

MBA

LEARNING OUTCOMES BASED CURRICULUM FRAMEWORK (CBCS-LOCF)
(For the candidates admitted in the academic year 2025–2026)

COURSE STRUCTURE WITH SYLLABUS

PROGRAMME CODE: 2PAMBA

2025-2027



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

(Affiliated to Bharathidasan University, Tiruchirappalli)

Accredited by NAAC

SUNDARAKKOTTAI-614016, MANNARGUDI. TAMILNADU,
INDIA.



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MANAGEMENT STUDIES

CHOICE BASED CREDIT SYSTEM - LEARNING OUTCOMES BASED CURRICULUM FRAMEWORK (CBCS-LOCF)

(For the candidates admitted in the academic year 2025-2026)

CHOICE BASED CREDIT SYSTEM

The credit based semester system provides flexibility in designing curriculum and assigning credits based on the course content and hours of teaching. The choice based credit system provides a 'cafeteria' type approach in which the students can take courses of their choice, learn at their own pace, undergo additional courses and acquire more than the required credits, and adopt an interdisciplinary approach to learning. Our College has moved to CBCS and implemented the grading system.

OUTCOME-BASED EDUCATION (OBE) LEARNING OUTCOME-BASED CURRICULUM FRAMEWORK (LOCF)

The fundamental premise underlying the learning outcomes-based approach to curriculum planning and development is that higher education qualifications are awarded on the basis of demonstrated achievement of outcomes (expressed in terms of knowledge, understanding, skills, attitudes and values) and academic standards expected of graduates of a programme of study. Learning outcomes specify what graduates completing a particular programme of study are expected to know, understand and be able to do at the end of their programme of study. The expected learning outcomes are used as reference points that would help to formulate graduate attributes, qualification descriptors, programme learning outcomes and course learning outcomes which in turn will help in curriculum planning and development, and in the design, delivery and review of academic programmes. They provide general guidance for articulating the essential learnings associated with programmes of study and courses within a programme, maintain national standards and international comparability of learning outcomes and academic standards to ensure global competitiveness, and to facilitate student/graduate mobility and provide higher education institutions an important point of reference for designing teaching-learning strategies, assessing student learning levels, and periodic review of programmes and academic standards.

Some important aspects of the Outcome Based Education

Course: is defined as a theory, practical or theory cum practical subject studied in a semester.

Course Outcomes (COs): are statements that describe significant and essential learning that learners have achieved, and can reliably demonstrate at the end of a course. Generally three or more course outcomes may be specified for each course based on its weightage.

Programme: is defined as the specialization or discipline of a Degree.

Programme Outcomes (POs): Programme outcomes are narrower statements that describe what students are expected to be able to do by the time of graduation. POs are expected to be aligned closely with Graduate Attributes.

Programme Specific Outcomes (PSOs): PSOs are what the students should be able to do at the time of graduation with reference to a specific discipline.

Some important terminologies repeatedly used in LOCF.

Core Courses (CC): A course, which should compulsorily be studied by a candidate as a core requirement is termed as a Core course. These are the courses which provide basic understanding of their main discipline. In order to maintain a requisite standard certain core courses must be included in an academic program. This helps in providing a universal recognition to the said academic program.

Discipline Specific Elective Courses (DSE): Elective course may be offered by the main discipline/subject of study is referred to as Discipline Specific Elective (DSE). These courses offer the flexibility of selection of options from a pool of courses. These are considered specialized or advanced to that particular programme and provide extensive exposure in the area chosen; these are also more applied in nature.

Generic Elective Courses: An elective course chosen generally from an **unrelated discipline/subject**, with an intention to seek exposure is called a Generic Elective. Generic Elective courses are designed for the students of other disciplines. Thus, as per the CBCS policy, the students pursuing particular disciplines would have to opt Generic Elective courses offered by other disciplines, as per the basket of courses offered by the college. The scope of the Generic Elective (GE) Courses is positively related to the diversity of disciplines in which programmes are being offered by the college.

Skill Enhancement Courses (SECs): These courses focus on developing skills or proficiencies in the student, and aim at providing hands-on training. Skill enhancement courses can be opted by the students of any other discipline, but are highly suitable for students pursuing their academic programme. These courses may be chosen from a pool of courses designed to provide value-based and/or skill-based knowledge.

Field Study/Industrial Visit/Case Study: It has to be completed during the fifth semester of the degree programme. Credit for this course will be entered in the fifth semester's marks statement.

Internship: Students must complete internship during summer holidays after the fourth semester. They have to submit a report of internship training with the necessary documents and have to appear for a viva-voce examination during fifth semester. Credit for internship will be entered in the fifth semester's mark statement.

Extra Credit Courses: In order to facilitate the students, gaining knowledge/skills by attending online courses MOOC, credits are awarded as extra credits, the extra credit are at three semesters after verifying the course completion certificates. According to the guidelines of UGC, the students are encouraged to avail this option of enriching their knowledge by enrolling themselves in the Massive Open Online Courses (MOOC) provided by various portals such as SWAYAM, NPTEL etc.

Post graduate Programme:

Programme Pattern: The Post Graduate degree programme consists of **FIVE** vital components. They are as follows:

- Part –A : Core Course (Theory) Project
- Part-B (i) : Elective courses
- Part-B (ii) : Extra Disciplinary Course, Soft Skills, Professional Competency course
- Part-B (iii) : Internship
- Part –C : Extension activity

EXAMINATION

Continuous Internal Assessment (CIA):

PG - Distribution of CIA Marks

Passing Minimum: 50 %

Assignments – 3 = 30%

Tests- 2= 50%

Seminar=10 %

Attendance= 10 %

Question Paper Pattern

Part A: includes two subsections

Part A 1 (10X1=10 marks)

One word question/ Fill in /True or False/ Multiple Choice Questions

Two Questions from Each unit

Part A 2 (5X2=10 marks)

Short Answers/ Match the following

One question from Each unit

Total Marks - 20

Part B: (5X5=25 marks)

Paragraph Answers

Either/ or type, One Question from each unit

Part C: (10X3=30)

Essay Type Answers

Answer 3 out of 5 Questions

One Question from each unit

Part A: K1 Level

Part B: K2, K3 and K4 Level

Part C: K5 and K6 Level

Knowledge levels for assessment of Outcomes based on Blooms Taxonomy

S.No.	Level	Parameter	Description
1	K1	Knowledge/Remembering	It is the ability to remember the previously learned
2	K2	Comprehension/ Understanding	The learner explains ideas or concepts
3	K3	Application/Applying	The learner uses information in a new way
4	K4	Analysis/Analysing	The learner distinguishes among different parts
5	K5	Evaluation/Evaluating	The learner justifies a stand or decision
6	K6	Synthesis/Creating	The learner creates a new product or point of view

WEIGHT AGE of K –LEVELSIN QUESTIONPAPER

(Cognitive Level) K-LEVELS →	Lower Order Thinking			Higher Order Thinking			Total
	K1	K2	K3	K4	K5	K6	
END SEMESTER EXAMINATIONS (ESE)	20	25			30		75
Continuous Internal Assessment (CIA)	20	25			30		75

QUESTION PATTERN FOR END SEMESTER EXAMINATION/ Continuous Internal Assessment

PART	MARKS
PART –A I. (No choice, One Mark) TWO questions from each unit (10x1=10)	20
II. (No choice, Two Mark) ONE question from each unit (5x2=10)	
PART –B (Either/ or type,5-Marks) ONE question from each unit (5x5=25)	25
PART –C (3 out of 5) (10Marks) ONE question from each unit (3x10=30)	30
Total	75

BLUE PRINT OF QUESTION PAPER FOR END SEMESTER EXAMINATION							
DURATION: 3.00 Hours.				Max Mark :75			
K-LEVELS	K1	K2	K3	K4	K5	K6	Total Marks
PART							
PART –A(One Mark, No choice) (10x1=10)	10						10
(2-Marks,Nochoice) (10x2=20)	10						10
PART –B(5-Marks)(Either/or type)(5x5=25)		5	10	10			25
PART –C(10 Marks)(3 out of 5) (3x10=30) CourseshavingonlyK5,K6 levels, K5 level- 3 Questions, K6 level- 2 Questions (One K6 level question is compulsory)					20	10	30
Total	20	05	10	10	20	10	75

EVALUATION

GRADING SYSTEM

Once the marks of the CIA and the end-semester examination for each of the courses are available, they will be added and converted as final mark. The marks thus obtained will then be graded as per the scheme provided in Table-1.

Grade Point Average (GPA) will be calculated from the first semester onwards for all semester. From the second semester onwards, the total performance within a semester and the continuous performance starting from the first semester are indicated by semester Grade Point Average (GPA) and Cumulative Grade Point Average (CGPA) , respectively. These two are calculated by the following formulae:

$\text{GPA} = \frac{\sum_{i=1}^n C_i G_i}{\sum_{i=1}^n C_i}$	$\text{WAM (Weighted Average Marks)} = \frac{\sum_{i=1}^n C_i M_i}{\sum_{i=1}^n C_i}$
Where, C_i is the Credit earned for the Course i G_i is the Grade Point obtained by the student for the Course I M_i is the marks obtained for the course i and N is the number of Courses Passed in that semester.	

CGPA: Average GPA of all the Courses starting from the first semester to the current semester.

CLASSIFICATION OF FINAL RESULTS:

- i. The classification of final results shall be based on the CGPA, as indicated in Table-2.
- ii. For the purpose of Classification of Final Results, the candidates who earn the CGPA 9.00 and above shall be declared to have qualified for the Degree as 'Outstanding'. Similarly the candidates who earn the CGPA between 8.00 and 8.99, 7.00 and 7.99, 6.00 and 6.99 and 5.00 and 5.99 shall be declared to have qualified for their Degree in the respective programmes as 'Excellent', 'Very Good', 'Good', and 'Above Average' respectively.
- iii. Absence from an examination shall not be taken an attempt.

Table- 1: Grading of the Courses

Marks Range	Grade Point	Corresponding Grade
90andabove	10	O
80andaboveandbelow90	9	A+
70andaboveandbelow80	8	A
60andaboveandbelow70	7	B+
50andaboveandbelow60	6	B
Below50	NA	RA

NA- Not Applicable, RA- Reappearance

The candidates performance in every current semester is indicated by **Semester Grade Point Average (SGPA)** and from the second semester onwards, the continuous performance including previous semester/s is indicated by **Cumulative Grade PointAverage (CGPA)**

Table-2: Final Result

CGPA	Corresponding Grade	Classification of Final Result
9.00andabove	O	Outstanding
8.00 to 8.99	A+	Excellent
7.00 to 7.99	A	Very Good
6.00 to 6.99	B+	Good
5.00 to 5.99	B	Above Average

*The candidates who have passed in the first appearance and within the prescribed duration of the PG Programme are eligible. If the candidate's Grade is O/A+ with more than one attempt, the performance is fixed as "Very Good"

Vision

To Develop into a Centre of Excellence in Business Administration so as to nurture creativity, encourage entrepreneurship, enhance employability and holistic development among women students.

Mission

- Equipping students with the fundamental management concepts and skills by adopting application based, innovative and quality teaching and research.
- Empowering the women students in transformative educational experience with in-depth Disciplinary knowledge and interpersonal skills.
- Providing transformational learning to create responsible and ethical leaders
- Creating value for students through activities that lead to career success and the advancement of professional knowledge.

PROGRAMME OUTCOMES FOR MBA DEGREE PROGRAMMES

PO.No	Programme Outcomes (Upon completion of the MBA Degree Programme, the Post graduate will be able to)
PO-1	Disciplinary Knowledge: Demonstrate broad and in-depth knowledge and create innovative strategies in the chosen field of Finance, Marketing and Human Resource Management
PO-2	Critical Thinking and Problem Solving : Apply analytic thought to a body of knowledge, analyse and evaluate evidence, arguments, claims, beliefs on the basis of empirical evidence, identify relevant assumptions or implications, formulate coherent arguments, critically evaluate practices, policies and theories by following scientific approach to knowledge development: solve problems and extrapolate the same to real life situation
PO-3	Information/digital literacy and Communication Skills: Use ICT in a variety of learning situations, demonstrate ability to access, evaluate, and use a variety of relevant information sources, and use appropriate software for analysis of data: communicate thoughts and ideas analytically and effectively in writing and orally using appropriate media, and present complex information in a clear and concise manner to different groups.
PO-4	Research-related skills: Demonstrate sense of inquiry and capability for asking relevant/appropriate questions, problematising, synthesising and articulating; recognise cause-and-effect relationships, define problems, formulate hypotheses, test hypotheses, analyse, interpret and draw conclusions from data, establish hypotheses, predict cause- and-effect relationships and plan, execute and report the results of an experiment or investigation.
PO-5	Leadership Skills: Emerge as Women leaders who serve as transformational catalysts in policy making in commerce and business.
PO-6	Entrepreneurial skills and Multi-tasking competence: Undertake independent entrepreneurial ventures and startups and function in multi-disciplinary work environment, good interpersonal skills as a leader in a team in appreciation of professional ethics and societal responsibilities.
PO-7	Moral and ethical awareness/reasoning: Embrace moral/ethical values in conducting one's life, formulate a position/argument about an ethical issue from multiple perspectives, and use ethical practices in all work, demonstrate the ability to identify ethical issues related to one's work, avoid unethical behaviour such as fabrication, falsification or misrepresentation of data or committing plagiarism, not adhering to intellectual property rights, appreciate environmental and sustainability issues, and adopt objective, unbiased and truthful actions in all aspects of work.
PO-8	Self directed Learning: Work independently, identify appropriate resources required for a project, and manage a project till completion.
PO-9	Lifelong Learning : Engage in continuous learning for professional growth and development, acquire knowledge and skills, adapt to changing environment and to changing trades and demands of work place through knowledge/skill development/reskilling.
PO-10	Global Orientation and Cross-Cultural Appreciation: Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management.

PROGRAMME SPECIFIC OUTCOME (PSO)

PSO No.	Program Specific Outcomes <i>(Upon completion of the MBA Degree Programme, the Post graduate will be able to)</i>
PSO-1	Understand the application of theoretical studies into the real time application based approaches through Case based study, Internship and on-job training method.
PSO-2	Develop into competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Indian Economy & Society, aligned with the national priorities.
PSO-3	Build requisite knowledge, skills & right attitudes necessary to create effective leadership so as to prove, develop and sustain in a global environment
PSO-4	Show Leadership, Creativity, and excellence in industry and academia
PSO-5	Understand societal and ecological issues relevant to professional managerial practice.
PSO-6	Show business and management acumen, who shall hold high degree of human values and social consciousness in their professional and personal lives.
PSO-7	Develop entrepreneurship facilities such as incubation center, entrepreneurship development center for taking up start ups or grow existing business.



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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 2025 – 2026 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	S	Credit	Exam Hours	Marks		Total
												CI A	ESE	
I	Part A	Core Course - I	P25MBA101	Management Principles and Business Ethics	5	3	1	-	1	5	3	25	75	100
		Core Course- II	P25MBA102	Quantitative Techniques and Research Methods in Business	5	3	1	-	1	4	3	25	75	100
		Core Course- III	P25MBA103	Managing Organizational Behaviour	5	3	1	-	1	4	3	25	75	100
		Core Course - IV	P25MBA104	Accounting for Managers	5	3	1	-	1	4	3	25	75	100
		Core Course - V	P25MBA105	Managerial Economics	5	3	1	-	1	4	3	25	75	100
	Part B (ii)	EDC-I	P25MBAED11	Extra Disciplinary Course I- Entrepreneurship Development	3	2	1	-	-	2	3	25	75	100
		Soft Skills – I	P25MBASS11	Soft Skills – I – Executive Communication	2	-	-	2	-	2	3	25	75	100
	TOTAL					30	17	6	2	5	25	-	-	-
II	Part A	Core Course- VI	P25MBA206	Applied Operations Research	5	3	1	-	1	5	3	25	75	100
		Core Course - VII	P25MBA207	Human Resource Management	5	3	1	-	1	4	3	25	75	100
		Core Course- VIII	P25MBA208	Marketing Management	5	3	1	-	1	4	3	25	75	100
		Core Course-- IX	P25MBA209	Operations Management	4	3	1	-	-	4	3	25	75	100
		Core Course- X	P25MBA210	Financial Management	4	3	1	-	-	4	3	25	75	100
	Part B (ii)	EDC-II	P25MBAED22	Extra Disciplinary Course II International Business	3	2	1	-	-	2	3	25	75	100
		Soft Skills – II	P25MBASS22	Soft Skills – II- Intellectual Property Rights	2	-	-	2	-	2	3	25	75	100
		Soft Skills – III	P25MBASS23	Soft Skills – III- Computing Skills	2	-	-	2	-	2	3	25	75	100
	TOTAL					30	17	6	4	3	27	-	-	-

Sem	Part	Course	Course Code	Title of the Paper	Ins · Hr s/ We ek	L	T	P	S	Credit	Ex am Hou rs	Marks		Total
												CIA	ESE	
III	Part A	Core Course- XI	P25MBA311	Information Systems for Business	6	4	1	-	1	5	3	25	75	100
		Core Course- XII	P25MBA312	Legal Systems in Business	6	4	1	-	1	4	3	25	75	100
	Part B (i)	EC-I	P25MBAE1A/ P25MBAE1B/ P25MBAE1C	Course A-I / B-I / C-I	4	3	1	-	-	3	3	25	75	100
		EC-II	P25MBAE2A/ P25MBAE2B/ P25MBAE2C	Course A-II / B-II / C-II	4	3	1	-	-	3	3	25	75	100
		EC-III	P25MBAE3A/ P25MBAE3B/ P25MBAE3C	Course A-III / B-III / C-III	4	3	1	-	-	3	3	25	75	100
	Part B (ii)	EDC-III	P25MBAED33	Extra Disciplinary Course III- Data Visualization for Managers	3	2	1	-	-	2	3	25	75	100
		Soft Skills – IV	P25MBASS34	Soft Skills – IV Leadership and Team building Skills	3	-	1	2	-	2	3	25	75	100
	Part B (iii)		P25MBAIP	***Summer Internship	-	-	-	-	-	4		25	75	100
	TOTAL				30	19	7	2	2	26	-	-	-	800
IV	Part A	Core Course- XIII	P25MBA413	Strategic Management	6	4	1	-	1	4	3	25	75	100
		Project	P25MBAPW	Project with Viva Voce	13	13	-	-	-	8	-	25	75	100
	Part B (i)	EC-IV	P25MBAE4A/ P25MBAE4B/ P25MBAE4C	Course A-IV / B-IV / C-IV	3	2	1	-	-	3	3	25	75	100
		EC-V	P25MBAE5A/ P25MBAE5B/ P25MBAE5C	Course A-V / B-V / C-V	3	2	1	-	-	3	3	25	75	100
		EC-VI	P25MBAE6A/ P25MBAE6B/ P25MBAE6C	Course A-VI / B-VI / C-VI	3	2	1	-	-	3	3	25	75	100
	Part B (ii)	Professional Competency Course	P25PCMBA41	Artificial Intelligence in Management	2	2	-	-	-	2	3	25	75	100
	Part C		P25MBAEA	Extension Activity	-	-	-	-	-	1	-	-	-	-
	TOTAL				30	25	4	-	1	24	-	-	-	600
	GRAND TOTAL				120	78	23	8	11	102				2900
	Extra Credit			MOOC/SWAYAM/NPTEL	-	-	-	-	-	2	-	-	-	-
				Value added Courses (At least one per Year)	-	-	-	-	-	2	-	-	-	-

VALUE ADDED COURSE OFFERED BY THE DEPARTMENT

S.NO	Semester	Course Code	Value added Courses
1	II	P25MBAVA21	Fundamentals of GST
2	III	P25MBAVA32	Advances in Data Science using Python and R Programming

Credit Distribution for MBA

S.No	Course Details	No.of. Course	Credit
Part A	Core Course	13	55
	Project Work with Viva Voce	1	8
Part B (i)	Elective Course	6	18
Part B (ii)	Extra Disciplinary Course	3	6
	Soft Skills Course	4	8
	Professional Competency Course	1	2
Part B (iii)	Internship	1	4
Part C	Extension Activity	1	1
	Total Credit	30	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.

