - IX	P23MBA209	Operations Management	4	3	1	-	-	4	3	25	75	100
		Core Course - X	P23MBA210	Financial Management	4	3	1	-	-	4	3	25	75	100
	Part B (ii)	EDC-II	P23MBAED22	Extra Disciplinary Course I International Business	3	3	-	-	-	2	3	25	75	100
		Soft Skills – II	P23MBASS22	Soft Skills – II- Business Etiquette	2	-	-	2	-	2	3	25	75	100
Soft Skills – III		P23MBASS23	Soft Skills – III- Computing Skills	2	-	-	2	-	2	3	25	75	100	
TOTAL					30	23	3	4	-	27	-	-	-	800

Sem	Part	Course	Course Code	Title of the Paper	Ins. Hrs/Week	L	T	P	O	Credit	Exam Hours	Marks		Total
												CI A	ESE	
III	Part A	Core Course-XI		Information Systems for Business	5	5	-	-	-	5	3	25	75	100
	Part B (i)	EC-I		**Choose any one from the list	4	4	-	-	-	3	3	25	75	100
		EC-II		**Choose any one from the list	4	4	-	-	-	3	3	25	75	100
		EC-III		**Choose any one from the list	3	3	-	-	-	3	3	25	75	100
		EC-IV		**Choose any one from the list	3	3	-	-	-	3	3	25	75	100
		EC-V		**Choose any one from the list	3	3	-	-	-	3	3	25	75	100
		EC-VI		**Choose any one from the list	3	3	-	-	-	3	3	25	75	100
	Part B (ii)	EDC-III		Extra Disciplinary Course III-Employability Skills	3	3	-	-	-	2	3	25	75	100
		Soft Skills – IV		Soft Skills – IV- Leadership and Team Building Skills	2	-	-	2	-	2	3	25	75	100
	Part B (iii)	***Summer Internship			-	-	-	-	-	4	-	-	-	100
TOTAL					30	28	-	2	-	31	-	-	-	1000
IV	Part A	Core Course-XII		Legal Systems in Business	6	6	-	-	-	4	3	25	75	100
		Core Course-XIII		Strategic Management	6	6	-	-	-	4	3	25	75	100
		Project		Project with Viva Voce	16	16	-	-	-	8	-	50	150	200
	Part B (ii)	Professional Competency Course		Professional Competency Course	2	2	-	-	-	2	3	25	75	100
Part C				Extension Activity	-	-	-	-	-	1	-	-	-	-
TOTAL					30	30	-	-	-	19	-	-	-	500
GRAND TOTAL					120	107	5	8	-	102				3000
Extra Credit				MOOC/SWAYAM/NPTEL (At least Three)	-	-	-	-	-	2	-	-	-	-
				Value added Courses (At least one per Year)	-	-	-	-	-	2	-	-	-	-

S.NO	Semester	Course Code	Value added Courses
1	I	P23MBAVA1	Women and Society in India
2	III		Social Etiquette

Credit Distribution for MBA

S.No	Course Details	Credit
Part A	Core Course [10 Course X 4 Credits] +[3 Course X 5 Credits]	55
	Project Work with Viva Voce	8
Part B (i)	Elective Course [6 Courses X 3 Credits]	18
Part B (ii)	Extra Disciplinary Course [3 Courses X 2 Credits]	6
	Soft Skills Course [4 Courses X 2]	8
	Professional Competency Course [1 Courses X 2]	2
Part B (iii)	Internship	4
Part C	Extension Activity	1
	Total Credit	102

Part A component and Part B (i) will be taken into account for CGPA calculation for the postgraduate programme and the other components of Part B and Part C have to be completed during the duration of the programme as per the norms, to be eligible for obtaining the PG degree.

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

***** 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.**

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 150 Marks (6 Credits).

#The Viva- Voce will be conducted with Two Examiners (i.e. one Internal and the other External) for a Maximum of 50 Marks (2Credits).

Specialization Courses: Finance Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
1	Corporate Finance	Elective	3	-	-	1	3	3	25	75	100
2	Security Analysis and Portfolio Management	Elective	3	-	-	1	3	3	25	75	100
3	Tax Management	Elective	3	-	-	1	3	3	25	75	100
4	Merchant Banking and Financial Services	Elective	3	-	-	1	3	3	25	75	100
5	Derivatives Management	Elective	2	-	1	-	3	3	25	75	100
6	Banking and Insurance	Elective	2	-	1	-	3	3	25	75	100
7	Behavioural Finance	Elective	2	-	1	-	3	3	25	75	100
8	Financial Modelling	Elective	2	-	1	-	3	3	25	75	100
9	Capital Markets and Financial Services	Elective	2	-	1	-	3	3	25	75	100
10	Financial Planning and Wealth Management	Elective	2	-	1	-	3	3	25	75	100
11	Fixed Income Securities	Elective	3	-	-	-	3	3	25	75	100
12	Fintech and Investment Analysis [@]	Elective	-	-	3	-	3	3	40	60	100
13	International Financial Management	Elective	2	-	1	-	3	3	25	75	100
14	Risk Management in Banks	Elective	2	-	1	-	3	3	25	75	100

@ This is a hands on Computer Laboratory Practical course.

