



FACULTY OF MANAGEMENT STUDIES

MBA- Two-Year, Full-Time Program - Curriculum and Syllabus
Program Structure for MBA (Full Time)

Dr. M.G.R
EDUCATIONAL AND RESEARCH INSTITUTE
Deemed to be university
University with Graded Autonomy Status
Maduravoyal, Chennai-600095.Tamilnadu, India
(An ISO 21001:2018 Certified Institution)



FACULTY OF MANAGEMENT STUDIES

Master of Business Administration
MBA (Full Time)

Outcome Based Curriculum & Syllabus
REGULATION - 2026



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DECLARATION

I, **Dr.G. Brindha**, Professor & Head, **Faculty of Management Studies**, hereby declare that this copy of the syllabus for **Master of Business Administration Full time 2026 Regulation from Page No 1- 465** is the final version which is being taught in the class and uploaded in our University website. I assure that the Syllabus available in our university website is verified and found correct. The Curriculum and Syllabi have been approved by our Academic Council / Vice Chancellor.

Date:

Signature



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Faculty of Management Studies

VISION

"Developing core management competencies embedded with social and environmental values through exemplary management education."

MISSION

- M1:** Promoting the holistic development of our students and staff through education, and development programs in capacity building and life skills.
- M2:** Strive to promote an open learning environment in the field of management and entrepreneurship.
- M3:** Inculcate ethical values in our students and staff so that they contribute optimally towards the development of the society.

QUALITY POLICY:

1. Aspire for high standards of excellence in teaching, research, consulting and entrepreneurship.
2. Drive home the core values of humility, honesty and hard work that spell individual and corporate success.



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PROGRAM EDUCATION OBJECTIVE : PEO

PEO 1: Students are able to inculcate entrepreneurial skills to manage current business environment and start new businesses.

PEO 2: Students are capable of using research tools to investigate and analyze business environment.

PEO 3: Candidates present themselves with morality, integrity, hard work, ethical behaviour, social consciousness, and a broader outlook in their work place.

PEO 4: Candidates capability to have multidisciplinary approach, harnessing technology and innovative thinking to tackle and resolve complex business challenges.

PROGRAM OUTCOME: PO

PO 1: Apply knowledge of management theories and practices to solve business problems.

PO 2: Foster Analytical and critical thinking abilities for data-based decision making.

PO 3: Ability to develop Value based Leadership ability.

PO 4: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO 5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PROGRAM SPECIFIC OUTCOME: PSO

PSO1 Apply strategic, analytical, and innovative skills for effective business decision-making in modern organization.

PSO2. Demonstrate ethical leadership, sustainability awareness, communication, and professional competence for global business practices



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Mapping PEOs with Mission

PEOs	M1	M2	M3
PEO1	2	3	2
PEO2	3	3	3
PEO3	3	2	2
PEO4	3	3	2

Mapping PEOs with POs and PSOs

PEOs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
PEO1	3	2	2	2	3	3	2
PEO2	3	2	3	3	3	3	3
PEO3	1	3	2	2	1	1	2
PEO4	3	1	2	2	1	3	3

Strength of Correlation: 3:High,2:Medium,1:Low

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Table 1: Credit Distribution Format :MBA GENERAL

S. No	CATEGORY	Description	No. of Courses	Credits	Total	Credit Weight age %	Contact hours
1	CORE COURSES	Core Theory	9	36	36	35.3	360
2	ELECTIVE COURSES	Department Core Electives/ Skill enhancement electives.	6	18	18	17.6	180
3	INTER DISCIPLINARY COURSE / LAB	Core: Basics Statistics for Managers, Business Economics for Managers, Accounting for Business Managers, Digital Commerce for Managers.	4	16	20	19.6	160
		Lab: Industrial and Operational Research Lab, Computer Application in Business Decisions.	2	4			40
4	ENTREPRENEURSHIP DEVELOPMENT SKILLS	Foundation of Entrepreneurship.	1	4	4	3.9	40
5	SKILL DEVELOPMENT	Professional corporate Communication, Accounting Software Lab, Business Spreadsheet Applications, Professional skill development.	4	8	8	7.8	80
6	VALUE ADDED COURSE	Corporate Etiquette, Contemporary Management Seminars	2	4	4	3.9	40
7	PROJECTS / SUMMER INTERNSHIP / CAPSTONE PROJECT VIVA VOCE / CORE SKILL	Internship / Capstone	1	6	12	11.8	288
		Major Project	1	6			384
Total				102	102	100	1572

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Table 2: Revision/modification done in syllabus content:

Course (Subject) Code	Course (Subject) Name	Concept /Topic if any, removed in current curriculum	Concept / topic added in the new curriculum	% of Revision / Modification done
The Whole Curriculum structure and syllabus Revamped.				

Table 3: MBA –GENERAL

S.No	New Courses	Electives	Inter Disciplinary Course	Inter Disciplinary Lab	Skill Development	Value Added Courses	Focus On Employability/ Entrepreneurship/ Skill Development.	Project
1	Essential of Management and behavioral science, Legal Aspects of Business.	Marketing	Business Economics for Managers, Basics Statistics for Managers, Digital Commerce for Managers.	Computer Application in Business Decisions.	Professional Corporate Communication.			



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2	Marketing Principles and Practices, Modern Human Resource Practices, Business Research Methods.	Finance		Accounting Software Lab.		Corporate Etiquette.		
3	Corporate Strategic Management , Corporate Financial Management.	Modern Human Resource Practices .		Industrial and Operational Research Lab	Business Spreadsheet Applications, Professional Managerial Skills.		Foundatio n of Entrepren eurship.	Summer Internshi p / Capstone Project Viva Voce.
4	E-Marketing Concepts, Global Business Management.	Information Technology Management.				Contempor ary Manageme nt Seminars / NPTEL / SWAYAM /Coursera		Major Project
5		Operations Management						
6		Logistic And Supply Chain Management						
7		International Business Management						
8		Tourism Management						
9		Hospital And Healthcare Management						
10		Sports Management						
11		Education Management						
12		Media And Entertainment Management						



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13		Agriculture Management						
14		Entrepreneurship and Venture Development						
15		Disaster Management						
16		Aviation and Airport Management						
17		Digital Marketing						
18		Textile Management						
19		Waste Resource Management						
20		Pharmaceutical Management						
21		Insurance Management						
22		E-Business Management						
23		Artificial Intelligence in Business						
24		Fintech						
25		Industrial Safety and Environment Management						
26		Shipping and Port Operation						
27		Sustainability Management						

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Table 4: Program Articulation Matrix

Course Code	Course Name	Course Category	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	Aligned SDG
MMBA26001	Essentials of Management and Behavioral Science	Core Course	2.6	2.4	2.2	2.4	2.2	2.6	2.4	4,8,16
MMBA26002	Business Economics for Managers	Interdisciplinary Course	2.6	2.4	2.2	2.4	2.2	2.6	2.4	8,9,12
MMBA26003	Accounting for Business Managers	Interdisciplinary Course	2.8	2.4	1.4	1.8	1.2	3.0	2.0	8,12,16
MMBA26004	Legal Aspects of Business	Core Course	2.6	2.4	1.4	1.2	3.0	2.8	2.2	8,9,16
MMBA26005	Basics Statistics for Managers	Interdisciplinary Course	2.6	2.4	1.6	2.4	1.2	2.8	2.2	4,8,9
MMBA26006	Digital Commerce for Managers	Interdisciplinary Course	2.8	2.4	2.4	2.6	1.4	3.0	2.4	8,9,12
MMBA26L01	Computer Application in Business Decisions	Interdisciplinary Lab	3.0	2.4	2.4	2.6	2.4	3.0	2.4	4,8,9
MMBA26L02	Professional Corporate Communication	Skill Development	2.6	3.0	2.8	2.0	1.8	3.0	2.2	4,8,16
MMBA26007	Marketing Principles and Practices	Core Course	2.6	2.0	2.4	2.2	2.4	3.0	2.2	8,9,12
MMBA26008	Modern Human Resource Practices	Core Course	2.2	2.0	1.8	2.0	1.8	2.6	2.0	5,8,10
MMBA26009	Business Research Methods	Core Course	3.0	3.0	2.6	2.33	3.0	3.0	2.6	4,9,17
MMBA26L03	Accounting Software Tally Lab	Interdisciplinary Lab	2.8	2.4	2.2	2.4	2.0	3.0	2.2	4,8,9
MMBA26L04	Corporate Etiquette	Value Added Course	2.2	2.4	2.8	2.6	2.8	3.0	3.0	4,8,16
MMBA26010	Corporate Strategic Management	Core Course	1.8	1.6	2.2	2.2	2.4	2.2	3.0	8,9,16
MMBA26011	Foundation of Entrepreneurship	Entrepreneurship Development skills	2.8	2.6	2.8	2.6	2.6	3.0	2.2	8,9,17
MMBA26012	Corporate Financial Management	Core Course	2.8	2.6	1.0	1.6	1.0	2.6	1.6	8,9,16
MMBA26L05	Business Spreadsheet Applications	Skill Development	2.8	2.8	1.33	1.25	1.4	2.6	1.6	4,8,9

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MMBA26L06	Industrial and Operational Research Lab	Interdisciplinary Lab	2.8	2.4	2.4	2.4	1.8	3.0	2.2	8,9,12
MMBA26L07	Professional Managerial Skills	Skill Development	2.6	2.6	2.4	2.4	2.6	3.0	2.2	4,8,16
MMBA26L08	Summer Internship / Capstone Project Viva Voce	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill	2.6	2.4	2.0	2.2	2.0	2.4	2.0	4,8,17
MMBA26013	E-Marketing Concepts	Core Course	2.6	2.6	2.6	2.4	2.6	3.0	2.4	8,9,12
MMBA26014	Global Business Management	Core Course	2.4	2.8	2.0	2.6	2.0	2.6	1.8	8,9,17
MMBA26L09	Contemporary Management Seminars / NPTEL / SWAYAM / Coursera	Value Added Course	2.2	2.2	1.67	2.2	1.75	2.2	1.8	4,9,17
MMBA26L10	Major Project	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill	3.0	3.0	2.0	2.0	2.67	3.0	2.0	4,8,9

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FIRST SEMESTER

Theory:

Course Code	Course Title	L	T/SLr	P/R	C	Ty / Lb/ ETP
MMBA26001	Essentials of Management and Behavioral Science	4	0	0	4	Ty
MMBA26002	Business Economics for Managers	4	0	0	4	Ty
MMBA26003	Accounting for Business Managers	3	1	0	4	Ty
MMBA26004	Legal Aspects of Business	4	0	0	4	Ty
MMBA26005	Basics Statistics for Managers	3	1	0	4	Ty
MMBA26006	Digital Commerce for Managers	4	0	0	4	Ty

Practical:

Course Code	Course Title	L	T/SLr	P/R	C	Ty / Lb/ ETP
MMBA26L01	Computer Application in Business Decisions	0	0	4	2	Lb
MMBA26L02	Professional Corporate Communication	0	0	4	2	Lb
	Sub Total				28	

Credits Sub Total: 28

SECOND SEMESTER

Theory:

Course Code	Course Title	L	T/SLr	P/R	C	Ty/ Lb/ ETP
MMBA26007	Marketing Principles and Practices	4	0	0	4	Ty
MMBA26008	Modern Human Resource Practices	4	0	0	4	Ty
MMBA26009	Business Research Methods	3	1	0	4	Ty
MMBA26EXX	*Professional Specialization: I	3	0	0	3	Ty
	Elective 1**					
MMBA26EXX	Elective 2**	3	0	0	3	Ty
MMBA26EXX	Elective 3**	3	0	0	3	Ty

Practical:

Course Code	Course Title	L	T/SLr	P/R	C	Ty/ Lb/ ETP
MMBA26L03	Accounting Software Tally Lab	0	0	4	2	Lb
MMBA26L04	Corporate Etiquette	0	0	4	2	Lb
	Sub Total				25	

Credits Sub Total: 25

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Summer Internship / Capstone Project Viva Voce (4 WEEKS)

At the end of the 2nd semester students should undergo 4 weeks of Summer Internship / Capstone project. The Summer Internship / Capstone project completion certificate should be submitted within the first week of third semester. The viva-voce will be conducted during the third semester examination.

Electives in 2nd and 3rd semester:

* Students can opt for single / dual specialization.

** Chosen elective should be from one specialization of management that includes three elective Courses.

THIRD SEMESTER

Theory:

Course Code	Course Title	L	T/SLr	P/R	C	Ty / Lb/ ETP
MMBA26010	Corporate Strategic Management	4	0	0	4	Ty
MMBA26011	Foundation of Entrepreneurship	4	0	0	4	Ty
MMBA26012	Corporate Financial Management	3	1	0	4	Ty
MMBA26EXX	*Professional Specialization: I					
	Elective 1**	3	0	0	3	Ty
MMBA26EXX	Elective 2**	3	0	0	3	Ty
MMBA26EXX	Elective 3**	3	0	0	3	Ty

Practical:

Course Code	Course Title	L	T/SLr	P/R	C	Ty/ Lb/ ETP
MMBA26L05	Business Spreadsheet Applications	0	0	4	2	Lb
MMBA26L06	Industrial and Operational Research Lab	1	0	4	2	Lb
MMBA26L07	Professional Managerial Skills	0	0	4	2	Lb
MMBA26L08	Summer Internship / Capstone Project Viva Voce	0	0	6	6	Lb
	Sub Total				33	

Credits Sub Total: 33

FOURTH SEMESTER

Theory:

Course Code	Course Title	L	T/SLr	P/R	C	Ty/ Lb/ ETP
MMBA26013	E-Marketing Concepts	3	0	0	4	Ty
MMBA26014	Global Business Management	4	0	0	4	Ty



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Practical:

Course Code	Course Title	L	T/SLr	P/R	C	Ty / Lb/ ETP
MMBA26L09	Contemporary Management Seminars / NPTEL / SWAYAM / Coursera	0	0	6	2	Lb
MMBA26L10	Major Project	0	0	12	6	Lb
	Sub Total				16	

Credits Sub Total: 16

MAJOR PROJECT (8 WEEKS)

During 4th semester students should undergo 8 weeks of Major Project. The Major Project dissertation along with the project completion certificate must be submitted before viva-voce examination.

Credit Summary

Semester: 1 : 28

Semester: 2 : 25

Semester: 3 : 33

Semester: 4 : 16

Total : 102

C : Credits L : Lecture T : Tutorial S.Lr : Supervised Learning P : Problem / Practical R : Research
Ty/L/ETP/IE : Theory/Lab/Embedded Theory and Practical/Internal Evaluation.



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****LIST OF SPECIALISATION**

SPECIALISATION – 1 – MARKETING							
S.No	Sub. Code	Title of Subject	L	T/SLr	P/R	C	Ty / Lb/ ETP
1	MBA26E001	Marketing Analytics and Consumer Insights	3	0	0	3	Ty
2	MBA26E002	Advertising and Promotional Management	3	0	0	3	Ty
3	MBA26E003	Strategic Brand Management	3	0	0	3	Ty
4	MBA26E004	Customer Relationship and Engagement Management	3	0	0	3	Ty
5	MBA26E005	Services and Relationship Marketing	3	0	0	3	Ty
6	MBA26E006	Business-to-Business Marketing Management	3	0	0	3	Ty
7	MBA26E007	Global Marketing Management	3	0	0	3	Ty
8	MBA26E008	Retail and Store Management	3	0	0	3	Ty
7	MBA26E009	Sales and Channel Management	3	0	0	3	Ty
8	MBA26E010	Integrated Marketing and Communication Strategies	3	0	0	3	Ty
9	MBA26E011	Rural Marketing Management	3	0	0	3	Ty

SPECIALISATION – 2 – FINANCE							
S.No	Sub. Code	Title of Subject	L	T/S Lr	P/R	C	Ty / Lb/ ETP
1	MBA26E012	Behavioral and Financial Management	3	0	0	3	Ty
2	MBA26E013	Global Financial Management	3	0	0	3	Ty
3	MBA26E014	Merchant Banking and Financial Management	3	0	0	3	Ty
4	MBA26E015	Banking, Insurance and Risk Management	3	0	0	3	Ty
5	MBA26E016	Financial Derivatives Management	3	0	0	3	Ty
6	MBA26E017	Working Capital and Cash Management	3	0	0	3	Ty
7	MBA26E018	Taxation and Financial Management	3	0	0	3	Ty
8	MBA26E019	Investment Analysis and Portfolio Management	3	0	0	3	Ty

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SPECIALISATION – 3 – HUMAN RESOURCE MANAGEMENT							
S.No	Sub. Code	Title of Subject	L	T/S Lr	P/ R	C	Ty / Lb/ ETP
1	MBA26E020	Talent Acquisition Management	3	0	0	3	Ty
2	MBA26E021	Strategic Workforce Management	3	0	0	3	Ty
3	MBA26E022	Workplace and Welfare Management	3	0	0	3	Ty
4	MBA26E023	Organizational Growth and Development	3	0	0	3	Ty
5	MBA26E024	Professional learning and Development	3	0	0	3	Ty
6	MBA26E025	Stress and Wellness Management	3	0	0	3	Ty
7	MBA26E026	Performance and Productivity Management	3	0	0	3	Ty
8	MBA26E027	Corporate Ethics and Governance	3	0	0	3	Ty

SPECIALIZATION – 4 - INFORMATION TECHNOLOGY MANAGEMENT							
S.No	Sub. Code	Title of Subject	L	T/S Lr	P/R	C	Ty/ Lb/ ETP
1	MBA26E028	Big Data Technology Management	3	0	0	3	Ty
2	MBA26E029	Database and Information Management System	3	0	0	3	Ty
3	MBA26E030	Decision Support and Control System	3	0	0	3	Ty
4	MBA26E031	Systems Analysis and Development	3	0	0	3	Ty
5	MBA26E032	Artificial Intelligence in Business	3	0	0	3	Ty
6	MBA26E033	Software Project and Quality Management	3	0	0	3	Ty
7	MBA26E034	Enterprise Resource and Planning Systems	3	0	0	3	Ty

SPECIALIZATION – 5 - OPERATIONS MANAGEMENT							
S.No	Sub. Code	Title of Subject	L	T/S Lr	P/ R	C	Ty / Lb/ ETP
1	MBA26E035	Advanced Materials and Inventory Management	3	0	0	3	Ty
2	MBA26E036	Industrial Maintenance Management	3	0	0	3	Ty
3	MBA26E037	Production Planning and Operations Control	3	0	0	3	Ty
4	MBA26E038	Procurement and Inventory Management	3	0	0	3	Ty
5	MBA26E039	Lean Operations and Six Sigma Management	3	0	0	3	Ty
6	MBA26E040	Comprehensive Quality Management	3	0	0	3	Ty



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SPECIALISATION – 6 – LOGISTIC AND SUPPLY CHAIN MANAGEMENT							
S.No	Sub. Code	Title of Subject	L	T/S Lr	P/ R	C	Ty / Lb/ ETP
1	MBA26E041	Strategic Supply Chain Management	3	0	0	3	Ty
2	MBA26E042	Integrated Business Logistics	3	0	0	3	Ty
3	MBA26E043	Procurement and Supply Chain Strategy	3	0	0	3	Ty
4	MBA26E044	Domestic and International Logistics	3	0	0	3	Ty
5	MBA26E045	Export–Import Trade Documentation	3	0	0	3	Ty
6	MBA26E046	Transportation and Fleet Management	3	0	0	3	Ty
7	MBA26E047	Inventory and Warehouse Operations	3	0	0	3	Ty
8	MBA26E048	Materials and Supply Chain Planning	3	0	0	3	Ty
9	MBA26E049	Purchase Management and Material Planning	3	0	0	3	Ty
10	MBA26E050	Inventory Planning and Control	3	0	0	3	Ty

SPECIALISATION – 7 – INTERNATIONAL BUSINESS MANAGEMENT							
S.No	Sub. Code	Title of Subject	L	T/S Lr	P/R	C	Ty / Lb/ ETP
1	MBA26E051	Global Business Environment	3	0	0	3	Ty
2	MBA26E052	Global Financial Institutions	3	0	0	3	Ty
3	MBA26E053	Ethics in Global Business	3	0	0	3	Ty
4	MBA26E054	Global Cross-Cultural Management	3	0	0	3	Ty
6	MBA26E055	FOREX Operations Management	3	0	0	3	Ty
7	MBA26E056	International Trade Procedures	3	0	0	3	Ty
8	MBA26E057	Strategic International Business Negotiations	3	0	0	3	Ty

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SPECIALISATION – 8 –TOURISM MANAGEMENT							
S.No	Sub. Code	Title of Subject	L	T/S Lr	P/R	C	Ty/Lb/ ETP
1	MBA26E058	Hospitality and Service Operations Management	3	0	0	3	Ty
2	MBA26E059	Tourism Marketing and Destination Planning	3	0	0	3	Ty
3	MBA26E060	Global Tourism Management	3	0	0	3	Ty
4	MBA26E061	Tourism Product Development	3	0	0	3	Ty
5	MBA26E062	International Hospitality Law and Ethics	3	0	0	3	Ty
6	MBA26E063	Strategic Travel and Tourism Management	3	0	0	3	Ty

SPECIALISATION – 9 – HOSPITAL AND HEALTHCARE MANAGEMENT							
S.No	Sub. Code	Title of Subject	L	T/S Lr	P/R	C	Ty/Lb /ETP
1	MBA26E064	Administration of Hospital Operations	3	0	0	3	Ty
2	MBA26E065	Management of Hospital Facilities	3	0	0	3	Ty
3	MBA26E066	Quality Assurance in Health Care Management	3	0	0	3	Ty
4	MBA26E067	Legal aspects in Health Care Management	3	0	0	3	Ty
5	MBA26E068	Epidemiology and Community Outreach	3	0	0	3	Ty
6	MBA26E069	Hospital Risk and Insurance Management	3	0	0	3	Ty

SPECIALIZATION – 10 - SPORTS MANAGEMENT							
S.No	Sub. Code	Title of Subject	L	T/S Lr	P/R	C	Ty / Lb/ ETP
1	MBA26E070	Sports Organization and Operations Management	2	1	0	3	Ty
2	MBA26E071	Sports Event and Promotion Management	2	1	0	3	Ty
3	MBA26E072	Sports Administration and Governance	2	1	0	3	Ty
4	MBA26E073	Leadership and Team Management in Sports	2	1	0	3	Ty
5	MBA26E074	Sports Advertising, Public Relations and Sponsorship management	2	1	0	3	Ty
6	MBA26E075	Sports Training, Fitness and Performance Management	2	1	0	3	Ty

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SPECIALIZATION – 11 - EDUCATION MANAGEMENT							
S.No	Sub. Code	Title of Subject	L	T/S Lr	P/R	C	Ty / Lb/ ETP
1	MBA26E076	Principles of Educational Administration	3	0	0	3	Ty
2	MBA26E077	Educational Climate and Environment	3	0	0	3	Ty
3	MBA26E078	Administrative Aspects of Educational Institutions.	3	0	0	3	Ty
4	MBA26E079	Office Administration	3	0	0	3	Ty
5	MBA26E080	Institutional Collaboration in Education Management	3	0	0	3	Ty
6	MBA26E081	Financial Administration in Educational Institutions	3	0	0	3	Ty

SPECIALISATION – 12 – MEDIA AND ENTERTAINMENT MANAGEMENT							
S.No	Sub. Code	Title of Subject	L	T/S Lr	P/ R	C	Ty / Lb/ ETP
1	MBA26E082	Media Industry Practices	3	0	0	3	Ty
2	MBA26E083	Film Animation and Game Animation and Game Media Management	3	0	0	3	Ty
3	MBA26E084	Media Operations Management	3	0	0	3	Ty
4	MBA26E085	Film and Television Production Management	3	0	0	3	Ty
5	MBA26E086	Audio Production and Music Business Management	3	0	1	3	Ty
6	MBA26E087	Ethics in Media Management	3	0	0	3	Ty