ELECTIVES: CHOOSE ANYONE GROUP

The Students should compulsorily choose 6 Elective Courses from one area specialization from the list given below:

Semester –III

Elective – I Course A-I/ Course B-I/Course C-I

Elective – II Course A-II/Course B-II/ Course C-II

Elective – III Course A-III/Course B-III/Course C-III

Elective – IV Course A-IV/Course B-IV/Course C-IV

Elective – V Course A-V/Course B-V/Course C-V

Semester –IV

Elective – VI Course A-VI/Course B-VI/Course C-VI

Elective – VII Course A-VII/Course B-VII/Course C-VII

Elective – VIII Course A- VIII /Course B- VIII /Course C-VIII

Elective – IX Course A- IX /Course B- IX /Course C- IX

Elective – X Course A-X/Course B-X/Course C-X

Semester	Course	Subject Title	Hours	Credit
III	Marketing			
	E-Course-I	Digital and Social Media Marketing	4	3
	E-Course-II	Consumer Behaviour	4	3
	E-Course-III	Marketing Analytics	4	3
	E-Course-IV	Business to Business Marketing	4	3
	E-Course-V	Sales and Distribution Management	4	3
IV	E-Course-VI	Marketing Communication and Media Management	3	3
	E-Course-VII	Advertising and Sales Promotion	3	3
	E-Course-VIII	Rural Marketing	3	3
	E-Course-IX	Retail Management	3	3
	E-Course-X	Marketing of Services	3	3
III	FINANCE			
	E-Course-I	e- Banking	4	3
	E-Course-II	Strategic Financial Management	4	3
	E-Course-III	Security Analysis and Portfolio Management	4	3
	E-Course-IV	Mutual Funds	4	3
	E-Course-V	Financial services		
IV	E-Course-VI	Project Management	3	3
	E-Course-VII	Merchant Banking	3	3
	E-Course-VIII	Taxation	3	3
	E-Course-IX	Commercial banking Management	3	3
	E-Course-X	Insurance management	3	3
III	HUMAN RESOURCE			
	E-Course-I	Strategic Human Resource Management	4	3
	E-Course-II	Compensation Management	4	3
	E-Course-III	Change Management	4	3

IV	E-Course-IV	Performance Management	4	3
	E-Course-V	Organization Development	4	3
	E-Course-VI	Human Resource Metrics and Analytics	3	3
	E-Course-VII	Training and Development	3	3
	E-Course-VIII	Group Dynamics	3	3
	E-Course-IX	Public Relations management	3	3
	E-Course-X	Managing Interpersonal Effectiveness	3	3

**** Students should choose six elective courses 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 COE 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 75 Marks (6 Credits).

#The Viva- Voce will be conducted with Two Examiners (i.e. one Internal and the other External) for a Maximum of 25 Marks (2Credits).

SEMESTER III



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SUNDARAKKOTTAI, MANNARGUDI -614016
For the candidates admitted in the academic Year 2025-2026
MASTER OF BUSINESS ADMINISTRATION

Semester: III -CC- XI: INFORMATION SYSTEMS FOR BUSINESS

Ins.Hrs./Week:6

Course Credit: 5

Course Code: P25MBA311

UNIT-I Introduction

(15 Hours)

Introduction to information system-The management, structure and activities- Information needs and sources-Types of management decisions and information need. System classification Elements of system, input, output, process and feedback.

UNIT-II Information system

(15 Hours)

Transaction Processing information system, Office Automation System (OAS) - Knowledge workers System(KWS); MIS; Information system for managers, Intelligence information system –Decision support system-Executive information systems.

UNIT-III Functional Management Information System

(15 Hours)

Functional Management Information System: Production / Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system.

UNIT-IV Decision making

(15 Hours)

Data Science - Block Chain Technology; Organisation & Types, Decision Making, Data & information, Characteristics & Classification of information, Cost & value of information, various channels of information and MIS; Information system audit and control – E-Governance. E-commerce and E-Business models.

UNIT-V Enterprise Resource Planning

(15 Hours)

Enterprise Resource Planning (ERP) System, Benefits of the ERP, ERP how different from conventional packages , Need for ERP , ERP components , Selection of ERP Package, ERP implementation, Customer Relationship management.

Total Lecture Hours: 75

COURSE OUTCOME

The students should be able to

1. Learn the importance of data and information in managerial decision making.
2. Possess on the various IS and the its relevance to Organizational environment
3. Understand the application of IS on the various functions like Accounting, Finance, Marketing, Operations and HR
4. To study the various models and new technologies
5. Be exposed on the importance of selecting the appropriate ERP and its implementation

TEXT BOOKS

1. Azam, M. (2025). Fundamentals of Management Information System. Vijay Nicole Imprints Pvt Ltd.
2. Saunders, C. S., & Pearson, K. E. (2024). Managing and Using Information Systems (8th ed.). Wiley India Pvt. Ltd.
3. Laudon, K. C., Laudon, J. P., & Dass, R. (2021). Management Information Systems: Managing the Digital Firm (17th ed.). Pearson Education.
4. O'Brien, J. A., Marakas, G. M., & Behl, R. (2019). Management Information Systems (11th ed.). Tata McGraw-Hill Education.
5. Stair, R., & Reynolds, G. (2020). Information Systems. Cengage Learning.
6. Jawadekar, W. S. (2019). Management Information Systems: Text and Cases. Tata McGraw-Hill Education.
7. Murdick, R. G., Ross, J. E., & Claggett, J. R. (2011). Information Systems for Modern Management. PHI.
8. O'Brien, J. A. (2013). Introduction to Information Systems. McGraw-Hill Education.

REFERENCE BOOKS

1. Turban, E., Pollard, C., & Wood, G. (2022). Information Technology for Management. Wiley.
2. Rainer, R. K., & Prince, B. (2021). Introduction to Information Systems: Supporting and Transforming Business. Wiley.
3. David Kroenke, & Boyles, R. (2020). Using MIS. Pearson Education.
4. Alexis Leon. (2020). Enterprise Resource Planning (3rd ed.). McGraw-Hill Education.
5. Bidgoli, H. (2019). Management Information Systems. Cengage Learning.
6. Leon, A., & Leon, M. (2018). Fundamentals of Information Technology. Vijay Nicole Imprints Pvt. Ltd.
7. Nagpal, D. P. (2017). Management Information Systems. S. Chand Publishing.

E-RESOURCES

1. <https://open.umn.edu/opentextbooks/textbooks/189>
2. <https://pressbooks.pub/bus206/chapter/chapter-1/>
3. <https://digitalcommons.biola.edu/open-textbooks/1/>
4. <https://batch.libretexts.org/print/Letter/Finished/workforce-17521/Full.pdf>
5. <https://www.cliffsnotes.com/study-notes/5655224>
6. <https://www.tutorialspoint.com/information-systems/information-systems-introduction.htm>
7. <https://www.technologyevaluation.com/transaction-processing-system>
8. <https://www.industryweek.com/production-and-operations-management>

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	2	2	3				2	1	2	2	3	2			1		2
CO2	2	2	3	1			2						2		2		
CO3	3	2	3		1			2		2						2	
CO4		2	3				2				1		1				2
CO5	2	2	3		1											1	2

S-Strong (3)

M-Medium (2)

L-Low (1)



STET SCHOOL OF MANAGEMENT
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(AUTONOMOUS)
SUNDARAKKOTTAI, MANNARGUDI -614016
For the candidates admitted in the academic Year 2025-2026
MASTER OF BUSINESS ADMINISTRATION

Semester: III -CC- XII: LEGAL SYSTEMS IN BUSINESS

Ins.Hrs./Week:6

Course Credit: 4

Course Code: P25MBA312

UNIT-I The Law of Contracts

(12 Hours)

The Law of Contracts: Definition of Contract Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts – Privity of Contracts – Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts : By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts – Remedies for Breach of Contracts.

UNIT-II Sale of Goods Act and Negotiable Instruments Act

(12 Hours)

Sale of Goods Act: Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties – Passing of Property of Goods – Rights of an Unpaid Seller.

Negotiable Instruments Act: Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristic

UNIT-III Partnership Act and Company Law

(12 Hours)

Partnership Act: Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution.

Company Law: Evolution of Company Form of Organisation – Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies – General Idea of Management of Companies – Officers, Meetings – Resolutions – Account and Audit – Winding up of Companies – General Idea of the Different Modes of Winding Up.

UNIT-IV Labour Law

(12 Hours)

Labour Law with Recent Amendments: Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefits Act, Child labour Abolition & Regulation Act, 1986- Inter-state Migrant Workmen (Regulation of Employment & Conditions of services) Act 1979- Bonded Labour system (Abolition) Act 1976- Sexual Harassment of women at Workplace (Prevention, Prohibition & Redressal) Act 2013- Contract Labour (Regulation and Abolition) Act- Four Labour Codes and Rules-RTI Act 2005.

UNIT-V Consumer Protection Act**(12 Hours)**

Consumer Protection Act, Competition Act 2002, Cyber Crimes, IT Act 2008 – Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 – Design Act, 2000; UNICITRAL – United Nations Commission on International Trade Law.

Total Lecture Hours: 60**COURSE OUTCOME**

The students should be able to

1. Have knowledge on understandings on law of contract.
2. Know the sale of Goods & Negotiable instrument act.
3. Have understandings on partnership and company law
4. Have familiarize with various labour laws.
5. Possess insights & awareness about consumer protection Act Cyber Crimes, Intellectual Property Rights.

TEXT BOOKS

1. Majumdar, A. K., & Kapoor, G. K. (2024). Company law (27th ed.). Taxmann Publications Pvt. Ltd.
2. Kapoor, N. D. (2023). Legal systems in business (2nd ed.). Sultan Chand & Sons.
3. Singh, A. (2022). Company law. Eastern Book Company.
4. Gulshan, S. S., & Kapoor, G. K. (2020). Business law including company law. New Age International.
5. Sharma, J. P. (2020). Business law. Ane Books Pvt. Ltd.
6. Avtar Singh. (2019). Introduction to law of contract. LexisNexis.
7. Kapoor, N. D. (2021). Elements of mercantile law. Sultan Chand & Sons.
8. Tulsian, P. C. (2018). Business law. McGraw Hill Education.
9. Rao, P. M. (2011). Mercantile law. PHI Learning.
10. Garg, K. C., Sareen, V. K., Sharma, M., & Chawla, R. C. (2010). Legal aspects of business (5th ed.). Kalyani Publishers.

REFERENCE BOOKS

1. Chadha, R. (2022). Company law and practice. Taxmann Publications.
2. Verma, S. K. (2021). Business and corporate law. Bharat Law House.
3. Ramaiya, A. (2021). Guide to the Companies Act. LexisNexis Butterworths.
4. Kumar, R. (2020). Mercantile and commercial law. Cengage India.
5. Singh, Y. K. (2020). Cyber law and business regulations in India. New Age International.
6. Kapoor, N. D. (2019). Business laws for management. Sultan Chand & Sons.
7. Maheshwari, S. N., & Maheshwari, S. K. (2019). Business laws. Himalaya Publishing House.
8. Sen, A., & Mitra, J. (2018). Commercial law and practice. Eastern Law House.
9. Pillai, R. S. N., & Bagavathi, V. (2018). Legal aspects of business. S. Chand Publishing.
10. Bansal, C. L. (2017). Intellectual property laws. LexisNexis..

E-RESOURCES

1. <http://www.legalserviceindia.com/article/>
2. <http://www.freebookcentre.net/Law/Law-Books.html> 2
3. <https://www.mooc-list.com/course/business-law-wma>
4. <https://indiankanoon.org/doc/1275968>
5. <https://legislative.gov.in/actsofparliamentfromtheyear/sale-of-goods-act-1930>
6. <https://www.mca.gov.in/Ministry/pdf/CompaniesAct2013.pdf>
7. <https://labour.gov.in/laws-and-rules>
8. <https://consumeraffairs.nic.in/acts-rules-and-notifications/consumer-protection-act-2019>

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	3			3		3	3	3		3			3		3	1
CO2	3	3		2			2						2				
CO3	3	3	2		1			2			2			1			2
CO4	3	3							2			1			1		
CO5	3	3			1					1			2				2

S-Strong (3)

M-Medium (2)

L-Low (1)



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For the candidates admitted in the academic Year 2025-2026
MASTER OF BUSINESS ADMINISTRATION

Semester: III –EDC-III: DATA VISUALIZATION FOR MANAGERS

Ins.Hrs./Week:3

Course Credit: 2

Course Code: P25MBAED33

Unit I -Introduction to Data Visualization

(6 Hours)

Meaning, Importance, and Scope, Role of Data Visualization in Decision Making, Types of Data (Categorical, Numerical, Time Series), Principles of Data Visualization (Clarity, Accuracy, Simplicity), Data Visualization Process.

Unit II -Data Preparation and Exploratory Analysis

(6 Hours)

Data Collection and Cleaning, Data Transformation and Structuring, Exploratory Data Analysis (EDA), Summary Statistics and Data Distribution, Introduction to Visualization Tools (Excel, Power BI basics).

Unit III -Visualization Techniques and Tools

(6 Hours)

Charts: Bar, Line, Pie, Histogram, Scatter Plot, Advanced Visualizations (Heat Maps, Tree Maps, Dashboards), Design Principles (Color, Layout, Typography), Data Storytelling Concepts, Tools: Microsoft Excel, Power BI, Tableau

Unit IV-Dashboarding and Business Intelligence

(6 Hours)

Dashboard Design Principles, Key Performance Indicators (KPIs), Interactive Dashboards, Business Intelligence Concepts, Data Visualization for Business Functions (Marketing, Finance, HR).

Unit V -Advanced Visualization and Emerging Trends

(6 Hours)

Big Data Visualization, Real-time Data Visualization, AI and Machine Learning in Visualization, Ethical Issues in Data Visualization, Case Studies in Data-Driven, Decision Making.

Total Lecture Hours: 30

COURSE OUTCOME

The students should be able to

1. Understand fundamentals of data visualization and its managerial relevance
2. Apply data preparation and exploratory techniques
3. Analyze and create effective visualizations
4. Evaluate dashboards for managerial decision-making
5. Develop advanced visualization solutions for business problems

TEXT BOOKS

1. Behl, R. (2026). Data visualization: Using Power BI and Tableau (1st ed.). McGraw Hill Education.
2. Camm, J. D., Cochran, J. J., Fry, M. J., & Ohlmann, J. W. (2025). Data visualization: Exploring and explaining with data (2nd ed.). Cengage Learning.
3. Milligan, J. N. (2025). Learning Tableau 2025 (6th ed.). O'Reilly Media.

4. Yau, N. (2024). Data visualization with Excel and R (2nd ed.). Wiley.
5. Kolokolov, A., & Zelensky, M. (2024). Data visualization with Microsoft Power BI. O'Reilly Media.
6. Knafllic, C. N. (2023). Storytelling with data: Let's practice! Wiley.
7. Kirk, A. (2023). Data visualization: A handbook for data-driven design (3rd ed.). SAGE.
8. Wilke, C. O. (2019). Fundamentals of data visualization. O'Reilly Media.
9. Cairo, A. (2019). How charts lie: Getting smarter about visual information. W.W. Norton.
10. Few, S. (2021). Show me the numbers: Designing tables and graphs to enlighten (2nd ed.). Analytics Press.

REFERENCE BOOKS

1. Abhishek Sharma, & Somya Nagar. (2023). Data visualization for managers: Textbook for management professionals and students. [Publisher not listed].
2. Prince, A. (2023). Mastering data visualization with Tableau. BPB Publications.
3. Vohra, D. (2023). Visual analytics using Tableau. BPB Publications.
4. Bostock, M., Ogievetsky, V., & Heer, J. (2021). D3.js in action (updated ed.). Manning.
5. Ware, C. (2020). Information visualization: Perception for design (4th ed.). Morgan Kaufmann.
6. Meyer, M., & Munzner, T. (2020). Visualization analysis and design: Extended insights. CRC Press.
7. Ward, M., Grinstein, G., & Keim, D. (2015). Interactive data visualization: Foundations, techniques, and applications (2nd ed.). CRC Press.
8. Telea, A. (2014). Data visualization: Principles and practice. CRC Press.
9. Spence, R. (2014). Information visualization: An introduction (3rd ed.). Pearson.
10. Keim, D. A., Kohlhammer, J., Ellis, G., & Mansmann, F. (2010). Mastering the information age. Eurographics.

E-RESOURCES

1. <https://www.kaggle.com>
2. <https://www.statista.com>
3. <https://data.worldbank.org>
4. <https://www.ibm.com/analytics>
5. <https://www.tableau.com>
6. <https://powerbi.microsoft.com>
7. <https://datastudio.google.com>

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	1	1	1	1	–	–	2	1	2	2	1	–	–	–	–
CO2	3	3	2	1	2	2	1	–	2	2	3	3	2	2	1	1	2
CO3	2	3	2	1	2	3	1	–	2	2	2	3	3	2	2	1	2
CO4	2	3	2	2	2	3	2	1	2	3	2	2	3	3	3	2	2
CO5	3	3	3	2	3	3	2	3	3	3	3	3	3	3	3	3	3

S-Strong (3)

M-Medium (2)

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STET SCHOOL OF MANAGEMENT
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For the candidates admitted in the academic Year 2025-2026
MASTER OF BUSINESS ADMINISTRATION

Semester: III – Soft Skills -IV: LEADERSHIP AND TEAM BUILDING SKILLS

Ins.Hrs./Week:3

Course Credit: 2

Course Code: P25MBASS34

UNIT-I Leadership Theories

(6 Hours)

Leadership Theories: Nature of leadership theories & models of leadership - attributes of effective leaders - traits of leadership - interpersonal competence & leadership

UNIT-II Leadership Styles

(6 Hours)

Leadership Styles: Leadership qualities -styles of leadership -attitudes-role models & new leadership - cultural differences and diversity in leadership - leader behaviour leadership in different countries- leadership ethics & social responsibility.