Specialization Courses: Marketing Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
1	Advanced Marketing Research and Consumer Behaviour	Elective	3	-	-	-	3	3	25	75	100
2	Advertising Management and Sales Promotion	Elective	3	-	-	-	3	3	25	75	100
3	Sales and Distribution Management	Elective	3	-	-	-	3	3	25	75	100
4	Brand Management	Elective	3	-	-	-	3	3	25	75	100
5	Industrial Marketing	Elective	3	-	-	-	3	3	25	75	100
6	Services Marketing	Elective	3	-	-	-	3	3	25	75	100
7	Customer Relations Management	Elective	3	-	-	-	3	3	25	75	100
8	Retail Marketing	Elective	3	-	-	-	3	3	25	75	100
9	Rural Marketing	Elective	3	-	-	-	3	3	25	75	100
10	International Marketing	Elective	3	-	-	-	3	3	25	75	100
11	Advanced Selling and Negotiation Skills	Elective	3	-	-	-	3	3	25	75	100
12	Channel Management Strategies	Elective	3	-	-	-	3	3	25	75	100
13	Customer Engagement Marketing	Elective	3	-	-	-	3	3	25	75	100
14	Digital Marketing	Elective	3	-	-	-	3	3	25	75	100
15	Marketing Analytics	Elective	3	-	-	-	3	3	25	75	100
16	Marketing Metrics	Elective	3	-	-	-	3	3	25	75	100
17	New Product Strategies	Elective	3	-	-	-	3	3	25	75	100
18	Strategic Marketing	Elective	3	-	-	-	3	3	25	75	100

Specialization Courses: Human Resource Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
1	Human Resources Development	Elective	3	-	-	1	3	3	25	75	100
2	Performance Management	Elective	3	-	-	1	3	3	25	75	100
3	Organizational Development	Elective	3	-	-	1	3	3	25	75	100
4	Industrial and Labour Relations	Elective	3	-	-	1	3	3	25	75	100
5	Career Management	Elective	3	-	-	1	3	3	25	75	100
6	Emotional Intelligence for Managerial Effectiveness	Elective	3	-	-	1	3	3	25	75	100

7	HR Analytics	Elective	2	-	1	-	3	3	25	75	100
8	Learning and Development	Elective	2	-	1	-	3	3	25	75	100
9	Organizational Change	Elective	2	-	1	-	3	3	25	75	100
10	Strategic HRM	Elective	3	-	-	1	3	3	25	75	100
11	Talent Management	Elective	3	-	-	1	3	3	25	75	100
12	Workplace counselling	Elective	2	-	1	-	3	3	25	75	100
13	Human Capital Planning	Elective	2	-	1	-	3	3	25	75	100
14	Human Resources Information System	Elective	2	-	1	-	3	3	25	75	100
15	Stress Management	Elective	2	-	1	-	3	3	25	75	100
16	Competency mapping	Elective	2	-	1	-	3	3	25	75	100
17	International HRD	Elective	3	-	-	-	3	3	25	75	100
18	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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MASTER OF BUSINESS ADMINISTRATION

Semester: I -CC- I: MANAGEMENT PRINCIPLES AND BUSINESS ETHICS

Ins.Hrs./Week:5

Course Credit: 5

Course Code: P23MBA101

OBJECTIVES:

- To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions.
- To provide insights on Planning & Decision Making
- To throw light on Organizing, Managing Change and Innovation
- To elucidate on Leadership, Communication and Controlling.
- To create awareness and importance of Business Ethics and Social Responsibility.

UNIT: I Introduction

(15 Hours)

Introduction: 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

UNIT: II Planning & Decision Making

(15 Hours)

Planning & Decision Making: 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

UNIT: III Nature of Organizing

(15 Hours)

Nature of Organizing: 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.

UNIT: IV Leadership and Control

(15 Hours)

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)

UNIT: V Business Ethics**(15 Hours)**

Business Ethics: Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit – Business Ethics and-CSR Models.