SPECIALIZATION – 13 - AGRICULTURE MANAGEMENT							
S.No	Sub. Code	Title of Subject	L	T/S Lr	P/R	C	Ty / Lb/ ETP
1	MBA26E088	Fundamentals of Agri-Business management	3	0	0	3	Ty
2	MBA26E089	Agricultural Marketing Strategies and Models	3	0	0	3	Ty
3	MBA26E090	Farm Operations Management	3	0	0	3	Ty
4	MBA26E091	Agricultural Management Sectors	3	0	0	3	Ty
5	MBA26E092	Agri Export and Trade Management	3	0	0	3	Ty
6	MBA26E093	Management of Dairies and Cooperative Management	3	0	0	3	Ty

FACULTY OF MANAGEMENT STUDIES

MBA- Two-Year, Full-Time Program - Curriculum and Syllabus

Program Structure for MBA (Full Time)

SPECIALIZATION – 14 - ENTREPRENEURSHIP AND VENTURE DEVELOPMENT							
S.No	Sub. Code	Title of Subject	L	T/S Lr	P/R	C	Ty / Lb/ ETP
1	MBA26E094	Entrepreneurship and Venture Development	3	0	0	3	Ty
2	MBA26E095	Creativity and Innovation for Entrepreneurship	3	0	0	3	Ty
3	MBA26E096	Business Environment and Entrepreneurial Ecosystem	3	0	0	3	Ty
4	MBA26E097	Business Ethics and Sustainable Entrepreneurship	3	0	0	3	Ty
5	MBA26E098	Finance for Entrepreneurs	3	0	0	3	Ty
6	MBA26E099	Project planning and Implementations	3	0	0	3	Ty

SPECIALIZATION – 15 – DISASTER MANAGEMENT							
S.No	Sub. Code	Title of Subject	L	T/S Lr	P/ R	C	Ty / Lb/ ETP
1	MBA26E100	Principles of Disaster Management	3	0	0	3	Ty
2	MBA26E101	Planning and Risk Management	3	0	0	3	Ty
3	MBA26E102	Public Health and Disaster Risk Reduction	3	0	0	3	Ty
4	MBA26E103	Response, Recovery, Rehabilitation and Resilience	3	0	0	3	Ty
5	MBA26E104	Disaster Management Policies and Rules	3	0	0	3	Ty
6	MBA26E105	Societal Dimensions of Disaster Management	3	0	0	3	Ty
7	MBA26E106	Data Analytics in Emergency Management	3	0	0	3	Ty

FACULTY OF MANAGEMENT STUDIES

MBA- Two-Year, Full-Time Program - Curriculum and Syllabus

Program Structure for MBA (Full Time)

SPECIALIZATION – 16– AVIATION AND AIRPORT MANAGEMENT							
S.No	Sub. Code	Title of Subject	L	T/S Lr	P/ R	C	Ty / Lb/ ETP
1	MBA26E107	Principles of Aviation and Airport Management	3	0	0	3	Ty
2	MBA26E108	Organizational Behaviour in Aviation	3	0	0	3	Ty
3	MBA26E109	Aviation Rules and Regulations	3	0	0	3	Ty
4	MBA26E110	Logistics and Air-cargo Management	3	0	0	3	Ty
5	MBA26E111	Strategic Airport Planning Management	3	0	0	3	Ty
6	MBA26E112	Future Aviation System	3	0	0	3	Ty

SPECIALIZATION – 17 – DIGITAL MEDIA AND MARKETING							
S.No	Sub. Code	Title of Subject	L	T/S Lr	P/ R	C	Ty / Lb/ ETP
1	MBA26E113	Fundamentals of Digital Marketing	3	0	0	3	Ty
2	MBA26E114	Search Engine Marketing and Content Strategy	3	0	0	3	Ty
3	MBA26E115	Social media and Influencer Marketing	3	0	0	3	Ty
4	MBA26E116	Digital Advertising and Performance Marketing	3	0	0	3	Ty
5	MBA26E117	E- Commerce and Digital Sales Management	3	0	0	3	Ty
6	MBA26E118	Digital Marketing Analytics and Strategic Decision Making	3	0	0	3	Ty

FACULTY OF MANAGEMENT STUDIES

MBA- Two-Year, Full-Time Program - Curriculum and Syllabus

Program Structure for MBA (Full Time)

SPECIALIZATION – 18 – TEXTILE MANAGEMENT							
S.No	Sub. Code	Title of Subject	L	T/S Lr	P/ R	C	Ty / Lb/ ETP
1	MBA26E119	Fundamentals of Textile Management	3	0	0	3	Ty
2	MBA26E120	Textile Marketing and Merchandising	3	0	0	3	Ty
3	MBA26E121	Textile Production Planning and Quality Management	3	0	0	3	Ty
4	MBA26E122	Influencer Marketing and Digital Branding	3	0	0	3	Ty
5	MBA26E123	Fashion Management and Textile Entrepreneurship	3	0	0	3	Ty
6	MBA26E124	Textile Business Analytics and Strategic Decision Making	3	0	0	3	Ty

SPECIALIZATION – 19 – WASTE RESOURCE MANAGEMENT							
S.No	Sub. Code	Title of Subject	L	T/S Lr	P/ R	C	Ty / Lb/ ETP
1	MBA26E125	Principles of Waste Resource Management	3	0	0	3	Ty
2	MBA26E126	E-Waste Management and Resource Recovery	3	0	0	3	Ty
3	MBA26E127	Environmental Regulations and Compliance in Waste Management	3	0	0	3	Ty
4	MBA26E128	Digital Innovations in Smart Waste Management	3	0	0	3	Ty
5	MBA26E129	Integrated Waste Management Systems	3	0	0	3	Ty
6	MBA26E130	Business Responsibility and Sustainable Growth	3	0	0	3	Ty

SPECIALIZATION – 20 – PHARMACEUTICAL MANAGEMENT							
S.No	Sub. Code	Title of Subject	L	T/S Lr	P/ R	C	Ty / Lb/ ETP
1	MBA26E131	Basics of Pharmaceutical Management	3	0	0	3	Ty
2	MBA26E132	Drug Pharmacology	3	0	0	3	Ty
3	MBA26E133	Pharma Marketing and Brand Management	3	0	0	3	Ty
4	MBA26E134	Global Pharma Business Strategy	3	0	0	3	Ty
5	MBA26E135	Pharma Retail and Distribution Management	3	0	0	3	Ty
6	MBA26E136	Pharmaceutical Regulatory Affairs	3	0	0	3	Ty

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MBA- Two-Year, Full-Time Program - Curriculum and Syllabus

Program Structure for MBA (Full Time)

SPECIALIZATION – 21 – INSURANCE MANAGEMENT							
S.No	Sub. Code	Title of Subject	L	T/S Lr	P/R	C	Ty / Lb/ ETP
1	MBA26E137	Principles of Insurance Management	3	0	0	3	Ty
2	MBA26E138	Life Insurance and Health Contingencies	3	0	0	3	Ty
3	MBA26E139	Actuarial Management of Pension Systems	3	0	0	3	Ty
4	MBA26E140	Insurance Product Design and Futures	3	0	0	3	Ty
5	MBA26E141	Pension and other Employee Benefits	3	0	0	3	Ty
6	MBA26E142	Business Awareness Module	3	0	0	3	Ty

SPECIALIZATION – 22 – E- BUSINESS MANAGEMENT							
S.No	Sub. Code	Title of Subject	L	T/S Lr	P/R	C	Ty / Lb/ ETP
1	MBA26E143	Principles of E-Business Management	3	0	0	3	Ty
2	MBA26E144	E-Payment Systems and Fintech	3	0	0	3	Ty
3	MBA26E145	Cyber Laws and Information Security	3	0	0	3	Ty
4	MBA26E146	Entrepreneurship and Start-Ups In E-Business	3	0	0	3	Ty
5	MBA26E147	Mobile Commerce (M-Commerce)	3	0	0	3	Ty
6	MBA26E148	Business Analytics for E-Business	3	0	0	3	Ty
7	MBA26E149	Legal Aspects of E-Business	3	0	0	3	Ty



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MBA- Two-Year, Full-Time Program - Curriculum and Syllabus

Program Structure for MBA (Full Time)

SPECIALIZATION – 23 – ARTIFICIAL INTELLIGENCE IN BUSINESS							
S.No	Sub. Code	Title of Subject	L	T/S Lr	P/R	C	Ty / Lb/ ETP
1	MBA26E150	Data Analysis and Business Intelligence	3	0	0	3	Ty
2	MBA26E151	Generative AI for Business Management	3	0	0	3	Ty
3	MBA26E152	AI In Digital Transformation and Industry 6.0	3	0	0	3	Ty
4	MBA26E153	Business Applications of Artificial Intelligence	3	0	0	3	Ty
5	MBA26E154	Digital Intelligence for Business	3	0	0	3	Ty
6	MBA26E155	Next-Generation Business Technologies	3	0	0	3	Ty

SPECIALIZATION – 24– FINTECH							
S.No	Sub. Code	Title of Subject	L	T/S Lr	P/R	C	Ty / Lb/ ETP
1	MBA26E156	Financial Technology and Digital Finance	3	0	0	3	Ty
2	MBA26E157	Innovations in Consumer Finance	3	0	0	3	Ty
3	MBA26E158	Financial Inclusion and Technology Solutions	3	0	0	3	Ty
4	MBA26E159	Technology in Investment Management	3	0	0	3	Ty
5	MBA26E160	Future of Financial Services	3	0	0	3	Ty
6	MBA26E161	Sustainable Finance and Technology	3	0	0	3	Ty

SPECIALIZATION – 25 – INDUSTRIAL SAFETY AND ENVIRONMENT MANAGEMENT							
S.No	Sub. Code	Title of Subject	L	T/S Lr	P/ R	C	Ty / Lb/ ETP
1	MBA26E162	Fundamentals of Industrial Safety	3	0	0	3	Ty
2	MBA26E163	Environmental Management and Pollution Control	3	0	0	3	Ty
3	MBA26E164	Occupational Health and Safety	3	0	0	3	Ty
4	MBA26E165	Disaster Management and Risk Assessment	3	0	0	3	Ty
5	MBA26E166	Safety Legislations and Sustainable Industrial Practices	3	0	0	3	Ty
6	MBA26E167	Industrial Waste and Pollution Control Management	3	0	0	3	Ty

FACULTY OF MANAGEMENT STUDIES

MBA- Two-Year, Full-Time Program - Curriculum and Syllabus Program Structure for MBA (Full Time)

SPECIALIZATION – 26 – SHIPPING AND PORT OPERATION							
S.No	Sub. Code	Title of Subject	L	T/S Lr	P/R	C	Ty / Lb/ ETP
1	MBA26E168	Shipping and Logistics Management	3	0	0	3	Ty
2	MBA26E169	Port and Terminal Management	3	0	0	3	Ty
3	MBA26E170	International Trade and Documentation	3	0	0	3	Ty
4	MBA26E171	Maritime Law and Insurance	3	0	0	3	Ty
5	MBA26E172	Sustainable Shipping and Logistics	3	0	0	3	Ty
6	MBA26E173	Shipping Finance and Risk Management	3	0	0	3	Ty
7	MBA26E174	Shipping and Logistics Information Systems	3	0	0	3	Ty

SPECIALIZATION – 27 – SUSTAINABILITY MANAGEMENT							
S.No	Sub. Code	Title of Subject	L	T/S Lr	P/R	C	Ty / Lb/ ETP
1	MBA26E175	Principles of Sustainability Management	3	0	0	3	Ty
2	MBA26E176	Environmental Management and Climate Change	3	0	0	3	Ty
3	MBA26E177	Sustainable Business Strategies	3	0	0	3	Ty
4	MBA26E178	Renewable Energy and Resource Management	3	0	0	3	Ty
5	MBA26E179	Environmental, Social and Governance (ESG) Management	3	0	0	3	Ty
6	MBA26E180	Circular Economy and Waste Management	3	0	0	3	Ty

Course Assessment Methods:

Direct		Indirect	
1	Internal Tests-CAT, PUE	1	Teachers Response Score
2	Assignments	2	Exit Feedback Survey
3	Seminar	3	Alumni feedback
4	End Semester Examinations	4	Industry Feedback



FACULTY OF MANAGEMENT STUDIES

MBA- Two-Year, Full-Time Program - Curriculum and Syllabus

Program Structure for MBA (Full Time)

I SEMESTER



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26001	ESSENTIALS OF MANAGEMENT AND BEHAVIORAL SCIENCE	L	T/SLr	P/R	C	Ty/Lb/ETP
	Total Contact Hours – 40	4	0	0	4	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To understand the basic concepts, functions, and principles of management.
2. Acquainting with applications of the principles in an organization
3. Studying system and process of effective controlling in the organization.

COURSE OUTCOMES (COs)

CO1	Understand the fundamentals, evolution, functions, and principles of management in modern organizations.
CO2	Analyze planning and organizing processes for effective business administration and decision-making.
CO3	Apply staffing, coordination, recruitment, and human resource management techniques in organizational settings.
CO4	Demonstrate leadership, directing, and controlling skills for managing employees and organizational performance.
CO5	Evaluate group behaviour, motivation theories, teamwork, and conflict management practices for organizational effectiveness.

Mapping of Course Outcomes (COs) with POs and PSOs

(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low

1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	1	2	1	3	2
	CO2	3	3	2	2	2	3	2
	CO3	2	2	3	2	2	3	2
	CO4	3	2	2	3	3	2	3
	CO5	2	3	3	3	3	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
		✓						
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MMBA26001

ESSENTIALS OF MANAGEMENT AND BEHAVIORAL SCIENCE

UNIT- I INTRODUCTION

8 hours

Definition of Management – Science or Art – Manager Vs Entrepreneur - Types of managers - Managerial roles and Responsibilities – Evolution of Management – Need and Importance of Organizational Behavior, Leadership styles – Theories – Leaders Vs Managers – Social responsibility of management.

UNIT –II PLANNING and ORGANISING

8 hours

Nature and purpose of planning – planning process – types of planning – Limitation of Planning – Planning premises objectives –hierarchy of objectives, Management by Objectives (MBO) — Decision making process. Nature and purpose of Formal and Informal organization structure – Types – Line and staff authority – Delegation of authority – Centralization and Decentralization – Relationship between authority and responsibility.

UNIT-III STAFFING AND COORDINATING

8 hours

Human Resource Planning, Job Analysis, Recruitment, – Staffing and its process – Selection, Training and Development, Performance Management – promotion and Transfer – Career planning. Coordination – Nature and purpose - Coordination at various levels: Top management, Middle management, Supervisory management and workers. Techniques for effective coordination

UNIT- IV DIRECTING AND CONTROLLING

8 hours

Direction: Principles of direction – Need and Importance for directing, process of controlling – budgetary and non-budgetary control techniques – use of technology. Recent Trends in Management controlling – Effective control system.

UNIT-V GROUP BEHAVIOUR AND MOTIVATION

8 hours

Group Dynamics - How Groups Work, Stages of Group Development – Types of teams and Team building, Motivation – Theories of motivation – types of motivation – Organizational Conflict – Causes – Types of Conflicts, Managing conflicts.

TOTAL NO. OF PERIODS: 40 HOURS

Reference Books:

1. Stephen P. Robbins, David A. DeCenzo and Mary A. Coulter, Fundamentals of Management, 11th Edition, Pearson Education, 2026.
2. Stephen P. Robbins, Mary A. Coulter and Lori Long, Management, 16th Edition, Pearson Education, 2024.
3. Harold Koontz and Heinz Weihrich, Essentials of Management, McGraw-Hill Education.
4. S. S. Khanka, Organisational Behaviour, S. Chand Publishing.
5. L. M. Prasad, Organizational Behaviour, Sultan Chand & Sons.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA (Full Time)

MMBA26002	BUSINESS ECONOMICS FOR MANAGERS	L	T/S Lr	P/R	C	Ty/ Lb/ ETP
	Total Contact Hours – 40	4	0	0	4	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. Acquaint the students with the basic instruments of managerial economics for the base of business; 2. Familiarize students with the importance of demands and supply concepts; 3. Providing knowledge about the production and cost concepts; 4. Create awareness about various perfect and imperfect market structures; 5. Enable students to understand the macroeconomic concepts in detail.						
COURSE OUTCOMES (COs)						
CO1	Apply the basic concepts of economics for taking business decisions.					
CO2	Applying demand and supply concept under different markets for sustain market equilibrium.					
CO3	Able to comprehend the concepts of cost, production and its relationship to business operations.					
CO4	Capable of applying marginal analysis for different market conditions.					
CO5	Learn to Confidently using appropriate macroeconomic concepts for sustainable business.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	1	2	1	3	2
	CO2	3	3	2	2	2	3	2
	CO3	2	2	3	2	2	3	2
	CO4	3	2	2	3	3	2	3
	CO5	2	3	3	3	3	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
				✓				
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MMBA26002 BUSINESS ECONOMICS FOR MANAGERS

UNIT - I INTRODUCTION

8 hours

Definition, Nature and Scope, Distinction between Micro and Macro Economics. Consumer Behavior: Utility – meaning and concepts, Law of diminishing marginal utility, the indifference curve analysis - Indifference curve.

UNIT- II DEMAND and SUPPLY ANALYSIS

8 hours

Demand analysis, Law of demand, Determinants of Demand, Types of demand, Elasticity of demand, Types of elasticity of demand. Supply – Meaning, Supply curve, Equilibrium with supply and demand curves.

UNIT - III THEORY of PRODUCTION and COST FUNCTION

8 hours

Meaning of Production, Basic concepts, Short run and long run production function, Law of Variable Proportion. Production function with two variable inputs – Iso-quants – Meaning, Properties, Variable inputs – Returns to Scale, Cost Analysis: Determinants of Costs, Types of Cost.

UNIT – IV MARKET CLASSIFICATION

8 hours

Concept of market, Characteristics, Types of different market structure. Perfect Competition: Characteristics of a perfectly competitive market, Price and Output Determination under Perfect Competition, Monopoly, Monopolistic competition, Duopoly, Oligopoly: Kinked demand curve, Game Theory.

UNIT - V MACRO ECONOMIC CONCEPTS

8 hours

National Income concepts - Inflation, Balance of Payment, Exchange Rates, Nature of trade cycle, Foreign exchange market, Circular flow of income, Monetary and Fiscal Policy, Demonetization, Concept of Recession, Difference between a recession and a depression.

TOTAL NO. OF PERIODS: 40 HOURS

Reference Books:

1. Economics, Samuleson and Nordhaus, TMH Publishers Ltd. NewDelhi
2. Principle of Microeconomics, Gregory Mankiw, Cenagage LearningPublications.
3. Kontsoyianis, A., Modern Economics, Macmillan, NewDelhi.
4. Spencer M.H Managerial Economics, Text problems and shortcases.
5. Mehta, P, L, Managerial Economics. Analysis, problem and cases, Sultan Chand Peterson, H.C and Lewis, W.C. Managerial Economics, 4th prenticeHall.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26003	ACCOUNTING FOR BUSINESS MANAGERS	L	T/SLr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 40	3	1	0	4	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. Introduction to basics of accounting concepts.
2. Able to prepare final accounts with adjustments and concepts interlinked
3. Understand the concepts of assets and liabilities in terms of depreciation and
4. Analyze and interpret the transaction of a business.

COURSE OUTCOMES (COs)

CO1	Understanding the significance, uses and applications of different accounting systems.
CO2	Learning about accounting cycle and various concepts and conventions of accounting system.
CO3	Preparation of journal and ledger accounts.
CO4	Gaining knowledge to preparing financial statement by applying depreciation and necessary adjustments
CO5	Understanding implication of Hire purchase, leasing and installment system in business.

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	1	1	1	3	2
	CO2	3	3	1	2	1	3	2
	CO3	3	2	2	2	1	3	2
	CO4	3	3	2	2	1	3	2
	CO5	2	2	1	2	2	3	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
				✓				
4	Approval					Meeting of Academic Council 2026		



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MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MMBA26003

ACCOUNTING FOR BUSINESS MANAGERS

UNIT – I INTRODUCTION TO ACCOUNTING

8 hours

Introduction to accounts and accounting terminologies - Types of accounts – various branches in accounts – Users of accounting Information - Difference, Meaning, Uses and application of different branches.

UNIT – II INTRODUCTION TO FINANCIAL ACCOUNTING

8 hours

Meaning and understanding of GAAP - Concepts and Conventions of accounts - Golden rules of Accounts – Scope, Objectives and Significance of Accounting.,

UNIT – III ACCOUNTING CYCLE

8 hours

Book Keeping – Journal – Ledger – Balancing of accounts - Preparation of Trial Balance – Preparation of subsidiary books - Cash Book - Bank book - Single entry system - Double Entry system.

UNIT – IV FINAL ACCOUNTS DEPRECIATION

8 hours

Preparation of Final Accounts of a Sole Trading Concern – Adjustments Receipts and Payments Account - Income and Expenditure Account - Balance Sheet .Adjustments by working on Depreciation. Meaning – Causes – Types of depreciation. (Methods: SLM, WDV, Insurance Policy, Sinking Fund and Annuity).

UNIT – V HIRE PURCHASE, LEASING AND INSTALLMENT SYSTEM

8 hours

Hire purchase - Leasing and Installment system: Meaning – Features - Concepts – Uses – Differences - Application of the concepts.

TOTAL NO. OF PERIODS: 40 HOURS

Reference Books:

1. R.L.GuptaandV.K.Gupta, Advanced Accounting - Sultan Chand and Sons - NewDelhi.
2. Jain and Narang, Financial Accounting - Kalyani Publishers - NewDelhi.
3. T.S. Reddy and A.Murthy, Financial Accounting - Margham Publications-Chennai.
4. Shukla andGrewal, Advanced Accounting – S Chand - NewDelhi.
5. P.C. Tulsian – FinancialAccounting



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MMBA26004	LEGAL ASPECTS OF BUSINESS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 40	4	0	0	4	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. Assist students in understanding basic laws affecting operations of a business enterprise.
2. Supporting students in understanding of free enterprise system and legal framework.
3. Providing the concepts of sales and insurance laws.

COURSE OUTCOMES (COs)

CO1	Expertise with concepts of business laws.
CO2	Able to enter socialized contract with the business dealers and avoid legal issues.
CO3	Create Awareness of insurance law and able to choose apt insurance policy.
CO4	Aware of partnership act features and able to operate appropriately the negotiable instruments.
CO5	Operating company by adhering to company law.

Mapping of Course Outcomes (COs) with POs and PSOs

(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low

1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	1	1	3	3	2
	CO2	3	3	2	1	3	3	2
	CO3	2	2	1	1	3	3	2
	CO4	2	2	1	1	3	3	2
	CO5	3	3	2	2	3	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
		✓						
4	Approval					Meeting of Academic Council 2026		



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MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MMBA26004

LEGAL ASPECTS OF BUSINESS

UNIT –I BUSINESS CONTRACTS AND DIGITAL AGREEMENTS

8 hours

Indian Contract Act and Essentials of Valid Contracts – E-Contracts and Digital Signatures – Performance and Discharge of Contracts – Breach of Contract and Legal Remedies – Consumer Rights in Digital Transactions – Cyber Frauds and Online Business Liabilities – Introduction to Artificial Intelligence and Legal Issues in Business.

UNIT-II COMMERCIAL AND FINANCIAL TRANSACTIONS

8 hours

Law of Agency and Business Representation – Bailment, Pledge, Indemnity and Guarantee – Sale of Goods and Consumer Protection – Negotiable Instruments and Digital Payments – UPI, Electronic Banking and FinTech Regulations – Overview of Insolvency and Bankruptcy Code (IBC) – Legal Aspects of E-Commerce and Online Trade.

UNIT-III INSURANCE, COMPETITION AND REGULATORY LAWS

8 hours

Insurance Laws Relating to Life, Health and General Insurance – IRDAI Regulations and Policyholder Protection – Competition Law and Anti-Competitive Practices – Intellectual Property Rights Including Trademark, Copyright and Patent – ESG Compliance – Data Protection and Privacy Laws – Sustainable and Green Business Regulations

UNIT-IV BUSINESS ORGANISATIONS AND CORPORATE GOVERNANCE

8 hours

Partnership and Limited Liability Partnership – Formation and Incorporation of Companies – One Person Company and Start-Up Regulations – Memorandum and Articles of Association – Corporate Governance and Ethical Practices – Board Management and Corporate Compliance – Prevention of Oppression and Mismanagement – Corporate Social Responsibility..