UNIT-III Leadership Skills

(6 Hours)

Leadership Skills: Leadership skills - Leadership & management - transactional & transformational in leadership -Strength based leadership in practice - Tasks & Relationship approach in leadership - influence tactics of leaders- motivation and coaching skills. Establishing constructive climate-listening to out group members- communication and conflict resolution skills.

UNIT-IV Team Work

(6 Hours)

Team Work: Working in group & teams - characteristics of effective team- types- team development: Tuckman's team development stages- Belbin team roles - Ginnett - team effectiveness leadership model.

UNIT-V Exploring team roles and processes

(6 Hours)

Exploring team roles & processes: mapping the stages of group development -Building: and developing teams-overcoming resistance coping and conflict and Ego-leading a team managing meetings.

Total Lecture Hours: 30

COURSE OUTCOME:

The students should be able to

1. Critical understanding of theories and concepts of leadership and teamwork in organizations
2. Critical awareness of the importance of teamwork and development of the skills for building effective teams
3. Understanding of the techniques and practical understanding of how to apply theories and concepts to improve leadership skills.
4. Development of skills in effective leadership and professional communication
5. Demonstrate effective written communication skills for plans, strategies and outcomes.

TEXT BOOKS

1. Northouse, P. G. (2025). Leadership: Theory and practice (10th ed.). SAGE Publications.
2. Yukl, G., & Gardner, W. L. (2025). Leadership in organizations (10th ed.). Pearson Education.
3. Robbins, S. P., Judge, T. A., & Vohra, N. (2025). Organizational behavior (20th ed.). Pearson Education.
4. Daft, R. L. (2025). The leadership experience (9th ed.). Cengage Learning.
5. Lussier, R. N., & Achua, C. F. (2024). Leadership: Theory, application, and skill development (8th ed.). Cengage Learning.
6. Nahavandi, A. (2024). The art and science of leadership (9th ed.). Pearson Education.
7. Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2024). Leadership: Enhancing the lessons of experience (10th ed.). McGraw-Hill Education.
8. Kinicki, A., & Fugate, M. (2024). Organizational behavior: A practical, problem-solving approach (4th ed.). McGraw-Hill Education.
9. Johnson, C. E. (2023). Meeting the ethical challenges of leadership: Casting light or shadow (8th ed.). SAGE Publications.
10. Goleman, D., Boyatzis, R., & McKee, A. (2022). Primal leadership: Unleashing the power of emotional intelligence (Revised ed.). Harvard Business Review Press.

REFERENCE BOOKS

1. Maxwell, J. C. (2025). Developing the leader within you 2.0, HarperCollins Leadership.
2. Blanchard, K., Zigarmi, D., & Zigarmi, P. (2025). Leadership and the one minute manager (Revised ed.). William Morrow.
3. Rath, T., & Conchie, B. (2025). Strengths based leadership: Great leaders, teams, and why people follow (Updated ed.). Gallup Press.
4. Kouzes, J. M., & Posner, B. Z. (2024). The leadership challenge (7th ed.). Jossey-Bass.
5. Adair, J. (2024). Effective leadership: How to develop leadership skills (Revised ed.). Pan Macmillan.
6. Hackman, J. R. (2024). Leading teams: Setting the stage for great performances (Updated ed.). Harvard Business Review Press.
7. Katzenbach, J. R., & Smith, D. K. (2023). The wisdom of teams: Creating the high-performance organization (Revised ed.). Harper Business.
8. Belbin, R. M. (2022). Team roles at work (3rd ed.). Routledge.
9. West, M. A. (2022). Effective teamwork: Practical lessons from organizational research (4th ed.). BPS Blackwell.
10. Whetten, D. A., & Cameron, K. S. (2021). Developing management skills (10th ed.). Pearson Education.

E-RESOURCES

1. <https://in.indeed.com/career-advice/career-development/team-building-skills>
2. <https://eskill.com/blog/important-leadership-skills-for-team-success/>
3. <https://acorn.works/enterprise-learning-management/team-building-leadership>
4. <https://www.strayboots.com/blog/team-building-is-essential-for-leadership/>
5. https://hbr.org/topic/leadership?utm_source=chatgpt.com

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	1	1	2	1	—	—	2	1	2	2	2	1	—	—	—
CO2	3	3	2	1	3	2	3	—	2	3	2	3	3	2	2	2	1
CO3	2	3	3	1	3	3	2	1	2	2	3	3	3	2	1	3	2
CO4	2	3	2	2	3	3	2	2	2	2	3	3	3	3	2	3	2
CO5	3	3	3	2	3	3	3	3	3	3	3	3	3	3	2	3	3

S-Strong (3)

M-Medium (2)

L-Low (1)

SEMESTER IV



STET SCHOOL OF MANAGEMENT
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For the candidates admitted in the academic Year 2025-2026
MASTER OF BUSINESS ADMINISTRATION

Semester: IV – CC -XIII: STRATEGIC MANAGEMENT

Ins.Hrs./Week:6

Course Credit: 4

Course Code: P25MBA413

UNIT-I Introduction (12 Hours)

Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision – Mission- Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – Corporate Governance– Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills.

UNIT-II Corporate Policy and Planning in India (12 Hours)

Corporate Policy and Planning in India: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies-Implementation of Policies. Society and Business: Social Responsibility of Business –Corporate Governance and Ethical Responsibility.

UNIT-III Environmental Analysis (12 Hours)

Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit –Scenario planning- Creating an Industry Matrix- ETOP, TOWS.

UNIT-IV Strategy Formulation and Analysis (12 Hours)

Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) Portfolio Analysis – Business Strategy- TOWS Matrix– Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies.

UNIT-V Strategy Implementation (12 Hours)

Strategy Implementation: Strategy Implementation - the 7-S Framework- Corporate Culture – Matching Organisation Structure to Strategy – Mergers and Acquisitions and Diversifications – Strategic Leadership Strategic Control: Measurement in Performance- Problems in Measurement of Performance- Strategy Audit-Strategic Control Process – Du Pont's Control Model – Balanced Score Card – Michael Porter's Framework for Strategic Management – Future of Strategic Management – Strategic Information System.

Total Lecture Hours: 60

COURSE OUTCOME

The students should be able to

1. Be able to frame vision and mission statements.
2. Be social and ethically responsible.
3. Possess insights on making environmental analysis.
4. Possess knowledge on learning strategic formulation & strategy choice.
5. Understanding strategic implementation and control.

TEXT BOOKS

1. Dess, G. G., McNamara, G., Eisner, A. B., & Lee, S.-H. (2023). Strategic management: Creating competitive advantages (11th ed.). McGraw Hill.
2. Hill, C. W. L., Schilling, M. A., & Jones, G. R. (2023). Strategic management: Theory and cases: An integrated approach (14th ed.). Cengage Learning.
3. Kazmi, A. (2020). Strategic management and business policy (5th ed.). McGraw Hill Education.
4. David, F. R., David, F. R., & David, M. E. (2024). Strategic management: A competitive advantage approach, concepts and cases (18th ed.). Pearson.
5. Thompson, A. A., Peteraf, M. A., Gamble, J. E., & Strickland, A. J. (2024). Crafting and executing strategy: The quest for competitive advantage (24th ed.). McGraw Hill.
6. Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2023). Strategic management: Competitiveness and globalization (15th ed.). Cengage Learning.
7. Pearce, J. A., Robinson, R. B., & Mital, A. (2022). Strategic management: Formulation, implementation and control (14th ed.). McGraw Hill.
8. Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. (2018). Strategic management and business policy: Globalization, innovation and sustainability (15th ed.). Pearson.
9. Rothaermel, F. T. (2023). Strategic management (6th ed.). McGraw Hill.
10. Rao, V. S. P., & Rao, V. H. (2022). Strategic management: Text and cases (Revised ed.). Excel Books.

REFERENCE BOOKS

1. Grant, R. M. (2022). Contemporary strategy analysis: Text and cases edition (11th ed.). Wiley.
2. Barney, J. B., & Hesterly, W. S. (2021). Strategic management and competitive advantage: Concepts and cases (7th ed.). Pearson.
3. Lynch, R. (2021). Strategic management (9th ed.). Pearson.
4. Johnson, G., Whittington, R., Angwin, D., Regnér, P., & Scholes, K. (2023). Exploring strategy (13th ed.). Pearson.
5. Kaplan, R. S., & Norton, D. P. (2004). Strategy maps: Converting intangible assets into tangible outcomes. Harvard Business School Press.
6. Porter, M. E. (2008). Competitive strategy: Techniques for analyzing industries and competitors (Rev. ed.). Free Press.
7. Porter, M. E. (1998). Competitive advantage: Creating and sustaining superior performance. Free Press.
8. Mintzberg, H., Ahlstrand, B., & Lampel, J. (2009). Strategy safari: Your complete guide through the wilds of strategic management (2nd ed.). Pearson Education.
9. Ansoff, H. I. (2007). Strategic management. Palgrave Macmillan.
10. Drucker, P. F. (2008). Management: Tasks, responsibilities, practices (Rev. ed.). HarperBusiness.

E-RESOURCES

1. WWW.opentextbooks.org.hk
2. WWW.saylor.org.
3. <https://www.techtarget.com/searchcio/definition/strategic-management>

4. <https://www.shiksha.com/online-courses/articles/strategic-management-definition-importance-and-objectives/>
5. <https://hbr.org/2005/10/the-office-of-strategy-management>
6. <https://razorpay.com/blog/business-banking/strategic-management/>
7. <https://onlinelibrary.wiley.com/journal/10970266>

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3		3			3	3							3	3	3	3
CO2	3		3			3	1							2	2	1	1
CO3	1		3			1	3							2		1	3
CO4	2		2			2								3	1	2	
CO5	3						1							2	1		2

S-Strong (3)

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ELECTIVE COURSES
SEMESTER III



STET SCHOOL OF MANAGEMENT
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For the candidates admitted in the academic Year 2025-2026
MASTER OF BUSINESS ADMINISTRATION

Semester: III - Elective - I : DIGITAL AND SOCIAL MEDIA MARKETING
Ins.Hrs./Week:4 Course Credit: 3 Course Code: P25MBAE1A

UNIT – I Introduction to Digital Marketing (9 Hours)

Evolution of Digital Marketing, Traditional Marketing vs Digital Marketing, Digital Marketing Ecosystem, Digital Consumer Behaviour, Online Communities and Customer Engagement, Digital Marketing Models and Frameworks, Opportunities and Challenges in Digital Marketing.

UNIT – II Website Planning, SEO and SEM (9 Hours)

Website Planning and Development ,Domain, Hosting and CMS ,Search Engine Optimization (SEO), On-page and Off-page SEO ,Keyword Research and Link Building ,Search Engine Marketing (SEM), Pay Per Click (PPC) and Google Ads.

UNIT – III Social Media Marketing (9 Hours)

Introduction to Social Media Platforms ,Facebook, Instagram, LinkedIn, X and YouTube Marketing, Content Creation and Content Strategy ,Influencer Marketing ,Social Media Campaign Planning ,Social Media Engagement and Community Building ,Social Media Analytics and Metrics.

UNIT – IV Digital Advertising and Online Branding (9 Hours)

Online Advertising Concepts, Display Advertising and Banner Ads, Mobile Marketing and App, Based Marketing, Email Marketing and Automation, Affiliate Marketing, Video Marketing and YouTube Advertising, Online Branding and Reputation Management.

UNIT – V Web Analytics and Digital Marketing Strategy (9 Hours)

Introduction to Web Analytics, Google Analytics and KPI Measurement, Social Listening and Data Analytics, Customer Relationship Management (CRM) in Digital Marketing, Measuring ROI of Digital Campaigns, Ethical and Legal Issues in Digital Marketing, Integrated Digital Marketing Strategy and Future Trends.

Total Lecture Hours- 45

COURSE OUTCOME

The students will be able to:

1. Understand the concepts, tools, and applications of digital and social media marketing.
2. Apply SEO, SEM, and social media strategies for online business promotion.
3. Design and manage digital advertising and content marketing campaigns.
4. Analyze digital marketing performance using web analytics and metrics.
5. Develop integrated digital marketing strategies for customer engagement and brand building.

TEXT BOOKS

1. Chaffey, D., & Ellis-Chadwick, F. (2025). Digital marketing: Strategy, implementation and practice (9th ed.). Pearson.
2. Strauss, J., & Frost, R. (2023). E-marketing (8th ed.). Pearson Education.
3. Tuten, T. L., & Solomon, M. R. (2023). Social media marketing (4th ed.). Sage Publications.

4. Gupta, S. (2022). Digital marketing (2nd ed.). McGraw Hill Education.
5. Kotler, P., Kartajaya, H., & Setiawan, I. (2021). Marketing 5.0: Technology for humanity. Wiley.
6. Ryan, D. (2020). Understanding digital marketing: Marketing strategies for engaging the digital generation (5th ed.). Kogan Page.
7. Deiss, R., & Henneberry, R. (2020). Digital marketing for dummies. Wiley.
8. Kingsnorth, S. (2022). Digital marketing strategy: An integrated approach to online marketing (3rd ed.). Kogan Page.
9. Bhatia, P. S. (2017). Fundamentals of digital marketing. Pearson India.
10. Dodson, I. (2016). The art of digital marketing: The definitive guide to creating strategic, targeted, and measurable online campaigns. Wiley.

REFERENCE BOOKS

1. Hanlon, A. (2022). Digital marketing: Strategic planning and integration (2nd ed.). Sage Publications.
2. Pulizzi, J. (2023). Epic content marketing: Break through the clutter with a different story, get noticed, and win more customers (2nd ed.). McGraw Hill.
3. Enge, E., Spencer, S., & Stricchiola, J. (2023). The art of SEO: Mastering search engine optimization (4th ed.). O'Reilly Media.
4. Kaushik, A. (2009). Web analytics 2.0: The art of online accountability and science of customer centricity. Wiley.
5. Solis, B. (2011). Engage!: The complete guide for brands and businesses to build, cultivate, and measure success in the new web (Rev. ed.). Wiley.
6. Kawasaki, G., & Fitzpatrick, P. (2014). The art of social media: Power tips for power users. Portfolio.
7. Weber, L. (2014). Marketing to the social web: How digital customer communities build your business (3rd ed.). Wiley.
8. Miller, M. (2012). B2B digital marketing: Using the web to market directly to businesses. Pearson Education.
9. Wertime, K., & Fenwick, I. (2008). DigiMarketing: The essential guide to new media and digital marketing. Wiley.
10. Ryan, D. (2016). Understanding social media: How to create a plan for your business that works. Kogan Page.

E-RESOURCES

1. <https://www.simplilearn.com/tutorials/digital-marketing-tutorial>
2. <https://www.studytonight.com/digital-marketing/>
3. <https://openstax.org/details/books/principles-marketing>
4. <https://learndigital.withgoogle.com/digitalgarage/course/digital-marketing>
5. <https://academy.hubspot.com/courses/social-media>

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	3	1	1	2	2	2	2	1	2	2	2	1	1	2	1
CO2	3	3	3	2	1	2	1	2	2	2	3	2	2	2	1	2	2
CO3	3	3	3	2	2	3	1	2	2	2	3	2	3	3	1	2	2
CO4	2	3	3	3	1	2	2	3	2	2	2	2	2	2	1	2	1
CO5	3	3	3	2	2	3	2	3	3	3	3	3	3	2	2	3	3

S-Strong (3)

M-Medium (2)

L-Low (1)



STET SCHOOL OF MANAGEMENT
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For the candidates admitted in the academic Year 2025-2026
MASTER OF BUSINESS ADMINISTRATION

Semester: III - Elective - II: CONSUMER BEHAVIOUR

Ins.Hrs./Week:4

Course Credit: 3

Course Code: P25MBAE2A

UNIT – I Introduction to Consumer Behaviour

(9 Hours)

Meaning and Importance of Consumer Behaviour ,Nature and Scope of Consumer Behaviour
Consumer Decision Making Process ,Models of Consumer Behaviour, Market Segmentation and
Consumer Research, Emerging Trends in Consumer Behaviour.

UNIT – II Consumer Motivation, Perception and Learning

(9 Hours)

Consumer Needs and Motivation, Maslow's Hierarchy of Needs ,Personality and Self Concept,
Consumer Perception Process, Learning Theories and Consumer Learning ,Consumer Memory and
Involvement.

UNIT – III Attitude and Consumer Decision Making

(9 Hours)

Consumer Attitude Formation and Change, Communication and Persuasion Process, Family and Group
Influence, Opinion Leadership and Diffusion of Innovation, Consumer Decision Rules, Post Purchase
Behaviour and Customer Satisfaction.

UNIT – IV Social and Cultural Influences on Consumer Behaviour

(9 Hours)

Social Class and Lifestyle, Culture and Subculture, Reference Groups and Social Influence, Consumer
Behaviour Across Cultures, Personal Influence and Word of Mouth, Ethics and Consumerism.

UNIT – V Digital Consumer Behaviour and Contemporary Issues

(9 Hours)

Online Consumer Behaviour ,E-Consumer Decision Making ,Social Media Influence on Consumers,
Consumer Analytics and Data Privacy, Green Consumer Behaviour, Consumer Protection and Rights
Future Trends in Consumer Behaviour.

Total Lecture Hours- 45

COURSE OUTCOME

The students will be able to:

1. Understand the concepts and importance of consumer behaviour in marketing decisions.
2. Analyze psychological factors influencing consumer buying behaviour.
3. Evaluate social, cultural, and group influences on consumer decisions.
4. Apply consumer behaviour theories in digital and global marketing contexts.
5. Develop marketing strategies based on consumer insights and behaviour analysis.

TEXT BOOKS

1. Solomon, M. R. (2024). Consumer behavior: Buying, having, and being (14th ed.). Pearson.
2. Mothersbaugh, D. L., & Hawkins, D. I. (2023). Consumer behavior: Building marketing strategy (14th ed.). McGraw Hill.
3. Schiffman, L. G., & Wisenblit, J. (2022). Consumer behavior (13th ed.). Pearson.
4. Hoyer, W. D., MacInnis, D. J., & Pieters, R. (2021). Consumer behavior (8th ed.). Cengage Learning.
5. Nair, S. R. (2021). Consumer behaviour in Indian perspective (3rd ed.). Himalaya Publishing House.

6. Blackwell, R. D., Miniard, P. W., & Engel, J. F. (2020). Consumer behavior (12th ed.). Cengage Learning.
7. Batra, S. K., & Kazmi, S. H. H. (2019). Consumer behaviour (3rd ed.). Excel Books.
8. Assael, H. (2019). Consumer behavior and marketing action (6th ed., reprint). Cengage Learning.
9. Loudon, D. L., & Della Bitta, A. J. (2018). Consumer behavior (5th ed.). McGraw Hill.
10. Sheth, J. N., & Mittal, B. (2018). Consumer behaviour: A managerial perspective (2nd ed.). Cengage Learning.