Total Lecture Hours- 75**COURSE OUTCOME:**

The students should be able to

1. Possess the knowledge on the basic concepts of management and understand how an organization functions.
2. Possess knowledge on planning & decision making.
3. Have insights on organizing, managing change and Innovation
4. Learn leadership, communication and controlling skills.
5. Have better understanding on business ethics and social responsibility.

REFERENCES BOOKS

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

E-RESOURCES

1. <https://deb.ugc.ac>. In
2. [http://www.managementconcepts. Com](http://www.managementconcepts.Com)



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MASTER OF BUSINESS ADMINISTRATION

Semester: I -CC- II: QUANTITATIVE TECHNIQUES AND RESEARCH METHODS IN BUSINESS

Ins.Hrs./Week:5

Course Credit: 4

Course Code: P23MBA102

OBJECTIVES:

- To provide the students with an introduction to probability theory and discuss how probability calculations may facilitate their decision making.
- To construct a coherent research proposal that includes an abstract, literature review, research questions, ethical considerations and methodology.
- To understand the basic statistical tools for analysis & interpretation of qualitative and quantitative data.
- To recognize the principles and characteristics of the multivariate data analysis techniques.
- To become familiar with the process of drafting a report that poses a significant problem

UNIT: I Introduction

(20 Hours)

Introduction: 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.

UNIT: II Research Methods

(13 Hours)

Research Methods: 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.

UNIT: III Data Preparation and Analysis

(18 Hours)

Data Preparation and Analysis: 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.

UNIT: IV Multivariate Statistical Analysis

(12 Hours)

Multivariate Statistical Analysis: 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

UNIT: V Report Writing and Ethics in Business Research (12 Hours)

Report Writing and Ethics in Business Research: 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.

Total Lecture Hours- 75

COURSE OUTCOME:

The students should be able to

1. Be able to develop problem-solving techniques needed to accurately calculate probabilities.
2. Be able to devise research methods, techniques and strategies in the appropriate manner for managerial decision making and conduct research for the industry.
3. Be able to apply and interpret the different types of quantitative and qualitative methods of data analysis.
4. Be able to use multivariate techniques appropriately, undertake multivariate hypothesis tests, and draw appropriate conclusions.
5. Be able to present orally their research or a summary of another's research in an organized, coherent, and compelling fashion.

REFERENCES BOOKS

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- McGraw 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

E-RESOURCES

1. https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.macc.pdf
2. <https://study.com/academy/topic/probability.html>
3. https://onlinecourses.nptel.ac.in/noc18_ma07/preview
4. <https://hbr.org/1964/07/decision-trees-for-decision-making>



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MASTER OF BUSINESS ADMINISTRATION

Semester: I -CC- III: MANAGING ORGANIZATIONAL BEHAVIOUR

Ins.Hrs./Week:5

Course Credit: 4

Course Code: P23MBA103

OBJECTIVES:

- 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.
- To provide insights on Individual Differences, perception, learning, Attitudes values and motivation
- To throw light on Group Dynamics and Interpersonal Communication
- To elucidate on Leadership, Politics, Conflicts and Negotiation.
- To create awareness and importance of work stress and Emotional Intelligence and its influence on employees in an organization.

UNIT: I Introduction to Organizational Behaviour (15 Hours)

Introduction to Organizational Behaviour: 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.

UNIT: II Individual Difference (15 Hours)

Individual Difference - 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. Perception: Meaning Process – Factors influencing perception – Attribution theory Learning: Classical, Operant and Social Cognitive Approaches – Managerial implications. Attitudes and Values:– Components, Attitude – Behaviour relationship, formation, values. Motivation: Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland’s theory of needs and Contemporary theories of motivation – Self – Determination theory, Job Engagement, Goal Setting theory, Self– efficacy theory, Re – inforcement theory, Equity theory, Expectancy theory.

UNIT: III Group Dynamics and Interpersonal Communication (15 Hours)

Group Dynamics – Foundations of Group Behaviour – Group and Team - Stages of Group Development–Factors affecting Group and Team Performance - Group Decision making Interpersonal Communication – Communication Process – Barriers to Communication– Guidelines for Effective Communication

UNIT: IV Leadership**(15 Hours)**

Leadership – Trait, Behavioural and Contingency theories, Leaders vs Managers Power and Politics: Sources of Power – Political Behaviour in Organizations – Managing Politics. Conflict and Negotiation: Sources and Types of Conflict –Negotiation Strategies– Negotiation Process.

UNIT: V Work Stress and Emotional Intelligence**(15 Hours)**

Work Stress: Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture.

Emotional Intelligence, Work Life Integration Practices. Knowledge based enterprise- systems and Processes; Networked and virtual organizations.