UNIT-V CORPORATE LAWS, DISPUTE RESOLUTION AND EMERGING ISSUES

8 hours

Companies Act, 2013 and Its Key Provisions – Share Capital and Corporate Funding – Meetings, Auditing and Corporate Reporting – Insolvency, Winding Up and Business Restructuring – Arbitration, Mediation and Alternate Dispute Resolution – Legal Framework for Start-Ups and Entrepreneurship – International Business Regulations and Compliance – Emerging Legal Challenges in Digital and Global Business Environment.

TOTAL NO. OF PERIODS: 40 HOURS

Reference Books:

1. N. D. Kapoor and Rajni Abbi, Elements of Mercantile Law, 39th Edition, Sultan Chand & Sons, 2023.
2. Saravanel,P.and S.Sumathi.(2012).Legalaspects of Business.Mumbai: Himalaya Publishing House.
3. Kuchhal, M.C.and Vivek Kuchhal(2013).Mercantile Law. New Delhi: Vikas Publishing House.
4. Pandit and Pandit.Business Law, Mumbai: Himalaya Publishing House



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA (Full Time)

MMBA26005	BASICS STATISTICS FOR MANAGERS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 40	3	1	0	4	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. Understand the Basic concepts of Statistics						
2. Know Correlation and Regression and its applications						
3. Understand the Basic concepts in Probability						
4. Provide knowledge about Index numbers and Time Series concepts.						
COURSE OUTCOMES (COs)						
CO1	Understand Role and importance of averages and its application in Business.					
CO2	Learning the concept of correlation and regression and its implications.					
CO3	Clarity in application of Measures of Probability Theories					
CO4	Application of Index number and its applications to solve business problems					
CO5	Understand the Importance of time series, its uses in business and interpretations					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	1	2	1	3	2
	CO2	3	3	2	2	1	3	2
	CO3	2	3	2	2	1	3	2
	CO4	3	2	2	3	1	3	2
	CO5	2	2	1	3	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
				✓				
4	Approval					Meeting of Academic Council 2026		

FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MMBA26005

BASICS STATISTICS FOR MANAGERS

UNIT – I BASICS OF STATISTICS

8 hours

Variables – Univariate Data – Frequency Distribution – Measures of Central Tendency – Mean – Median – Mode – Quartiles – Measures of Dispersion – Range – Quartile Deviation – Standard Deviation.

UNIT – II CORRELATION AND REGRESSION

8 hours

Concept of linear correlation between two variables - Scatter diagram - Karl person's formula for correlation coefficient - Spearman's Rank correlation (Simple problems) – Simple Regression (Two variables only).

UNIT–III PROBABILITY

8 hours

Definition of Random Experiment - Sample Space – Events: Mutually exclusive events - Exhaustive events - Dependent events and Independent events - Mathematical and Statistical definition of probability - Theorems of addition and multiplication laws of Probability (Without proof) (Simple problems).

UNIT – IV INDEX NUMBER

8 hours

Definition - Limitations and uses of Index numbers - Construction of index number by aggregate expenditure method and family budget method using Laspeyre's - Paasche's, Kelly's and Fisher's Formula, Fixed base index [FBI] and chain base Index, Cost of Living Index.

UNIT – V TIME SERIES

8 hours

Meaning of Time series - Various components of Time series: Trend, Seasonal, Cyclic and Random components - Methods of measuring Trend by (a) Graphical method (b) Moving average method. (Simple problems), Method of least square, seasonal Index.

TOTAL NO. OF PERIODS: 40 HOURS

Reference Books:

1. Robert M. Leekley, Applied Statistics for Business and Economics, Taylor & Francis, 2015.
2. P. N. Arora, Business Statistics, 9th Edition, S. Chand Publishing, 2022.
3. J. K. Sharma, Business Statistics, 5th Edition, Vikas Publishing House, 2021.
4. T. Veerarajan, Probability, Statistics and Random Processes, 4th Edition, McGraw Hill Education, 2017.
5. T. N. Srivastava and Shailaja Rego, Statistics for Management, 3rd Edition, McGraw Hill Education, 2021.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA (Full Time)

MMBA26006	DIGITAL COMMERCE FOR MANAGERS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 40	4	0	0	4	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. Introducing various aspects and models of e-Commerce to efficiently execute and manage e commerce business.						
2. To develop an understanding among students about the global nature of e-commerce						
3. Learn about latest technologies and concepts used in the e-commerce industry.						
COURSE OUTCOMES (COs)						
CO1	Able to understand networking					
CO2	Analyze the technical terms used in the e-commerce industry and various types of e-commerce					
CO3	Able design and develop different business models					
CO4	Using the modern technology applications in business world					
CO5	Application of e-commerce concepts in real time situation.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	2	3	1	3	2
	CO2	3	3	2	2	1	3	2
	CO3	3	2	3	2	1	3	2
	CO4	2	2	3	3	2	3	3
	CO5	3	3	2	3	2	3	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
				✓				
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MMBA26006

DIGITAL COMMERCE FOR MANAGERS

UNIT-I INTRODUCTION TO NETWORKS

8 hours

Networks – LAN, MAN, WAN, PAN, Intranet - Extranet and Internet - Internet – ISP in India Working of Web, - HTML Markup for Structure - Creating simple web page - Marking up text - Adding Links – Adding Images.

UNIT- II E-COMMERCE - TYPES

8 hours

Concepts of E- commerce , Unique features , types of e-commerce Business to Consumer (B2C) - Business to business (B2B) - Consumer to Consumer (C2C), Business-to-Administration (B2A), Consumer-to- Administration (C2A), Consumer-to-Business (C2B) – Real life examples.

UNIT – III ELEMENTS OF A BUSINESS MODEL AND BUILD A WEBSITE

8 hours

Eight key elements of a business model: Value proposition - Revenue model - Market opportunity - Competitive environment - Competitive advantage - Market strategy) Systematic approach to build an E-Commerce: Planning, System Analysis, System Design, Building the system, Testing the system, Implementation and Maintenance.

UNIT- IV TRENDS IN E-COMMERCE

8 hours

Mobile commerce: Introduction to mobile commerce - Benefits of mobile commerce, basic concepts - Block chain, Big data, data analysis, Cyber security , ERP, AI.

UNIT- V PROJECT CASE STUDY (presentation only)

8 hours

Case Study: Identify Key components, strategy, B2B, B2C Models of E-commerce Business model of any e-commerce website - Mini Project.

TOTAL NO. OF PERIODS: 40 HOURS

Reference Books:

1. Gary P. Schneider, Electronic Commerce, 14th Edition, Cengage Learning, 2022.
2. Kenneth C. Laudon and Carol Guercio Traver, E-Commerce: Business, Technology, Society, 18th Edition, Pearson Education, 2024.
3. Dave Chaffey, Digital Business and E-Commerce Management, 8th Edition, Pearson Education, 2022.
4. Turban, King, Lee, Liang and Turban, Electronic Commerce: A Managerial and Social Networks Perspective, 9th Edition, Springer, 2018.
5. Puneet Singh Bhatia, Fundamentals of Digital Marketing, 3rd Edition, Pearson Education, 2023.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26L01	COMPUTER APPLICATION IN BUSINESS DECISIONS	L	T/S Lr	P/R	C	Ty/ Lb/ ETP
	Total Contact Hours – 20	0	0	4	2	Lb
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. Enable the student to understand the MS office packages
2. Understand the advanced Excel functions used in research applications
3. Application and using of Power point

COURSE OUTCOMES (COs)

CO1	Knowledge about MS word.
CO2	Knowledge and skills on basics MS Excel
CO3	Understand and Awareness Ms Access.
CO4	Knowledge on basic applications using MS-ACCESS .
CO5	Knowledge Of Using Power Point

Mapping of Course Outcomes (COs) with POs and PSOs

(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low

1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	3	2	3	3	3	2
	CO2	3	2	2	2	2	3	2
	CO3	3	2	3	3	2	3	3
	CO4	3	2	3	3	2	3	3
	CO5	3	3	2	2	3	3	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
				✓				
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MMBA26L01

COMPUTER APPLICATION IN BUSINESS DECISIONS

UNIT – I INTRODUCTION TO COMPUTER APPLICATION IN BUSINESS

4 hours

Basics of computer and IT systems, Hardware and Software concepts, Types of computers and Operating System, Role of Computers in business Organizations, Business Communication system, Internet, Internet and extranet.

UNIT-II OFFICE AUTOMATION TOOLS

4 hours

MS WORD:

1. Text Manipulation: Write a paragraph about your Institution and change the font size, type, spell, check, aligning and justification of text.
2. Page formatting: Page setup, Margins and orientation, page borders, Headers and Footer, Page numbering, water marks.
3. Tables and Manipulation: Creation, Insertion, Deletion (columns and rows), create a mark sheet.
4. Mail merge: Prepare an Invitation to invite your friends to your birthday party. (Prepare at least five letters).
5. Create a resume using a MS-word.

UNIT-III MS-EXCEL

4 hours

1. Formulas and Functions of Excel (Control keys).
2. Mark list preparation for a student.
3. Prepare invoice report and pay bill.
4. Charts and graphs, take your own table.

UNIT-IV MS-POWER POINT

4 hours

1. Create a slide show presentation for a seminar.
2. Create a slide show presentation to display percentage of marks in each semester for all students.
3. Preparation of organization charts.
4. Preparing business presentation using animations and transitions effects.

UNIT-V MS ACCESS

4 hours

1. Create a database using students mark details.
2. Create a database using employee details and generate a form to get input for the table.
3. To create forms for data entry.
4. Perform the sort operation using the student database.

TOTAL NO. OF PERIODS: 20

Reference Books:

1. Kenneth C. Laudon, & Jane P. Laudon (2022). *Management Information Systems: Managing the Digital Firm* (17th Ed.). Pearson
2. Efraim Turban, Ramesh Sharda, & Dursun Delen (2021). *Decision Support and Business Intelligence Systems* (10th Ed.). Pearson
3. C. S. V. Murthy (2020). *Management Information Systems* (Himalaya Publishing House). Himalaya Publishing House



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26L02	PROFESSIONAL CORPORATE COMMUNICATION	L	T/S Lr	P/R	C	Ty/ Lb/ ETP
	Total Contact Hours – 20	0	0	4	2	Lb
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. Enable learners to speak fluently and flawlessly in all kinds of communicative						
2. Contexts with speakers of all nationalities						
3. Social Communication						
COURSE OUTCOMES (COs)						
CO1	Develop confidence and clarity in personal and professional communication.					
CO2	Communicate effectively in various social and workplace situations.					
CO3	Demonstrate active participation and coordination in group communication activities.					
CO4	Enhance presentation and public speaking skills for professional effectiveness.					
CO5	Improve employability and interpersonal skills required for career development.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	3	2	2	1	3	2
	CO2	2	3	3	2	3	3	2
	CO3	3	3	3	2	2	3	3
	CO4	2	3	3	3	1	3	2
	CO5	3	3	3	1	2	3	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
						✓		
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26L02

PROFESSIONAL CORPORATE COMMUNICATION

UNIT – I PERSONAL COMMUNICATION

4 hours

Fundamental of personal communication, verbal and non-verbal communication, barriers to effective communication, interpersonal communication skills, Everyday professional interactions, Conversational skills for managers, Communication in hybrid and remote work environments, Listening and feedback.

UNIT – II SOCIAL COMMUNICATION

4 hours

Meaning and importance of social communication, Social etiquette and professional behaviour, Telephone and digital communications, Workplace discussion and collaborative communication, Discussion on contemporary issues, conversational and interactive skills, Digital communication tools.

UNIT – III GROUP COMMUNICATION

4 hours

Group discussion techniques, Brainstorming and decision making, leadership communication, Conducting meeting and conferences, Public speaking and corporate anchoring, negotiation skills and persuasion, crisis communication and Media interaction, stakeholders communication, corporate networking skill.

UNIT – IV INTEGRATED SPEAKING AND PRESENTATION SKILLS

4 hours

Presentation design and delivery, PowerPoint presentation skills, storytelling in business communication, persuasive speaking techniques, impromptu speaking, elevator pitch preparation, interview skills and strategies, HR, Technical, stress and panel interviews, Virtual interview skills, resume and self-introduction skill.

UNIT – V EMPLOYABILITY AND CORPORATE SKILLS

4 hours

Employability skill for managers. Corporate grooming and workplace etiquette, Time management and productivity communication, Workplace diversity and inclusion communication, communication for managers and entrepreneurs, personal branding, Career communication strategies, Workplace ethics and professional responsibility.

TOTAL NO. OF PERIODS: 20 HOURS

Reference Books:

1. Courtland L. Bovee and John V. Thill, Business Communication Today, 15th Edition, Pearson Education, 2021.
2. Mary Ellen Guffey and Dana Loewy, Business Communication: Process and Product, 10th Edition, Cengage Learning, 2020.
3. Lesikar, Raymond V., Flatley, Marie E. and Rentz, Patricia, Business Communication: Connecting in a Digital World, 13th Edition, McGraw Hill Education, 2021.
4. Krizan, A. C., Merrier, P. and Jones, C., Business Communication, 10th Edition, Cengage Learning, 2018.



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

II SEMESTER



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26007	MARKETING PRINCIPLES AND PRACTICES	L	T/SL r	P/R	C	Ty/Lb/ ETP
	Total Contact Hours 40	4	0	0	4	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. Make students understand the concept of marketing with selling;
2. Application and familiarize with the marketing mix; and its functions;
3. To familiarize with market segmentation and targeting and
4. Learn about understand with product life cycle, product mix and branding.

COURSE OUTCOMES (COs)

CO1	Understand the concepts of marketing, selling, and marketing mix strategies in business
CO2	Analyze the importance of product development and the benefits of marketing activities.
CO3	Apply market segmentation, targeting, and positioning strategies for business growth.
CO4	Develop effective communication strategies for national and global marketing environments.
CO5	Evaluate service quality practices and customer retention techniques for long-term business success.

Mapping of Course Outcomes (COs) with POs and PSOs

(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low

1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	2	2	3	3	2
	CO2	2	2	3	2	2	3	2
	CO3	3	2	3	2	2	3	2
	CO4	3	2	2	2	2	3	3
	CO5	2	2	2	3	3	3	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
		✓						
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26007

MARKETING PRINCIPLES AND PRACTICES

UNIT-I OVERVIEW OF MARKETING

8 hours

Define Marketing, Scope of marketing , Role of Marketing management in business strategy – Marketing process – Functions of marketing, Product Life Cycle marketing and New Product Development – Concepts of marketing – Benefits – Core marketing concept– Selling vs. Marketing.

UNIT- II MARKETING MIX AND SEGMENTATION

8 hours

Buyer behaviour – Market segmentation, Targeting and Positioning, Marketing mix (4ps and extended 7ps) - Product mix and Product line decisions - Branding and Packaging – Pricing: Objectives- Factors and Methods – Packing and Labeling Innovation.

UNIT- III MARKETING COMMUNICATION MIX

8 hours

Integrated marketing communication (IMC), process and Mix: Advertising and media planning - Sales promotion and Public relation - Direct marketing – Growth, Benefits and Channels, Telemarketing - Sales force objectives – Structure - Size and compensation.

UNIT-IV MARKETING CHANNEL AND RESEARCH

8 hours

Marketing channel system – Functions and flows of channels – Channel design, Global Market Entry and Selection,. Marketing Research: Importance, Scope, Types , Process –Merits and demerits of marketing research – Marketing research in India. Sales forecasting – Importance - Techniques.

UNIT –V ISSUES AND DEVELOPMENTS IN MARKETING

8 hours

Social, ethical and legal aspects of marketing. - Services marketing and Service Quality Models - International marketing Global Marketing Strategies - Green marketing and Sustainability - Relationship marketing and Customer Retention marketing.

TOTAL NO. OF PERIODS: 40 HOURS

Reference Books:

1. Philip Kotler and Gary Armstrong, *Principles of Marketing*, 18th Edition, Pearson Education, 2023.
2. Philip Kotler, Kevin Lane Keller, Alexander Chernev, *Marketing Management*, 16th Edition, Pearson Education, 2022.
3. William D. Perreault Jr., Joseph P. Cannon and E. Jerome McCarthy, *Essentials of Marketing*, 17th Edition, McGraw Hill Education, 2020.
4. V. S. Ramaswamy and S. Namakumari, *Marketing Management: Global Perspective Indian Context*, 6th Edition, Sage Publications, 2018.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26008	MODERN HUMAN RESOURCE PRACTICES	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 40	4	0	0	4	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. Introduction to basic concepts and importance of Human Resource Management
2. Understand the various functions of Human Resource Management
3. Acquaint with HR functions as acquisition, development, retention and compensation of employees.
4. Enable students to support employees to achieve organizational goals.

COURSE OUTCOMES (COs)

CO1	Understand the functions and responsibilities of human resource management in organizational environments.
CO2	Analyze manpower planning, recruitment processes, and job design techniques for effective workforce management.
CO3	Identify training and development needs to enhance employee performance and organizational growth.
CO4	Evaluate employee performance appraisal methods and reward management practices effectively.
CO5	Develop strategies to maintain work-life balance and improve quality of work life in organizations.

Mapping of Course Outcomes (COs) with POs and PSOs

(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low

1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	1	3	2	1	3	2
	CO2	1	3	2	1	2	3	1
	CO3	3	2	1	2	2	2	3
	CO4	2	3	1	3	1	2	2
	CO5	3	1	2	2	3	3	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
		✓						
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26008

MODERN HUMAN RESOURCE PRACTICES

UNIT – II INTRODUCTION

8 hours

Human Resource Management–Importance–Challenges–HR management activities–Role of Personnel manager–Qualities of HR manager, Integration of employee / management interests–Environment of Human resource Management –External Forces, Internal Forces–HR Metrics.

UNIT -II JOB ANALYSIS, DESIGN AND HUMAN RESOURCE PLANNING

8 hours

Job Analysis–Content, Steps in job analysis, Factors affecting job design, Job specification – Human resource planning – Importance, foundations for personnel functions–Internal / External sources of recruitment – Methods of recruitment – Selection procedure–Orientation Program.

UNIT- III TRAINING AND PERFORMANCE APPRAISAL

8 hours

Distinction between training and development, Training process–Training techniques/methods, evaluation of on the job and off the job training methods, Performance appraisal - Factors of Appraisal – Traditional and Modern methods–Ethics of appraisal–HR Score card–Career planning and development.

UNIT -IV PROMOTION, JOB EVALUATION AND COMPENSATION

8 hours

Promotion–Promotion policy–Types of Promotion, Reasons, Principles and types – Separation – Lay off – Resignation – Dismissal –Retrenchment, Voluntary retirement scheme – Retention, Attrition–Job evaluation–Procedure, Job evaluation methods–Components of Remuneration – Wages and salary, incentives, fringe benefits

UNIT- V QUALITY OF WORKLIFE

8 hours

Quality of work life, Role of supervisor in QWL – Safety –Types of accidents – Safety programs – Work place health issues–Work place violence–Outsourcing HR activities–Collective bargaining, Job enlargement/enrichment.

(Current topics and ethical practices in HR management will be discussed and not for examination.)

TOTAL NO. OF PERIODS: 40 HOURS

Reference Books:

1. Gary Dessler, Human Resource Management, 17th Edition, Pearson Education, 2023.
2. Raymond A. Noe, John R. Hollenbeck, Barry Gerhart and Patrick M. Wright, Human Resource Management: Gaining a Competitive Advantage, 13th Edition, McGraw Hill Education, 2022.
3. K. Aswathappa, Human Resource Management: Text and Cases, 9th Edition, McGraw Hill Education, 2021.
4. Wayne F. Cascio, Managing Human Resources, 12th Edition, McGraw Hill Education, 2021.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26009	BUSINESS RESEARCH METHODS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 40	3	1	0	4	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To provide research knowledge and fundamental principles of research;
2. Enable to understand the concept of scientific research and the methods using suitable sampling and data collection techniques;
3. To provide introduction to statistical tools of data analysis using SPSS and
4. Imparting knowledge about report writing and the intricacies involved in writing a research report.

COURSE OUTCOMES (COs)

CO1	Understand the fundamental concepts of research methodology and select appropriate research designs
CO2	Apply suitable sampling techniques and data collection methods for research investigations.
CO3	Formulate hypotheses and utilize appropriate measurement scales for research analysis.
CO4	Analyze and interpret research data using statistical tools and SPSS applications effectively.
CO5	Develop professional skills in research report writing and presentation of research findings.

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	3	3	-	3	3	2
	CO2	3	3	2	2	3	3	2
	CO3	3	3	2	2	3	3	3
	CO4	3	3	3	-	3	3	3
	CO5	3	3	3	3	3	3	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
		✓						
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26009

BUSINESS RESEARCH METHODS

UNIT – I INTRODUCTION TO RESEARCH

8 hours

Definition of Research, Concept, Nature, Scope and Characteristics - Types of Research, Objectives, Significance - Research Process - Selection of Research problem - Research Design - Need, Features and Important Concepts, Exploratory Research, Descriptive Research and Experimental Research.

UNIT – II SAMPLING DESIGN AND DATA COLLECTION:

8 hours

Sample Design - Sampling Concepts, Sampling Principles Types of Sample design - Simple and Multiple Sampling - Literature Review - Data Collection - Methods of Data Collection.

UNIT – III SCALING TECHNIQUES AND HYPOTHESIS TESTING

8 hours

Null hypothesis and alternative hypothesis - Testing of hypothesis - Type I and Type II errors - Test of Significance - Measurement and Scaling Techniques - Attitude Measurements, Selecting a Measurement Scale, Rating Scales and Ranking Scales.

UNIT – IV DATA ANALYSIS

8 hours

Computer and its role in research - Use of statistical software SPSS in research - Univariate analysis (frequency tables, bar charts, pie charts, percentages), Bivariate analysis - Cross tabulations and Chi-square test, ANOVA, t-test, Correlation and regression.

UNIT – V REPORT WRITING

8 hours

Research Report - Different types of reports - Different formats of Research Reports - Steps in Report Writing - Research Report Components - Principles of research report writing – Structures of Reports - plagiarism.

TOTAL NO. OF PERIODS: 40 HOURS

Reference Books:

1. Quinlan, C., Babin, B., Carr, J., Griffin, M., & Zikmund, W. G. (2024). *Business Research Methods* (3rd Ed.). Cengage Learning.
2. Dangi, H. K., & Dewen, S. (2024). *Business Research Methods* (2nd Ed.). Vikas Publishing (S. Chand).
3. Bell, E., Bryman, A., & Harley, B. (2022). *Business Research Methods* (6th Ed.). Oxford University Press.
4. Bougie, R., Sekaran, U., & Srivastava, M. (2021). *Research Methods for Business: A Skill-Building Approach* (8th Ed.). Wiley India.
5. Pannerselvam, Research Methodology, 2nd Edition, Prentice Hall Inc 2014 ISBN NO: 8120349466



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26L03	ACCOUNTING SOFTWARE TALLY LAB	L	T/S Lr	P/R	C	Ty/ Lb/ ETP
	Total Contact Hours – 20	0	0	4	2	Lb
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To introduce students to the principles and practices of computerized accounting using Tally software.
2. To develop the ability to create and manage accounting, inventory, and financial records effectively.
3. To strengthen practical knowledge in payroll processing, taxation management, and preparation of accounting reports for business operations.

COURSE OUTCOMES (COs)

CO1	Apply fundamental accounting procedures and financial transactions using Tally software.
CO2	Manage accounting masters, inventory records, and business data efficiently in Tally. business
CO3	Analyze budgeting processes and financial control techniques for effective business management.
CO4	Demonstrate practical knowledge in taxation, GST, and statutory compliance using Tally applications.
CO5	Prepare payroll accounts and generate financial and business reports for organizational decision making.