REFERENCE BOOKS

1. Peter, J. P., & Olson, J. C. (2022). Consumer behavior and marketing strategy (11th ed.). McGraw Hill.
2. Babin, B. J., & Harris, E. G. (2021). Consumer behavior (9th ed.). Cengage Learning.
3. Kardes, F. R., Cronley, M. L., & Cline, T. W. (2021). Consumer behavior (3rd ed.). Cengage Learning.
4. Solomon, M. R., Bamossy, G., Askegaard, S., & Hogg, M. K. (2020). Consumer behaviour: A European perspective (7th ed.). Pearson.
5. Evans, M., Jamal, A., & Foxall, G. (2019). Consumer behaviour (3rd ed.). Wiley India.
6. Szmigin, I., & Piacentini, M. (2018). Consumer behaviour (2nd ed.). Oxford University Press.
7. Mowen, J. C., & Minor, M. (2017). Consumer behavior (6th ed.). Pearson Education.
8. Blythe, J. (2013). Consumer behaviour (2nd ed.). Sage Publications.
9. East, R., Singh, J., Wright, M., & Vanhuele, M. (2017). Consumer behaviour: Applications in marketing (3rd ed.). Sage Publications.
10. Bray, J. P. (2008). Consumer behaviour theory: Approaches and models. Bournemouth University.

E-RESOURCES

1. <https://www.pdfdrive.com/consumer-behaviour-e176467982.html>
2. <https://www.pdfdrive.com/consumer-behavior-e184287322.html>
3. <https://www.managementstudyguide.com/consumer-behaviour.htm>
4. <https://www.coursera.org/learn/consumer-behavior>
5. <https://www.edx.org/course/marketing-analytics-and-consumer-insights>

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	2	1	1	1	2	2	2	1	2	2	2	1	1	2	1
CO2	3	3	2	2	1	1	1	2	2	1	2	2	2	1	1	2	1
CO3	3	3	3	2	2	2	2	2	2	2	3	2	3	2	1	2	1
CO4	3	3	3	2	1	2	2	2	2	3	2	2	3	2	2	2	1
CO5	3	3	3	3	2	2	2	3	3	3	3	3	3	2	2	3	2

S-Strong (3)

M-Medium (2)

L-Low (1)



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For the candidates admitted in the academic Year 2025-2026
MASTER OF BUSINESS ADMINISTRATION

Semester: III –Elective - III MARKETING ANALYTICS

Ins.Hrs./Week:4

Course Credit: 3

Course Code: P25MBAE3A

UNIT – I Introduction to Marketing Analytics

(9 Hours)

Meaning and Scope of Marketing Analytics, Importance of Data-Driven Marketing, Types of Marketing Data ,Marketing Information System ,Role of Analytics in Marketing Decisions ,Data Collection and Data Visualization .Emerging Trends in Marketing Analytics.

UNIT – II Customer and Consumer Analytics

(9 Hours)

Customer Segmentation and Targeting, Consumer Behaviour Analytics, Customer Lifetime Value (CLV),Customer Satisfaction and Retention Analytics, Predictive Analytics for Consumer Behaviour, CRM and Customer Analytics, Market Basket Analysis.

UNIT – III Sales and Digital Marketing Analytics

(9 Hours)

Sales Forecasting Techniques, Pricing Analytics, Digital Marketing Metrics, Social Media Analytics, Web Analytics and Google Analytics, Campaign Performance Measurement, Search Engine and Advertising Analytics.

UNIT – IV Marketing Research and Analytical Tools

(9 Hours)

Marketing Research Process, Hypothesis Testing in Marketing, Correlation and Regression Analysis, Data Mining Techniques, Dashboard and Reporting Tools, Excel, SPSS and Business Intelligence Tools, Data Interpretation and Decision Making.

UNIT – V Strategic Marketing Analytics

(9 Hours)

Brand Analytics, Product and Portfolio Analytics, Marketing ROI Measurement, Competitive, Analytics, Big Data and Artificial Intelligence in Marketing, Ethical Issues in Marketing Analytics, Future Trends in Marketing Analytics.

Total Lecture Hours- 45

COURSE OUTCOME

The students will be able to:

1. Understand the concepts and significance of marketing analytics in business strategy.
2. Apply analytical techniques for customer and consumer analysis.
3. Evaluate sales, digital marketing, and campaign performance metrics.
4. Use statistical and analytical tools for marketing decision making.
5. Develop data-driven marketing strategies using marketing analytics insights

TEXT BOOKS

1. Hair, J. F., Harrison, D. E., & Ajjan, H. (2024). Essentials of marketing analytics (2nd ed.). McGraw Hill.
2. Feroz, A. K., Khan, G. F., & Sponder, M. (2024). Digital analytics for marketing (2nd ed.). Routledge.
3. Kamal, G., Raj, K. P., Sripathi, M., & Leelavati, T. S. (2024). Marketing analytics (1st ed.). Himalaya Publishing House.

- ## REFERENCE BOOKS

1. Holmes, G. (2020). *Analytics for managers: With Excel*. Sage Publications.
2. Farris, P. W., Bendle, N. T., Pfeifer, P. E., & Reibstein, D. J. (2020). *Marketing metrics: The manager's guide to measuring marketing performance* (3rd ed.). Pearson.
3. Mahajan, V. (2019). *Understanding consumer behaviour and analytics*. Sage Publications.
4. Jeffery, M. (2017). *Data-driven marketing: The 15 metrics everyone in marketing should know* (2nd ed.). Wiley.
5. Siegel, E. (2016). *Predictive analytics: The power to predict who will click, buy, lie, or die* (Rev. ed.). Wiley.
6. Marr, B. (2016). *Big data in practice: How 45 successful companies used big data analytics to deliver extraordinary results*. Wiley.
7. Foreman, J. (2013). *Data smart: Using data science to transform information into insight*. Wiley.
8. Davenport, T. H., & Harris, J. G. (2013). *Competing on analytics: The new science of winning* (Updated ed.). Harvard Business Review Press.
9. Croll, A., & Yoskovitz, B. (2013). *Lean analytics: Use data to build a better startup faster*. O'Reilly Media.
10. Lilien, G. L., Rangaswamy, A., & De Bruyn, A. (2023). *Principles of marketing engineering and analytics* (4th ed.). Springer.

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2. https://inst.eecs.berkeley.edu/~ee127/fa15/lectures/EE127_Lecture01_Intro.pdf
3. <https://www.simplilearn.com/tutorials/marketing-analytics-tutorial>
4. <https://www.analyticsvidhya.com/blog/2019/09/introduction-to-marketing-analytics/>
5. www.analytics.google.com/analytics/academy

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	2	1	–	1	1	2	2	1	2	2	–	–	–	2	–
CO2	3	3	2	2	–	2	1	2	2	1	3	2	–	–	2	–	1
CO3	3	3	3	2	–	2	1	2	2	2	3	2	–	–	2	–	1
CO4	2	3	3	3	–	2	1	2	2	1	3	2	–	–	2	–	–
CO5	3	3	3	2	2	3	2	3	3	2	3	3	–	–	–	2	–
S-Strong (3)						M-Medium (2)						L-Low (1)					



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For the candidates admitted in the academic Year 2025-2026
MASTER OF BUSINESS ADMINISTRATION

Semester: III –Elective - I : E-BANKING

Ins.Hrs./Week:4

Course Credit: 3

Course Code: P25MBAE1B

UNIT – I Introduction to e-Banking and Digital Financial Systems (9 Hours)

Meaning, Nature and Scope of e-Banking ,Evolution of Banking Technology in India ,Traditional Banking vs Electronic Banking ,Types of e-Banking Services ,Core Banking Solutions (CBS) ,Internet Banking and Mobile Banking ,Electronic Fund Transfer Systems, Digital Financial Inclusion ,Role of RBI in e-Banking Development ,Opportunities and Challenges in e-Banking.

UNIT – II Electronic Payment Systems and Banking Technologies (9 Hours)

Electronic Payment Mechanisms ,Debit Cards, Credit Cards and Smart Cards ,ATM and Self-Service Banking ,NEFT, RTGS, IMPS and UPI Systems ,Mobile Wallets and Digital Payments ,Point of Sale (POS) Systems ,Payment Gateways and Merchant Banking Services, FinTech and Banking Innovations, Blockchain Technology in Banking ,Artificial Intelligence and Chatbots in Banking.

UNIT – III Cybersecurity, Risk and Legal Issues in e-Banking (9 Hours)

Cybersecurity in Digital Banking, Types of Cyber Threats and Frauds, Authentication and Encryption Techniques, Information Security and Data Privacy, Risk Management in e-Banking Operational and Transaction Risks, Banking Ombudsman and Consumer Protection, Information Technology Act and Cyber Laws, RBI Guidelines on Digital Banking Security, Ethical Issues in e-Banking.

UNIT – IV Customer Relationship Management and Digital Banking Services (9 Hours)

Customer Relationship Management in Banking ,Service Quality in e-Banking ,Customer Satisfaction and Loyalty ,Digital Banking User Experience ,Marketing of e-Banking Services, Social Media and Digital Communication in Banking ,Financial Inclusion through Digital Banking ,Rural and Mobile Banking Initiatives ,Customer Analytics and Data-driven Decision Making ,Measuring e-Banking Performance.

UNIT – V Emerging Trends and Future of e-Banking (9 Hours)

Open Banking and API Banking ,FinTech Ecosystem and Digital Transformation, Cryptocurrency and Central Bank Digital Currency (CBDC) ,Cloud Computing in Banking ,Big Data Analytics in Banking ,AI and Machine Learning Applications in Banking, Green Banking and Sustainable Digital Finance ,Reg Tech and Sup Tech Applications, Future Challenges in e-Banking ,Future of Digital Banking in India and Global Markets.

Total Lecture Hours- 45

COURSE OUTCOME

The students will be able to:

1. Understand the concepts, technologies and operational framework of e-banking.
2. Analyze electronic payment systems and digital banking services.
3. Apply cybersecurity and risk management principles in e-banking environments.
4. Evaluate customer relationship management and service quality in digital banking.
5. Develop technology-driven and innovative banking solutions for modern financial systems.

TEXT BOOKS

1. Indian Institute of Banking & Finance. (2024). Digital banking (2nd ed.). Taxmann Publications.
2. Uppal, R. K. (2023). E-banking in India: Challenges and opportunities (3rd ed.). New Century Publications.
3. Gurusamy, S. (2022). Banking theory: Law and practice (5th ed.). McGraw Hill Education.
4. Mishra, M. N., & Jain, S. B. (2021). Modern banking of India (2nd ed.). S. Chand Publishing.
5. Kaptan, S. S. (2020). Electronic banking and financial services. Sarup & Sons.
6. Agarwal, O. P. (2019). Modern banking in India (2nd ed.). Himalaya Publishing House.
7. Sundharam, K. P. M., & Varshney, P. N. (2018). Banking theory, law and practice (21st ed.). Sultan Chand & Sons.
8. Gordon, E., & Natarajan, K. (2017). Banking theory, law and practice (25th ed.). Himalaya Publishing House.
9. Shekhar, K. C., & Shekhar, L. (2016). Banking theory and practice (21st ed.). Vikas Publishing House.
10. Ravindran, K. (2015). E-banking and financial services. PHI Learning.

REFERENCE BOOKS

1. Rose, P. S., & Hudgins, S. C. (2024). Bank management and financial services (11th ed.). McGraw Hill Education.
2. Chavan, J. (2023). Digital banking and fintech innovations. Sage Publications.
3. Kumbhar, V. M. (2022). Mobile banking and digital payment systems. Springer.
4. Sinkey, J. F. (2021). Commercial bank financial management (9th ed.). Pearson.
5. Gupta, S. (2020). Management of banking and financial services (5th ed.). Kalyani Publishers.
6. Bhole, L. M., & Mahakud, J. (2019). Financial institutions and markets (7th ed.). McGraw Hill Education.
7. Khan, M. Y. (2018). Indian financial system (10th ed.). McGraw Hill Education.
8. Koch, T. W., & MacDonald, S. S. (2017). Bank management (8th ed.). Cengage Learning.
9. Sharma, R. K., & Gupta, S. (2016). Electronic banking and information technology. Atlantic Publishers.
10. Saunders, A., Cornett, M. M., & Erhemjants, O. (2023). Financial institutions management: A risk management approach (11th ed.). McGraw Hill.

E-RESOURCES

1. <https://www.rbi.org.in/Scripts/PublicationReportDetails.aspx?ID=549>
2. <https://www.studytonight.com/banking/e-banking>
3. <https://www.managementstudyguide.com/e-banking.htm>
4. https://www.tutorialspoint.com/banking/e_banking.htm
5. <https://www.futurelearn.com/courses/digital-banking>

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	3	1	1	2	1	2	2	2	2	2	2	1	1	2	1
CO2	3	3	3	2	1	2	2	2	2	2	3	2	2	2	1	2	2
CO3	3	3	3	3	1	2	3	2	2	2	3	3	2	2	2	3	1
CO4	2	3	3	2	2	2	2	2	2	2	2	2	3	2	1	2	1
CO5	3	3	3	2	3	3	2	3	3	3	3	3	3	3	2	3	3

S-Strong (3)

M-Medium (2)

L-Low (1)



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For the candidates admitted in the academic Year 2025-2026
MASTER OF BUSINESS ADMINISTRATION

Semester: III –Elective - II: STRATEGIC FINANCIAL MANAGEMENT
Ins.Hrs./Week:4 Course Credit: 3 Course Code: P25MBAE2B

UNIT – I Strategic Financial Management: Concepts and Framework (9 Hours)

Nature and scope of Strategic Financial Management ,Strategic role of finance in business organizations ,Wealth maximization vs profit maximization ,Financial planning and strategic decision-making ,Time value of money and strategic applications ,Financial environment and global financial system ,Agency theory and shareholder value creation ,Strategic financial analysis and forecasting.

UNIT – II Strategic Investment and Capital Budgeting Decisions (9 Hours)

Strategic capital budgeting process ,Estimation of cash flows ,Risk analysis in capital budgeting, NPV, IRR, PI, Discounted Payback Period ,Real options approach ,Capital rationing decisions, Project evaluation under uncertainty ,Strategic investment decisions in multinational firms.

UNIT – III Corporate Valuation and Financial Strategy (9 Hours)

Corporate valuation concepts and approaches ,Discounted Cash Flow (DCF) valuation ,Free Cash Flow to Firm (FCFF) and FCFE models ,Relative valuation techniques ,Economic Value Added (EVA) ,Market Value Added (MVA) ,Valuation of mergers and acquisitions ,Strategic financial restructuring.

UNIT – IV Strategic Financing Decisions and Risk Management (9 Hours)

Capital structure theories and strategic implications, Cost of capital and optimal capital structure, Dividend policy theories ,Financial leverage and EBIT-EPS analysis ,Strategic working capital management ,Financial derivatives and hedging strategies ,Risk management techniques, International financing decisions.

UNIT – V Corporate Governance, Mergers and Strategic Financial Control (9 Hours)

Corporate governance and ethical financial practices ,SEBI and regulatory framework ,Mergers, acquisitions, and corporate restructuring ,Leveraged buyouts and divestitures ,Financial distress and turnaround strategies ,Strategic performance measurement ,Balanced Scorecard ,ESG and sustainability reporting in finance.

Total Lecture Hours- 45

COURSE OUTCOME

The students will be able to:

1. Analyze strategic financial decisions relating to investment, financing, and dividend policies.
2. Evaluate firms and projects using advanced valuation and capital budgeting techniques.
3. Apply strategic approaches to mergers, acquisitions, restructuring, and risk management.
4. Assess the impact of corporate governance and financial strategy on shareholder value.
5. Develop financial strategies for sustainable growth and competitive advantage

TEXT BOOKS

1. Damodaran, A. (2024). Applied corporate finance (5th ed.). Wiley India.
2. Brealey, R. A., Myers, S. C., & Allen, F. (2023). Principles of corporate finance (14th ed.). McGraw Hill.
3. Berk, J., & DeMarzo, P. (2023). Corporate finance (6th ed.). Pearson Education.
4. Chandra, P. (2023). Strategic financial management (10th ed.). McGraw Hill Education.
5. Brigham, E. F., & Ehrhardt, M. C. (2022). Financial management: Theory and practice (17th ed.). Cengage Learning.
6. Ross, S. A., Westerfield, R. W., Jaffe, J., & Jordan, B. D. (2022). Corporate finance (13th ed.). McGraw Hill.
7. Keown, A. J., Martin, J. D., & Petty, J. W. (2022). Foundations of finance (11th ed.). Pearson.
8. Khan, M. Y., & Jain, P. K. (2022). Financial management (9th ed.). McGraw Hill Education.
9. Pandey, I. M. (2021). Financial management (12th ed.). Vikas Publishing House.
10. Van Horne, J. C., & Wachowicz, J. M. (2021). Fundamentals of financial management (14th ed.). Pearson Education.

REFERENCE BOOKS

1. Ehrhardt, M. C., & Brigham, E. F. (2023). Corporate finance: A focused approach (8th ed.). Cengage Learning.
2. Atrill, P. (2023). Financial management for decision makers (10th ed.). Pearson.
3. Arnold, G. (2022). Corporate financial management (7th ed.). Pearson.
4. Higgins, R. C. (2022). Analysis for financial management (13th ed.). McGraw Hill.
5. Shim, J. K., & Siegel, J. G. (2022). Financial management (5th ed.). McGraw Hill.
6. Watson, D., & Head, A. (2022). Corporate finance: Principles and practice (9th ed.). Pearson.
7. Fabozzi, F. J., Drake, P. P., & Polimeni, R. S. (2021). Finance: Capital markets, financial management, and investment management. Wiley.
8. Baker, H. K., & Martin, G. S. (2021). Capital structure and corporate financing decisions: Theory, evidence, and practice. Wiley.
9. Moyer, R. C., McGuigan, J. R., Rao, R. P., & Kretlow, W. J. (2021). Contemporary financial management (15th ed.). Cengage Learning.
10. Pinto, J. E., Henry, E., Robinson, T. R., & Stowe, J. D. (2023). Equity asset valuation (5th ed.). Wiley.