Total Lecture Hours- 75**COURSE OUTCOME:**

The students should be able to

1. Possess the knowledge on the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization
2. Possess knowledge on Individual Differences, perception, learning, Attitudes values and motivation
3. Have insights on Group Dynamics and Interpersonal Communication
4. Learn Leadership, Politics, Conflicts and Negotiation.
5. Have better understanding on work stress and Emotional Intelligence and its influence on employees in an organization.

REFERENCES BOOKS

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.

E-RESOURCES

1. www.himpub.com
2. <https://iedunote.com/organisational-behaviour/>
3. www.yourarticlelibrary.com/organisation/



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Semester: I -CC- IV: ACCOUNTING FOR MANAGERS

Ins.Hrs./Week:5

Course Credit: 4

Course Code: P23MBA104

OBJECTIVES:

- To acquaint the students with the fundamentals of principles of financial, cost and management accounting
- To enable the students to prepare, analyses and interpret financial statements
- To acquaint the students with the tools and techniques of financial analysis
- To enable the students to take decisions using management accounting tools.
- To enable the students to prepare the reports with the accounting tools and facilitate managerial decision making.

UNIT: I Financial Accounting (15 Hours)

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

UNIT: II Financial Statement Analysis (15 Hours)

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.

UNIT: III Marginal Costing (15 Hours)

Marginal Costing - Definition - distinction between marginal costing and absorption costing - Breakeven 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.

UNIT: IV Budget, Budgeting, and Budgeting Control (15 Hours)

Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems - Zero Base Budgeting.

UNIT: V Cost Accounting**(15 Hours)**

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.

Total Lecture Hours- 75**COURSE OUTCOME:**

The students should be able to

1. Be able to understand the fundamentals of principles of financial, cost and management accounting
2. Be able to prepare, analyze and interpret financial statements
3. Be able to use the tools and techniques of financial analysis.
4. Be able to take decisions using management accounting tools.
5. Be able to prepare the reports with the accounting tools and facilitate and take managerial decisions.

REFERENCES BOOKS

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
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For the candidates admitted in the academic Year 2023-2024
MASTER OF BUSINESS ADMINISTRATION

Semester: I -CC- V: MANAGERIAL ECONOMICS

Ins.Hrs./Week:5

Course Credit: 4

Course Code: P23MBA105

OBJECTIVES:

- To familiarize the students about managerial economics and to know the fundamental concepts affecting business decisions.
- To understand the concept of utility and demand analysis and demand forecasting
- To know about production function and market structure
- To have an idea and understanding about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning.
- To Provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy.

UNIT: I Introduction (15 Hours)

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.

UNIT: II Utility Analysis and the Demand Curve (15 Hours)

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

UNIT: III The Production Function (15 Hours)

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.

UNIT: IV Macro Economic Variables (15 Hours)

Macro Economic Variables – National Income- Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment - Business Cycles and Contra cyclical Policies – Role of Economic Policy – Indian Economic Planning.

UNIT: V Commodity and Money Market**(15 Hours)**

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.

Total Lecture Hours- 75**COURSE OUTCOME:**

The students should be able to

1. Be able to understand the basic concepts of managerial economics that helps the firm in decision making process.
2. Be familiar about the Basic concepts of Demand, Supply and Equilibrium and their determinants
3. Have better idea and understanding about production function and market structure
4. Have better insights about macroeconomics concepts like National income, Savings and Investment, Indian Economic Policy and planning
5. Possess better knowledge about Money market, Monetary and Fiscal policy, inflation and deflation, FDI and globalization and Cashless economy and digitalized cash transfers.

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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, 9th Edition (2021)
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MASTER OF BUSINESS ADMINISTRATION

Semester: I - EDC-I: ENTREPRENEURSHIP DEVELOPMENT

Ins.Hrs./Week:3

Course Credit: 2

Course Code: P23MBAED11

OBJECTIVES:

- To introduce students to entrepreneurship and its growth in India.
- To impart knowledge on innovation, its types, role of technology in innovation, patents and licensing.
- To orient the students on new venture creation
- To enable students to prepare a feasible business plan
- To give inputs on various types of financing available for new ventures.

UNIT: I Introduction

(9 Hours)

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.

UNIT: II Innovation in Business

(9Hours)

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

UNIT: III New Venture Creation

(9 Hours)

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.

UNIT: IV Business Plan Preparation

(9 Hours)

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

UNIT: V Business Plan Preparation**(9 Hours)**

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.

Total Lecture Hours- 45**COURSE OUTCOME:**

The students should be able to

1. Be able to know about growth of entrepreneurship in India
2. Gain knowledge on innovation, its types, role of technology in innovation, patents and licensing
3. Obtain knowledge on new venture creation
4. Be able to prepare a business plan
5. Gain knowledge on various types of financing available for new ventures.