Mapping of Course Outcomes (COs) with POs and PSOs

(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low

1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	2	2	1	3	2
	CO2	3	2	3	2	2	3	2
	CO3	2	3	2	3	2	3	2
	CO4	3	2	2	3	2	3	2
	CO5	3	3	2	2	3	3	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
				✓				
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26L03

ACCOUNTING SOFTWARE TALLY LAB

➤ **INTROCUCTION OF ACCOUNTING**

Introduction, Types of Accounts, Accounting Principles or concepts Mode of Accounting, Rules of Accounting, Double-entry system of bookkeeping.

➤ **COMPANY CREATION AND CONFIGURATION.**

Company Features Configuration, Getting functions with Tally, Creation company in Tally.

➤ **LEDGER AND VOUCHER.**

Single and Multiple Groups Ledgers, Single and Multiple Ledgers. Voucher creation, Single and Multiple voucher creation.

➤ **INVENTORYMASTERS.**

Single Stock Groups, Multiple Stock Groups, Unit, Single Stock Categories, Multiple Stock Categories, Stock item

➤ **ADVANCE ACCOUNTING FEATURES.**

Cost center and Cost Categories Single and Multiple currencies, Budget creation.

➤ **TAXATION.**

GST Transaction, TDS, TDS Reports, TCS.

➤ **PAYROLL ACCOUNTING.**

Employee Creation Salary, Employee Attendance Register Pay Heads Creation, Salary Report.

➤ **GENERATING REPORTS.**

Financial Statements Trading Account, Profit AND Loss Account Balance Sheet, Payroll Reports Trail balance, Day Book, List of Accounts.

TOTAL NO. OF PERIODS: 20 HOURS

Reference Books:

1. Purandare, Kunal "Tally Solutions: Creating A Culture Of Care". *Forbes India*. Retrieved 12 April 2026.
2. "Social Panga bags the social media marketing mandate of Tally Solutions". *Financial express*. Retrieved 25 July 2026.
3. Executive Profile: Bharat Goenka". *bloomberg.com*. Retrieved 4 July 2016.
4. Jump up to: a b Bhakata, Pratik (10 March 2020). "Tally dreams big: India's top accounting software is all set to expand into retail". *Money control*. Retrieved 10 May 2026.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26L04	CORPORATE ETIQUETTE	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 20	0	0	4	2	Lb
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. Enable students to learn the etiquette of business.
2. Make students learn about good decorum to be maintained in day-to-day business.
3. Build strong business relationship by applying business etiquette.

COURSE OUTCOMES (COs)

CO1	Demonstrate professional etiquette and ethical behavior in workplace environments.
CO2	Apply appropriate business decorum and positive interpersonal conduct within organizations.
CO3	Enables to rise to the moral standards expected
CO4	Enhance interpersonal and communication skills for maintaining strong stakeholder relationships.
CO5	Build effective business relationships and professional acceptance in physical and virtual communication environments

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	2	3	2	3	3	3
	CO2	2	3	3	2	3	3	3
	CO3	2	2	2	3	3	3	3
	CO4	3	2	3	3	2	3	3
	CO5	2	3	3	3	3	3	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
							✓	
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26L04

CORPORATE ETIQUETTE

UNIT – I : INTRODUCTION TO BUSINESS ETIQUETTE

4 Hours

Meaning and importance of business etiquette – Minimum standards required in professional etiquette practices – Professional behaviour in organizational settings – Workplace discipline and ethical conduct – Role of etiquette in personal and professional success.

UNIT – II : COURTESY, GOOD MANNERS AND CULTURAL ETIQUETTE

4 Hours

Knowledge and appreciation of courtesy and good manners at work – Respectful workplace interactions – Understanding values and expectations of different cultures – Cross-cultural etiquette and sensitivity – Adapting etiquette styles to organizational culture and global business environments.

UNIT – III : PROFESSIONAL COMMUNICATION ETIQUETTE

4 Hours

Effective polite verbal communication – Professional phone conversation skills – Letter writing etiquette – E-mail etiquette and digital communication practices – Workplace communication etiquette – Listening skills and respectful interaction in professional communication.

UNIT – IV : PROFESSIONAL CONDUCT AND MEETING ETIQUETTE

4 Hours

Professional behaviour with stakeholders including colleagues, customers, clients and superiors – Workplace relationship management – Meeting protocol and professional meeting behaviour – Preparation for meetings – Chairing meetings effectively – Drafting meeting agenda and minutes – Attendance and participation etiquette.

UNIT – V : WORKPLACE INCLUSIVENESS AND DISABILITY ETIQUETTE

4 Hours

Understanding inclusiveness and diversity in the workplace – Awareness of issues related to disability in organizations – General disability etiquette and respectful behaviour – Creating supportive and accessible work environments – Professional sensitivity and ethical responsibility in workplace interactions.

TOTAL NO. OF PERIODS: 20 HOURS

Reference Books:

1. Business Etiquette and Professionalism – S. Chand Publications.
2. The Essentials of Business Etiquette – McGraw Hill Education.
3. Communicating at Work – McGraw Hill Education.
4. Organizational Behaviour – Pearson Education.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

Summer Internship / Capstone Project Viva Voce (4 WEEKS)

At the end of the 2nd semester students should undergo 4 weeks of Summer Internship / Capstone project. The Summer Internship / Capstone project completion certificate should be submitted within the first week of third semester. The viva-voce will be conducted during the third semester examination.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

III SEMESTER



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26010	CORPORATE STRATEGIC MANAGEMENT	L	T/S Lr	P/R	C	Ty/ Lb/ ETP
	Total Contact Hours – 40	4	0	0	4	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. Understanding the fundamentals of strategic management and its significance in dynamic business environments.
2. Developing awareness of corporate governance practices and social responsibility in organizations.
3. Gaining knowledge of strategic management tools and techniques for business decision making.
4. Enhancing awareness of strategy implementation, emerging trends, and contemporary strategic issues.

COURSE OUTCOMES (COs)

CO1	Develop the ability to formulate business strategies with effective corporate governance and social responsibility practices.
CO2	Analyze the business environment to identify core competencies and achieve competitive advantage.
CO3	Apply strategic analysis tools and techniques for organizational decision making.
CO4	Implement and evaluate business strategies for improving organizational performance.
CO5	Manage contemporary business issues and adapt to changes through ethical and responsible practices.

Mapping of Course Outcomes (COs) with POs and PSOs

(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low

1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	1	3	2	3	2	3
	CO2	2	3	3	1	3	2	3
	CO3	1	2	2	2	3	3	3
	CO4	2	1	1	3	1	3	3
	CO5	1	1	2	3	2	1	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
		✓						
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26010

CORPORATE STRATEGIC MANAGEMENT

UNIT-I STRATEGY AND PROCESS

8 hours

Introduction – Strategy – Meaning – Importance - Strategic management- Process - Model of strategic management process - Types of strategies -Stakeholders in business – Vision, Mission and Purpose – Business definition – Objectives- Goals - Corporate governance and social responsibility (Case Study).

UNIT- II COMPETITIVE ADVANTAGE

8 hours

Business Environment- Components of environment - Environmental scanning- Porter's Five Forces Model - Strategic groups - Globalization and industry structure - National context and competitive advantage resources - Capabilities and competencies – Core competencies.

UNIT - III STRATEGIES

8 hours

Strategic alternatives –Retrenchment and combination strategies - Diversification and strategic alliances - Environmental threat and opportunity profile (ETOP) - SWOT analysis - GAP analysis - Mc Kinsey's 7s framework - GE 9 Cell Model-Selection of matrix - Balance score card.

UNIT- IVSTRATEGY IMPLEMENTATION AND EVALUATION

8 hours

Implementation process - Resource allocation - Designing organizational structure -Designing strategic - Matching structure and control strategy - Implementing strategic change – Politics, Power and Conflict - Techniques of strategic evaluation and control (Case Study).

UNIT- V OTHER STRATEGIC ISSUES

8 hours

Managing Technology and Innovation - Strategic issues for nonprofit organizations - New business models and strategies for internet economy - Current trends and issues (Case Study).

TOTAL NO. OF PERIODS: 40 HOURS

Reference Books:

1. Fred R. David and Forest R. David, *Strategic Management: A Competitive Advantage Approach, Concepts and Cases*, 18th Edition, Pearson Education, 2021.
2. Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson and Jeffrey S. Harrison, *Strategic Management: Competitiveness and Globalization*, 14th Edition, Cengage Learning, 2024.
3. Thomas L. Wheelen, J. David Hunger, Alan N. Hoffman and Charles E. Bamford, *Strategic Management and Business Policy: Globalization, Innovation and Sustainability*, 16th Edition, Pearson Education, 2024.
4. Charles W. L. Hill and Melissa A. Schilling, *Strategic Management: Theory & Cases*, 14th Edition, Cengage Learning, 2023.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26011	FOUNDATION OF ENTREPRENEURSHIP	L	T/S Lr	P/R	C	Ty/ Lb/ ETP
	Total Contact Hours – 40	4	0	0	4	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. Enhancing entrepreneurial mindset, leadership qualities, and motivation among students.
2. Developing practical entrepreneurial skills and managerial abilities for successful business operations.
3. Encouraging innovation and identification of emerging business opportunities in the modern entrepreneurial environment.

COURSE OUTCOMES (COs)

CO1	Understand the fundamental concepts, characteristics, and skills required for successful entrepreneurship.
CO2	Analyze the role of central and state government support schemes in entrepreneurial development.
CO3	Develop the ability to establish and manage small business ventures successfully.
CO4	Through understanding of various aspects to launch a small business successfully.
CO5	Examine family business models and strategies for sustainable business growth and expansion.

Mapping of Course Outcomes (COs) with POs and PSOs

(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low

1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	3	2	3	3	2
	CO2	3	3	2	3	2	3	2
	CO3	3	2	3	3	2	3	3
	CO4	3	3	3	2	3	3	2
	CO5	2	3	3	3	3	3	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
					✓			
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26011

FOUNDATION OF ENTREPRENEURSHIP

UNIT – I INTRODUCTION TO ENTREPRENEURSHIP

8 hours

Entrepreneurship concept – Entrepreneurship as a career - Entrepreneurial personality – Characteristics of successful entrepreneur – Knowledge and skills of entrepreneur – types of entrepreneurs- Entrepreneur v/s Intrapreneurs - Entrepreneur v/s Entrepreneurship - Entrepreneur v/s Manager.

UNIT – II ENTREPRENEURIAL ENVIRONMENT

8 hours

Business environment –Role of central Govt. and State Govt. in promoting entrepreneurship - Introduction to various incentives - Subsidies and grants - Promotion of export-oriented units - Fiscal and tax concessions - Role of government - District Industries (DIC) and its functioning...

UNIT – III BUSINESS PLAN PREPARATION

8 hours

Identifying business opportunities and planning for business service and production - Business promotion– Facilities and incentives - Creating entrepreneurial venture - Business planning process - Environmental analysis –Identifying problems opportunities - Defining business idea.

UNIT – IV MANAGEMENT OF SMALL BUSINESS

8 hours

Finance and Human Resource Mobilization Operations Planning – Market and channel selection – Growth strategies – Product launching - Effective management of small business, Business ethics and corporate social responsibility.

UNIT – V FAMILY BUSINESS DEVELOPMENT MODELS and TYPES

8 hours

Family Business – Conceptual Models of Family firms – Three-dimension development model –Four classic family business types – Founders and the entrepreneurial experiences – Growing and evolving family business – Complexity of family enterprise – Diversity of successions

TOTAL NO. OF PERIODS: 40 HOURS

Reference Books:

1. Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2023). *Entrepreneurship* (12th Ed.). McGraw Hill.
2. Kuratko, D. F. (2021). *Entrepreneurship: Theory, Process, Practice* (11th Ed.). Cengage Learning.
3. Neck, H. M., Neck, C. P., & Murray, E. L. (2020). *Entrepreneurship: The Practice and Mindset* (2nd Ed.). Sage Publications.
4. Vasant, D. (2020). *Dynamics of Entrepreneurial Development and Management*. Himalaya Publishing House.
5. Khanka, S. S. (2019). *Entrepreneurial Development*. S. Chand Publishing



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26012	CORPORATE FINANCIAL MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 40	3	1	0	4	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	1	2	1	2	2
	CO2	3	3	1	1	1	3	1
	CO3	3	3	1	1	1	3	1
	CO4	3	3	1	1	1	3	1
	CO5	2	2	1	3	1	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
		✓						
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26012

CORPORATE FINANCIAL MANAGEMENT

UNIT 1: INTRODUCTION TO CORPORATE FINANCIAL MANAGEMENT

8 Hours

Meaning, objectives and scope of financial management – Profit and wealth maximization – Functions of finance manager – Financial decisions – Agency cost and ethics in finance – Sources of finance: Equity shares, preference shares, debentures and retained earnings – Short term and long-term financing – Startup financing and venture funding.

UNIT 2: CAPITAL STRUCTURE AND CAPITALIZATION

8 Hours

. Meaning of capitalization and capital structure – Over capitalization and under capitalization – Optimum capital structure – Theories of capital structure – EBIT–EPS analysis – Point of indifference – Practical problems

UNIT 3: COST OF CAPITAL AND LEVERAGES

8 Hours

Meaning and importance of cost of capital – Components and computation of cost of capital – Weighted Average Cost of Capital (WACC) – CAPM – Operating, financial and combined leverage – Risk and leverage relationship – Practical problems.

UNIT 4: WORKING CAPITAL MANAGEMENT

8 Hours

Meaning and importance of working capital – Working capital cycle – Determinants and estimation of working capital – Cash, inventory and receivables management – Practical problems.

UNIT 5 GLOBAL FINANCIAL MARKETS AND RISK MANAGEMENT

8 hours

International Financial Management - Meaning and Scope - International Financial Environment - Features and Components - International Financial Markets - Money Market and Capital Market - Foreign Exchange Market - Functions and Participants - Exchange Rate Determination - Factors Affecting Exchange Rates -- Challenges in Global Financial Management - Currency Risk, Interest Rate Risk and Regulatory Issues

TOTAL.NO.OF HOURS: 40 Hours

Reference Books

1. Khan, M.Y. & Jain, P.K. – Financial Management.
2. Prasanna Chandra – Financial Management.
3. I.M. Pandey – Financial Management.
4. Sharma & Sashi Gupta – Financial Management



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26L05	BUSINESS SPREADSHEET APPLICATIONS	L	T/S Lr	P/R	C	Ty/Lb/ETP
	Total Contact Hours – 20	0	0	4	2	Lb
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To provide practical knowledge of spreadsheet applications and tools for managerial decision making.
2. To develop skills in data analysis, formula creation, and financial computations using spreadsheet software.
3. To enhance competency in preparing reports, charts, and business models for organizational management.

COURSE OUTCOMES (COs)

CO1	Understand the fundamentals and applications of spreadsheet tools in business management.
CO2	Apply formulas, functions, and data manipulation techniques using spreadsheet software.
CO3	Analyze business data and perform financial calculations for managerial decision making.
CO4	Create charts, tables, and reports for effective business presentation and analysis.
CO5	Develop spreadsheet-based models and solutions for solving organizational problems efficiently.

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2		1	1	2	1
	CO2	3	3			1	3	1
	CO3	3	3	1	1	1	3	1
	CO4	2	3	1	2	2	2	3
	CO5	3	3	2	1	2	3	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
						✓		
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26L05

BUSINESS SPREADSHEET APPLICATIONS

Excel Skills for Professionals

1. Data Filters
2. Data Sorting
3. Pivot Tables
4. SUMIF/SUMIFS
5. COUNTIF/COUNTIFS
6. Excel Shortcut Keys
7. Charts
8. Cell Formatting
9. Managing Page Layout
10. Data Validation
11. Workbook
12. Vlookup
13. Creating charts and graphs
14. Pivot Charts
15. Flash Fill
16. Quick Analysis
17. Power View
18. Removing Duplicates
19. Conditional Formatting
20. Moving Columns into Rows
21. IF Formulas
22. Auditing Formulas



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26L06	INDUSTRIAL AND OPERATIONAL RESEARCH LAB	L	T/S Lr	P/R	C	Ty/Lb/ETP
	Total Contact Hours – 20	1	0	4	2	Lb
	Course Designed by – Faculty of Management Studies					

OBJECTIVES :

1. To develop understanding of production systems, production processes, and operations management functions.
2. To provide knowledge on plant location selection, facility layout, and production planning techniques.
3. To create awareness about maintenance management, quality control, and operational efficiency practices.
4. To enhance skills in material handling, inventory control, and effective production operations management.

COURSE OUTCOMES (COs)

CO1	Understand production systems, production processes, and the functions of operations management in organizations.
CO2	Analyze plant location factors and design suitable plant layouts for industrial operations.
CO3	Apply maintenance and quality management techniques to improve production efficiency and reliability.
CO4	Develop production planning and control strategies for effective operational performance.
CO5	Demonstrate effective material handling and inventory management practices in production environments.

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	2	2	1	3	2
	CO2	3	3	2	3	1	3	2
	CO3	3	2	3	3	2	3	2
	CO4	3	3	3	2	2	3	3
	CO5	2	2	2	2	3	3	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
				✓				
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26L06

INDUSTRIAL AND OPERATIONAL RESEARCH LAB

UNIT – I MANAGING OPERATIONS IN A GLOBAL ENVIRONMENT

4 hours

Introduction to operations management – Historical Milestones – Factors affecting POM today – Operations Strategies in a global economy – Global business conditions –Types of production – Types of process – Production Vs. Productivity.

UNIT – II PLANT LOCATION AND LAYOUT

4 hours

Plant Location – Factors influencing plant location–Multi Plant location –Foreign Location–Relocation–Plant location trends. Plant layout:– Types of layouts – Process layout – Product layout –Layout of service facilities – Office layout– Use of service facilities – Use of drawings, templates and models in layout physical facilities.

UNIT- III MAINTENANCE AND QUALITY MANAGEMENT

4 hours

Maintenance: Objective of maintenance–Elements of maintenance – Types of maintenance – Breakdown time – Distribution time –Quality Management: Nature, Traditional, Modern quality Management tools – 5’S - Recognition for quality management, ISO – TQM Programmes – Quality management in services – Quality control.

UNIT - IV PRODUCTION PLANNING AND CONTROL

4 hours

Production Planning and Control – Routing– scheduling – Dispatching – Expediting–GANTT Charts–Work study and Motion study and Method study analysis–Use of Computers in PPC– Design and Implementation of PPC System.

UNIT- V MATERIALS MANAGEMENT

4 hours

Materials Management – Objective– Materials forecasting and planning – Inventory control – Fixed order size, P and Q Inventory System – Deterministic probabilistic and Static inventory models–Spare parts management– Materials requirement planning – Aggregate inventory management

TOTAL NO. OF PERIODS: 20 Hours

Reference Books:

1. Winston, W. L. (2022). *Operations Research: Applications and Algorithms* (5th Ed.). Cengage Learning.
2. Taha, H. A. (2021). *Operations Research: An Introduction* (10th Ed.). Pearson.
3. Hillier, F. S., & Lieberman, G. J. (2021). *Introduction to Operations Research* (11th Ed.). McGraw Hill.
4. Ravindran, A., Phillips, D. T., & Solberg, J. J. (2019). *Operations Research: Principles and Practice*. Wiley.
5. Sharma, J. K. (2019). *Operations Research: Theory and Applications* (6th Ed.). Macmillan India.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26L07	PROFESSIONAL MANAGERIAL SKILLS	L	T/S Lr	P/R	C	Ty/Lb/ETP
	Total Contact Hours – 20	0	0	4	2	Lb
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. Developing managerial competencies and professional practices essential for business organizations.
2. Enhancing leadership qualities, interpersonal communication, and analytical decision-making abilities among students.
3. Improving practical and problem-solving skills required for managing routine organizational activities effectively.

COURSE OUTCOMES (Cos)

CO1	Demonstrate knowledge of managerial and professional skills required in business organizations.
CO2	Analyze internal and external business environments for effective managerial decision making.
CO3	Develop positive interpersonal relationships with superiors, peers, and subordinates in workplace settings.
CO4	Apply teamwork, leadership, and reporting skills for effective organizational performance.
CO5	Enhance creative thinking, innovation, and problem-solving abilities in business activities.

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	2	3	2	3	2
	CO2	2	3	3	2	2	3	2
	CO3	3	2	3	2	3	3	3
	CO4	2	3	2	3	3	3	2
	CO5	3	3	2	2	3	3	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
						✓		
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26L07

PROFESSIONAL MANAGERIAL SKILLS

(TEACHING TOOLS: CASE STUDIES, BUSINESS GAMES AND PRACTICE)

UNIT – I FOUNDATION OF MANAGERIAL SKILLS

4 hours

Concept and significance of managerial skills – Role of managerial competencies in organizational effectiveness – Emotional Intelligence and self-awareness – Attitude towards change and adaptability – Learning and continuous development – Values, ethics and professional behavior – Personality development and managerial effectiveness.

UNIT – II ANALYTICAL AND PROBLEM-SOLVING SKILLS

4 hours

Introduction to analytical thinking and decision-making – Understanding business situations through case studies – Collection and interpretation of internal and external data – Application of analytical tools and techniques – Generating alternative solutions – Evaluation and selection of suitable solutions – Problem-solving and critical thinking skills.

UNIT – III INTERPERSONAL AND RELATIONSHIP BUILDING SKILLS

4 hours

Interpersonal communication and relationship management – Supportive communication techniques – Managing defensiveness and disconfirmation in communication – Principles of effective supportive communication – Coaching and mentoring skills – Counseling techniques – Building trust and maintaining professional relationships.

UNIT – IV TEAM BUILDING AND LEADERSHIP SKILLS

4 hours

Concept and importance of teams and teamwork – Advantages and challenges of team-based work – Leadership and team membership skills – Team development process – Skill development and practical application in teams – Empowerment and delegation – Conflict management and collaboration in teams.

UNIT – V CREATIVITY AND INNOVATION MANAGEMENT

4 hours

Meaning and importance of creativity and innovation in management – Developing creative thinking skills – Creativity as a continuous organizational practice – Stages of creativity: Introduction, Investigation, Ideation, Prototyping and Implementation – Techniques for fostering innovation – Application of innovative ideas in business and management.

TOTAL NO. OF PERIODS: 20 Hours

Reference Books:

1. Developing Management Skills – David A. Whetten AND Kim S. Cameron, Pearson Education.
2. Organizational Behavior – Stephen P. Robbins AND Timothy A. Judge, Pearson Education.
3. Emotional Intelligence – Daniel Goleman, Bantam Books.
4. The Five Dysfunctions of a Team – Patrick Lencioni, Jossey-Bass Publications.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26L08	Summer Internship / Capstone Project - Viva Voce	L	T/SL r	P/R	C	Ty/Lb/ ETP
		0	0	6	6	Lb
	Course Designed By: Faculty of Management Studies					

OBJECTIVES:

1. To provide students with practical exposure to business environments through internship or capstone projects.
2. To enable application of management theories and concepts to real organizational problems.
3. To develop analytical, decision-making, and problem-solving skills in a business context.
4. To enhance communication, reporting, and presentation skills through viva voce evaluation.

COURSE OUTCOMES (Cos)

CO1	Understand and analyze real-time business processes, industry practices, and organizational challenges.
CO2	Apply management concepts, tools, and frameworks to develop practical solutions for business problems.
CO3	Demonstrate professional competencies such as teamwork, leadership, communication, and ethical decision-making in a workplace setting.
CO4	Develop a comprehensive internship/capstone project report by systematically organizing data, analysis, interpretations, and actionable managerial insights.
CO5	Evaluate business situations critically and justify recommendations made in the internship or capstone project based on data, observations, and managerial reasoning during viva voce.

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2		2	1	2	1
	CO2	3	3		2	2	3	2
	CO3	2	1	3	2	3	1	3
	CO4	2	3		2	2	3	2
	CO5	3	3	1	3	2	3	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
								✓
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26L08

Summer Internship / Capstone Project Viva Voce

Students will have an opportunity to expose their knowledge and talent to make an innovative project. Students are supposed to do innovative projects useful to industries/society in the area of relevant field, inter and multi-disciplinary areas, under the guidance of a staff member. They have to prepare a project report and submit to the department.