E-RESOURCES

1. <https://www.managementstudyguide.com/financial-management.htm>
2. https://www.academia.edu/40261635/Strategic_Financial_Management
3. <https://openstax.org/books/principles-finance>
4. <https://www.simplilearn.com/tutorials/financial-management-tutorial>
5. https://www.tutorialspoint.com/strategic_financial_management/index.htm
6. <https://www.managementstudyguide.com/strategic-financial-management.htm>

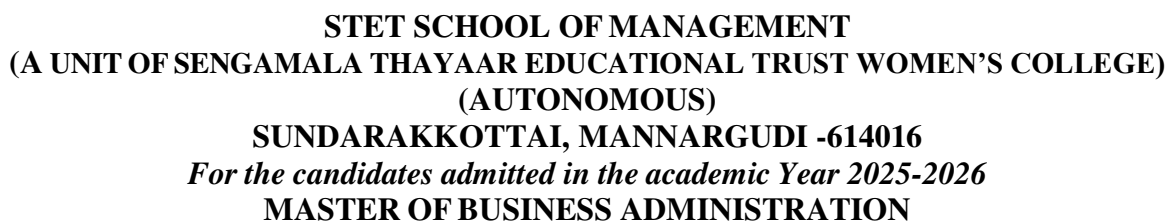
MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
C01	3	3	3	2	3	2	2	1	3	3	3	3	3	2	3	2	3
C02	3	3	3	3	3	2	1	1	3	3	3	3	3	3	3	2	3
C03	3	3	3	3	3	3	2	1	3	3	3	3	3	3	3	2	3
C04	3	3	3	3	2	2	3	2	3	3	3	3	2	3	2	3	3
C05	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3

S-Strong (3)

M-Medium (2)

L-Low (1)

**UNIT – I Investment Environment and Financial Markets (9 Hours)****UNIT – II Risk and Return Analysis (9 Hours)****UNIT – III Security Valuation (9 Hours)****UNIT – IV Fundamental and Technical Analysis (9 Hours)****UNIT – V Portfolio Management and Portfolio Revision (9 Hours)****Total Lecture Hours- 45**

The students will be able to:

1. Understand investment avenues and functioning of financial markets.
2. Analyze risk and return associated with securities and portfolios.
3. Evaluate bonds, equities and other financial instruments using valuation models.
4. Apply fundamental and technical analysis for investment decisions.
5. Construct and manage optimal investment portfolios using modern portfolio theories.

TEXT BOOKS

1. Bodie, Z., Kane, A., Marcus, A. J., & Mohanty, P. (2024). Investments (13th ed.). McGraw Hill.
2. Fabozzi, F. J. (2023). Bond markets, analysis and strategies (11th ed.). Pearson
3. Kevin, S. (2023). Security analysis and portfolio management (4th ed.). PHI Learning
4. Chandra, P. (2022). Investment analysis and portfolio management (6th ed.). McGraw Hill Education.
5. Bhalla, V. K. (2021). Investment management: Security analysis and portfolio management (20th ed.). S. Chand Publishing.
6. Pandian, P. (2022). Security analysis and portfolio management (3rd ed.). Vikas Publishing House.
7. Sharpe, W. F., Alexander, G. J., & Bailey, J. V. (2022). Investments (9th ed.). Pearson
8. Reilly, F. K., & Brown, K. C. (2022). Investment analysis and portfolio management (11th ed.). Cengage Learning.
9. Fischer, D. E., & Jordan, R. J. (2021). Security analysis and portfolio management (7th ed.). Pearson Education.
10. Elton, E. J., Gruber, M. J., Brown, S. J., & Goetzmann, W. N. (2021). Modern portfolio theory and investment analysis (10th ed.). Wiley India.

REFERENCE BOOKS

1. Damodaran, A. (2024). Investment valuation (4th ed.). Wiley India.
2. Hull, J. C. (2023). Options, futures and other derivatives (11th ed.). Pearson.
3. Bernstein, P. L., & Damodaran, A. (2023). Investment management. Wiley.
4. Mishkin, F. S., & Eakins, S. G. (2023). Financial markets and institutions (10th ed.). Pearson.
5. Fabozzi, F. J., Gupta, F., & Markowitz, H. M. (2022). The legacy of modern portfolio theory. Wiley
6. Ross, S. A., Westerfield, R., & Jaffe, J. (2022). Corporate finance (13th ed.). McGraw Hill.
7. Brealey, R. A., Myers, S. C., & Allen, F. (2022). Principles of corporate finance (14th ed.). McGraw Hill
8. Jones, C. P. (2022). Investments: Principles and concepts (14th ed.). Wiley.
9. Strong, R. A. (2021). Portfolio construction, management and protection (7th ed.). Cengage.
10. Haugen, R. A. (2021). Modern investment theory (6th ed.). Pearson.

E-RESOURCES

1. <https://www.managementstudyguide.com/security-analysis-and-portfolio-management.htm>
2. https://www.tutorialspoint.com/security_analysis_and_portfolio_management/index.htm
3. <https://www.investopedia.com/terms/p/porfoliomangement.asp>
4. https://www.academia.edu/36193130/Security_Analysis_and_Portfolio_Management
5. <https://www.portfoliovisualizer.com/>

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
C01	3	2	2	1	2	1	1	1	2	2	3	2	2	1	2	1	1
C02	3	3	3	2	2	2	1	1	2	2	3	3	2	2	2	1	2
C03	3	3	3	3	2	2	1	1	2	2	3	3	3	2	2	2	2
C04	3	3	3	3	3	3	2	1	3	3	3	3	3	3	3	2	3
C05	3	3	3	3	3	3	2	1	3	3	3	3	3	3	3	2	3

S-Strong (3)

M-Medium (2)

L-Low (1)



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

SUNDARAKKOTTAI, MANNARGUDI -614016
For the candidates admitted in the academic Year 2025-2026
MASTER OF BUSINESS ADMINISTRATION

Semester: III –Elective - I : STRATEGIC HUMAN RESOURCE MANAGEMENT
Ins.Hrs./Week:4 Course Credit: 3 Course Code: P25MBAE1C

UNIT – I Introduction to Strategic Human Resource Management (9 Hours)

Concept and evolution of SHRM, Strategic HRM versus traditional HRM, Objectives and importance of SHRM, Strategic fit and HR architecture, HR as a strategic partner, HR role in organizational competitiveness, Models and theories of SHRM, Linking HR strategy with corporate strategy.

UNIT – II Strategic Human Resource Planning (9 Hours)

Strategic workforce planning, Human resource forecasting, Job analysis and competency mapping, Talent acquisition and retention strategies, Succession planning, Strategic recruitment and selection, HR outsourcing and flexible workforce, Human Resource Information System (HRIS).

UNIT – III Strategic Performance and Talent Management (9 Hours)

Strategic performance management systems, Performance appraisal methods, Balanced scorecard approach, Talent management strategies, Employee engagement and empowerment, Leadership development, Training and development strategies, Career planning and mentoring.

UNIT – IV Compensation, Employee Relations and HR Analytics (9 Hours)

Strategic compensation management, Reward and recognition systems, Employee relations strategies, Industrial relations and labor laws, Employee wellness and work-life balance HR metrics and analytics, HR scorecard and benchmarking, Diversity and inclusion management.

UNIT – V Contemporary Trends in SHRM (9 Hours)

Global Strategic Human Resource Management, Cross-cultural HR practices, E-HRM and digital transformation, Artificial Intelligence in HR, Strategic change management, Green HRM and, sustainable HR practices, Ethics and corporate governance in HRM, Future challenges in SHRM.

Total Lecture Hours- 45

COURSE OUTCOME

The students will be able to:

1. Understand the strategic role of HRM in organizational effectiveness.
2. Apply strategic HR planning and talent management practices.
3. Analyze performance management and employee development systems.
4. Evaluate compensation, employee relations and HR analytics frameworks.
5. Examine contemporary trends and global challenges in Strategic Human Resource Management.

TEXT BOOKS

1. Dessler, G. (2024). Human resource management (17th ed.). Pearson Education.
2. Snell, S., Morris, S., & Bohlander, G. (2024). Managing human resources (19th ed.). Cengage Learning.
3. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2023). Fundamentals of human resource management (9th ed.). McGraw Hill.
4. Armstrong, M., & Taylor, S. (2023). Armstrong's handbook of strategic human resource management (8th ed.). Kogan Page.
5. Briscoe, D. R., Schuler, R. S., & Claus, L. (2023). International human resource management (6th ed.). Routledge.
6. Aswathappa, K. (2023). Human resource management: Text and cases (10th ed.). McGraw Hill Education.
7. Jeffrey, A. M., Lepak, D., & Gowan, M. (2022). Human resource management: Managing employees for competitive advantage (5th ed.). Routledge.
8. Beardwell, J., & Thompson, A. (2022). Human resource management: A contemporary approach (9th ed.). Pearson.
9. Rao, V. S. P. (2022). Human resource management (5th ed.). Taxmann Publications.
10. Jyothi, P., & Venkatesh, D. N. (2021). Human resource management (3rd ed.). Oxford University Press.

REFERENCE BOOKS

1. Torrington, D., Hall, L., Taylor, S., & Atkinson, C. (2023). Human resource management (12th ed.). Pearson.
2. Mathis, R. L., Jackson, J. H., Valentine, S., & Meglich, P. (2023). Human resource management (16th ed.). Cengage Learning.
3. Boxall, P., Purcell, J., & Wright, P. (2023). The Oxford handbook of human resource management (3rd ed.). Oxford University Press.
4. Rao, T. V. (2023). HRD audit: Evaluating the human resource function for business improvement (3rd ed.). Sage Publications.
5. Schuler, R. S., & Jackson, S. E. (2022). Strategic human resource management (3rd ed.). Wiley.
6. Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. (2022). HR competencies: Mastery at the intersection of people and business (2nd ed.). Society for Human Resource Management.
7. Cascio, W. F. (2022). Managing human resources: Productivity, quality of work life, profits (12th ed.). McGraw Hill.
8. Ivancevich, J. M. (2022). Human resource management (14th ed.). McGraw Hill.
9. Stone, R. J. (2022). Human resource management (11th ed.). Wiley.
10. Monappa, A., & Saiyadain, M. (2021). Personnel management (3rd ed.). Tata McGraw Hill.

E-RESOURCES

1. <https://www.managementstudyguide.com/strategic-human-resource-management.htm>
2. https://www.tutorialspoint.com/strategic_human_resource_management/index.htm
3. https://www.academia.edu/12345678/Strategic_Human_Resource_Management
4. <https://open.umn.edu/opentextbooks/textbooks/human-resource-management>
5. <https://scholar.google.com/scholar?q=strategic+human+resource+management>

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	2	2	2	1	2	1	1	1	2	2	3	2	2	1	2	1	1
CO2	3	3	3	2	2	2	1	1	2	2	3	3	2	2	2	1	2
CO3	3	3	3	3	1	2	1	1	2	2	3	3	3	2	2	2	2
CO4	3	3	3	3	3	3	2	1	3	3	3	3	3	3	3	2	3
CO5	3	3	3	2	3	3	2	1	3	3	3	3	3	3	3	2	3

S-Strong (3)

M-Medium (2)

L-Low (1)



STET SCHOOL OF MANAGEMENT
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(AUTONOMOUS)
SUNDARAKKOTTAI, MANNARGUDI -614016
For the candidates admitted in the academic Year 2025-2026
MASTER OF BUSINESS ADMINISTRATION

Semester: III –Elective - II : COMPENSATION MANAGEMENT

Ins.Hrs./Week:4

Course Credit: 3

Course Code: P25MBAE2C

UNIT – I Fundamentals of Compensation Management (9 Hours)

Meaning and objectives of compensation management, Components of employee compensation, Strategic role of compensation, Factors influencing compensation, Principles of wage and salary administration, Internal and external equity, Compensation policy and structure
Challenges in compensation management.

UNIT – II Job Evaluation and Wage Determination (9 Hours)

Job analysis and job description, Job evaluation concepts and methods, Ranking, classification and point rating methods, Wage determination process, Minimum wage, fair wage and living wage Wage differentials, Pay structures and salary grades, Competency-based pay systems.

UNIT – III Incentives, Benefits and Executive Compensation (9 Hours)

Incentive plans and bonus schemes, Individual and group incentive plans, Profit sharing and gain sharing, Fringe benefits and employee services, Retirement benefits and social security measures, Executive compensation, Stock options and ESOPs, Flexible benefit plans.

UNIT – IV Compensation Laws and International Compensation (9 Hours)

Wage legislations in India, Equal remuneration provisions, Payment of Wages Act, Minimum Wages Act, Payment of Bonus Act, Provident Fund and Gratuity, International compensation management, Compensation for expatriates, Tax implications in compensation.

UNIT – V Strategic and Contemporary Compensation Practices(9 Hours)

Strategic reward management, Performance linked compensation, Variable pay systems Compensation benchmarking ,HR analytics in compensation, Digital compensation management systems, Employee wellness and work-life benefits, Ethical issues in compensation, Emerging trends in rewards management.

Total Lecture Hours- 45

COURSE OUTCOME

The students will be able to:

1. Understand concepts and principles of compensation and benefits management.
2. Apply job evaluation and wage determination techniques in organizations.
3. Analyze employee incentive and benefits programs.
4. Examine legal and international aspects of compensation management.
5. Design strategic compensation systems aligned with organizational goals.

TEXT BOOKS

1. Dessler, G. (2024). Human resource management (17th ed.). Pearson.
2. Armstrong, M., & Brown, D. (2023). Armstrong's handbook of reward management practice (15th ed.). Kogan Page.
3. Aswathappa, K. (2023). Human resource management: Text and cases (10th ed.). McGraw Hill.
4. Milkovich, G. T., Newman, J. M., & Gerhart, B. (2023). Compensation (14th ed.). McGraw Hill Education.
5. Martocchio, J. J. (2022). Strategic compensation: A human resource management approach (11th ed.). Pearson Education.
6. Rao, V. S. P. (2022). Human resource management (5th ed.). Taxmann Publications.
7. Chhabra, T. N. (2022). Human resource management (10th ed.). Dhanpat Rai Publications.
8. Bhatia, S. K. (2021). Compensation and reward management (3rd ed.). Deep & Deep Publications.
9. Monappa, A., & Saiyadain, M. (2021). Personnel management (3rd ed.). Tata McGraw Hill.
10. Henderson, R. I. (2021). Compensation management in a knowledge-based world (11th ed.). Pearson.

REFERENCE BOOKS

1. Snell, S., Morris, S., & Bohlander, G. (2024). Managing human resources (19th ed.). Cengage Learning.
2. Rao, T. V. (2023). HRD audit: Evaluating the human resource function for business improvement (3rd ed.). Sage Publications.
3. Mathis, R. L., Jackson, J. H., Valentine, S., & Meglich, P. (2023). Human resource management (16th ed.). Cengage Learning.
4. Cascio, W. F. (2022). Managing human resources: Productivity, quality of work life, profits (12th ed.). McGraw Hill.
5. Ivancevich, J. M. (2022). Human resource management (14th ed.). McGraw Hill.
6. Stone, R. J. (2022). Human resource management (11th ed.). Wiley.
7. Beardwell, J., & Thompson, A. (2022). Human resource management: A contemporary approach (9th ed.). Pearson.
8. Schuler, R. S., & Jackson, S. E. (2022). Strategic human resource management (3rd ed.). Wiley.
9. Gupta, C. B. (2022). Human resource management (18th ed.). Sultan Chand & Sons.
10. Flippo, E. B. (2021). Personnel management (7th ed.). McGraw Hill.

E-RESOURCES

1. <https://www.managementstudyguide.com/compensation-management.htm>
2. https://www.tutorialspoint.com/compensation_management/index.htm
3. https://www.academia.edu/38326302/Compensation_Management
4. <https://open.umn.edu/opentextbooks/textbooks/human-resource-management>
5. <https://nptel.ac.in/courses/110/105/110105095/>

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	2	1	2	2	2	2	2	2	3	2	2	1	2	2	2
CO2	3	3	3	2	3	2	2	1	2	3	3	3	3	2	3	2	2
CO3	3	3	3	2	3	2	2	1	2	3	3	3	3	2	3	2	2
CO4	3	3	2	3	2	2	3	2	2	2	3	2	2	3	2	3	2
CO5	3	3	3	3	3	3	2	2	3	3	3	3	3	3	3	2	3

S-Strong (3)

M-Medium (2)

L-Low (1)



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

SUNDARAKKOTTAI, MANNARGUDI -614016
For the candidates admitted in the academic Year 2025-2026
MASTER OF BUSINESS ADMINISTRATION

Semester: III –Elective - III: CHANGE MANAGEMENT

Ins.Hrs./Week:4

Course Credit: 3

Course Code: P25MBAE3C

UNIT – I Fundamentals of Change Management

(9 Hours)

Meaning and nature of change management, Importance and objectives of organizational change
Types of organizational change, Forces driving organizational change, Change agents and leadership roles, Organizational culture and climate, Need for strategic change, Change management process.

UNIT – II Theories and Models of Change

(9 Hours)

Lewin's Three-Step Change Model, Kotter's Eight-Step Model, Action research model, Systems approach to change, Organizational development interventions, Transformational and transactional leadership, Behavioral dimensions of change, Contemporary change management models.

UNIT – III Managing Resistance and Organizational Development

(9 Hours)

Resistance to change: causes and consequences, Individual and organizational, resistance, Overcoming resistance to change, Communication strategies in change, Employee, participation and empowerment, Team building and conflict management, Organizational development techniques, Training and counseling for change adaptation.

UNIT – IV Strategic Change and Innovation Management(9 Hours)

Strategic change management, Innovation and creativity in organizations, Digital transformation, and technological change, Business process reengineering, Knowledge management, Learning organization, Change in global organizations, Sustainability and green change initiatives.

UNIT – V Leadership, Ethics and Contemporary Issues in Change Management(9 Hours)

Leadership competencies for change, Emotional intelligence in change leadership, Ethics and values in organizational change, Corporate culture transformation, Change communication and stakeholder management, Crisis and turnaround management, Measuring effectiveness of change initiatives, Future trends in change management.

Total Lecture Hours- 45

COURSE OUTCOME

The students will be able to:

1. Understand concepts, processes and importance of organizational change management.
2. Apply change management models and organizational development interventions.
3. Analyze resistance to change and implement suitable change strategies.
4. Evaluate strategic, technological and innovative changes in organizations.
5. Demonstrate leadership competencies required for successful organizational transformation.

TEXT BOOKS

1. Cameron, E., & Green, M. (2024). Making sense of change management (6th ed.). Kogan Page.
2. Cummings, T. G., & Worley, C. G. (2023). Organization development and change (12th ed.). Cengage Learning.
3. Burnes, B. (2023). Managing change (9th ed.). Pearson Education.
4. Hiatt, J. (2022). ADKAR: A model for change in business, government and our community (2nd ed.). Prosci Learning Center Publications.
5. Hayes, J. (2022). The theory and practice of change management (6th ed.). Palgrave Macmillan.
6. Harigopal, K. (2022). Management of organizational change (4th ed.). Sage Publications India.
7. Senior, B., & Fleming, J. (2022). Organizational change (6th ed.). Pearson.
8. Nilakant, V., & Ramnarayan, S. (2021). Managing organizational change (3rd ed.). Sage Publications India.
9. Luecke, R. (2021). Managing change and transition (Latest ed.). Harvard Business Review Press.
10. Anderson, D. L. (2021). Organization development: The process of leading organizational change (5th ed.). Sage Publications.