REFERENCES BOOKS

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
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MASTER OF BUSINESS ADMINISTRATION

Semester: I - Soft Skills – I: EXECUTIVE COMMUNICATION

Ins.Hrs./Week:2

Course Credit: 2

Course Code: P23MBASS11

OBJECTIVES:

- To acquire communication awareness they are going to get for the industry.
- To make the customer realize that you can provide them with information and other essential things
- To explore the skill of writing business proposals
- To develop a plan for the meetings and interviews
- To analyze the skills required for non-verbal communication

UNIT: I Communication

(6 Hours)

Communication: Meaning and Significance of Communication for Management- Types of Communication Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication Dyadic Communication- Face-to-face Communication. Other Modes of Communication.

UNIT: II Business Correspondence

(6Hours)

Business Correspondence: Planning Business Messages: Analyzing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps, Composing the Message- Norms for Business Letters Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries, Inviting Quotations, Sending Quotations, Placing Orders, Inviting tenders, Claim letters, Customers Complaints, Collection Letters, Sales Promotion Letters- Revising Business Messages: Revising for Clarity. Conciseness and Readability, Proof reading and Evaluating- Letters of application and resume.

UNIT: III Business Reports and Proposals

(6 Hours)

Business Reports and Proposals: Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports- Norms for Including Exhibits and Appendices- Writing Business Proposals.

UNIT: IV Conducting Meetings and Interviews

(6 Hours)

Conducting Meetings and Interviews: Procedure for Conducting Meetings- Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences- Procedure of Regulating Speech- Evaluating Oral Presentations Drafting Speech- Participating in Debates and Group Discussions- Presentation Skills- Fluency Development Strategies- Attending and Conducting Interviews- Listening.

UNIT: V Non-verbal Communication**(6 Hours)**

Non-verbal Communication: Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts, Diagrams and Tables- Visual and Audio-visual Aids for Communication.

Total Lecture Hours- 30**COURSE OUTCOME:**

The students should be able to

1. Understanding of theories and concepts, types and various modes of communication in organizations
2. Development of skills on developing Business Correspondence
3. Development of skills on preparing Business Reports and Proposals
4. To draft effective business correspondence with brevity, and clarity in designing and developing clean and lucid organizing skills.
5. To demonstrate his/her verbal and non-verbal communication ability through presentations.

REFERENCES BOOKS

1. Chaney, L. and Martin, J., Intercultural Business Communication. Person, 4 ed., 2008.
2. Chaturvedi, Business Communication, Person, 2 edition, 2011
3. Bovec L. Courtland and John V. Thill, Business Communication Today, 10 ed., Pearson Education, New Delhi, 2011.
4. American Management Association, The AMA Handbook of Business Writing: The Ultimate Guide to Style, Usage, Punctuation, Construction and Formatting, 2010.
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MASTER OF BUSINESS ADMINISTRATION

Semester: II - CC-VI: APPLIED OPERATIONS RESEARCH

Ins.Hrs./Week: 5

Course Credit: 5

Course Code: P23MBA206

OBJECTIVES:

- To provide the students with introduction on OR and its models to aid in understanding its applicability in the various functional areas of management.
- To understand the concept of linear programming models in determining profit maximization and cost minimization
- To learn about various methods adopted in transportation and Assignments models.
- To determine about inventory models, replacement models, job sequencing, networking model and Queuing model
- To throw light on dynamic model and game models and the application of pure and mixed strategies in competitive environment.

UNIT: I Introduction (11 Hours)

Introduction: Overview of operations research – Origin – Nature, scope & characteristics of OR – Models in OR – Application of operations research in functional areas of management

UNIT: II Linear Programming Problem (15 Hours)

Linear Programming Problem: Linear programming problem model – Formulation – Maximization & Minimization problem – Graphical method – Simplex method – Artificial variable – Primal & Dual.

UNIT: III Transportation problem (15 Hours)

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.

UNIT: IV Project Scheduling and Resource Management (21 Hours)

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.

UNIT: V Game Theory and Strategies**(13 Hours)**

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.