At the end of the semester Viva-Voce examination will be conducted by the internal Examiner duly appointed by the Head of the department and the students will be evaluated.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

IV SEMESTER



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26013	E-MARKETING CONCEPTS	L	T/S Lr	P/R	C	Ty/ Lb/ ETP
	Total Contact Hours – 40	3	0	0	4	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the fundamentals, evolution, and ecosystem of digital marketing along with AI applications in marketing. 2. To familiarize students with e-commerce platforms and digital marketing metrics used to measure online business performance. 3. To develop knowledge in website content creation, usability, web presence management, and content publishing tools. 4. To enable students to apply SEO, online advertising, and social media marketing techniques for effective digital campaigns.						
COURSE OUTCOMES (COs)						
CO1	Explain the evolution, ecosystem, customer behavior, and AI applications in digital marketing.					
CO2	Analyze e-commerce and digital marketing metrics including SEO, social media, email marketing, and online sales performance.					
CO3	Develop and manage effective website content using usability principles, content design strategies, and web publishing tools.					
CO4	Apply SEO techniques, online advertising methods, and social media marketing strategies to plan and manage digital marketing campaigns.					
CO5	Evaluate and manage online advertising, social media campaigns, blogging, consumer engagement, and social media analytics for business growth.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	3	2	2	3	3	2
	CO2	3	2	3	3	2	3	2
	CO3	3	3	2	2	2	3	3
	CO4	2	3	3	3	3	3	3
	CO5	3	2	3	2	3	3	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
		✓						
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26013

E-MARKETING CONCEPTS

UNIT- I INTRODUCTION

8 hours

Evolution of digital marketing – AI applications in marketing – Digital marketing eco system – Digital Customers : Online buying behavior - privacy – non – marketers in digital customers in digital marketing – AI tools used in digital marketing.

UNIT - II E-COMMERCE AND DIGITAL MARKETING METRICS

8 hours

E-Commerce metrics – Sales metric – e-market places and third party shopping websites – SEO metrics – Social media metrics – email marketing metrics – Real life examples of this metrics..

UNIT- III WEBSITE CONTENT DEVELOPMENT

8 hours

Introduction - Web presence ownership - Management and development – Usability - Content development- Content Design - B2B website - Global web presence – content web publishing – Tools used in website content (content development).

UNIT - IV SEARCH ENGINE OPTIMIZATION

8 hours

Search Engine Optimization – Types of SEO – SEO process – SEO Metrics - Workings of search engines - Keyword selection - On-site optimization - Off-site optimization - Strategic search engine optimization - Third-party search engine ranking - Email for marketing messages - Email for newsletters.

UNIT- V ADVERTISING ONLINE AND SOCIAL MEDIA MARKETING

8 hours

Advertising Online - Programmatic advertising - Objectives and management - Online ad formats - Search advertising - Network advertising - Landing pages – Online advertising methods – Blogging - Consumer reviews and ratings - Social networking - Social sharing – Social media analytics and Campaign management.

TOTAL NO. OF PERIODS: 40 HOURS

Reference Books:

1. Strauss, J., Frost, R., & Ansary, A. I. (2023). *E-Marketing* (8th Ed.). Pearson.
2. Chaffey, D., & Ellis-Chadwick, F. (2022). *Digital Marketing: Strategy, Implementation and Practice* (8th Ed.). Pearson.
3. Ryan, D. (2021). *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation* (4th Ed.). Kogan Page.
4. Kotler, P., Kartajaya, H., & Setiawan, I. (2021). *Marketing 5.0: Technology for Humanity*. Wiley.
5. Chaffey, D. (2020). *Digital Marketing Excellence*. Routledge.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26014	GLOBAL BUSINESS MANAGEMENT	L	T/S Lr	P/R	C	Ty/ Lb/ ETP
	Total Contact Hours – 40	4	0	0	4	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To familiarize with the theoretical background of international business;
2. To understand the economic, cultural and ethical issues relating to international business;
3. To create awareness about innovative approaches to business decisions to match global environment;
4. To impart knowledge of foreign trade and make them to understand the influence of financial institutions on international business

COURSE OUTCOMES (COs)

CO1	Understand the significance of international business.
CO2	Understand the international business theories to meet global competitiveness to make investment decisions and getting financial assistance.
CO3	Understand the foreign exchange determination systems to modify trading accordingly.
CO4	Understand the importance of regional economic integration for better business decisions.
CO5	Cope with global trends and challenges.

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	1		3		2	2
	CO2	3	3		2		3	1
	CO3	3	3		2		3	1
	CO4	2	2		3		3	2
	CO5	2	3	2	3	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
		✓						
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26014

GLOBAL BUSINESS MANAGEMENT

UNIT- I INTRODUCTION

8 hours

Introduction to Global Business – Meaning - Nature and significance of international business - Drivers of international business - Environmental awareness of international business.

UNIT - II INTERNATIONAL TRADE AND INVESTMENT

8 hours

Promotion of global business – Role of GATT / WTO – Multilateral trade negotiation and agreements – discussions and agreements – Challenges for global business – Global trade and investment – Theories of international trade – Need for global competitiveness – Regional trade block.

UNIT – III FOREIGN EXCHANGE DETERMINATION SYSTEMS

8 hours

Foreign exchange determination systems: Various types of exchange rate regimes– International trade organizations: UNCTAD, IMF, Role of IMF, IBRD – Features and roles - Advantages of WTO.TRIPS, TRIMS, GATS, MFA, AOA - Pre- Bretton woods periods - Bretton woods systems - Floating rate regimes - Managed fixed rate regime

UNIT – IV REGIONAL ECONOMIC INTEGRATION

8 hours

Global production – Location – Scale of operations – Cost of production – Make or Buy decisions - Global supply chain issues –Pricing - Production and channel management – Investment decisions – Economic and political risks– Exchange rate risk and management.

UNIT - V GLOBAL TRENDS AND CHALLENGES

8 hours

Globalization trends and challenges - Conflict in international business – Sources and types of conflict - Conflict resolutions – Negotiation – Role of international agencies – Ethical issues in international business.

TOTAL NO. OF PERIODS: 40 HOURS

Reference Books:

1. Charles W. L. Hill, International Business: Competing in the Global Marketplace, McGraw-Hill Education.
2. Bhalla and Raju- International Business Environment, Anmol Publications Pvt. Limited.
3. P.G.Apte- International Financial Management, Tata Mc Graw Hill
4. Helen Deresky, International Management: Managing Across Borders and Cultures, Pearson Education.
5. International Business, K.Asathappa, McGraw Hill Companies



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26L09	CONTEMPORARY MANAGEMENT SEMINARS / NPTEL / SWAYAM / COURSERA	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 20	0	0	6	2	Lb
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the issues prevailing in Business Environment.						
2. To Present innovative solutions for the existing Business issues.						
3. To Enhance the Presentation skills of students.						
COURSE OUTCOMES (COs)						
CO1	Understand contemporary issues and challenges in the business environment.					
CO2	Analyze emerging trends and management practices influencing organizations.					
CO3	Evaluate real-world business problems using management concepts and critical thinking.					
CO4	Develop innovative solutions for addressing current business and managerial issues.					
CO5	Demonstrate effective presentation and communication skills through seminar discussions.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	1		3		1	2
	CO2	2	3		2	1	3	1
	CO3	3	3	1	2	1	3	1
	CO4	3	3	2	1	2	3	2
	CO5	1	1	2	3	3	1	3
3	Category	Core Courses (A)	Interdisciplinary course / Lab (B)	Entrepreneurship Development Skills (C)	Skill Development (D)	Value Added Course (E)	Projects/ Summer Internship / Capstone project Viva voce / Core skill (F)	
						✓		
4	Approval				Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26L09

CONTEMPORARY MANAGEMENT SEMINARS / NPTEL / SWAYAM / COURSERA

Students will be instructed to present a PPT ON Contemporary issues prevailing during that semester. They need to present the

- Purpose/ need
- Issues
- Challenges
- Solutions
- SWOT of any Contemporary Topic

Note: Evaluation will be done through their presentation skills and Viva-Voce.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26L10	MAJOR PROJECT	L	T/SLr	P/R	C	Ty/Lb/ ETP
		0	0	12	6	Lb
	Course Designed By: Faculty of Management Studies					

OBJECTIVES:

1. To enable students to identify real-world, practical problems in a workplace or organizational setting.
2. To develop the ability to identify relevant variables associated with the problem through review of literature and prior studies.
3. To train students in applying a systematic research approach including research design, sampling design, and selection of appropriate data collection tools.
4. To develop skills in applying suitable statistical and analytical tools for meaningful interpretation of data.

COURSE OUTCOMES (Cos)

CO1	Ability to identify a practical problem in a work place;
CO2	Capacity to identify the related variables to the problem based on reviews
CO3	Systematic approach to the problem by research design, sampling design and tool for data collection
CO4	Analyzing the data with apt tool
CO5	Reporting the work

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	3	2	2	3	3	2
	CO2	3	3	2	2	2	3	2
	CO3	3	3	2	2		3	2
	CO4	3	3	2	2		3	
	CO5	3	3	2		3	3	
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
								✓
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MMBA26L10

MAJOR PROJECT

The students are expected to make use of the knowledge and skill inculcated during their class room sessions and to apply them for making an innovative project for the development of society and industries on the title suggested by the company in one of the areas of your specialization.

Students are expected to do a Project work in an Industry. Each student will be allotted a guide based on the area of Project work. Industry may also allocate a guide. Inter disciplinary/multi-disciplinary project can also be done with guidance of relevant department. Monthly reviews will be conducted during the semester to monitor the progress of the project by the project review committee. Students have to submit the Project work at the end of the semester and appear for the Project Viva-Voce examination conducted by the examiners duly appointed by the Controller of Examination. Certificate in proof has to be included in the report along with the Bonafide certificate from the company.



Dr. M.G.R.
EDUCATIONAL AND RESEARCH INSTITUTE
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University with Graded Autonomy Status
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Periyar E.V.R. High Road, Maduravoyal, Chennai-95, Tamilnadu, India.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus
Program Structure for MBA (Full Time)

SPECIALIZATION - MARKETING



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E001	MARKETING ANALYTICS AND CONSUMER INSIGHTS	L	T/SLr	P/R	C	Ty / Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To understand the role of marketing analytics in business decision-making.
2. To analyze consumer behavior and customer insights using data-driven approaches
3. To evaluate marketing performance through metrics, dashboards, and predictive analytics.

COURSE OUTCOMES (COs)

CO1	Explain the concepts, tools, and applications of marketing analytics and consumer insights.
CO2	Analyze consumer behavior and customer data to identify market opportunities and trends.
CO3	Apply analytical techniques for market segmentation, targeting, positioning, and customer relationship management.
CO4	Evaluate marketing campaign performance using key metrics, dashboards, and analytical models.
CO5	Develop data-driven marketing strategies and business recommendations based on consumer insights.

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	1	-	-	2	1
	CO2	2	3	2	1	-	3	2
	CO3	2	3	3	2	1	3	2
	CO4	2	3	2	3	2	2	3
	CO5	3	2	3	2	3	3	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E001

MARKETING ANALYTICS AND CONSUMER INSIGHTS

UNIT-I INTRODUCTION

6 Hours

Marketing research – Definition – Scope – Importance - Advantage and Limitations - Research process - Identification of Research problem - Research Design for Marketing Problems - Data source - Designing questionnaire.

UNIT - II PREPARATION OF RESEARCH

6 Hours

Interpretation - Report writing – Principles of report writing - Graphs and tables Presentation – Ethics in Marketing research – New product development - Product research – Motivation research - Promotion research - Distribution research

UNIT- III CONSUMER BEHAVIOR AND CULTURE

6 Hours

Introduction to consumer behavior – Definition - Scope - Customer value - Customer satisfaction - Market analysis - Consumer decision process - Cross-cultural consumer analysis - Needs – Goals - Consumer rights and laws.

UNIT- IV CONSUMER LEARNING AND ATTITUDE

6 Hours

Classical conditioning – Instrumental conditioning – Information processing – Tri component attitude model – Multi attribute attitude model - Consumer decision making process - Introduction - Levels of consumer decision - Hierarchy of effects model.

UNIT-V CONSUMER INFLUENCE AND POST PURCHASE BEHAVIOR

6 Hours

Opinion leadership – Surrogate buyer – Diffusion of innovation – Adopter categories – Adoption process– Store location, Store design and Physical facilities –

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Aaker, D., Kumar, V., Day, G.S. and Leone, R.P., Marketing Research, 10th Edition, Wiley India Pvt. Ltd., 2011.
2. Majumdar, R., Consumer Behaviour: Insights from Indian Market, PHI Learning, 2010.
3. Malhotra, N.K. and Das, S., Marketing Research: An Applied Orientation, 6th Edition, Pearson, 2010.
4. McDaniel Jr., C. and Gates, R., Marketing Research, 8th Edition, Wiley India Pvt. Ltd., 2011.
5. Schiffman, L.G, Kanuk, L.L. and Kumar, R., Consumer Behavior, 10th Edition, Pearson, 2010.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E002	ADVERTISING AND PROMOTIONAL MANAGEMENT	L	T/S Lr	P/R	C	Ty/ Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
1. To understand the principles, strategies, and functions of advertising and promotion. 2. To analyze various promotional tools and media channels for effective communication. 3. To formulate advertising and promotional strategies that enhance brand value and customer engagement.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, objectives, and importance of advertising and promotional management.					
CO2	Analyze consumer responses to advertising messages and promotional activities.					
CO3	Design advertising campaigns and promotional programs aligned with marketing objectives.					
CO4	Evaluate the effectiveness of advertising media, promotional tools, and communication strategies.					
CO5	Develop integrated advertising and promotional plans to achieve organizational goals and enhance					

Mapping of Course Outcomes (COs) with POs and PSO2								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	1	-	-	-	2	-
	CO2	1	3	1	2	-	2	1
	CO3	2	1	3	1	2	3	2
	CO4	1	2	2	3	1	1	2
	CO5	2	2	3	2	3	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E002

ADVERTISING AND PROMOTIONAL MANAGEMENT

UNIT- I INTRODUCTION

6 Hours

Advertising – Concept – Objectives - Evolution – Classifications – Advertising agencies – Role and Functions of agency – Client relationship – Responsibilities of agency – Client servicing - Process of setting up an ad-agency - Growth of Ad agencies - Advertising industry in Global and India's scenario.

UNIT - II ADVERTISING COPY DEVELOPMENT

6 Hours

Advertising copy – Definition – Objectives – Characteristics – Content – Types – Process – Themes and appeals – Advertising as a communication mix - Developing USP - Advertising Media: Definition – Importance – Classification – Advantages and disadvantages - Problems – Media Ethics.

UNIT- III ADVERTISING BUDGET AND CONTROLLING

6 Hours

Advertising budget definition - Objectives – Approaches to an Ad budget - Factors influencing an Ad budget - Determining the size of the budget - Methods of measuring advertising effectiveness – Pre and Post testing techniques.

UNIT - IV PROMOTION

6 Hours

Promotion – Sales promotion – Nature – Importance – Objectives – Role- Tools for sales promotion - Developing sales promotion programmes – Pretesting - Implementation – Evaluation of results and making necessary modifications - Ethical aspects of sales promotion.

UNIT- V ETHICS IN ADVERTISING

6 Hours

Ethics in Advertising – Objectives – Importance - Need – Methods - Impact of regulatory advertising industry - Advertising research and analysis - Advertising for international market. Laws that affect advertising in India - Recent trends in Advertising and sales promotion only for discussion.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Advertising and Promotion By George E. Belch and others. Tata Mcgraw Hill Co.
2. Advertising Management with solution manual by Jaishri Jethwaney and Shruti Jaui Oxford University Press, Chennai.
3. Advertising and promotion by Shimp Cengage learning, Chennai.
4. Strategic advertising management by Lorry Percy and Richard Elliott Oxford University press, Chennai.
5. Advertising planning and implementation by Sangeeta Sharma and Raguvir Singh PHI learning India PVT Ltd.
6. Advertising and promotions are (IMC) Integrated Marketing Communication approach.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E003	STRATEGIC BRAND MANAGEMENT	L	T/S Lr	P/R	C	Ty/ Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To analyze brand positioning, brand equity, and consumer perceptions in competitive markets.						
2. To develop strategies for building, managing, and sustaining strong brands.						
3. To formulate strategic branding initiatives for long-term brand growth and value creation.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and significance of strategic brand management.					
CO2	Analyze brand equity, brand identity, and consumer perceptions to assess brand performance.					
CO3	Apply branding strategies for brand positioning, differentiation, and competitive advantage.					
CO4	Evaluate brand management decisions and their impact on customer loyalty and organizational success.					
CO5	Develop strategic brand management plans to enhance brand value and achieve business objectives.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	2	-	-	1	1	-
	CO2	1	3	-	2	1	2	1
	CO3	-	1	3	1	2	3	2
	CO4	1	2	1	3	2	1	3
	CO5	2	1	2	2	3	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E003

STRATEGIC BRAND MANAGEMENT

UNIT - I INTRODUCTION

6 hours

Definition of Brand – Importance of Brands – Branding challenges and opportunities – Brand equity concept – Brand equity models — Brands vs. Products – Constituents of a Brand: Brand identity – Image and Personality – Brand DNA – Kernel – Codes and Promises – Point of distribution and Point of purchase.

UNIT-II BRAND POSITIONING

6 Hours

Brand Positioning: Basic Concepts – Risks – Brands and consumers – Competitive advantage through strategic positioning of brands – Points of parity. Brand Building: Designing marketing programmes to build brands – Role of social media in brand building.

UNIT-III BRAND IMAGE

6 Hours

Brand Image: Image Dimensions –Brand associations and Image –Brand identity: Perspectives –Levels and Prisms – Managing Brand Image – Stages – Functional, Symbolic and Experiential Brands – Brand audits – Brand loyalty – Cult brands.

UNIT-IV BRAND VALUATION

6 Hours

Brand Valuation: Methods of Valuation – Implications for Buying and Selling Brands. Leveraging Brands: Brand Extension – Brand Licensing – Co-branding – Brand architecture and Portfolio Management.

UNIT-V BRANDING PRACTICES

6 Hours

Branding in Practice: Handling name changes and Brand transfer – Brand revitalization and rejuvenation – Global branding strategies – Building and managing brands across boundaries –Branding industrial products –Building brands online - Recent trends in brand management for discussion only.

TOTAL NO. OF HOURS: 30 PERIODS

Reference Books:

1. Aaker, D., Building Strong Brands, Simon and Schuster, 2010.
2. Chevalier, M. and Mazzalovo, G., Luxury Brand Management: A World of Privilege, 2nd Edition, John Wiley and Sons, 2012.
3. Dutta, K., Brand Management: Principles and Practices, Oxford University Press, 2012.
4. Gupta, N.R. The Seven Principles of Brand Management, Tata McGraw-Hill Education, 2011.
5. Kapferer, J.N., The New Strategic Brand Management: Advanced Insights and Strategic Thinking, 5th Edition, KoganPage, 2012.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E004	CUSTOMER RELATIONSHIP AND ENGAGEMENT MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1.To evaluate customer engagement strategies across various channels and touchpoints.						
2.To develop customer-centric approaches that improve loyalty and organizational performance.						
3.To understand the concepts, importance, and strategies of customer relationship management and engagement.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and significance of customer relationship management and engagement.					
CO2	Analyze customer behavior, expectations, and relationship dynamics to improve customer value.					
CO3	Apply CRM tools, techniques, and technologies to manage and enhance customer relationships.					
CO4	Evaluate customer engagement strategies and their impact on customer satisfaction, loyalty, and retention.					
CO5	Develop customer relationship and engagement plans to strengthen customer loyalty and achieve organizational objectives.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	3	1	2	1	3	2
	CO2	3	1	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	2	1	3	3	2	1	2
	CO5	3	2	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E004

CUSTOMER RELATIONSHIP AND ENGAGEMENT MANAGEMENT

UNIT- I EVOLUTION OF CUSTOMER RELATIONSHIP

6 Hours

CRM – Definition - Emergence of CRM Practice - Factors responsible for CRM growth - CRM process - Framework of CRM - Benefits of CRM - Types of CRM - Scope of CRM - Customer Profitability – Features in CRM - CRM and Cost Benefit Analysis - CRM and Relationship Marketing.

UNIT- II CRM CONCEPTS

6 Hours

Customer Value: Customer Expectation - Customer Satisfaction - Customer Centricity - Customer Acquisition - Customer Retention - Customer Loyalty - Customer Lifetime Value - Customer Experience Management - Customer Profitability - Enterprise Marketing - Web based Customer Support.

UNIT – III PLANNING FOR CRM

6 Hours

Steps in Planning: Building Customer Centricity - Setting CRM Objectives - Defining Data Requirements - Planning Desired Outputs - Relevant issues while planning the Outputs - Elements of CRM plan - CRM Strategy - The Strategy Development Process - Customer Strategy Grid.

UNIT- IV CRM AND MARKETING STRATEGY

6 Hours

CRM Marketing: Initiatives - Sales Force Automation - Campaign Management - Call Centers - Practice of CRM - CRM in Consumer Markets - CRM in Services Sector - CRM in Mass Markets - CRM in Manufacturing Sector.

UNIT-V CRM PLANNING AND IMPLEMENTATION

6 Hours

Issues and Problems in implementing CRM - Information Technology tools in CRM - Challenges of CRM Implementation - CRM Implementation Roadmap - Road Map (RM) Performance - Measuring CRM performance - CRM Metrics.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Azam, M., Management Information System, McGrawHill Education, 2012.
2. Laudon, K., Laudon, J. and Dass, R., Management Information Systems – Managing the Digital Firm, 11th Edition, Pearson, 2010.
3. Murdick, R.G., Ross, J.E. and Claggett, J.R., Information Systems for Modern Management, 3rd Edition, PHI, 2011.
4. O'Brien, J.A., Morakas, G.M. and Behl, R., Management Information Systems, 9th Edition, Tata McGraw-Hill Education, 2009.
5. Saunders, C.S. and Pearson, K.E., Managing and Using Information Systems, 3rd Edition, Wiley India Pvt. Ltd., 2009.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E005	SERVICES AND RELATIONSHIP MARKETING	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

2. To understand the concepts, characteristics, and significance of services marketing in modern business.
3. To apply service marketing and relationship marketing techniques to enhance customer satisfaction and loyalty.
4. To develop strategies for creating long-term customer relationships and sustainable competitive advantage.

COURSE OUTCOMES (COs)

CO1	Explain the concepts, characteristics, and importance of services and relationship marketing
CO2	Explain the concepts, characteristics, and importance of services and relationship marketing
CO3	Apply service marketing and relationship marketing strategies to improve customer satisfaction and
CO4	Evaluate service delivery systems and relationship management initiatives for organizational
CO5	Develop service and relationship marketing plans to strengthen customer loyalty and achieve

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	1	2	2	3	2
	CO2	2	3	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	2	1	2
	CO5	2	2	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E005

SERVICES AND RELATIONSHIP MARKETING

UNIT – I NATURE and SCOPE OF SERVICES

6 Hours

Development of service marketing: Introduction to service marketing - Service development design – Concepts – Scope and dimensions – Services marketing environment – Characteristics of services - Consumers and markets.

UNIT – II SERVICE MARKETING OVERVIEW

6 Hours

Scope and range of Services Marketing: Classification of services and Various sectors of services - Distinctive features of Service market potential - Factors of services marketing - Growth of services sector and service industry - Service quality – Service leadership.

UNIT – III FUNCTIONS OF SERVICE MARKETING

6 Hours

Service marketing strategies: Functions of services marketing - Assessing service marketing opportunities – Services market segmentation - Positioning of services – Pricing of services, methods –Integrated service marketing communication.

UNIT – IV 7 Ps OF SERVICE MARKETING

6 Hours

Services Marketing Mix: Price, Place, Product, Promotion, People, Process, Physical Evidence [7Ps]. Advantages and disadvantages of service marketing mix – Performing the service - Service products - Proportion of service marketing mix for various services, Models of services marketing.