REFERENCE BOOKS

1. Robbins, S. P., & Judge, T. A. (2024). Organizational behavior (19th ed.). Pearson Education.
2. Huczynski, A., Buchanan, D., & Huczynski, A. (2023). Organizational behaviour (10th ed.). Pearson.
3. Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. (2023). Strategic management and business policy (16th ed.). Pearson.
4. Daft, R. L. (2023). Organization theory and design (14th ed.). Cengage Learning.
5. Drucker, P. F. (2022). Management challenges for the 21st century (Revised ed.). Routledge.
6. Senge, P. M. (2022). The fifth discipline: The art and practice of the learning organization (Revised ed.). Currency.
7. Kotter, J. P. (2022). Leading change (3rd ed.). Harvard Business Review Press.
8. Schein, E. H. (2021). Organizational culture and leadership (6th ed.). Wiley.
9. French, W. L., & Bell, C. H. (2021). Organization development: Behavioral science interventions for organization improvement (7th ed.). Pearson.
10. Kanter, R. M. (2021). The change masters (Latest ed.). Simon & Schuster.

E-RESOURCES

1. <https://www.managementstudyguide.com/change-management.htm>
2. https://www.tutorialspoint.com/change_management/index.htm
3. https://www.academia.edu/34415252/Change_Management
4. <https://open.umn.edu/opentextbooks/textbooks/organizational-change-and-development>
5. <https://nptel.ac.in/courses/110/105/110105111/>

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	2	1	2	2	2	2	2	2	3	2	2	1	2	2	2
CO2	3	3	3	2	3	3	2	2	2	3	3	3	3	2	3	2	3
CO3	3	3	3	3	2	3	3	2	2	2	3	3	2	3	2	3	3
CO4	3	3	3	3	3	2	2	2	3	3	3	3	3	3	3	2	3
CO5	3	3	3	2	3	3	3	3	3	3	3	3	3	2	3	3	3

S-Strong (3)

M-Medium (2)

L-Low (1)

ELECTIVE COURSES
SEMESTER IV



1. Understand the principles and strategic role of integrated marketing communication.
2. Design advertising, PR and digital communication campaigns.
3. Apply media planning, buying and analytics techniques.
4. Evaluate marketing communication effectiveness using metrics and tools.
5. Develop ethical and future-ready communication strategies.

TEXT BOOKS

1. Andrews, J. C., & Shimp, T. A. (2025). Advertising, promotion, and other aspects of integrated marketing communications (11th ed.). Cengage Learning.
2. Mishra, A., & Vijay, T. S. (2024). Integrated advertising, promotion and marketing. Routledge.
3. Smith, P. R. (2024). Marketing communications: Integrating online and offline, customer engagement and digital technologies (8th ed.). Kogan Page.
4. Percy, L. (2023). Strategic integrated marketing communications (3rd ed.). Routledge.
5. Kitchen, P. J. (2023). Integrated marketing communications: Putting theory into practice (2nd ed.). Palgrave Macmillan.
6. Belch, G. E., & Belch, M. A. (2023). Advertising and promotion: An integrated marketing communications perspective (13th ed.). McGraw Hill.
7. Fill, C., & Turnbull, S. (2023). Marketing communications: Touchpoints, sharing and disruption (9th ed.). Pearson.
8. Juska, J. M. (2022). Integrated marketing communication: Advertising and promotion in a digital world (2nd ed.). Routledge.
9. Clow, K. E., & Baack, D. (2022). Integrated advertising, promotion, and marketing communications (9th ed.). Pearson.
10. Ang, L. (2021). Principles of integrated marketing communications (2nd ed.). Cambridge University Press.

REFERENCE BOOKS

1. Chaffey, D., & Ellis-Chadwick, F. (2025). Digital marketing: Strategy, implementation and practice (9th ed.). Pearson.
2. Solomon, M. R. (2024). Consumer behavior: Buying, having, and being (14th ed.). Pearson.
3. Aaker, D. A. (2024). Aaker on branding: Smart strategies for building brands and inspiring loyalty (2nd ed.). Morgan James Publishing.
4. Hackley, C., & Hackley, R. A. (2023). Advertising and promotion (5th ed.). Sage Publications.
5. Tuten, T. L., & Solomon, M. R. (2023). Social media marketing (4th ed.). Sage Publications.
6. Ryan, D. (2023). Understanding digital marketing: Marketing strategies for engaging the digital generation (6th ed.). Kogan Page.
7. Kotler, P., Keller, K. L., & Chernev, A. (2022). Marketing management (16th ed.). Pearson.
8. Duncan, T. (2022). IMC: Using advertising and promotion to build brands (3rd ed., reprint). McGraw Hill Education.
9. Hollensen, S. (2022). Global marketing (8th ed.). Pearson.
10. Keller, K. L., & Swaminathan, V. (2020). Strategic brand management: Building, measuring, and managing brand equity (5th ed.). Pearson.

E-RESOURCES

1. https://www.academia.edu/38251664/Marketing_Communication
2. <https://www.managementstudyguide.com/marketing-communication.htm>
3. <https://openstax.org/books/principles-marketing>
4. https://www.tutorialspoint.com/marketing_communications/index.htm
5. <https://nptel.ac.in/courses/110/105/110105128/>

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	2	1	1	1	1	2	2	2	2	2	2	1	1	1	1
CO2	3	3	3	2	2	2	2	2	2	2	3	2	3	3	1	2	2
CO3	3	3	3	3	1	2	1	2	2	2	3	2	2	2	1	2	1
CO4	2	3	3	3	1	1	2	2	2	1	2	2	2	1	1	2	1
CO5	2	2	3	2	3	2	3	2	3	3	2	3	3	2	3	3	2

S-Strong (3)

M-Medium (2)

L-Low (1)



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SUNDARAKKOTTAI, MANNARGUDI -614016
For the candidates admitted in the academic Year 2025-2026
MASTER OF BUSINESS ADMINISTRATION

Semester: IV –Elective - V: ADVERTISING AND SALES PROMOTION

Ins.Hrs./Week:3

Course Credit: 3

Course Code: P25MBAE5A

UNIT – I Introduction to Advertising and Integrated Marketing Communication (9 Hours)

Meaning, Nature and Scope of Advertising ,Evolution and Functions of Advertising ,Advertising and Marketing Mix ,Integrated Marketing Communication (IMC) ,Communication Process and Models ,Advertising Objectives – DAGMAR and AIDA Models ,Types of Advertising – Consumer, Industrial, Institutional, Retail and Digital Advertising ,Role of Advertising in Brand Building and Positioning ,Advertising Environment and Regulatory Framework in India.

UNIT – II Advertising Planning and Creative Strategy (9 Hours)

Advertising Planning Process, Market Segmentation, Targeting and Positioning, Advertising Budgeting Methods, Creative Strategy and Message Design, Copywriting and Advertising Appeals, Visualization and Layout Design, Advertising Media Planning and Media Mix Decisions, Traditional Media vs Digital Media, Media Scheduling and Campaign Planning, Role of Advertising Agencies and Client–Agency Relationship.

UNIT – III Advertising Effectiveness, Ethics and Emerging Trends (9 Hours)

Measuring Advertising Effectiveness, Pre-testing and Post-testing Techniques, Advertising, Research and Consumer Response, ROI Measurement in Advertising Campaigns, Brand Equity and Promotional Effectiveness, Ethical and Social Issues in Advertising, Advertising Standards Council of India (ASCI) Guidelines, Green Advertising and Sustainable Communication, AI, Big Data and Personalization in Advertising, Future Trends in Advertising and Sales Promotion.

UNIT – IV Sales Promotion Management (9 Hours)

Concept, Nature and Importance of Sales Promotion, Objectives and Functions of Sales Promotion, Consumer-Oriented Sales Promotion Tools, Trade-Oriented Sales Promotion Techniques, Sales Promotion for Industrial and Service Markets, Point-of-Purchase Displays and Merchandising, Sales Contests, Coupons, Rebates, Premiums and Sampling, Event Marketing and Sponsorship, Budgeting and Evaluating Sales Promotion Programmes, Ethical and Legal Issues in Sales Promotion.

UNIT – V Sales Force Management and Customer Relationship Strategies (9 Hours)

Meaning and Scope of Sales Force Management, Organization Structure of Sales Department, Recruitment and Selection of Sales Personnel, Training and Development of Sales Force, Leadership, Motivation and Supervision of Sales Personnel, Compensation Plans and Incentive Schemes, Sales Territories and Route Planning, Sales Quotas and Performance Standards, Sales Forecasting and Sales Reporting Systems, Customer Relationship Management (CRM), Sales Force Automation and Technology in Selling, Challenges and Emerging Trends in Sales Force Management.

Total Lecture Hours- 45

COURSE OUTCOME

The students will be able to:

1. Understand the concepts, models and strategic role of advertising and sales promotion.
2. Design advertising campaigns using creative, media and budgeting strategies.
3. Apply consumer and trade sales promotion techniques in marketing practice.
4. Evaluate advertising effectiveness using media and digital analytics tools.
5. Develop ethical and technology-driven promotional strategies for modern business environments.

TEXT BOOKS

1. Belch, G. E., & Belch, M. A. (2024). Advertising and promotion: An integrated marketing communications perspective (13th ed.). McGraw Hill Education.
2. Shimp, T. A., & Andrews, J. C. (2023). Advertising, promotion, and other aspects of integrated marketing communications (11th ed.). Cengage Learning.
3. Clow, K. E., & Baack, D. (2022). Integrated advertising, promotion, and marketing communications (9th ed.). Pearson.
4. Moriarty, S., Mitchell, N., Wood, C., & Wells, W. (2021). Advertising & IMC: Principles and practice (12th ed.). Pearson.
5. Kazmi, S. H. H., & Batra, S. K. (2020). Advertising and sales promotion (5th ed.). Excel Books.
6. Jethwaney, J., & Jain, S. (2019). Advertising management (2nd ed.). Oxford University Press.
7. Chunawalla, S. A. (2018). Advertising, sales and promotion management (5th ed.). Himalaya Publishing House.
8. Rossiter, J. R., & Percy, L. (2017). Advertising communications and promotion management (3rd ed.). McGraw Hill.
9. Gupta, S. L. (2016). Sales and distribution management (3rd ed.). Excel Books.
10. Aaker, D. A., & Myers, J. G. (2015). Advertising management (9th ed.). Pearson Education.

REFERENCE BOOKS

1. Kotler, P., Keller, K. L., Chernev, A., & Brady, M. (2024). Marketing management (17th ed.). Pearson.
2. Ryan, D. (2023). Understanding digital marketing: Marketing strategies for engaging the digital generation (6th ed.). Kogan Page.
3. Fill, C., & Turnbull, S. (2022). Marketing communications: Discovery, creation and conversations (9th ed.). Pearson.
4. Keller, K. L., & Swaminathan, V. (2021). Strategic brand management: Building, measuring, and managing brand equity (5th ed.). Pearson.
5. Percy, L. (2021). Strategic integrated marketing communications (3rd ed.). Routledge.
6. Blythe, J. (2020). Essentials of marketing communications (6th ed.). Pearson.
7. Jobber, D., & Ellis-Chadwick, F. (2019). Principles and practice of marketing (9th ed.). McGraw Hill Education.
8. Smith, P. R., & Zook, Z. (2018). Marketing communications: Offline and online integration, engagement and analytics (6th ed.). Kogan Page.
9. Hackley, C., & Hackley, R. A. (2018). Advertising and promotion (3rd ed.). Sage Publications.
10. Solomon, M. R. (2024). Consumer behavior: Buying, having, and being (14th ed.). Pearson.

E-RESOURCES

1. <https://www.managementstudyguide.com/advertising-and-sales-promotion.htm>
2. https://www.tutorialspoint.com/advertising_and_sales_promotion/index.htm
3. https://www.academia.edu/36065833/Advertising_and_Sales_Promotion
4. <https://openstax.org/books/principles-marketing>
5. <https://nptel.ac.in/courses/110/104/110104120/>

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	2	1	1	1	1	2	2	1	2	2	2	1	1	1	1
CO2	3	3	3	2	2	2	2	2	2	2	3	2	3	3	1	2	2
CO3	3	3	2	2	1	3	2	2	2	1	3	2	2	2	1	2	3
CO4	2	3	3	3	1	1	2	2	2	1	2	2	2	1	1	2	1
CO5	2	2	3	2	3	2	3	2	3	3	2	3	3	2	3	3	2

S-Strong (3)

M-Medium (2)

L-Low (1)



STET SCHOOL OF MANAGEMENT
(A UNIT OF SENGAMALA THAYAAR EDUCATIONAL TRUST WOMEN'S COLLEGE)
(AUTONOMOUS)
SUNDARAKKOTTAI, MANNARGUDI -614016
For the candidates admitted in the academic Year 2025-2026
MASTER OF BUSINESS ADMINISTRATION

Semester: IV –Elective - VI : RURAL MARKETING

Ins.Hrs./Week:3

Course Credit: 3

Course Code: P25MBAE6A

UNIT – I Introduction to Rural Marketing

(9 Hours)

Meaning, Nature and Scope of Rural Marketing ,Evolution and Importance of Rural Markets in India ,Characteristics of Rural Economy and Rural Society ,Rural vs Urban Markets ,Rural Marketing Environment ,Classification of Rural Markets ,Challenges and Opportunities in Rural Marketing ,Government Policies and Rural Development Programmes, Role of Cooperatives, NGOs and SHGs in Rural Markets ,Emerging Trends in Rural Marketing.

UNIT – II Rural Consumer Behaviour and Market Segmentation

(9 Hours)

Rural Consumer Behaviour – Characteristics and Determinants, Buying Decision Process in Rural Markets, Socio-cultural Factors Influencing Rural Consumers, Rural Market Segmentation, Targeting and Positioning, Rural Demand Estimation and Market Potential, Lifestyle and Consumption Patterns in Rural Areas, Role of Literacy, Income and Occupation in Purchase Behaviour, Brand Awareness and Brand Loyalty in Rural Markets, Rural Consumer Research Techniques, Digital Adoption among Rural Consumers.

UNIT – III Product, Pricing and Distribution Strategies in Rural Markets

(9 Hours)

Product Planning and Product Modification for Rural Markets, Packaging Strategies for Rural Consumers Pricing Strategies in Rural Marketing, Affordable and Low-unit Packaging Concepts, Distribution Channels in Rural Markets, Rural Retailing and Haats, Melas and Mandis, Role of Wholesalers and Village Retailers, Supply Chain and Logistics Challenges, Agricultural Marketing System in India, E-Commerce and Digital Distribution in Rural Areas.

UNIT – IV Rural Promotion and Communication Strategies

(9 Hours)

Rural Communication Process, Advertising Strategies for Rural Markets, Media Selection in Rural Advertising, Traditional Media and Folk Media, Digital Media and Mobile Marketing in Rural Areas, Sales Promotion Techniques in Rural Markets, Personal Selling and Rural Sales Force Management, Event Marketing and Rural Campaigns, Corporate Social Responsibility and Rural Branding, Case Studies of Successful Rural Marketing Campaigns.

UNIT – V Agricultural Marketing, Sustainability and Future Trends

(9 Hours)

Agricultural Marketing – Concepts and Functions, Agricultural Produce Marketing Committees (APMCs),Contract Farming and Agri-business Marketing, Rural Entrepreneurship and Start-ups Sustainable Rural Marketing Practices, Financial Inclusion and Rural Banking Services, Role of Technology in Rural Marketing, Digital India and Rural Transformation, AI, Big Data and Mobile Commerce in Rural Markets, Future Prospects of Rural Marketing in India.

Total Lecture Hours- 45

COURSE OUTCOME

The students will be able to:

1. Understand the concepts, characteristics and importance of rural marketing.
2. Analyze rural consumer behaviour and market opportunities.
3. Apply suitable product, pricing and distribution strategies in rural markets.
4. Design effective rural communication and promotional campaigns.
5. Develop sustainable and technology-driven rural marketing strategies.

TEXT BOOKS

1. Krishnamacharyulu, C. S. G., & Lalitha, R. (2024). *Rural marketing: Text and cases* (3rd ed.). Pearson India.
2. Dogra, B., & Ghuman, K. (2023). *Rural marketing: Concepts and practices* (2nd ed.). McGraw Hill Education.
3. Kashyap, P., & Raut, S. (2022). *The rural marketing book* (2nd ed.). Biztantra Publications.
4. Mathur, U. C. (2021). *Rural marketing*. Excel Books.
5. Badi, R. V., & Badi, N. V. (2020). *Rural marketing* (2nd ed.). Himalaya Publishing House.
6. Singh, A. K., & Pandey, S. (2019). *Rural marketing management*. New Age International.
7. Gopalaswamy, T. P. (2018). *Rural marketing: Environment, problems and strategies* (4th ed.). Vikas Publishing House.
8. Iyer, S. (2017). *Rural marketing management*. Atlantic Publishers.
9. Acharya, S. S., & Agarwal, N. L. (2016). *Agricultural marketing in India* (5th ed.). Oxford & IBH Publishing.
10. Majumdar, R. (2015). *Rural marketing in India*. Pearson Education.

REFERENCE BOOKS

1. Kotler, P., Keller, K. L., Chernev, A., & Brady, M. (2024). *Marketing management* (17th ed.). Pearson.
2. Achar, A. (2023). *Contemporary rural marketing in India*. Sage Publications.
3. Srinivas, G. (2022). *Digital transformation in rural markets*. McGraw Hill Education.
4. Ramaswamy, V. S., & Namakumari, S. (2021). *Marketing management: Indian context, global perspective* (7th ed.). Sage Publications.
5. Prahalad, C. K. (2020). *The fortune at the bottom of the pyramid: Eradicating poverty through profits* (Rev. ed.). Pearson.
6. Kumar, A., & Sharma, M. (2019). *Agribusiness and rural marketing*. CBS Publishers & Distributors.
7. Neelamegham, S. (2018). *Marketing in India: Cases and readings* (5th ed.). Vikas Publishing House.
8. Singh, R. (2017). *Rural retail management*. Himalaya Publishing House.
9. Rajagopal. (2015). *Rural marketing strategies for sustainable development*. Business Expert Press.
10. Sheth, J. N., & Sisodia, R. S. (2015). *Does marketing need reform?: Fresh perspectives on the future*. Routledge.