Total Lecture Hours- 75**COURSE OUTCOME:**

The students should be able to

1. Obtain insight on the origin and nature of OR and also the application of various models of OR.
2. Learn about the graphical, Simplex, Big M and dual methods of Linear programming problem.
3. Be well versed with the concept of transportation and Assignments models
4. Have better understanding on inventory models, replacement models, job sequencing, networking model and Queuing model
5. Be imparted knowledge on the various methods of game model

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1. Anderson,D.R.,Sweeney,D.J.,Williams,T.A.andMartin,K.,AnIntroduction toManagementScience:QuantitativeApproachtoDecisionMaking,14thEdition Paperback – 1, Cengage Learning India Pvt. Ltd., 2019
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MASTER OF BUSINESS ADMINISTRATION

Semester: II - CC-VII: HUMAN RESOURCE MANAGEMENT

Ins.Hrs./Week: 5

Course Credit: 4

Course Code: P23MBA207

OBJECTIVES:

- To embark importance of HRM role, functions and need
- To assimilate theoretical and practical implications of HRP
- To critically use appropriate training tools
- To analyze and implement an effective performance management
- To extrapolate and design compensation management techniques

UNIT: I Introduction

(15 Hours)

Introduction: 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.

UNIT: II Human Resource Planning

(15 Hours)

Human Resource Planning (HRP): 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

UNIT: III Training, Development & Career Management

(15 Hours)

Training, Development & Career Management: 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.

UNIT: IV Performance Management

(15 Hours)

Performance Management: 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.

UNIT: V Compensation Management**(15 Hours)**

Compensation Management: 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.

Total Lecture Hours- 75**COURSE OUTCOME:**

The students should be able to

1. Gain an understanding of HRM policies and importance.
2. Implement appropriate HRP in workplace.
3. Apply feasible Training method and manage career progressions.
4. Demonstrate managing performance of human resources.
5. Design and justify compensation framework.

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1. Ashwathappa, K., Human Resource Management, 9th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2021.
2. Ivanecevich, J.M., Human Resource Management, 12th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2020.
3. Gary Dessler & Biju Varrkey, Human Resource Management, 16th Edition, Pearson India Pvt. Ltd., 2020.
4. DeCenzo, D.A., Robbins S.P., Susan L Verhulst, Human Resource Management, 11th Edition, Wiley India Pvt. Ltd., 2015.
5. Leigh Thompson, Making the team, A guide for Managers, Pearson, 6th Edition 2019.
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MASTER OF BUSINESS ADMINISTRATION

Semester: II - CC-VIII: MARKETING MANAGEMENT

Ins.Hrs./Week: 5

Course Credit: 4

Course Code: P23MBA208

OBJECTIVES:

- To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied.
- To provide with opportunities to analyze marketing activities within the firm.
- To analyze and explore the buyer behavior pattern in marketing situations.
- To understand the branding, pricing and strategies in marketing a product.
- To upgrade the knowledge and awareness of Consumer Rights in the Market.

UNIT: I Introduction (15 Hours)

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.

UNIT: II Strategic Marketing (15 Hours)

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.

UNIT: III Marketing Information Systems (15 Hours)

MIS: Marketing Information Systems- Customer Relationship Management (CRM) Customer Engagement Marketing – Sales force Automation- Marketing Analytics

UNIT: IV Buyer Behaviour (15 Hours)

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.

UNIT: V Product Policies (15 Hours)

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.

Total Lecture Hours- 75

COURSE OUTCOME:

The students should be able to

1. Understand the fundamental principles of marketing, marketing concepts and ideas.
2. Understand the organization's marketing strategy and marketing environment. Familiar with marketing research with forecasting techniques.
3. Understand the buyer behavior and market segmentation and competitive marketing strategies.
4. Think strategically about branding, pricing and marketing issues.
5. Familiar with Promotion decisions along with awareness on Consumer Rights in the Market Place.

REFERENCES BOOKS

1. Pillai & Baghawathy, Marketing Management, S.Chand , 2010.
2. Gupta Prachi, Aggarwal Ashita , et al., Marketing Management: Indian Cases, 1st Edition, 2017
3. G.Shainesh Philip Kotler, et..al., Marketing Management; Indian Case Studies included, 16th Edition, Pearson, 2022
4. Warren J. Keegan, Global Marketing Management, 8thEdition, Pearson, 2017.
5. Mullins,MarketingManagement:AStrategicDecisionMakingApproach,7thEdition,McGraw-Hill,2010.
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MASTER OF BUSINESS ADMINISTRATION

Semester: II - CC-IX: OPERATIONS MANAGEMENT

Ins.Hrs./Week: 4

Course Credit: 4

Course Code: P23MBA209

OBJECTIVES:

- To understand the production function, production design & capacity planning,
- Exploring the Make or Buy decision, and thus understanding the role of inventory management
- 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.
- To elucidate the importance and usefulness of work-study and quality control tools
- To provide insights on service operations management and waiting line analysis.

UNIT: I Introduction

(15 Hours)

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.

UNIT: II Facility Design

(15 Hours)

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.

UNIT: III Inventory Control And Maintenance

(15 Hours)

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.