UNIT – V SERVICE MARKETING OF VARIOUS SECTORS

6 Hours

Service Marketing promotions: Designing communication mix for Hospitality, Tourism, Travel, Medical field, Information Technology, Educational sector, financial sector, marketing of non- profit organizations. Recent trends in services marketing for discussion only.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Steve Baron and Kim Harris – *Service Marketing*– 3rd Edition ISBN-13: 978-0230520936. PALGRAVE 2003.
2. Roland T Rust – *Service Marketing*- Addison – latest edition ISBN 91-. 7698-029-4. Wesley 1989.
3. Roland T Rust – *Marketing of non- profit organizations*. - Philip Kotler – Prentice hall 2000.11th Edition ISBN 978-0-13-210292-6 1
4. Kruise, *Service Marketing* –John wiley and sons Ltd. 5th Edition ISBN 0749421231 2000



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E006	BUSINESS-TO-BUSINESS MARKETING MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES 1. To understand the concepts, characteristics, and importance of Business-to-Business (B2B) marketing. 2. To evaluate market opportunities, distribution channels, and promotional practices in B2B markets. 3. To develop effective B2B marketing plans that support organizational growth and competitive advantage.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and significance of Business-to-Business marketing management.					
CO2	Analyze organizational buying behavior, business customer needs, and market structures.					
CO3	Apply B2B marketing strategies for market segmentation, targeting, and relationship management.					
CO4	Evaluate B2B marketing channels, communication strategies, and customer value creation practices.					
CO5	Develop Business-to-Business marketing plans to achieve organizational objectives and strengthen competitive positioning.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	1	3	2	1	3	2
	CO2	3	2	1	1	2	3	1
	CO3	1	3	2	2	3	2	3
	CO4	2	1	3	3	2	1	2
	CO5	3	2	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E006

BUSINESS-TO-BUSINESS MARKETING MANAGEMENT

UNIT - I INTRODUCTION

6 Hours

Business marketing - Business market customers - Characteristics of business markets - Organizational buying and buying behavior - The buying process - Strategic role of marketing organization in India: Organizational and business markets - Government as a customer.

UNIT – II SEGMENTING BUSINESS MARKETS

6 Hours

Management of Innovation - Managing technology - Determinants of new product performance - Product strategy: Product policy - Industrial product strategy - Building B2B brands - Holistic brand management - Delivering effective customer solutions - Pre and post sales service.

UNIT – III PRICING IN B2B MARKETING

6 Hours

Pricing process - Competitive bidding - Pricing of new products - B2B Advertising - Digital marketing - Trade shows – Exhibitions - Deployment analysis managing channels: Business marketing channels and participants - E-commerce for business marketing channels - B2B logistics Management.

UNIT - IV CUSTOMER CARE

6 Hours

Customer care for business markets: Total delivered value - Relationship marketing and CRM - Customer value management Marketing of Projects: Competitive bidding for projects - PPP Projects implementation of marketing strategy - Strategy map for ethical issues in B2B marketing.

UNIT – V PROMOTIONAL STRATEGIES

6 Hours

Industrial Goods Promotion - Branding of Industrial Products – Creating Corporate Image - Industrial Marketing Control. E- Business Designs, Marketing analytics Practical: At a small organization of a personal acquaintance. Prepare quotes for business clients (Practical discussion).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh, B2B Marketing: A South Asian Perspective, Cengage 2014, 11th ed
2. Sharad Sarin, Business Marketing: Concepts and Cases McGraw Hill 2013, 1st ed
3. Tom McMakin, Doug Fletcher How Clients Buy: A Practical Guide to Business Development for Consulting and Professional Services, Wiley
4. James C. Anderson, Das Narayandas, James A. Narus and D.V.R. Seshadri Business Market Management (B2B): Understanding, Creating, and Delivering Value Pearson 2010, 3rd ed.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E007	GLOBAL MARKETING MANAGEMENT	L	T/S Lr	P/R	C	Ty/ Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To analyze international market environments, consumer behavior, and cultural influences on marketing decisions.						
2. To develop global marketing plans that support organizational growth and sustainability in international markets.						
3. To understand the concepts, scope, and challenges of global marketing management.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and significance of global marketing management.					
CO2	Analyze international market environments, consumer behavior, and cultural factors affecting					
CO3	Apply global marketing strategies for market entry, segmentation, targeting, and positioning in					
CO4	Evaluate global marketing opportunities, challenges, and performance using appropriate					
CO5	Develop global marketing plans to achieve organizational objectives and enhance competitiveness in international markets.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	1	3	1	3	2
	CO2	2	3	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	2	1	2	3	3	1	2
	CO5	3	2	1	3	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E007

GLOBAL MARKETING MANAGEMENT

UNIT - I INTRODUCTION

6 Hours

International Markets – Definition – Nature and benefits of international marketing - International marketing management process: An overview - Influence of physical, economic, socio-cultural, political and legal environments on international marketing information.

UNIT- II INTERNATIONAL MARKETING ENVIRONMENT

6 Hours

Business culture around the world: Language – Customs - Attitudes - Marketing strategy adjustments - Product adaptations. Geographic description of market – Political risk – Political environment - Import quotas – Tariffs - Customs restrictions - Required licenses – Registrations – Permits.

UNIT- III EXPORT DOCUMENTATION AND PROCEDURES

6 Hours

India's Export – EXIM - Import policy – Promotional measures - Export oriented units – Deemed exports - Export-Import documentation – Kinds of documents – Principal export documents – Auxiliary documents – Documents in import trade – Export documentation and procedures - Demand estimation.

UNIT- IV INTERNATIONAL MARKET PLANNING

6 Hours

International market selection – Influencing factors – Process – Strategies and approaches – Competition - International marketing research: Techniques – Survey – Interview techniques – Analysis of field data – Research report- Global marketing of services.

UNIT- V INTERNATIONAL MARKETING MIX

6 Hours

Developing an international product line - Foreign product diversification - International branding decisions - International warranties and service - International pricing Strategy - International promotion strategies - Promotion mix - International sales negotiations.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Philip R. Cateora, John L.Graham – *International Marketing* - Edition: 16th ISBN-10: 0077642295 TATA McGraw-Hill Edition.
2. Vern Terpstra Ravi Sarathy – *International Marketing*– 10th Edition ISBN-10: 0981729355; Harcourt College Publishers.
3. Raja Gopal *International Marketing* [Global Environment, Corporate Strategy, 3rd edition ISBN 978 1 921388 16 3 Case Studies] –
4. Vikas Publishing House.
5. Philip R. Cateora – *International Marketing* – 15th Edition ISBN-13: 978-0073529943 McGraw-Hill International Editors.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E008	RETAIL AND STORE MANAGEMENT	L	T/S Lr	P/R	C	Ty/ Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To understand the concepts, formats, and significance of retail and store management.
2. To develop retail and store management plans that enhance customer satisfaction and business profitability.
3. To evaluate retail performance, inventory management, and store layout effectiveness.

COURSE OUTCOMES (COs)

CO1	Explain the concepts, principles, and importance of retail and store management.
CO2	Analyze consumer behavior, retail trends, and market opportunities in the retail sector.
CO3	Apply retail management techniques for merchandising, inventory control, and store operations
CO4	Evaluate retail performance, store layout, customer service, and operational effectiveness.
CO5	Develop retail and store management strategies to improve customer experience and achieve organizational objectives

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2-Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	3	2	2	1	3	2
	CO2	2	3	1	2	2	3	2
	CO3	1	2	3	1	3	2	3
	CO4	3	2	2	3	1	1	2
	CO5	2	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E008

RETAIL AND STORE MANAGEMENT

UNIT- I INTRODUCTION

6 Hours

An overview of Global Retailing – Challenges and opportunities – Functions - Need and Scope of retail trends in India – Socio economic and technological influences on retail management – Government of India policy implications on retails.

UNIT- II RETAIL FORMATS

6 Hours

Organized and unorganized formats – Category Killers - Delivering value through retail formats - Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – Electronic retailers or e-tailors. MNCs' role in organized retail formats.

UNIT -III RETAILING DECISIONS

6 Hours

Choice of retail locations - Internal and external atmospherics – Positioning of retail shops – Building retail store image - Retail service quality management – Retail supply chain management – Retail pricing decisions, Every Day Low Price [EDLP] - International retailing motives - Merchandising and category.

UNIT- IV CURRENT TRENDS IN RETAIL MARKETING

6 Hours

Space Management – Retail inventory management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail management information systems - Online retail –Asker's Approach, Keller's Approach - E- Retailing

UNIT -V CHALLENGES IN RETAILING

6 Hours

Complaints Management - Retail sales force management – Challenges in retailing in India, Consumerism and ethics in Retailing.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Moorthy Y L R *Brand Management*, the Indian Context, 2nd Edition ISBN 9788125907398 Vikas Publications, 2009.
2. Gilbert, *Retail Marketing Management*, 2nd Edition ISBN 978027365514 Pearson Education, 2009.
3. Levy and Weitz, *Retail Management*, latest edition ISBN 0073530026, Tata McGraw hill, 2009.
4. Michael Levy, Barton Weitz, *Retail Management*, McGraw Hill. latest edition ISBN 9780071215132
5. Chetan Bajaj, Rajnish Arya, Nidhi Varma Srivatava, *Retail Management*: Oxford Publishing. India. 2nd Edition ISBN 978-0198061151



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E009	SALES AND CHANNEL MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concepts, functions, and significance of sales and channel management in organizations.						
2. To analyze sales processes, distribution channels, and customer relationship strategies.						
3. To develop sales and channel management plans that enhance market coverage and business growth.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and importance of sales and channel management.					
CO2	Analyze sales processes, customer requirements, and channel structures in business environments.					
CO3	Apply sales management and channel management strategies to improve market reach and customer satisfaction.					
CO4	Evaluate sales force performance, channel effectiveness, and distribution decisions using appropriate metrics.					
CO5	Develop sales and channel management plans to achieve organizational objectives and enhance competitive advantage.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	1	2	1	3	1
	CO2	2	3	2	1	2	2	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	2	1	2
	CO5	2	3	1	2	3	3	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E009 SALES AND CHANNEL MANAGEMENT

UNIT- I SALES MANAGEMENT AND PLANNING

6 Hours

Sales Management – Functions – Sales Objectives – Salesmanship – Duties and Responsibilities of Sales Manager – Sales Management Skills – Characteristics of Sales People – Sales Management Information Systems – Sales Planning – Personal Selling – Selling Process – Sales Negotiation – Types of Selling.

UNIT II SALES FORECASTING AND ORGANIZATION

6 Hours

Sales Forecasting – Basic Rules – Methods; Sales Budget – Methods – Sales Budget Process – Sales Force Organization – Structure – Fixation of Sales Force Size – Methods of Fixation; Sales territory – Designing Sales territory – Evaluation; Sales Quotas – Types – Sales Promotion Techniques.

UNIT – III RECRUITMENT, TRAINING AND CONTROL OF SALES FORCE

6 Hours

Recruitment and Selection of Sales Force – Process – Sales Training – Sales Force Motivation - Sales Force Compensation – Controlling of Sales Force – Sales Audit – Sales Analysis – Sales Performance Evaluation.

UNIT – IV DISTRIBUTION

6 Hours

Definition – Need for Distribution Channel – Role of Distribution in Marketing – Distribution channel component - Conditions influencing channel structure - Channel Classification – Vertical, Horizontal, Multi-channel marketing system - Distribution Intensity – Selection of Right Channel.

UNIT V CHANNEL INTERMEDIARIES RETAILING AND CHANNEL DESIGN

6 Hours

Channel intermediaries – Role – Wholesaling – Functions – Classifications – Trends – Future of Wholesalers in India. Retailing – Types of Retailers – Role of Retailers – Retail Strategies – Performance Measures – Aspects of Store Design.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Bholanath Dutta (2011). *Fundamentals of Sales and Distribution Management: Text and Cases*. I K International Publishing House.
2. Panda Tapan K. (2012). *Sales and Distribution Management*, 2e. OUP
3. Havaladar Krishna K. (2016). *Sales and Distribution Management - Text and cases*, New Delhi: Tata McGraw-Hill Education.
4. Johnston Mark W. and Greg, W. Marshall (2006). *Sales Force Management*, New Delhi: Tata McGraw Hill.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E010	INTEGRATED MARKETING AND COMMUNICATION STRATEGIES	L	T/S Lr	P/R	C	Ty/ Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concepts, principles, and importance of Integrated Marketing Communication (IMC). 2. To analyze the role of advertising, sales promotion, public relations, digital marketing, and direct marketing in creating effective communication strategies. 3. To develop integrated marketing communication plans that support organizational and marketing objectives.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and significance of integrated marketing communication.					
CO2	Analyze communication channels, consumer responses, and promotional tools used in marketing communication.					
CO3	Apply integrated marketing communication strategies to achieve marketing and branding objectives.					
CO4	Evaluate the effectiveness of communication campaigns and media strategies using appropriate metrics and analytical tools					
CO5	Develop integrated marketing communication plans to enhance brand value and achieve organizational goals.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2-Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	2	2	1	3	2
	CO2	2	3	2	1	1	3	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	2	1	3
	CO5	2	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E010

INTEGRATED MARKETING AND COMMUNICATION STRATEGIES

UNIT-I INTRODUCTION

6 Hours

An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in marketing process, One voice communication V/s IMC. Introduction to IMC tools –Advertising, Sales promotion, Publicity, Public relations and Event sponsorship - Role of advertising agencies.

UNIT-II UNDERSTANDING COMMUNICATION PROCESS

6 Hours

Understanding communication process: Source, Message and channel factors. Communication response hierarchy – AIDA model, Hierarchy of effect model, Innovation adoption model, Information processing model, Standard learning hierarchy, Attribution hierarchy.

UNIT-III PLANNING MARKETING COMMUNICATION

6 Hours

Establishing MARCOM Objectives and Budgeting for Promotional Programmes – Setting communication objectives, Sales as MARCOM objective, DAGMAR approach for setting ad objectives.

UNIT-IV DEVELOPING IMC PROGRAMME

6 Hours

Planning and development of creative MARCOM, Creative strategies in advertising, Sales promotion, Publicity, Event sponsorships etc. Creative strategy in implementation and evaluation of MARCOM. Media planning and selection decisions - Steps involved and information needed for media planning.

UNIT-V DIGITAL MEDIA and ADVERTISING

6 Hours

Digital Media, Evolution of Technology, Convergence of Digital Media, E-Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising, E-PR advertising Laws and Ethics: Advertising and Law, Advertising and Ethics.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Advertising and Promotion-An Integrated Marketing Communications Perspective, George Belch, Michael Belch and Keyoor Purani, TATA McGraw Hill 8th edition.
2. Wells, Moriarty and Burnett, Advertising, Principles and Practice, Pearson Education, 7th Edition, 2007. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing Communication, Prentice Hall of India, New Delhi, 3rd Edition, 2006.
3. Terence A. Shimp and J. Craig Andrews, Advertising Promotion and other aspects of Integrated Marketing Communications, CENGAGE Learning, 9th edition, 2016.
4. S. H. H. Kazmi and Satish K Batra, Advertising and Sales Promotion, Excel Books, New Delhi, 3rd Revised edition, 2008.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E011	RURAL MARKETING MANAGEMENT	L	T/S Lr	P/R	C	Ty/ Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To analyze rural consumer behavior, market characteristics, and emerging opportunities in rural markets.						
2. To apply rural marketing strategies for product distribution, promotion, and customer engagement.						
3. To develop effective rural marketing plans that support organizational growth and rural market penetration.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and importance of rural marketing management.					
CO2	Analyze rural consumer behavior, market characteristics, and factors influencing purchasing decisions.					
CO3	Apply rural marketing strategies for product distribution, promotion, and market development.					
CO4	Evaluate rural marketing opportunities, challenges, and performance using appropriate analytical approaches.					
CO5	Develop rural marketing plans to achieve organizational objectives and enhance market reach in rural areas.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	1	2	2	1	3	2
	CO2	2	3	1	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	2	2	2
	CO5	2	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



Dr. M.G.R.
EDUCATIONAL AND RESEARCH INSTITUTE
DEEMED TO BE UNIVERSITY
University with Graded Autonomy Status
(An ISO 21001 : 2018 Certified Institution)
Periyar E.V.R. High Road, Maduravoyal, Chennai-95, Tamilnadu, India.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E011

RURAL MARKETING MANAGEMENT

UNIT - I – INTRODUCTION

6 Hours

Rural economy – Rural-Urban disparities - Policy interventions required – Rural face to reforms – Development exercises in the last few decades - Concept – Scope of Indian rural market - Rural market demands - Rural structure: Demographic, Physical and Economic environment.

UNIT- II –RURAL CONSUMER

6 Hours

Rural marketing concept and Scope - Rural community in India - Profile of rural markets - Segmenting the rural market - Target and positioning - Rural consumer behavior - Rural buyer characteristics - Consumer buying decision process- Rural marketing information – Potential and size of rural market.

UNIT- III – MARKETING MIX IN RURAL MARKET

6 Hours

Selection of markets – Product strategy – Product mix decisions – Competitive product strategies for rural markets – Pricing strategy - Objectives - Policy and strategy – Promotion - Advertising - Sales promotion – Communication in Rural marketing – Channels of distribution – Regulated market and public distribution system.

UNIT-IV– PRICING STRATEGY IN RURAL MARKETS

6 Hours

Significance of innovation in rural markets - Intervention of IT in Rural Markets - Importance and Initiatives - Emergence of organized retailing in Rural India - Pricing strategy – Innovative pricing methods for rural markets – Promotion strategy – Appropriate media – Designing right promotion mix – Promotional campaigns.

UNIT-V DISTRIBUTION IN RURAL MARKETING

6 Hours

Distribution – Logistics Management – Problems encountered – Selection of appropriate channels – New approaches to reach out to rural markets – Electronic couple applications - Changing role of Rural Sector in India – Future of Rural marketing for discussion only.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Balaram Dogra and Karminder Ghuman, Rural Marketing: Concept and Cases, Tata McGraw-Hill Publishing Company, New Delhi, 2008
2. A.K. Singh and S. Pandey, Rural Marketing: Indian Perspective, New Age International Publishers, 2007
3. CSG Krishna macharya and Laitha Ramakrishna, – Rural Marketing, Pearson Education Asia. 2009
4. Philip Kotler, Marketing Management, Prentice – Hall India Ltd. New Delhi
5. Agarwal A.N, Indian Economy, Vikas Publication, New Delhi.



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus
Program Structure for MBA (Full Time)

SPECIALIZATION -FINANCE



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E012	BEHAVIORAL AND FINANCIAL MANAGEMENT	L	T/S Lr	P/R	C	Ty/ Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concepts, principles, and significance of behavioral finance and financial management. 2. To develop effective financial management strategies that support organizational and individual financial goals. 3. To apply behavioral and financial management concepts in investment, financing, and risk management decisions.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and importance of behavioral and financial management.					
CO2	Analyze behavioral biases and psychological factors influencing financial decisions and market behavior.					
CO3	Apply behavioral finance and financial management techniques to investment and financing decisions.					
CO4	Evaluate financial behavior, risk management practices, and market anomalies using appropriate analytical tools.					
CO5	Develop financial management strategies that integrate behavioral insights to achieve organizational and financial objectives.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	1	3	2	3	3	1	3
	CO2	3	3	3	2	3	1	2
	CO3	2	3	1	3	1	3	1
	CO4	1	2	3	1	2	2	3
	CO5	3	1	2	3	1	1	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E012

BEHAVIORAL AND FINANCIAL MANAGEMENT

UNIT – I Introduction

6 Hours

Introduction to Behavioral finance – Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty: Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception - Representativeness – Anchoring - Exponential discounting - Hyperbolic discounting

UNIT – II Utility Preference Functions

6 Hours

Utility/ Preference Functions: Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept - Investor rationality and market efficiency – Impact of technology on investment decision.

UNIT – III Behavioral Factors and Financial Markets

6 Hours

Behavioral Factors and Financial Markets: The Efficient Markets Hypothesis – Fundamental Information -Financial Markets - Market Participants and Market Efficiency - Market Predictability – Concept of Arbitrage Model - Asset management and behavioral factors - Fundamental information and technical analysis – Case for psychological influence – Market anomalies.

UNIT – IV Behavioral Corporate Finance

6 Hours

Behavioral Corporate Finance: Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing -. Systematic approach to behavioral factors in decision making. External Factors and Investor Behavior: Connection to human psychophysiology and emotional regulation active portfolio management.

UNIT – V Emotions and Decision-Making

6 Hours

Emotions and Decision-Making: Experimental measurement of risk-related - Measuring Risk - Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risk taking. Personality traits and risk attitudes in different domains. Trends in behavioral finance for discussion only.

TOTAL NO OF PERIODS: 30 HOURS

Reference Books:

1. Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves.
2. Handbook of Behavioral Finance – Brian R.Bruce
3. Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger vonNitzsch
4. Plous, Scott, The Psychology of Judgment and Decision Making, Ch10-15



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E013	GLOBAL FINANCIAL MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. Enhancing the ability to analyze international financial opportunities, risks, and global financial structuring techniques.
2. Developing knowledge of financial functions in multinational firms, international fund flows, and foreign exchange operations.
3. Able to understand the nuances of structuring international finances.

COURSE OUTCOMES (COs)

CO1	Explain the concepts, principles, and significance of global financial management and international financial
CO2	Analyze international financial opportunities, risks, exchange rate movements, and global investment decisions.
CO3	Apply financial management techniques in multinational business environments, including foreign exchange
CO4	Evaluate international fund flows, global capital structures, and financial risk management strategies.
CO5	Develop global financial strategies and international financing plans to support organizational objectives and

Mapping of Course Outcomes (COs) with POs and PSOs

(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low

1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	1	3	2	3	2	1	3
	CO2	3	1	3	2	3	1	2
	CO3	2	3	1	3	1	3	1
	CO4	3	2	3	1	1	2	3
	CO5	1	3	2	1	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E013

GLOBAL FINANCIAL MANAGEMENT

UNIT – I INTERNATIONAL MONETARY AND FINANCE SYSTEM

6 Hours

Importance of International finance - Bretton woods conference and afterwards - European monetary system – Meaning and scope. Balance of payment and International Linkages: Balance of payments and its components - International flow of Goods - Services and Capital – Purchasing power parity

UNIT– II FOREIGN EXCHANGE MARKETS

6 Hours

Determining exchange rates - Fixed and flexible exchange rate system - Exchange rate theories - Participants in the foreign exchange markets - Foreign exchange market spot markets - Exchange rate quotes – LERMS - Factors affecting exchange rates – Spot rates - Forward exchange rates and contracts – Driver of forex prices – Derivatives.

UNIT – III FOREIGN EXCHANGE RISK

6 Hours

Transaction exposure, Economic exposure and Management of exposures – Internal techniques – Netting – Marketing - Leading and lagging - Pricing policy -Management of Risk in Foreign Exchange Markets.

UNIT – IV INTERNATIONAL CAPITAL AND MONEY MARKET AND INSTRUMENTS

6 Hours

Salient features of different international markets: GDRs – ADRs - IDRs – Eurobonds - Euro loans – CPs - Floating rate instruments - Loan syndication and Euro deposits.