E-RESOURCES

1. <https://www.managementstudyguide.com/rural-marketing.htm>
2. https://www.tutorialspoint.com/rural_marketing/index.htm
3. https://www.academia.edu/36748932/Rural_Marketing
4. <https://openstax.org/books/principles-marketing>
5. <https://nptel.ac.in/courses/110/105/110105129/>

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	2	1	1	2	1	2	2	1	2	2	2	1	2	2	1
CO2	3	3	2	3	1	2	1	2	2	2	3	2	2	2	1	2	1
CO3	3	3	3	2	1	3	2	2	2	2	3	2	2	2	1	2	3
CO4	3	2	3	2	2	2	2	2	2	2	3	2	3	3	1	2	2
CO5	2	3	3	2	2	3	3	2	3	3	2	3	3	2	3	3	3

S-Strong (3)

M-Medium (2)

L-Low (1)



STET SCHOOL OF MANAGEMENT
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For the candidates admitted in the academic Year 2025-2026
MASTER OF BUSINESS ADMINISTRATION

Semester: IV –Elective - IV: PROJECT MANAGEMENT

Ins.Hrs./Week:3

Course Credit: 3

Course Code: P25MBAE4B

UNIT – I Fundamentals of Project Management

(9 Hours)

Meaning, nature and characteristics of projects, Project life cycle, Project management concepts and objectives, Role and responsibilities of project manager, Types of projects, Project organization structures, Project identification and selection, Project feasibility analysis.

UNIT – II Project Planning and Scheduling

(9 Hours)

Project planning process, Work Breakdown Structure (WBS), Project scheduling techniques, Gantt charts and milestone charts, PERT and CPM techniques, Network analysis, Resource allocation and leveling, Project monitoring and control systems.

UNIT – III Project Cost, Risk and Quality Management

(9 Hours)

Project cost estimation and budgeting, Cost control techniques, Earned Value Analysis, Project risk identification and assessment, Risk mitigation strategies, Project quality planning and assurance, Total Quality Management in projects, Six Sigma concepts in project quality.

UNIT – IV Project Finance and Procurement Management

(9 Hours)

Project financing sources, Capital budgeting for projects, Project appraisal techniques, Procurement and contract management, Tendering procedures, Project procurement process, Legal and ethical issues in projects, International project management.

UNIT – V Project Execution, Evaluation and ERP Applications

(9 Hours)

Project execution and implementation, Leadership and team management, Communication and stakeholder management, Project performance evaluation, Project audit and review, Project closure process, Enterprise Resource Planning (ERP) in Project Management, Project management software applications, Contemporary trends in project management, Agile and sustainable project management.

Total Lecture Hours- 45

COURSE OUTCOME

The students will be able to:

1. Understand the concepts and phases of project management.
2. Apply project planning and scheduling techniques for project execution.
3. Analyze project cost, quality and risk management practices.
4. Evaluate project financing and procurement decisions.
5. Manage project implementation, monitoring and project closure effectively.

TEXT BOOKS

1. Pinto, J. K. (2026). Project management: Achieving competitive advantage (6th ed.). Pearson.
2. Kerzner, H. (2025). Project management: A systems approach to planning, scheduling, and controlling (14th ed.). Wiley.
3. Nicholas, J. M., & Steyn, H. (2023). Project management for engineering, business and technology (6th ed.). Routledge.
4. Meredith, J. R., Shafer, S. M., & Mantel, S. J. (2022). Project management: A managerial approach (10th ed.). Wiley India.
5. Gido, J., Clements, J. P., & Baker, R. (2022). Successful project management (8th ed.). Cengage Learning.
6. Maylor, H. (2022). Project management (5th ed.). Pearson Education.
7. Gray, C. F., & Larson, E. W. (2021). Project management: The managerial process (8th ed.). McGraw Hill.
8. Burke, R. (2021). Project management: Planning and control techniques (6th ed.). Wiley.
9. Verzuh, E. (2021). The fast forward MBA in project management (6th ed.). Wiley.
10. Choudhury, S. (2021). Project management (2nd ed.). McGraw Hill Education.

REFERENCE BOOKS

1. Schwalbe, K. (2023). Information technology project management (10th ed.). Cengage Learning.
2. Young, T. L. (2023). Successful project management (7th ed.). Kogan Page.
3. Davidson Frame, J. (2022). The new project management (3rd ed.). Wiley.
4. Wysocki, R. K. (2022). Effective project management: Traditional, agile, extreme, hybrid (9th ed.). Wiley.
5. Turner, J. R. (2022). Handbook of project-based management (5th ed.). McGraw Hill.
6. Heldman, K. (2022). Project management jumpstart (4th ed.). Wiley.
7. Project Management Institute. (2021). A guide to the project management body of knowledge (PMBOK® Guide) (7th ed.). Project Management Institute.
8. Lock, D. (2021). Project management (11th ed.). Routledge.
9. Fleming, Q. W., & Koppelman, J. M. (2021). Earned value project management (5th ed.). Project Management Institute.
10. Heagney, J. (2021). Fundamentals of project management (6th ed.). AMACOM.

E-RESOURCES

1. <https://www.managementstudyguide.com/project-management.htm>
2. https://www.tutorialspoint.com/project_management/index.htm
3. https://www.academia.edu/37261255/Project_Management
4. <https://open.umn.edu/opentextbooks/textbooks/project-management>
5. <https://nptel.ac.in/courses/110/105/110105123>

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
C01	3	2	2	1	2	1	1	2	2	2	3	2	2	1	2	1	2
C02	3	3	3	2	3	2	1	2	2	3	3	3	2	2	3	1	2
C03	3	3	3	3	3	2	2	1	2	2	3	3	3	3	2	2	2
C04	3	3	3	2	2	2	2	1	3	3	3	3	3	2	2	2	3
C05	3	3	3	3	3	3	2	2	3	3	3	3	3	3	3	2	3

S-Strong (3)

M-Medium (2)

L-Low (1)



STET SCHOOL OF MANAGEMENT
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For the candidates admitted in the academic Year 2025-2026
MASTER OF BUSINESS ADMINISTRATION

Semester: IV –Elective - V: MERCHANT BANKING

Ins.Hrs./Week:3

Course Credit: 3

Course Code: P25MBAE5B

UNIT – I Introduction to Merchant Banking and Financial Services (9 Hours)

Concept, nature and evolution of merchant banking, Merchant banking in India, Functions and services of merchant bankers, Financial services and their importance, Regulatory framework of merchant banking, Role of SEBI in merchant banking, Code of conduct and responsibilities of merchant bankers.

UNIT – II Issue Management and Underwriting (9 Hours)

Capital market instruments, Public issue management, Pre-issue and post-issue activities, Prospectus preparation, Book building process, Rights issue and private placement, Underwriting of securities, Pricing of issues, IPO process and regulations.

UNIT – III Leasing, Hire Purchase and Venture Capital (9 Hours)

Meaning and types of leasing, Financial evaluation of leasing, Hire purchase system and accounting, Lease versus buy decisions, Venture capital financing, Stages of venture capital financing, Venture capital funds in India, Private equity financing, Role of merchant bankers in venture financing.

UNIT – IV Credit Rating and Securitization (9 Hours)

Meaning and significance of credit rating, Credit rating process and methodology, Credit rating agencies in India, Rating symbols and interpretation, Securitization of debts, Special Purpose Vehicle (SPV), Pass Through Certificates (PTC), Benefits and limitations of securitization.

UNIT – V Contemporary Merchant Banking Practices (9 Hours)

Mergers and acquisitions, Corporate restructuring, Portfolio management services, Mutual funds and depository services, Merchant banking in international markets, ADRs, GDRs and ECBs, Digital transformation in financial services, Emerging trends in merchant banking, Ethical issues and investor protection.

Total Lecture Hours- 45

COURSE OUTCOME

The students will be able to:

1. Understand the concepts, functions and regulatory framework of merchant banking.
2. Analyze issue management and underwriting procedures in capital markets.
3. Evaluate leasing, hire purchase and venture capital financing decisions.
4. Examine credit rating and securitization mechanisms in financial services.
5. Apply merchant banking concepts in mergers, acquisitions and modern financial practices.

TEXT BOOKS

1. Bhole, L. M., & Mahakud, J. (2023). Financial institutions and markets: Structure, growth and innovations (8th ed.). McGraw Hill Education.
2. Gordon, E., & Natarajan, K. (2023). Financial markets and services (12th ed.). Himalaya Publishing House.
3. Pathak, B. V. (2023). Indian financial system (6th ed.). Pearson Education.
4. Saunders, A., & Cornett, M. M. (2023). Financial institutions management: A risk management approach (11th ed.). McGraw Hill.
5. Khan, M. Y. (2022). Indian financial system (12th ed.). McGraw Hill.
6. Machiraju, H. R. (2022). Merchant banking: Principles and practice (5th ed.). New Age International.
7. Varshney, P. N., & Mittal, D. K. (2022). Indian financial system (10th ed.). Sultan Chand & Sons.
8. Srivastava, R. M. (2022). Management of Indian financial institutions (4th ed.). Himalaya Publishing House.
9. Gupta, S. L. (2021). Financial services and markets (4th ed.). Kalyani Publishers.
10. Rustagi, R. P. (2021). Financial markets and institutions (5th ed.). Sultan Chand & Sons.

REFERENCE BOOKS

1. National Institute of Securities Markets. (2025). Merchant banking certification workbook. NISM.
2. Securities and Exchange Board of India. (2024). Merchant bankers regulations and guidelines. SEBI.
3. Damodaran, A. (2024). Applied corporate finance (5th ed.). Wiley India.
4. Mishkin, F. S., & Eakins, S. G. (2023). Financial markets and institutions (10th ed.). Pearson.
5. Hull, J. C. (2023). Risk management and financial institutions (6th ed.). Wiley.
6. Fabozzi, F. J., Jones, F. J., & Modigliani, F. P. (2022). Foundations of financial markets and institutions (6th ed.). MIT Press.
7. Rose, P. S., & Hudgins, S. C. (2022). Bank management and financial services (11th ed.). McGraw Hill.
8. Chandra, P. (2022). Financial management: Theory and practice (10th ed.). McGraw Hill.
9. Reilly, F. K., Brown, K. C., & Leeds, S. J. (2022). Investment analysis and portfolio management (11th ed.). Cengage Learning.
10. Pandey, I. M. (2021). Financial management (12th ed.). Vikas Publishing House.

E-RESOURCES

1. <https://www.managementstudyguide.com/merchant-banking.htm>
2. https://www.tutorialspoint.com/merchant_banking/index.htm
3. https://www.academia.edu/38567823/Merchant_Banking
4. <https://open.umn.edu/opentextbooks/textbooks/financial-institutions-and-markets>
5. <https://nptel.ac.in/courses/110/106/110106093/>

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	2	1	2	1	2	2	2	2	3	2	2	1	2	2	2
CO2	3	3	3	2	3	2	2	1	2	3	3	3	3	2	3	2	2
CO3	3	3	3	2	2	2	1	1	3	3	3	3	3	2	2	2	3
CO4	3	3	2	3	3	2	2	1	2	2	3	3	2	3	3	2	2
CO5	3	3	3	3	3	3	2	2	3	3	3	3	3	3	3	2	3

S-Strong (3)

M-Medium (2)

L-Low (1)



STET SCHOOL OF MANAGEMENT
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(AUTONOMOUS)

SUNDARAKKOTTAL, MANNARGUDI -614016
For the candidates admitted in the academic Year 2025-2026
MASTER OF BUSINESS ADMINISTRATION

Semester: IV –Elective - VI : TAXATION

Ins.Hrs./Week:3

Course Credit: 3

Course Code: P25MBAE6B

UNIT – I Introduction to Taxation and Income Tax Framework (9 Hours)

Meaning, objectives and types of taxation, Direct tax and indirect tax, Canons of taxation, Income, Tax Act, 1961 – basic concepts, Residential status and incidence of tax, Agricultural income and exempted income, Tax planning, tax avoidance and tax evasion, Authorities under Income Tax Act.

UNIT – II Computation of Income under Various Heads (9 Hours)

Income from salary, Allowances and perquisites, Income from house property, Profits and gains from business or profession, Capital gains, Income from other sources, Clubbing of income, Set-off and carry forward of losses.

UNIT – III Corporate Taxation and Tax Management (9 Hours)

An overview of corporate finance, Computation of total income, Deductions under Sections 80C to 80U, Assessment procedures, Advance tax and self-assessment tax, Tax Deducted at Source (TDS), Minimum, Alternate Tax (MAT), Corporate tax planning, Filing of returns and e-filing procedures.

UNIT – IV Goods and Services Tax (GST) (9 Hours)

Introduction to GST, Constitutional framework of GST, CGST, SGST, IGST and UTGST, Supply, under GST, Levy and collection of GST, Input Tax Credit (ITC), Registration, under GST, GST returns and assessment, Composition scheme.

UNIT – V Customs Duty and Contemporary Taxation Practices (9 Hours)

Introduction to customs duty, Types of customs duties, Customs valuation, Import and export procedures, International taxation overview, Double Taxation Avoidance Agreement (DTAA), Digital taxation and e-commerce taxation, Recent developments in Indian taxation, Ethical issues in taxation.

Total Lecture Hours- 45

COURSE OUTCOME

The students will be able to:

1. Understand the structure and principles of Indian taxation systems.
2. Compute taxable income under different heads of income.
3. Analyze corporate taxation procedures and tax planning techniques.
4. Apply GST provisions and compliance procedures in business situations.
5. Evaluate customs duty and emerging taxation practices in India.

TEXT BOOKS

1. Singhania, V. K., & Singhania, K. (2025). Direct taxes law and practice (Latest ed.). Taxmann Publications.
2. Ahuja, G., & Gupta, R. (2024). Systematic approach to income tax (Latest ed.). Bharat Law House.
3. Datey, V. S. (2024). GST ready reckoner (Latest ed.). Taxmann Publications.
4. Bansal, K. M. (2024). GST and customs law (8th ed.). Taxmann Publications.
5. Mehrotra, H. C., & Goyal, S. P. (2023). Income tax law and accounts (45th ed.). Sahitya Bhawan Publications.
6. Balachandran, V. (2023). Indirect taxes and GST (4th ed.). Sultan Chand & Sons.
7. Manoharan, T. N. (2023). Students' handbook on taxation (Latest ed.). Snow White Publications.
8. Pagare, D. (2022). Law and practice of income tax (15th ed.). Sultan Chand & Sons.
9. Tulsian, P. C., & Tulsian, B. (2022). Business law and taxation (3rd ed.). McGraw Hill Education.
10. Gupta, S. P. (2022). Practical approach to direct taxation (35th ed.). Sultan Chand & Sons.

REFERENCE BOOKS

1. Institute of Chartered Accountants of India. (2025). Study material on direct and indirect taxation. ICAI.
2. Central Board of Indirect Taxes and Customs. (2025). GST manual and customs procedures. CBIC.
3. Securities and Exchange Board of India. (2024). Taxation regulations and compliance handbook. SEBI.
4. Jain, P. K., & Narang, K. L. (2023). Income tax law and practice (Latest ed.). Kalyani Publishers.
5. Sury, M. M. (2023). Goods and services tax in India (2nd ed.). New Century Publications.
6. Bhole, L. M., & Mahakud, J. (2023). Financial institutions and markets: Structure, growth and innovations (8th ed.). McGraw Hill Education.
7. Mishkin, F. S., & Eakins, S. G. (2023). Financial markets and institutions (10th ed.). Pearson.
8. Lal, B. B., & Vashisht, N. (2022). Direct taxes and practice (11th ed.). Pearson Education.
9. Chandra, P. (2022). Financial management: Theory and practice (10th ed.). McGraw Hill Education.
10. Pandey, I. M. (2021). Financial management (12th ed.). Vikas Publishing House.

E-RSOURCES

1. <https://www.managementstudyguide.com/taxation.htm>
2. <https://www.tutorialspoint.com/taxation/index.htm>
3. <https://www.academia.edu/38567824/Taxation>
4. <https://open.umn.edu/opentextbooks/textbooks/principles-of-taxation>
5. <https://nptel.ac.in/courses/110/105/110105130/>

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	2	1	2	1	2	2	2	1	3	2	2	1	2	2	1
CO2	3	3	3	2	3	1	1	1	2	2	3	3	2	2	3	2	2
CO3	3	3	3	3	3	2	2	1	3	3	3	3	3	3	3	2	3
CO4	3	3	3	2	3	2	2	2	2	2	3	3	3	2	3	3	2
CO5	3	3	2	3	2	2	2	1	3	2	3	3	2	3	2	3	3

S-Strong (3)

M-Medium (2)

L-Low (1)



STET SCHOOL OF MANAGEMENT
(A UNIT OF SENGAMALA THAYAAR EDUCATIONAL TRUST WOMEN'S COLLEGE)
(AUTONOMOUS)
SUNDARAKKOTTAI, MANNARGUDI -614016
For the candidates admitted in the academic Year 2025-2026
MASTER OF BUSINESS ADMINISTRATION

Semester: IV –Elective - IV: HUMAN RESOURCE METRICS AND ANALYTICS

Ins.Hrs./Week:3

Course Credit: 3

Course Code: P25MBAE4C

UNIT – I Introduction to HR Metrics and Analytics

(9 Hours)

Meaning and scope of HR analytics, Evolution of HR analytics, Importance of HR metrics in organizations, HR analytics and business strategy, HR measurement frameworks, HR scorecard and workforce scorecard, HR benchmarking, Role of analytics in HR decision-making.

UNIT – II HR Data Management and HR Metrics

(9 Hours)

Sources of HR data, Data collection methods, Data quality and data governance, HR databases and, HR Information Systems (HRIS), Types of HR metrics, Recruitment and selection, metrics, Training and development metrics, Compensation and turnover metrics, Employee productivity measures.

UNIT – III HR Analytics Tools and Techniques

(9 Hours)

Descriptive, predictive and prescriptive analytics, Statistical tools for HR analytics, Correlation and regression analysis, Trend analysis and forecasting, Data visualization, techniques, HR, dashboards and reporting, Excel applications in HR analytics, Introduction to HR analytics software tools.

UNIT – IV Applications of HR Analytics

(9 Hours)

Talent acquisition analytics, Employee engagement analytics, Performance analytics, Compensation analytics, Learning and development analytics, Diversity and inclusion analytics, Workforce planning analytics, Retention and attrition analytics, HR analytics for strategic decision-making.

UNIT – V Emerging Trends and Ethical Issues in HR Analytics

(9 Hours)

Big data and HR analytics, Artificial Intelligence in HR, Machine learning applications in HR Predictive workforce analytics, Digital transformation in HR, Ethical and legal issues in HR analytics, Data privacy and security, Future trends in HR metrics and analytics.

Total Lecture Hours- 45

COURSE OUTCOME

The students will be able to:

1. Understand the concepts and strategic importance of HR metrics and analytics.
2. Apply HR metrics and HRIS tools for workforce analysis.
3. Analyze HR data using statistical and analytical techniques.
4. Evaluate HR analytics applications in various HR functions.
5. Examine emerging technologies and ethical issues in HR analytics.