UNIT: IV Design of Work Systems and Quality Control**(17 Hours)**

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

UNIT: V Service Operations Management**(13 Hours)**

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.

Total Lecture Hours- 75**COURSE OUTCOME:**

The students should be able to

1. Understand the concepts of production and its design, capacity planning and make or buy decisions.
2. Be cognizant of the complexity involved in plant location decisions and utilization of plant layout.
3. Understand the Inventory models and the importance of maintenance techniques.
4. Be aware of work-study procedures and the importance on quality control tools
5. Have insight on service operations, service delivery and waiting line analysis.

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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.
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MASTER OF BUSINESS ADMINISTRATION

Semester: II - CC-X FINANCIAL MANAGEMENT

Ins.Hrs./Week. 4

Course Credit: 4

Course Code: P23MBA210

OBJECTIVES:

- To create an understanding and familiarize the students to the fundamentals of financial management and create awareness on the various sources of finance.
- To create awareness on the various investment techniques on the investment decision making.
- To throw light on the concept of cost of capital and familiarize on the technique of identifying the right source of capital.
- To educate on the concept of capital structure and the create understanding on the concept of dividend.
- To create an understanding on the concept of working capital, its need, importance, factors and forecasting technique

UNIT: I Introduction

(12 Hours)

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.

UNIT: II Investing Decision

(12 Hours)

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 – Crypto currency – Financial Modeling; Hurdle Rate.

UNIT: III Cost of Capital

(12 Hours)

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.

UNIT: IV Capital structure

(12 Hours)

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

UNIT: V Working Capital Management (12 Hours)

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.

Total Lecture Hours- 60

COURSE OUTCOME:

The students should be able to

1. Be aware of the basic concepts of financial management and understand the various sources of finance.
2. Possess knowledge on investment decision making.
3. Have insights on the cost of capital and would have familiarized themselves with the technique of calculating the cost of capital.
4. Have learnt the concept of capital structure and dividend
5. Have good understanding on the concept of working capital, its need, importance, factors and the methods of forecasting it.

REFERENCES BOOKS

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.

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1. <https://accountingexplained.com/managerial/capital-budgeting/>
2. <http://www.studyfinance.com/lessons/workcap/>



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SUNDARAKKOTTAI, MANNARGUDI -614016
For the candidates admitted in the academic Year 2023-2024
MASTER OF BUSINESS ADMINISTRATION

Semester: II - EDC-II - INTERNATIONAL BUSINESS

Ins.Hrs./Week. 3

Course Credit: 2

Course Code: P23MBAED22

OBJECTIVES:

- To understand and analyze international situations and evaluate international collaborative arrangements and strategic alliances.
- To apply knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.
- To throw light on international trade theories and the management of business functional operations in an international context.
- To analyze and evaluate barriers, opportunities, market entry modes and the process of internationalization.
- To know about regional economic integration and contemporary issues in international business.

UNIT: I Introduction

(9 Hours)

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.

UNIT: II International Business Environment

(9 Hours)

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 Literacy — Culture and Competitive Advantage.

UNIT: III International Trade

(9 Hours)

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).

UNIT: IV Global Trading and Investment Environment (9 Hours)

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.

UNIT: V Contemporary Issues (9 Hours)

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 forexport of goods- Quality Control and Pre- shipment Inspection- Customs Clearance- Port formalities- Exchange regulations for Export- Role of Clearing and Forwarding Agents.

Total Lecture Hours- 45

COURSE OUTCOME:

The students should be able to

1. Be aware of the international situations and evaluate international collaborative arrangements and strategic alliances.
2. Possessed knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.
3. Know the various international trade theories and the management of business functional operations in an international context.
4. Be able to evaluate barriers, opportunities, market entry modes and the process of internationalization.
5. Have better understanding on regional economic integration and contemporary issues in international business.

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.

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1. www.internationalbusinesscorporation.com
2. www.business-ethics.org
3. <https://www.jstor.org/journal/jintebusistud>



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For the candidates admitted in the academic Year 2023-2024
MASTER OF BUSINESS ADMINISTRATION

Semester: II - Soft Skills – II - BUSINESS ETIQUETTE

Ins.Hrs./Week. 2

Course Credit: 2

Course Code: P23MBASS22

OBJECTIVES:

- To analyze the Business etiquette at workplace
- To determine the Principles of exceptional work behavior
- To explore Tech etiquette in using various telecommunication devices and channels
- To successfully handle Multi-cultural challenges
- To ascertain sensitivity to new and emerging issues in etiquette

UNIT: I Introduction to business etiquette (6 Hours)

Introduction to business etiquette: The ABCs of etiquette Meeting and greeting scenarios- Developing a culture of excellence The principles of exceptional work behaviour - What is the role of Good Manners in Business?-Enduring Words Greetings and Introductions: Guideline for receptionists - Making introductions and greeting people- Greeting Components- The protocol of shaking hands- Introductions - Introductory scenarios - Addressing individuals.