UNIT – V MULTILATERAL FINANCE INSTITUTIONS

6 Hours

Role of IMF - IBRD and other development banks - International investors and foreign investment institutions - Foreign Institutional investors sovereign funds and block chain technology. Ethical practices prevailing in Global financial markets for discussion – Cryptocurrency.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Butler C. Kirt, Multinational Finance, Thompson-Vikas, John Wiley and Sons 5th Edition, ISBN - 13: 9781270110392 New Delhi
2. Shapiro C. Alan, Multinational Financial Management, Prentice Hall of India Publisher: John Wiley and Sons, 10th Edition, New Delhi ISBN 978-1-118-80118-5
3. Apte, International Financial Management, Publisher, Tata McGraw-Hill Education, 2010 , 6 th edition ISBN, 0070221162, 9780070221161
4. International financial management and policy – Dr. Devinder Sharma International centre for distance and open learning 2023 education



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E014	MERCHANT BANKING AND FINANCIAL MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concepts, functions, and significance of merchant banking and financial management.						
2. To apply merchant banking practices in investment decisions, project financing, and financial advisory services.						
3. To develop effective financial management strategies that support organizational growth and value creation.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and importance of merchant banking and financial management.					
CO2	Analyze capital market operations, issue management processes, and financial service activities.					
CO3	Apply merchant banking and financial management techniques in investment, financing, and advisory decisions.					
CO4	Evaluate financial performance, risk management practices, and regulatory frameworks related to merchant banking.					
CO5	Develop merchant banking and financial management strategies to achieve organizational objectives and enhance financial performance.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	1	3	3	2	2	1	3
	CO2	3	1	2	3	3	1	2
	CO3	2	3	1	2	1	3	1
	CO4	1	2	3	1	3	2	3
	CO5	3	1	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E014

MERCHANT BANKING AND FINANCIAL MANAGEMENT

UNIT-I MERCHANT BANKING

6 Hours

Introduction – Merchant banking in India –Recent developments and Challenges ahead–Institutional structure – Functions of Merchant bank –Legal and regulatory frame work – Relevant Provisions of Companies Act – SERA – SEBI guidelines -FEMA, etc.- Stock Exchanges.

UNIT-II ISSUE MANAGEMENT

6 Hours

Role of merchant banker in appraisal of projects –Issue pricing – Book building – Preparation of prospectus – Selection of bankers –Advertising strategies, etc. – Role of registrars – Bankers to the issue – Underwriters and Brokers.– E-IPO – Private placement - Bought out deals – Placement with FIs, MFs, FIIs, etc. Off - Shore issues. – Issue marketing–NRI marketing–Post issue activities – SEBI guidelines related to market intermediaries.

UNIT-III OTHER FEE BASED SERVICES

6 Hours

Mergers and Acquisitions – Portfolio management services – Credit syndication – Credit rating–Business valuation – Credit rating agencies.

UNIT–IV FUND BASED FINANCIAL SERVICES

6 Hours

Leasing and Hire purchasing – Basics of leasing and Hire purchasing – Financial evaluation.

UNIT –V OTHER FUND BASED FINANCIAL SERVICES

6 Hours

Consumer Credit – Credit cards – Real estate financing – Bills discounting – Factoring and Forfeiting –Venture Capital.

TOTAL NO. OF PERIODS: 30 Hours

Reference Books:

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2012
2. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.
3. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
4. Varshney P.N. and Mittal D.K., Indian Financial System, Sultan Chand and Sons, New Delhi.
5. Sasidharan, Financial Services and System, Tata McGraw Hill, New Delhi,
6. Merchant banking and financial services – Himalayan publishing House – Dr. Ravichandran Krishnamurthy.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E015	BANKING, INSURANCE AND RISK MANAGEMENT	L	T/S Lr	P/R	C	Ty/ Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To understand the concepts, functions, and significance of banking, insurance, and risk management.
2. To analyze banking operations, insurance products, and financial risks in business environments.
3. To apply banking, insurance, and risk management techniques for effective financial decision-making.

COURSE OUTCOMES (COs)

CO1	Explain the concepts, principles, and importance of banking, insurance, and risk management.
CO2	Analyze banking operations, insurance services, and financial risks affecting organizations.
CO3	Apply banking, insurance, and risk management techniques to support financial and business decisions.
CO4	Evaluate risk management practices, insurance policies, and regulatory requirements in the financial sector.
CO5	Develop banking, insurance, and risk management strategies to achieve organizational objectives and financial sustainability.

Mapping of Course Outcomes (COs) with POs and PSOs

(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low

1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	1	2	3	3	3	1	3
	CO2	3	1	2	3	3	1	2
	CO3	2	3	1	2	1	3	1
	CO4	3	2	1	1	3	2	3
	CO5	1	1	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E015

BANKING, INSURANCE AND RISK MANAGEMENT

UNIT - I INTRODUCTION TO BANKING

6 Hours

Indian Banking System - Banking structure in India-Classification of Banks - Phases of Development - Role of banks in Economic Development. Definition – Need – Principles -Functions Central Banking Vs Commercial Banking - RBI Establishment - Functions of SBI - Regulation of banks by RBI.

UNIT - II BANK ACCOUNT

6 Hours

Opening - Types of accounts - Steps in opening Accounts - Savings vs. Current Account – Passbook - Bank Customer Relationship - KYC Norms - Bank Lending - Lending sources - Bank Lending Principles - Forms of lending - Loan Evaluation Process - Securities of lending - Negotiable Instruments - Characteristics – Types - Consequences of Crossing.

UNIT –III E-BANKING AND ENDORSEMENT

6 Hours

Meaning - Services - e-banking and financial services-Internet Banking-Mobile Banking – Meaning – Features –Services-Security issues- ATM-Evolution – Electronic Money – Meaning-Electronic Fund Transfer Steps-Benefits of crossing. Meaning - Kinds of Endorsements-Effect of endorsement – Rules-Dishonoring of cheque -RBI instructions - Paying banker vs. Collecting Banker.

UNIT - IV LIFE INSURANCE

6 Hours

Meaning of Life Insurance – The Evolution and Growth of Life Insurance-Life Insurance Organizations in India -Types of Life Insurance Policies – Term Life Insurance–Whole Life Insurance – Endowment – Unit Linked Policies with or without Profit Policies. Evaluation – Cost and Benefit –Superannuation Schemes – Group Gratuity Schemes – Superannuation schemes.

UNIT – V PREMIUM, UNDERWRITING AND TAXATION

6 Hours

Computation of Premiums and Settlement of claims-Premium Calculation Including Rebates-Mode of Rebates-Settlement of Claims-Underwriting: Factors affecting Insurability – Methods of Life Classification – Laws affecting Underwriting. Financial Planning and taxation: Savings – Income tax.

TOTAL NO OF PERIODS: 30 HOURS

Reference Books:

1. Gurusamy, S, Banking Theory: Law and Practice, Vijay Nicole Publications, Chennai, 2014.
2. Gupta, R.K, Banking Law and Practice, Jain Book Agency, New Delhi, 2012.
3. Sundaram and Varshney, Banking Theory Law and Practice, Sultan Chand and Co., New Delhi, 2015.
4. Maheswari, S.N, Banking Law Theory and Practice, Kalyani Publications, Mumbai.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E016	FINANCIAL DERIVATIVES MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concepts, characteristics, and significance of financial derivatives in modern financial markets. 2. To analyze derivative instruments such as futures, options, swaps, and forwards for risk management purposes. 3. To develop effective derivative-based risk management solutions for organizations and investors.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and importance of financial derivatives and derivative markets.					
CO2	Analyze derivative instruments and their applications in managing financial risks.					
CO3	Apply derivative strategies involving futures, options, swaps, and forwards for financial decision-making.					
CO4	Evaluate derivative pricing, trading strategies, and risk management practices using analytical techniques.					
CO5	Develop derivative-based risk management strategies to achieve financial objectives and enhance organizational performance.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	1	2	3	2	1	3
	CO2	1	2	3	2	3	1	2
	CO3	2	3	1	3	1	3	1
	CO4	3	2	1	1	3	2	3
	CO5	1	3	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E016

FINANCIAL DERIVATIVES MANAGEMENT

UNIT- I FINANCIAL DERIVATIVES

6 Hours

Introduction - Economic benefits of derivatives - Types of financial derivatives - Features of derivatives market - Factors contributing to the growth of derivatives - Functions of derivative markets - Derivatives market in India – To arenization of derivatives.

UNIT- II FUTURES AND FORWARDS

6 Hours

Differences -Valuation of futures - Valuation of long and short forward contract - Mechanics of buying and selling futures – Margins – Hedging - Specification of futures - Commodity futures - Index futures - Interest rate futures - Arbitrage opportunities.

UNIT - III FINANCIAL SWAPS

6 Hours

Features and uses of swaps - Mechanics of interest rate swaps – Valuation of interest rate swaps – Currency swaps – Valuation of currency swaps – Types of swaps.

UNIT – IVOPTIONS

6 Hours

Types of options - Option pricing - Factors affecting option pricing – Call and put options on dividend and non-dividend paying stocks - Put-call parity - Mechanics of options - Stock options - Options on stock index - Options on futures - Hedging and Trading strategies Basic model, One step binomial model, Black and Scholes Model. Option Greeks. - Arbitrage profits in options.

UNIT- V COMMODITY DERIVATIVES

6 Hours

Commodity futures - Market-exchanges for commodity futures in India – and its regulation –Commodities traded – Trading and settlements – Physical delivery of commodities – ESG Derivatives – Crypto derivatives.

TOTAL NO. OF PERIODS: 30 HOURS

References Books:

1. Derivatives and Risk Management, Rajiv Srivastava, 4th Edition, Oxford Publication House
2. Futures and Option Markets, John C. Hull, Pearson Education 2. Risk Management and Derivative, Rene M.Stulz, Cengage



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E017	WORKING CAPITAL AND CASH MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To understand the concepts, significance, and components of working capital and cash management.
2. To analyze working capital requirements, cash flows, and short-term financing decisions.
3. To evaluate working capital policies and cash management strategies for organizational effectiveness.

COURSE OUTCOMES (COs)

CO1	Explain the concepts, principles, and importance of working capital and cash management.
CO2	Analyze working capital requirements, cash flow patterns, and short-term financial needs of organizations.
CO3	Apply working capital management techniques for effective control of cash, inventory, receivables, and
CO4	Evaluate working capital policies, liquidity positions, and cash management strategies using financial tools
CO5	Develop working capital and cash management plans to improve organizational liquidity, profitability, and

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	1	3	2	3	3	1	3
	CO2	3	1	3	2	3	1	2
	CO3	2	3	1	3	1	3	1
	CO4	1	2	3	1	3	2	3
	CO5	3	3	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E017

WORKING CAPITAL AND CASH MANAGEMENT

UNIT- I Introduction to Working Capital Management

6 Hours

Definitions and types of working capital – The working capital cycle – Factors determining working capital – Management of cash – Management of inventories - Operating cycle – Sources of working capital.

UNIT- II Introduction to Cash Management

6 Hours

Motives of holding cash – Objectives – Cash management models — Preparation of cash Budget – Reasons for Holding Marketable Securities–GAAP treatment of Marketable Securities.

UNIT -III Management of Receivables

6 Hours

Meaning and Features of Receivables Management – Costs Associated with Maintaining Receivables – Objectives – Credit Management – Credit Evaluation – Methods for Monitoring Accounts Receivables.

UNIT- IV Inventory Management

6 Hours

Nature of Inventories – Need for Holding Inventory – Deterministic Materials Models – Material Control Decisions – Inventory Control Decisions – Inventory Management process and techniques.

UNIT -V Working Capital Finance and Banking Policy

6 Hours

Various Instruments for Short Term Financing – Commercial Papers, Certificate of Deposits - Bank Credit - Letter of Credit – Bill Financing – Long term financing.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books :

1. Sekhar Satya G.V. Working Capital Management, 1/e; New Delhi: Wiley
2. Bhalla V. K. (2021). Working Capital Management, 1/e; New Delhi: S. Chand Publishing
3. Sagner James S. (2023). Working Capital Management, Applications and Cases, 1/e; New Delhi: Wiley
4. Book(s)
5. I.M.Pandey, (2015), Financial Management, 11th edition, Vikas Publishing, India. James C. Van Horne, Sanjay Dhamija, (2011),
6. A.Murthy – Marghom Publication – Financial Management.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E018	TAXATION AND FINANCIAL MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ETP
	Total Contact Hours – 30	3	0	0	3	TY
	Course Designed by – Faculty of Management Studies					
OBJECTIVES 1. To understand the concepts, principles, and significance of taxation and financial management. 2. To analyze tax regulations, tax planning techniques, and their impact on financial decisions. 3. To develop tax-efficient financial management strategies that support organizational and individual financial objectives.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and importance of taxation and financial management.					
CO2	Analyze tax structures, tax regulations, and their impact on financial decision-making.					
CO3	Apply taxation and financial management techniques for tax planning, investment, and financing.					
CO4	Evaluate tax liabilities, financial performance, and compliance requirements using appropriate analytical tools.					
CO5	Develop tax-efficient financial management strategies to achieve organizational objectives and enhance financial performance.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	1	3	2	1	3
	CO2	1	3	2	2	3	1	2
	CO3	2	1	3	3	1	3	1
	CO4	3	2	1	1	3	2	3
	CO5	1	3	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval				Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E018

TAXATION AND FINANCIAL MANAGEMENT

UNIT- I INTRODUCTION ON TAXATION

6 Hours

Accessibility Criteria – Definitions - Basic concept – Person - Assessment year - Previous year - Assesses residential status - Incidence of tax - Income exempted from tax.

UNIT- II TAXATION ON SALARY

6 Hours

Meaning of salary - Basis of charge of salary income - Different forms of salary - Different forms of allowances – Perquisites - Permissible deductions from salary income-tax: Treatment of provident fund and approved super annotation fund - Special tax treatment of salary income of nonresident technicians - Deduction under section-80C – FBT – Simple new income tax sales – Problems under head salary.

UNIT- III INCOME FROM HOUSE PROPERTY

6 Hours

Basis of charge - Property income not charge to tax - Basis of computing income from let out house property - Computing income from self-occupied property - Profits and gains of business or profession: Chargeable incomes - Expenses expressly allowed as deduction - General deductions - Expenses specifically disallowed - Computation of taxable income as profit and gain from business or profession – simple problems – TCS – TDS – ITR forms.

UNIT- IV INTRODUCTION TO GST

6 Hours

Objectives of GST - Salient Features of GST - Proposed benefit of GST - Concerns regarding GST - Types of GST (CGST, SGST, IGST, UTGST) - Format of Tax Invoice - Registration of GST – Reverse charge mechanism (RCM) Input tax credit.

UNIT -V GST APPLICATIONS AND RECENT TRENDS IN TAXATION

6 Hours

Exemptions in GST- Input Tax Credit and Blocked Credit - Reversal of payments - Levy and collection of GST - Concept of supply under GST - Scope of supply- Composite and mixed supply - Time and value of supply - Digital taxation - E-invoicing - Steps in generation of IRN number - Introduction to international taxation - Transfer pricing – OECD - Double taxation -Tax avoidance.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books :

1. Dr. H.C.Mehrotraand S.P.Goyal, Income Tax Law and Practice, Publisher, SahityaBhawan Publications, edition 30 , ISBN-13: 9788172881481 India
2. Singhanian, Vinod, Direct Taxes – Law and Practice, Taxmann Publications. edition August 2014 ISBN 9789350715765
3. Income tax law and practice Margam publication, Edition 2014-15 ISBN : 9350715093
4. V.S Datey – GST Ready Reckoner Taxman,,s Publication 16th Edition 2021



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E019	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concepts, principles, and significance of investment analysis and portfolio management.						
2. To analyze various investment avenues, financial securities, and market conditions for investment decisions.						
3. To apply investment analysis techniques for security valuation and portfolio construction.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and importance of investment analysis and portfolio management.					
CO2	Analyze financial securities, investment alternatives, and market trends for informed investment decisions.					
CO3	Apply investment analysis techniques and portfolio management strategies for security selection.					
CO4	Evaluate portfolio performance, risk-return trade-offs, and investment outcomes using financial models and analytical tools.					
CO5	Develop investment and portfolio management plans to achieve financial objectives and optimize portfolio performance.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	1	3	2	1	2	1	3
	CO2	3	1	3	2	3	1	2
	CO3	2	3	1	3	1	3	1
	CO4	3	2	3	1	1	2	3
	CO5	1	3	2	1	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E019

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

UNIT -I INVESTMENT SETTING

6 Hours

Concepts of investment – Sources of investment information – Characteristics and objectives of Investment - Investment instruments - Investment cycle - Concept of total risk - Factors contributing to total risk: default risk, Interest rate risk, Market risk, Management risk, Purchasing power risk. Bond and fixed income instruments valuation – Valuation of equity and preference shares – Recent trends in investment avenues.

UNIT- II SECURITIES MARKETS

6 Hours

Financial Market - Segments – Types - - Participants in financial Market – Regulatory Environment - Primary Market – Methods of floating new issues - Book building – Role of primary market – Regulation of primary market - Stock exchanges in India – Trading system in stock exchanges – SEBI guidelines related to stock exchange in India – capital market transactions.

UNIT- III FUNDAMENTAL AND TECHNICAL ANALYSIS

6 Hours

Concept of intrinsic value - Objectives and beliefs of fundamental analysis - Economy - Industry company framework - Economic analysis and forecasting - Technical analysis: Points and figures chart, Bar chart, RSA, RSI, Moving average analysis, MACD, Japanese Candlesticks. Utility analysis - Recent analysis method.

UNIT- IV EFFICIENT MARKET HYPOTHESIS

6 Hours

Efficient Market Hypothesis - Market mechanism - Testable hypothesis about market efficiency - Implications of efficiency market - Hypothesis for security analysis and portfolio Management.

UNIT- V PORTFOLIO MANAGEMENT

6 Hours

Portfolio analysis – Portfolio selection – Capital asset pricing model – Portfolio revision – Portfolio evaluation – Mutual Funds - Recent trends and its advantages – portfolio Diversification.

TOTAL NO. OF PERIODS: 30 HOURS

References Books:

1. Frank K. Reilly, Keith C. Brown, (2012), Investment Analysis and Portfolio Management,
2. 10th Edition, Cengage Learning. Herbert B. Mayo, (2017), Investments – An introduction, 12th Edition, Cengage Learning
3. Security Analysis and Portfolio Management, Cengage Learning. Prasanna Chandra, (2017), Investment Analysis and Portfolio Management, 5th edition, McGraw Hill
4. Security analysis and portfolio management – author: Sudhindra Bhat; Produced and printed – Excel books Pvt-Ltd



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

SPECIALIZATION - HUMAN RESOURCE MANAGEMENT



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E020	TALENT ACQUISITION MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. The objective of this course is designed to create symbiotic relationship between talent and organization to accelerate Performance improvements 2. To institute talent management system that ensures identification, management, development of talent portfolio 3. To understand the ROI system and able to perform competency mapping and 4. To know the SWOT analysis of organization.						
COURSE OUTCOMES (COs)						
CO1	Understand the concept of talent management and its basics and identify talents.					
CO2	Use of talent management strategies to result in organization’s performance.					
CO3	Framing strategies to acquire skills and knowledge to build effective talents within an organization.					
CO4	Use of talent management information system to identify the challenges and nurturing talent in a company.					
CO5	Capable of evaluating talents and executing competency mapping and use it for framing HR strategies.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	2	3		2	2
	CO2	3	3	3		3	3	2
	CO3	2	3	3	2	3	3	2
	CO4	2	3	3	3	3	3	2
	CO5	3	3	3	3	3	3	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E020

TALENT ACQUISITION MANAGEMENT

UNIT- I INTRODUCTION

6 Hours

Talent Management: Definition – Elements – Process – Focus - Employer branding - Talent management in global level - TMS as engine for new economy - Difference between talent and knowledge workers.

UNIT- II TMS and PMS

6 Hours

Talent Management System - Element and benefits of Talent Management system - Building blocks - Recruitment processes - Development strategies on Career planning - Retention of talent workers - Performance Management System (PMS) and Reward Mechanism.

UNIT -III TALENT PLANNING

6 Hours

Talent Planning - Succession management process - Cross functional capabilities an fusion of talent - Talent development budget - Value driven cost structure - Contingency plan for talent - Building a reservoir of talent - Leadership coaching.

UNIT- IV RETURNS ON TALENT

6 Hours

Return on talent: ROT measurements - Optimizing investment in talent - Integrating compensation with talent management - Developing talent management information system - Challenges of identifying and nurturing talent in a company.

UNIT - V COMPETENCY MAPPING

6 Hours

Concept - Techniques used for competency mapping - Competency models - Evaluating talent management strengths and weaknesses - Developing an integrated talent management strategy - Challenges faced in talent management - Employee retention and attrition.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Berger, Lance A and Dorothy Berger (Eds) *The Talent management Handover*, Tata McGraw Hill New Delhi 2 edition (1 January 2011) ISBN-10: 007173905X ISBN-13: 978-0071739054
2. Chowdhary, SubnitThe Talent Era, *Financial Times/Prentice*, Hall International. (September 2003) ISBN 10: 0273662694 ISBN-13: 978-0273662693
3. Management 21C; *Financial Times* Prentice Hall, Edition 2000. ISBN 978-0273639633
4. Sanghi, Seema, *The Handbook of Competency mapping*, Response Books, New Delhi. Second Edition (1 October 2007) ISBN-10: 0761935983 ISBN-13: 978-0761935988
5. Toni Hodges De Tuner,Lynn Schmidt *Integrated Talent Management Score Card* ASTD Press Edition (January 13, 2014) ISBN: 1562868659



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E021	STRATEGIC WORKPLACE MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. Developing skills in managing human resources, employee relations, and HR functions strategically.						
2. Enhancing knowledge of organizational culture, workforce management, and HR-driven business performance.						
3. To understand the organizational culture.						
COURSE OUTCOMES (COs)						
CO1	Manage collective bargaining processes and resolve employee grievances effectively in organizations.					
CO2	Adoption of technology in very functions of human resource management.					
CO3	Evaluating performance based evaluation and creating returns based on performance.					
CO4	Apply modern technologies and digital practices in various human resource management functions.					
CO5	Handling collective bargaining and resolving grievances.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	2	3	2	3	2
	CO2	2	3	3	2	2	3	3
	CO3	3	3	2	2	3	3	2
	CO4	2	2	3	3	2	3	2
	CO5	3	2	3	2	3	3	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E021

STRATEGIC WORKPLACE MANAGEMENT

UNIT – I INTRODUCTION

6 Hours

Introduction to Strategic HRM in the digital era – Definition - Evolution Need and Importance - Introduction to business and corporate strategies - Integrating HR strategies with business strategies - Strategic workforce planning with AI - Developing HR plans and policies.

UNIT – II TALENT ACQUISITION AND DIGITAL HR

6 Hours

e- Employee profile – AI Driven Recruitment and E-Selection – Virtual learning and orientation – e -training and development – e-Performance management – Issues in employee privacy – Employee surveys online.

UNIT – III PERFORMANCE AND REWARDS STRATEGY

6 Hours

Meaning - Concept - Defining key result areas (KRA) - Result based performance - Linking performance to pay - Merit based promotions - Reward and Compensation Strategies - Performance and Skill based pay - Team based pay broad banding - Profit sharing, Total Rewards Strategy – Pay equity, transparency and gig worker compensation.

UNIT – IV RETRENCHMENT STRATEGIES

6 Hours

Retrenchment strategies – Downsizing - Voluntary Retirement Schemes (VRS) - HR outsourcing - Early retirement plans - Project based employment - Retention and retraining - Exit interview.

UNIT – V GLOBAL HRM AND FUTURE OF WORK

6 Hours

Strategies for dealing with unions - Role of unions – Strategic collective bargaining – CB process - Grievance handling process - Global HR strategies - Introduction to global HR strategies - Developing HR as a value added function.- Future of Work: Gen AI, Human AI collaboration- Re-inventing talent acquisition (only for discussion).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Mello, Jeffrey A., *Strategic Human Resource Management*, engage Learning. '004 edition (January 1, 2014)
2. Agarwala, Tanuja, *Strategic Human Resource Management*, Oxford University Press, New Delhi.) ISBN-10: 0195683595 ISBN-13: 978-0195683592
3. Dreher, George and Thomas Dougherty, *Human resource Strategy*, Tata McGraw Hill edition 1st ISBN-13: 978-0256211894 ISBN-10: 0256211892
4. Charles Greer, *Strategic HRM* – Pearson education Asia, New Delhi edition 19 APR 2004
5. Michael Armstrong, *Strategic HRM* - Kogan page, London 5 edition (3 August 2011) ISBN-10: 0749463945 ISBN-13: 978-074946394



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E022	WORKPLACE AND WELFARE MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES - Enhancing awareness of worker participation in management and industrial harmony practices. - Gaining knowledge of statutory and non-statutory labour welfare measures for employee well-being. - To encourage workers to participate in decision making.						
COURSE OUTCOMES (COs)						
CO1	Performing role of industrial relations linking socio-economic position;					
CO2	Recognizing the unions and its effective use for organizations efficiency.					
CO3	Capacity to negotiate and believe in collective bargaining for better industrial relationship;					
CO4	Identify and implement suitable labour welfare measures for employee satisfaction and organizational effectiveness.					
CO5	Encourage worker participation in management practices for improving industrial harmony and business performance.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	3	2	2	3	3	2
	CO2	3	2	3	2	2	3	3
	CO3	3	3	2	3	2	3	2
	CO4	2	2	3	3	3	3	2
	CO5	3	2	3	2	3	3	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval				Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E022

WORKPLACE AND WELFARE MANAGEMENT

UNIT – I INTRODUCTION

6 Hours

Meaning, Scope, Concept and Significance of Industrial Relations(IR) Systems – Structure of IR dept. – Role of IR officer – Industrial Relations and the emerging Socio-economic scenario – Causes for poor IR – IR approaches. – Evolution of IR in India.