TEXT BOOKS

1. Dessler, G. (2024). Human resource management (17th ed.). Pearson Education.
2. Snell, S., Morris, S., & Bohlander, G. (2024). Managing human resources (19th ed.). Cengage Learning.
3. Fitz-enz, J., & Mattox, J. R. (2023). Predictive analytics for human resources (3rd ed.). Wiley.
4. Bhattacharyya, D. K. (2023). HR analytics: Understanding theories and applications (2nd ed.). Sage Publications India.
5. Aswathappa, K. (2023). Human resource management: Text and cases (10th ed.). McGraw Hill Education.
6. Marler, J. H., & Boudreau, J. W. (2023). An evidence-based review of HR analytics. *The International Journal of Human Resource Management*, 34(1), 1–28.
7. Rasmussen, T., & Ulrich, D. (2022). Learning from practice: How HR analytics avoids being a management fad. *Organizational Dynamics*, 51(2).
8. Edwards, M. R., & Edwards, K. (2022). Predictive HR analytics: Mastering the HR metric (2nd ed.). Kogan Page.
9. Pease, G., Byerly, B., & Fitz-enz, J. (2021). Human capital analytics (2nd ed.). Wiley.
10. Bassi, L., Carpenter, R., & McMurrer, D. (2021). HR analytics handbook (2nd ed.). McBassi & Company.

REFERENCE BOOKS

1. Mathis, R. L., Jackson, J. H., Valentine, S. R., & Meglich, P. A. (2023). Human resource management (16th ed.). Cengage Learning.
2. Phillips, J. J., & Phillips, P. P. (2023). Measuring ROI in learning and development (3rd ed.). ATD Press.
3. Rao, T. V. (2023). HRD audit: Evaluating the human resource function for business improvement (3rd ed.). Sage Publications.
4. Becker, B. E., Huselid, M. A., & Ulrich, D. (2022). The HR scorecard: Linking people, strategy and performance (2nd ed.). Harvard Business Review Press.
5. Cascio, W. F., & Boudreau, J. W. (2022). Investing in people: Financial impact of human resource initiatives (3rd ed.). Pearson.
6. Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. (2022). HR competencies: Mastery at the intersection of people and business (2nd ed.). SHRM Publications.
7. Stone, R. J. (2022). Human resource management (11th ed.). Wiley.
8. Ivancevich, J. M., Konopaske, R., & Matteson, M. T. (2022). Human resource management (14th ed.). McGraw Hill Education.
9. Schuler, R. S., & Jackson, S. E. (2022). Strategic human resource management (3rd ed.). Wiley.
10. Davenport, T. H., Harris, J. G., & Shapiro, J. (2021). Competing on talent analytics. Harvard Business Review Press.

E-RESOURCES

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2. https://www.tutorialspoint.com/hr_analytics/index.htm
3. https://www.academia.edu/38567825/Human_Resource_Analytics
4. <https://open.umn.edu/opentextbooks/textbooks/people-analytics>
5. <https://www.coursera.org/learn/wharton-people-analytics>

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	2	1	2	1	2	2	2	1	3	2	2	1	2	2	1
CO2	3	3	3	2	3	1	1	1	2	2	3	3	2	2	3	2	2
CO3	3	3	3	3	3	2	2	1	3	3	3	3	3	3	3	2	3
CO4	3	3	3	2	3	2	2	2	2	2	3	3	3	2	3	3	2
CO5	3	3	2	3	2	2	2	1	3	2	3	3	2	3	2	3	3

S-Strong (3)

M-Medium (2)

L-Low (1)



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For the candidates admitted in the academic Year 2025-2026
MASTER OF BUSINESS ADMINISTRATION

Semester: IV –Elective - V : TRAINING AND DEVELOPMENT

Ins.Hrs./Week:3

Course Credit: 3

Course Code: P25MBAE5C

UNIT – I Introduction to Training and Development

(9 Hours)

Meaning, objectives and importance of training and development, Difference between training,, education and development, Learning theories and adult learning principles, Pedagogy and andragogy, Organizational learning and learning organizations, Strategic role of training in organizations, Human Resource Development (HRD),Contemporary trends in learning and development.

UNIT – II Training Need Analysis and Training Design

(9 Hours)

Concept and importance of Training Need Analysis (TNA),Organizational, task and individual analysis, Methods of identifying training needs, Designing training programmes, Setting training objectives, Instructional design process, Learning principles and training content development, Preparation of training modules and lesson plans.

UNIT – III Training Methods and Implementation

(9 Hours)

On-the-job training methods, Job rotation, coaching and mentoring, Apprenticeship and internship training, Off-the-job training methods, Vestibule training, simulations and role play, Case study and management games, E-learning and blended learning, Training implementation and logistics management.

UNIT – IV Employee Development and Career Management

(9 Hours)

Management development programmes, Leadership development, Career planning and succession planning, Talent development strategies, Employee counseling and coaching, Organization development interventions, Knowledge management, Competency mapping and skill development.

UNIT – V Training Evaluation and Emerging Trends

(9 Hours)

Training evaluation concepts, Kirkpatrick's evaluation model, ROI in training and development Training audit and effectiveness measurement, Learning analytics and HR analytics, Artificial Intelligence in learning and development, Digital learning platforms, Ethical issues in employee development, Future trends in corporate learning.

Total Lecture Hours- 45

COURSE OUTCOME

The students will be able to:

1. Understand the concepts and strategic importance of training and development.
2. Apply training need analysis and instructional design techniques.
3. Analyze various training methods and implementation strategies.
4. Evaluate employee development and career management programmes.
5. Assess training effectiveness using evaluation and ROI models.

TEXT BOOKS

1. Dessler, G. (2024). Human resource management (17th ed.). Pearson Education.
2. Armstrong, M., & Taylor, S. (2023). Armstrong's handbook of human resource management practice (16th ed.). Kogan Page.
3. Noe, R. A. (2023). Employee training and development (9th ed.). McGraw Hill Education.
4. Aswathappa, K. (2023). Human resource management: Text and cases (10th ed.). McGraw Hill Education.
5. Blanchard, P. N., & Thacker, J. W. (2022). Effective training: Systems, strategies, and practices (6th ed.). Pearson Education.
6. Laird, D., Holton, E. F., & Naquin, S. S. (2022). Approaches to training and development (4th ed.). Basic Books.
7. Rao, V. S. P. (2022). Human resource management (5th ed.). Taxmann Publications.
8. Sahu, R. K. (2022). Training for development (3rd ed.). Excel Books.
9. Pareek, U., & Rao, T. V. (2021). Designing and managing human resource systems (4th ed.). Oxford University Press.
10. Goldstein, I. L., & Ford, J. K. (2021). Training in organizations: Needs assessment, development, and evaluation (5th ed.). Cengage Learning.

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1. Snell, S., Morris, S., & Bohlander, G. (2024). Managing human resources (19th ed.). Cengage Learning.
2. Rao, T. V. (2023). HRD audit: Evaluating the human resource function for business improvement (3rd ed.). Sage Publications.
3. Mathis, R. L., Jackson, J. H., Valentine, S. R., & Meglich, P. A. (2023). Human resource management (16th ed.). Cengage Learning.
4. Phillips, J. J., & Phillips, P. P. (2023). ROI in learning and development (3rd ed.). Routledge.
5. Werner, J. M., & DeSimone, R. L. (2023). Human resource development (8th ed.). Cengage Learning.
6. Cascio, W. F. (2022). Managing human resources (12th ed.). McGraw Hill Education.
7. Swanson, R. A., & Holton, E. F. (2022). Foundations of human resource development (3rd ed.). Berrett-Koehler Publishers.
8. Stone, R. J. (2022). Human resource management (11th ed.). Wiley.
9. Kirkpatrick, D. L., & Kirkpatrick, J. D. (2021). Evaluating training programs: The four levels (4th ed.). Berrett-Koehler Publishers.
10. Nadler, L., & Nadler, Z. (2021). Developing human resources (5th ed.). Jossey-Bass.

E-RESOURCES

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2. https://www.tutorialspoint.com/hrm/training_and_development.htm
3. https://www.academia.edu/36198123/Training_and_Development
4. <https://open.umn.edu/opentextbooks/textbooks/human-resource-development>
5. <https://nptel.ac.in/courses/110/105/110105124/>

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	2	1	2	2	2	2	2	2	3	2	2	1	2	2	2
CO2	3	3	3	2	3	2	2	2	2	3	3	3	3	2	3	2	2
CO3	3	3	3	3	2	3	2	2	2	2	3	3	2	3	2	2	3
CO4	3	3	3	2	2	3	2	2	3	3	3	3	3	2	2	2	3
CO5	3	3	3	3	3	2	2	2	3	3	3	3	3	3	3	2	3

S-Strong (3)

M-Medium (2)

L-Low (1)



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For the candidates admitted in the academic Year 2025-2026
MASTER OF BUSINESS ADMINISTRATION

Semester: IV – Elective - VI : GROUP DYNAMICS

Ins.Hrs./Week:3

Course Credit: 3

Course Code: P25MBAE6C

UNIT – I Introduction to Group Dynamics (9 Hours)

Meaning and nature of groups, Importance of group dynamics, Types of groups in organizations, Formal and informal groups, Group formation process, Stages of group development, Group structure and roles, Group norms and cohesiveness.

UNIT – II Interpersonal Behaviour and Team Building (9 Hours)

Interpersonal relationships, Interpersonal communication, Emotional intelligence in groups, Johari Window model, Transactional Analysis, FIRO-B model, Team building concepts, Characteristics of effective teams, Team effectiveness and collaboration.

UNIT – III Group Decision Making and Conflict Management (9 Hours)

Group decision-making process, Brainstorming techniques, Nominal Group Technique, (NGT), Delphi technique, Groupthink and group shift, Conflict: meaning and types, Sources of conflict, Conflict resolution strategies, Negotiation and mediation skills.

UNIT – IV Leadership and Group Behaviour (9 Hours)

Leadership concepts and significance, Leadership theories, Trait and behavioural theories, Situational and contingency theories, Transformational and transactional leadership, Motivation and group performance, Power and politics in groups, Influence and persuasion in teams.

UNIT – V Contemporary Issues in Group Dynamics (9 Hours)

Cross-cultural group behavior, Diversity and inclusion in teams, Virtual teams and remote collaboration, Organizational culture and group behavior, Stress management in teams, Ethics in group behavior, Organizational citizenship behavior, Emerging trends in workplace dynamics, Future challenges in team management.

Total Lecture Hours- 45

COURSE OUTCOME

The students will be able to:

1. Understand concepts and processes of group dynamics in organizations.
2. Apply interpersonal and team-building skills for effective group performance.
3. Analyze group decision-making and conflict management techniques.
4. Evaluate leadership styles and their influence on team effectiveness.
5. Examine contemporary challenges and emerging trends in group behaviour.

TEXT BOOKS

1. Robbins, S. P., & Judge, T. A. (2024). Organizational behavior (19th ed.). Pearson Education.
2. Luthans, F. (2023). Organizational behavior (14th ed.). McGraw Hill Education.
3. Mullins, L. J., & Rees, G. (2023). Management and organisational behaviour (13th ed.). Pearson.
4. Nelson, D. L., & Quick, J. C. (2023). Organizational behavior: Science, the real world, and you (10th ed.). Cengage Learning.
5. Greenberg, J. (2022). Behavior in organizations (12th ed.). Pearson Education.
6. Newstrom, J. W. (2022). Organizational behavior: Human behavior at work (15th ed.). McGraw Hill Education.
7. Singh, K. (2022). Organizational behaviour: Text and cases (4th ed.). Pearson Education.
8. Aswathappa, K. (2022). Organizational behaviour (13th ed.). Himalaya Publishing House.
9. Pareek, U. (2021). Understanding organizational behaviour (4th ed.). Oxford University Press.
10. Chadha, N. K. (2021). Group dynamics and team building (3rd ed.). Excel Books.

REFERENCE BOOKS

1. Northouse, P. G. (2024). Leadership: Theory and practice (10th ed.). Sage Publications.
2. Cummings, T. G., & Worley, C. G. (2023). Organization development and change (12th ed.). Cengage Learning.
3. Huczynski, A., Buchanan, D. A., & Huczynski, A. A. (2023). Organizational behaviour (10th ed.). Pearson.
4. Daft, R. L. (2023). Organization theory and design (14th ed.). Cengage Learning.
5. Ivancevich, J. M., Konopaske, R., & Matteson, M. T. (2022). Organizational behavior and management (12th ed.). McGraw Hill Education.
6. Yukl, G. (2022). Leadership in organizations (9th ed.). Pearson Education.
7. Colquitt, J. A., LePine, J. A., & Wesson, M. J. (2022). Organizational behavior: Improving performance and commitment in the workplace (7th ed.). McGraw Hill Education.
8. French, W. L., & Bell, C. H. (2021). Organization development: Behavioral science interventions for organization improvement (7th ed.). Pearson.
9. Schein, E. H., & Schein, P. A. (2021). Organizational culture and leadership (6th ed.). Wiley.
10. Miner, J. B. (2021). Organizational behavior: Foundations, theories, and analyses. Oxford University Press.

E-RESOURCES

1. <https://www.managementstudyguide.com/group-dynamics.htm>
2. https://www.tutorialspoint.com/group_dynamics/index.htm
3. https://www.academia.edu/36234567/Group_Dynamics
4. <https://open.umn.edu/opentextbooks/textbooks/organizational-behavior>
5. <https://nptel.ac.in/courses/110/105/110105125/>

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
C01	3	2	2	1	2	3	2	2	2	2	3	2	2	1	2	2	2
C02	3	3	3	2	2	3	2	3	2	3	3	3	3	2	2	2	3
C03	3	3	3	3	2	3	3	2	2	2	3	3	2	3	2	3	3
C04	3	3	3	2	2	3	3	3	3	3	3	3	3	2	2	3	3
C05	3	3	2	3	3	2	2	2	3	3	3	3	2	3	3	2	3

S-Strong (3)

M-Medium (2)

L-Low (1)



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For the candidates admitted in the academic Year 2025-2026
MASTER OF BUSINESS ADMINISTRATION

PROFESSIONAL COMPETENCY COURSE
ARTIFICIAL INTELLIGENCE IN MANAGEMENT

Ins.Hrs./Week:2

Course Credit: 2

Course Code: P25PCMBA41

UNIT- I Introduction to Artificial Intelligence and Management (6 Hours)

Evolution of Artificial Intelligence-AI vs Machine Learning vs Deep Learning-Generative AI and Large Language Models-AI in modern organizations-AI-driven business transformation-AI applications in management-AI tools for managers-Opportunities and limitations of AI

UNIT – II Prompt Engineering and AI Productivity (6 Hours)

Introduction to Prompt Engineering-Types of prompts-Effective prompt structures-Role-based prompting-Chain prompting and refinement-AI-assisted report writing-AI-assisted presentation creation-AI for email drafting and business communication

UNIT – III AI Applications in Marketing and Customer Analytics (6 Hours)

AI in digital marketing-Customer segmentation using AI-Personalized marketing-AI-powered recommendation systems-Social media analytics-AI chatbots and customer engagement-Consumer sentiment analysis-AI in branding and advertising

UNIT – IV AI Applications in Finance, HR, and Business Analytics (6 Hours)

AI in financial forecasting-Fraud detection and risk assessment-AI in investment analysis-AI in recruitment and talent acquisition-AI in employee engagement-Predictive analytics for business decisions-AI dashboards and visualization tools-AI-supported KPI monitoring

UNIT – V Ethical, Strategic, and Responsible AI (6 Hours)

Ethical AI and responsible AI usage-AI bias and fairness-Data privacy and security-Intellectual property and AI-generated content-AI governance in organizations-Human-AI collaboration-Future of work and AI-AI strategy for organizations

Total Lecture Hours: 30

COURSE OUTCOME

The students will be able to:

1. Explain the concepts, scope, and managerial applications of Artificial Intelligence
2. Identify suitable AI tools for business communication, reporting, and productivity
3. Apply prompt engineering techniques for managerial tasks and decision-making
4. Analyze AI applications in Marketing, Finance, HR, and Business Analytics
5. Evaluate ethical, legal, and strategic implications of AI in organizations

TEXT BOOKS

1. Boucher, P. (2025). Generative AI for managers and leaders. McGraw Hill Education.
2. Sharda, R., Delen, D., & Turban, E. (2024). Business applications of artificial intelligence. Springer Nature.
3. Provost, F., & Fawcett, T. (2023). Data science for business (Rev. ed.). O'Reilly Media.
4. Athey, S., & Imbens, G. (2023). Machine learning for business analytics (3rd ed.). Wiley.
5. Russell, S., & Norvig, P. (2022). Artificial intelligence: A modern approach (4th ed.). Pearson Education.
6. Agrawal, A., Gans, J., & Goldfarb, A. (2022). Prediction machines: The simple economics of artificial intelligence (Updated ed.). Harvard Business Review Press.
7. Kapoor, A., & Kaufman, N. (2022). AI and analytics for business strategy. Pearson Education.
8. Kumar, V. (2021). Artificial intelligence for business. Wiley.
9. Iansiti, M., & Lakhani, K. R. (2020). Competing in the age of AI: Strategy and leadership when algorithms and networks run the world. Harvard Business Review Press.
10. Daugherty, P. R., & Wilson, H. J. (2018). Human + machine: Reimagining work in the age of AI. Harvard Business Review Press.

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1. Harvard Business Review Press. (2025). Generative AI: Powerful strategies for business. Harvard Business Review Press.
2. Mitchell, M. (2024). Artificial intelligence: A guide for thinking humans (Updated ed.). Farrar, Straus and Giroux.
3. Lee, K. F. (2024). AI superpowers: China, Silicon Valley, and the new world order (Reprint ed.). Houghton Mifflin Harcourt.
4. Webb, A. (2024). The big nine: How the tech titans and their thinking machines could warp humanity (Reprint ed.). PublicAffairs.
5. Russell, S. (2023). Artificial intelligence basics (2nd ed.). Apress.
6. Sutton, R. S., & Barto, A. G. (2023). Reinforcement learning: An introduction (2nd ed., reprint). MIT Press.
7. Goodfellow, I., Bengio, Y., & Courville, A. (2024). Deep learning (Latest reprint). MIT Press.
8. Alpaydin, E. (2023). Machine learning (Latest reprint). McGraw Hill Education.
9. Marr, B. (2022). Applied artificial intelligence: A handbook for business leaders. Apress.
10. Wilson, H. J., & Daugherty, P. R. (2021). Artificial intelligence and machine learning for business. Relatable Press.

E-RESOURCES

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2. https://www.academia.edu/38934567/Artificial_Intelligence_in_Management
3. <https://open.umn.edu/opentextbooks/textbooks/artificial-intelligence-for-business>
4. <https://nptel.ac.in/courses/110/106/110106099/>
5. <https://www.managementstudyguide.com/artificial-intelligence-in-management.htm>
6. [OpenAI](#)

MAPPING WITH PROGRAMME OUTCOMES AND PROGRAMME SPECIFIC OUTCOMES

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
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CO2	3	3	3	2	2	2	2	2	2	2	3	2	3	3	1	2	2
CO3	3	3	2	2	1	3	2	2	2	1	3	2	2	2	1	2	3
C04	2	3	3	3	1	1	2	2	2	1	2	2	2	1	1	2	1
CO5	2	2	3	2	3	2	3	2	3	3	2	3	3	2	3	3	2

S-Strong (3)

M-Medium (2)

L-Low (1)