UNIT: II Meeting and Boardroom Protocol and Entertaining Etiquette (6 Hours)

Meeting and Boardroom Protocol: Guidelines for planning a meeting - Before the meeting - On the day of the Meeting - Guidelines for Attending the meeting - For the Chairperson- For attendees - For Presenters - Planning a power point presentation-Dealing with customer complaints.

Entertaining Etiquette: Planning a meal- Issuing invitations -Business meals basics - Basics of table etiquette - Holding and resting utensils - Business dining etiquette - Multi-cultural Highlight: Japanese Dinning-Specific food Etiquette guidelines.

UNIT: III Telephone, Internet & email etiquette (6 Hours)

Telephone Etiquette: Cell phone etiquette-Social Media Usage etiquette- Telephone etiquette guidelines - Mastering the telephone courtesy - Active listening - Putting callers on hold - Transferring a call - Screening calls - Taking at message - Voice Mail-Closing the call - When Making calls - Closing the call-Handling rude or impatient clients

Internet & email etiquette: Internet usage in the workplace Email- Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines

UNIT: IV Business Attire and Professionalism (6 Hours)

Business Attire & Professionalism: Business style and professional image - Dress code - Guidelines for appropriate business attire - Grooming for success - Guidelines for appropriate business attire - Grooming for success - Multicultural dressing Diversity Management- Gender Sensitivity- Social Media and Communication with colleagues-Preventing sexual harassment-

Disability Etiquette: Basic disability Etiquette practices - Courtesies for wheelchair users
Courtesies for blind or visually impaired - Courtesies for the deaf- People with speech impairments.

UNIT: V Business Ethics

(6 Hours)

Business Ethics: Ethics in the workplace - The challenge of business ethics - Creating an ethical compass - Business ethics and advantages - Ethical Issues - Conflict Management- Conflict resolution strategies - Choosing the appropriate gift in the business environment

Multi-cultural challenges: Multi-cultural etiquette - Example of cultural sensitivity - Cultural differences and their effect on business etiquette- onsite projects-Cultural Highlight: China-Cultural Highlight: India.

Total Lecture Hours- 30

COURSE OUTCOME:

The students should be able to

1. Learn using business etiquette at work place
2. Be able to acquire knowledge about the Principles of exceptional work behaviour
3. Be able to enhance their knowledge of latest Tech etiquette in using various telecommunication devices and channels.
4. Get familiarized with the Successful handling of Multi-cultural challenge
5. Become sensitive to new and emerging issues in etiquette

REFERENCES BOOKS

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. Nouna: 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.

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MASTER OF BUSINESS ADMINISTRATION

Semester: II - Soft Skills – III - COMPUTING SKILLS

Ins.Hrs./Week. 2

Course Credit: 2

Course Code: P23MBASS23

OBJECTIVES:

- To create awareness and understanding on the basic functions of MS Excel
- To elucidate the students on the various advanced functions of MS Excel
- To educate the students on MS Access and its application in database management
- To enable the students to understand the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs
- To enable the students learn the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.

UNIT: I

(6 Hours)

MS Excel – Basic Functions - Workbook – Building – modifying - navigating; Worksheet – Auto fill copying and moving cells, inserting and deleting rows, printing; Formulas and functions-Troubleshooting formulas, Functions and its forms like database, reference, Databases – creating, sorting filtering and linking.

UNIT: II

(6 Hours)

MS Excel Advanced Functions – Vlookup – Hlookup – Charts – Count - Countif – Sum - Sumif – Product – Sum product. Functions: Mathematical - Financial - logic – Text – Statistical.

UNIT: III

(6 Hours)

MS Access – Components, creating a database and project, import and exporting, customizing; Tables – creating and setting fields; Queries – types, creating, wizards – Reports – creating and layout.

UNIT: IV

(6 Hours)

Cloud based apps – Google Drive, Google Sheets, Google Docs

UNIT: V

(6 Hours)

Cloud based apps - Google Forms, Google Slides – Google Cloud Print

Total Lecture Hours- 30

COURSE OUTCOME:

The students should be able to

1. Have awareness and understanding on the basic functions of MS Excel
2. Know the advanced functions of MS Excel
3. Possess knowledge on MS Access and its application in database management
4. Understand and possess knowledge on the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs
5. Understand and be aware of the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.

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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. Nouna: HarperCollins
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