UNIT – II TRADE UNIONS

6 Hours

Future of Trade Unions - Role, Types, Origin, Structure Theory Trade Union and Employees - Trade Union and the Management – Code of Discipline and Code of Conduct –Grievance management – Misconduct – Discipline, Forms of indiscipline – Punishments – Trade Union Act.

UNIT- III NEGOTIATION AND COLLECTIVE BARGAINING

6 Hours

Negotiation – Conciliation – Arbitration - Adjudication – Collective – Settlements –Collective bargaining – Objectives – Process – Collective Bargaining and Settlements – ILO – Aim and Role in Promoting Industrial Peace – Industrial Dispute Act.

UNIT- IV LABOUR WELFARE

6 Hours

Meaning and Scope – principles and Theories – Classifications, Concepts and Growth of Labour Welfare in India – Role, Responsibilities and Duties of Welfare officer – Occupational safety, health and working conditions – Recommendations of National Commission on Labour – Factories Act.

UNIT -V WORKERS PARTICIPATION MANAGEMENT

6 Hours

Meaning - Levels of Participation –Growth– Models – Objectives – Joint Management Council–Stages of Participative Management – Evaluation – government policies.

(Current topics and ethical practices in HR management will be discussed and not for examination.)

TOTAL NO. OF PERIODS: 30 Hours

Reference Books:

1. K. Aswathappa, *Human Resource Management: Text and Cases*, 9th Edition, McGraw Hill Education, 2021.
2. Gary Dessler, *Human Resource Management*, 17th Edition, Pearson Education, 2023.
3. Raymond A. Noe, John R. Hollenbeck, Barry Gerhart and Patrick M. Wright, *Human Resource Management: Gaining a Competitive Advantage*, 13th Edition, McGraw Hill Education, 2022.
4. P. Subba Rao, *Essentials of Human Resource Management and Industrial Relations*, 6th Edition, Himalaya Publishing House, 2020.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E023	ORGANIZATIONAL GROWTH AND DEVELOPMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES 1. To have an understanding of how to improve an organizations capability through various methods; 2 Gaining awareness of organizational change processes and cultural transformation strategies for sustainable development. 3. To have knowledge about the planned process of change in organizational culture.						
COURSE OUTCOMES (COs)						
CO1	Apply human resource interventions and development strategies for organizational improvement.					
CO2	Evaluate ethical practices and organizational interventions for sustainable organizational development.					
CO3	Develop technical know-how of restructuring and re-engineering for bringing phased changes for OD.					
CO4	Being ethical and brining industrialized interventions for OD.					
CO5	Establishing learning dynamics and establishing learning organization.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	1	2	3	3	2
	CO2	2	3	2	1	2	3	1
	CO3	1	2	3	2	1	2	3
	CO4	2	1	2	3	3	1	2
	CO5	3	2	1	3	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E023

ORGANIZATIONAL GROWTH AND DEVELOPMENT

UNIT – I INTRODUCTION

6 Hours

Introduction to organizational development - Growth and relevance of OD - Diagnoses for OD - Foundations process of OD - Approaches to OD.

UNIT – II ORGANIZATIONAL BEHAVIOUR

6 Hours

Designing OD Interventions - Characteristics of OD Interventions - Overview of types of Interventions - Interpersonal and Group Process Approaches - Organization process approaches - HRM interventions - Performance management - Career planning and development interventions.

UNIT – III RESTRUCTURING AND REENGINEERING

6 Hours

Techno Structural Interventions: Restructuring Organization, Reengineering, Employee Involvement, Work Design and Redesign. Strategic interventions – Organization and environment relationships - Organization transformation: Planning, Implementing Change, Levin's three phases of planned change.

UNIT – IV ORGANIZATION DESIGN

6 Hours

Organization culture: Sociological perspective - Socialization processes - Effectiveness of OD Interventions - Evaluation and institutionalization of OD interventions – Importance, Process and Difficulties involved - Client relationships - Ethical issues in OD.

UNIT – V ORGANIZATIONAL EFFECTIVENESS

6 Hours

Learning Organization and Organizational Effectiveness - Significance of learning organization to organizational effectiveness - Establishing learning dynamics in organizations - Building a learning organization.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Cameron, K. S., & Quinn, R. E. (2022). *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework* (4th Ed.). Wiley.
2. Cummings, T. G., & Worley, C. G. (2021). *Organization Development and Change* (11th Ed.). Cengage Learning.
3. Jones, G. R. (2020). *Organizational Theory, Design, and Change* (8th Ed.). Pearson.
4. Daft, R. L. (2020). *Organization Theory and Design* (13th Ed.). Cengage Learning.
5. French, W. L., Bell, C. H., & Zawacki, R. A. (2019). *Organization Development and Transformation*. McGraw Hill.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E024	PROFESSIONAL LEARNING AND DEVELOPMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. Understanding the concepts, importance, and practices of training and development in organizations.						
2. To identify the training needs of employees and provide suitable training at the appropriate time.						
COURSE OUTCOMES (COs)						
CO1	Administering training activities of an organization.					
CO2	Capable of performing training need assessment by analyzing competencies.					
CO3	Analyze employee competencies and conduct training need assessments for workforce improvement.					
CO4	Able to plan a training programme based on the nature of job, number of trainees, infrastructure, environmental factors and choosing the venue and trainer suitably.					
CO5	Apply modern technologies and digital tools to improve training effectiveness and organizational learning practices.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	1	2	2	1	3	2
	CO2	2	3	1	2	2	3	1
	CO3	1	2	3	1	3	2	3
	CO4	2	1	3	3	2	1	2
	CO5	3	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E024

PROFESSIONAL LEARNING AND DEVELOPMENT

UNIT- I INTRODUCTION

6 Hours

Introduction to Training - Need for training and development - Importance of training and development - Assessment phase - Training and development phase - Evaluation phase - Training administration.

UNIT – II NEED ASSESSMENT AND ANALYSIS

6 Hours

Organizational support for Need assessment - Steps in need assessment - Difference between need analysis and need assessment - Organizational analysis - Task analysis - Competency model.

UNIT – III LEARNING ENVIRONMENT

6 Hours

Learning theories - Learning styles - Stages of learning - Learning principles - Learning organization and challenges - Motivation to learn - Instructional emphasis for learning outcomes.

UNIT – IV TRANSFER OF TRAINING

6 Hours

Considerations in designing effective training programs - Training design - Work environment characteristics - Organizational environment characteristics - Encourage transfer - Various training methods - Role of trainers - Qualities of good trainers.

UNIT –V TRAINING METHODS

6 Hours

Presentation methods - E-learning and Use of technology in training: Technology's influence on training - Developing effective online learning - Blended learning - Simulations - Mobile technology and Training methods. Recent trends in training and development for discussion only.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Employee Training and Development, 4th Edition by Noe, Raymond A., Publisher: Irwin/McGraw Hill
2. B.TaylorandG.Lippitt: Management Development And Training Handbook.
3. William E.Blank, Handbook For Developing Competency-Based Training Programmes, Prentice-Hall, New Jersey
4. David A.DeCenzoand Stephen P.Robbins: Fundamentals Of Human Resource Management
5. Management of Human Resources, Dr. A. K Saini and Sanjay Kumar Pathak, Publisher: Gullybaba Publishing



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E025	STRESS AND WELLNESS MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To improve one's personal knowledge of the holistic management of stress;						
2. To Increase awareness about the impact of mental and physical wellbeing;						
3. To motivate students to assume a greater sense of personal responsibility;						
COURSE OUTCOMES (COs)						
CO1	Understand the basic principles of stress management and framing strategies to cope up with stress.					
CO2	Recognizing stress triggers and building capacity to cope with stress.					
CO3	Applying apt leadership style to reduce stress of subordinates.					
CO4	Executing “coaching” and “counselling” and appropriately used to reduce stress.					
CO5	Applying various approaches to reduce stress by self-development with the assistance of counsellors.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	1	3	2	1	3	2
	CO2	3	2	1	1	2	3	1
	CO3	1	3	2	2	3	2	3
	CO4	2	1	3	3	2	1	2
	CO5	3	2	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E025

STRESS AND WELLNESS MANAGEMENT

UNIT – I INTRODUCTION

6 Hours

Meaning and Definition - Sources of stress - Nature of stress - Approaches to stress - Good stress Vs. bad stress – Consequence of stress - Burnout - Symptoms of burnout - Stress versus burnout - Model of stress - Strategies for coping stress individual and organizational strategies.

UNIT – II VARIOUS LINKAGES AND ASSESMENT OF STRESS

6 Hours

Stress and personality - Stress and motivation - Verbal and non-verbal indications of stress - Assessment of stress - General sources of stress - Stress and health - Physiological and psychological illness. Stress management: Stress diary - Adopting a healthy life style - Right attitude.

UNIT – III STRESS AND LEADERSHIP STYLE

6 Hours

Stress and management of change - Stress and conflict - Leadership styles in stressful and non-stressful situations - Organization and stress management - Recognize the signs - Approaches to the problem - Providers assistance: Time Management.

UNIT – IV COUNSELLING INTERVENTION

6 Hours

Career plateau - Types of career plateau - Managing the plateau - Crisis management: meaning - Managing crisis - Crisis management decision making.

UNIT – V TRAINING COUNSELLORS

6 Hours

Creativity - Process of creativity - Barriers – Developing creativity - Brain strategy - Humor at work -team - self-development - Principles of self-development - Ways to develop positive mental attitudes – Meditation for peace – Yoga for life problems - Counseling and stress management

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Richard S. Lazarus and Susan Folkman, *Stress, Appraisal, and Coping*, 2nd Edition, Springer Publishing, 2020.
2. Cary L. Cooper and James Campbell Quick, *The Handbook of Stress and Health*, 2nd Edition, Wiley-Blackwell, 2017.
3. Jerrold S. Greenberg, *Comprehensive Stress Management*, 15th Edition, McGraw Hill Education, 2021.
4. Edward A. Charlesworth and Ronald G. Nathan, *Stress Management: A Comprehensive Guide to Wellness*, 2nd Edition, Routledge, 2020.
5. Kathleen Kendall-Tackett, *The Stress Response in the Modern World*, 2nd Edition, Routledge, 2021.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E026	PERFORMANCE AND PRODUCTIVITY MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To equip the students with comprehensive knowledge and practical skills to improve their ability to perform effectively towards organizational goal and 2. To facilitate students to have broad understanding about performance management system and also explore the key elements of effective performance management in organizations.						
COURSE OUTCOMES (COs)						
CO1	Knowledge about performance management and its importance.					
CO2	Create a performance appraisal system and that could be assessed periodically.					
CO3	Complete knowledge about performance management theories and make assessment to use it for organizational development.					
CO4	Executing performance management and taking action relating to its successor activities.					
CO5	Performing the roles of PM manager and carrying mapping of performance management strategies with that of the business strategies.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	3	1	2	1	3	2
	CO2	3	1	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	2	1	3	3	2	1	2
	CO5	3	2	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E026

PERFORMANCE AND PRODUCTIVITY MANAGEMENT

UNIT- I INTRODUCTION

6 Hours

Overview of performance - Performance appraisal - Performance Evaluation - Performance Management – Background – Foundations - Conceptual framework - Critiques of performance management -Need and importance of performance management in organization.

UNIT- II PERFORMANCE MANAGEMENT SYSTEM

6 Hours

Practice of performance management – PMS - Managing performance management - Managing under-performance - Performance management processes: Goal setting – Feedback - 360-degree feedback - Performance reviews - Analyzing and assessing performance - Coaching.

UNIT- III PERFORMANCE MANAGEMENT MODEL

6 Hours

Performance management in action - Performance management surveys - Performance management models - The impact of performance management on an organization.

UNIT- IV APPLICATIONS OF PERFORMANCE MANAGEMENT

6 Hours

Applications of performance management - Managing organizational performance - Managing team Performance - Performance management and learning - Performance management and rewards - Competency mapping and assessment techniques.

UNIT- V DEVELOPING PERFORMANCE MANAGEMENT

6 Hours

Developing and maintaining performance management - Role of line managers - Evaluating performance management - Performance development strategy - Mapping business strategies with performance management strategies - Challenges of managing performance.

TOTAL NO. OF PERIODS: 30 Hours

Reference Books:

1. Armstrong, M., & Taylor, S. (2023). *Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance* (7th Ed.). Kogan Page.
2. Aguinis, H. (2022). *Performance Management* (4th Ed.). Chicago Business Press.
3. Dessler, G. (2020). *Human Resource Management* (16th Ed.). Pearson.
4. Armstrong, M. (2020). *Armstrong's Handbook of Human Resource Management Practice* (15th Ed.). Kogan Page.
5. Wibowo, A. (2019). *Performance Management and Productivity Improvement*. Rajagraha Persada.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26 E027	CORPORATE ETHICS AND GOVERNANCE	L	T/S Lr	P/R	C	TY/Lb/ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES 1. To make students understand the importance of efficient Management; 2. To impart knowledge about transparency, account ability and security and 3. To learn professional competence.						
COURSE OUTCOMES (COs)						
CO1	Through understanding of corporate governance and ensuring compliance					
CO2	Evaluate internal audit systems and compliance mechanisms for effective organizational control.					
CO3	Examine the roles and responsibilities of board members in maintaining effective corporate governance.					
CO4	Analyze governance issues and apply suitable measures to manage corporate malpractices and mal-governance.					
CO5	Assess the functions and responsibilities of chairpersons and governing boards in organizational governance practices.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	3	1	2	1	3	2
	CO2	3	1	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	2	1	3	3	2	1	2
	CO5	3	2	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval				Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E027

CORPORATE ETHICS AND GOVERNANCE

UNIT – I CORPORATE GOVERNANCE

6 Hours

Meaning – Nature and Evolution of corporate governance - Need – Objectives – Corporate governance models – Features consequences of mis-governance – Need for voluntary compliance beyond regulations – Sustainability and corporate governance.

UNIT – II GOVERNANCE DEFICIT IN CORPORATES

6 Hours

Principal - Agent Problem - Major controlling interest and mal-governance for personal gain or corporate window-dressing - Creative accounting - Corporate scandals: Types and examples.

UNIT – III REGULATION

6 Hours

Legal environment – General - Codes and guidelines - Parties to corporate governance - Ownership structures and elements - Family ownership and Institutional investors - Mechanisms and controls: Internal measures - Monitoring the board - Internal checks and audit.

UNIT - IV BOARD OF DIRECTORS

6 Hours

Composition of the Board – Board structure – Building responsive boards - Selection of members of the board – Duties and Responsibilities of the board – Functions – Management of the board – Ethical and professional standards of individual directors - Governance and role of different types of directors.

UNIT – V CHAIRMAN OF THE BOARD AND BOARD EFFICIENCY

6 Hours

Functions and Responsibilities of Chairman of the Corporation - Various Committees on Corporate Governance – Clause 49 of Listing Agreement – Features - CEO Responsibilities – Role of SEBI in Corporate Governance – Audit committees – Functions. (Recent trends in corporate governance for discussion.).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Gopalswamy. N, Corporate Governance, The New Paradigm, Wheeler Publishers, 2005
2. Monks, Robert. A.G., Corporate Governance, Blackwell Publishing Company, 2003.
3. Corporate Governance, ICSI Publication, Lodi Road, New Delhi.
4. Corporate Governance, Ethics and sustainable Development, ICSI Course Material.
5. Balachandran and Chandra sekaran, Corporate Governance and Social Responsibilities, Prentice Hall of India, 2010
6. Singh S, Corporate Governance, Excel Books, 2006 Walter Effross, Corporate Governance: Principles and Practices, Aspen, 2009.



Dr. M.G.R.
EDUCATIONAL AND RESEARCH INSTITUTE
DEEMED TO BE UNIVERSITY



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

SPECIALIZATION - INFORMATION SYSTEMS



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E028	BIG DATA TECHNOLOGY MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concepts, characteristics, and significance of Big Data technologies in modern organizations.						
2. To analyze Big Data architectures, tools, and techniques used for managing large volumes of business data						
3. To apply Big Data technologies for data-driven decision-making and organizational performance improvement.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, characteristics, and importance of Big Data Technology Management.					
CO2	Analyze Big Data sources, architectures, and analytical techniques for business applications.					
CO3	Apply Big Data tools and technologies for data management, processing, and decision-making.					
CO4	Evaluate Big Data analytics solutions and their effectiveness in addressing organizational challenges.					
CO5	Develop Big Data management strategies to support business intelligence and strategic decision-making.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	1	2	3	1	3	2	1
	CO2	2	3	1	3	1	2	3
	CO3	3	1	2	1	2	1	2
	CO4	1	3	2	2	1	3	1
	CO5	2	1	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval				Meeting of Academic Council 2026			



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E028

BIG DATA TECHNOLOGY MANAGEMENT

UNIT – I INTRODUCTION TO BIG DATA

6 Hours

Introduction – Big Data and its importance, Seven Vs. Drivers for Big data, Big data analytics, Big data applications. Algorithms using map reduce-Challenges of Conventional Systems - Intelligent data analysis – Analytic Processes and Tools - Analysis vs. reporting.

UNIT – II MINING DATA STREAMS

6 Hours

Introduction to Streams Concepts – Stream Data Model and Architecture - Stream Computing - Sampling Data in a Stream – Filtering Streams – Estimating Moments – Counting Oneness in a Window – Decaying Window - Real time Analytics Platform(RTAP) Applications.

UNIT – III HADOOP ARCHITECTURE

6 Hours

Big Data – Apache Hadoop – Moving Data in and out of Hadoop – Understanding inputs and outputs of Map Reduce - Data Serialization, Hadoop Architecture, Hadoop Storage: HDFS, Anatomy of File Write and Read. Name Node, Secondary Name Node, and Data Node, Hadoop Map Reduce Para diagram.

UNIT – IV HADOOP ECOSYSTEM AND YARN

6 Hours

Hadoop ecosystem components - Schedulers - Fair and Capacity, Hadoop 2.0 New Features Name Node High Availability, HDFS Federation.

UNIT – V HIVE AND HIVEQL, HBASE

6 Hours

Hive Architecture and Installation, Comparison with Traditional Database, HiveQL – Querying Data - Sorting and Aggregating, Map Reduce Scripts, Joins and Subqueries.

TOTAL NO OF PERIODS: 30 HOURS

Reference Books:

1. Viktor Mayer-Schönberger & Kenneth Cukier (2023). *Big Data: A Revolution That Will Transform How We Live, Work, and Think* (Updated Ed.). John Murray Press.
2. Anand Rajaraman & Jeffrey David Ullman (2022). *Mining of Massive Datasets* (3rd Ed.). Cambridge University Press.
3. Viktor Mayer-Schönberger & Kenneth Cukier (2020). *Big Data: A Revolution That Will Transform How We Live, Work, and Think*. Houghton Mifflin Harcourt.
4. Thomas H. Davenport (2019). *Big Data at Work: Dispelling the Myths, Uncovering the Opportunities*. Harvard Business Review Press.
5. Evelyn Hunt (2019). *Big Data Analytics*. Wiley India.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E029	DATABASE AND INFORMATION MANAGEMENT SYSTEM	L	T/S Lr	P/R	C	Ty/Lb/ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVE						
1. To understand the concepts, principles, and importance of database and information management systems in organizations. 2. To analyze database structures, data models, and information systems used for business operations. 3. To apply database management techniques for data storage, retrieval, and decision support.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and significance of database and information management systems.					
CO2	Analyze database structures, data models, and information system components for business applications.					
CO3	Apply database management techniques and information systems tools for efficient data handling.					
CO4	Evaluate database performance, information management practices, and system effectiveness using appropriate methods.					
CO5	Develop database and information management solutions to support organizational objectives and business intelligence.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	1	3	1	1	2	1
	CO2	1	2	1	3	1	2	3
	CO3	3	1	2	1	2	1	2
	CO4	2	3	1	2	1	3	1
	CO5	1	1	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E029

DATABASE AND INFORMATION MANAGEMENT SYSTEM

UNIT-I INTRODUCTION:

6 Hours

Introduction – Data Models – Database languages – Transaction – Storage management – Database administrator – Users – overall system structure – Entity – Relationship Model – Basic concepts – Mapping constraints – keys – E - R Diagram

UNIT-II RELATIONAL DATA MODEL

6 Hours

Integrity constraints – Domain constraints – referential integrity – assertions – triggers – functional dependencies – relational database design – decomposition – normalization using functional, multi valued, Join dependencies– Domain – Key Normal form

UNIT-III INTRODUCTION ON SQL

6 Hours

Introduction - Relational Model – structure – relational algebra – extended operations – Modifications on a database – views – SQL – basic structure – set operations – aggregate functions – Nested Sub queries – derived relations, views.

UNIT-IV TRANSACTION PROCESSING CONCEPT

6 Hours

Transaction system - serializability - Testing of serializability - Serializability of schedules - Conflict and view serializable schedule – Recoverability - Backup - Recovery from transaction failures - Log based recovery – Checkpoints - Deadlock handling - Concurrency control

UNIT-V RECENT TRENDS IN DATABASE MANAGEMENT SYSTEMS

6 Hours

Centralized and Client - Server Architectures - Distributed Databases – Object oriented database - Spatial and Temporal Databases - Decision Support Systems - Data Analysis - Data Mining and Warehousing - Data visualization - Mobile databases - Spatial and geographical databases - Web and Mobile databases

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Navathe E - Fundamentals of Database Systems (Pearson Education,)
2. Majumdar and Bhattacharya - Database Management System (Tata McGraw Hill)
3. Chakrabarti- Advance Database Management System (Wiley Dreamtech)
4. Beynon -Davies P- Database Systems (Palgrave)
5. Karthikeyan-Understanding Database Management System (Acme Learning)



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E030	DECISION SUPPORT AND CONTROL SYSTEM	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To understand the concepts, principles, and significance of decision support and control systems in organizations.
2. To analyze decision-making processes and the role of information systems in managerial control.
3. To apply decision support tools and techniques for solving business problems and improving performance.

COURSE OUTCOMES (COs)

CO1	Explain the concepts, principles, and importance of decision support and control systems.
CO2	Analyze organizational decision-making processes and the role of information systems in managerial control.
CO3	Apply decision support tools, models, and techniques to solve business problems and support management decisions.
CO4	Evaluate decision support systems and control mechanisms for effectiveness, efficiency, and organizational performance.
CO5	Develop decision support and control system solutions that enhance business intelligence and strategic decision-making.

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	1	3	2	1	3	2	1
	CO2	2	1	3	3	1	2	3
	CO3	3	2	1	1	2	1	2
	CO4	1	3	2	2	1	3	1
	CO5	2	1	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E030

DECISION SUPPORT AND CONTROL SYSTEM

UNIT –I INTRODUCTION

6 Hours

Introduction: Decision concept – Steps in decision – Decision Support System – Components – Characteristics – Classifications and Applications.

UNIT- II MODEL MANAGEMENT MODEL

6 Hours

Model Management: Modeling Process – Types of Models – Optimization – Simulation – Heuristic and Descriptive – Predictive Model Base – Modeling Languages – Model Directory, Model Base Management System – Model Execution, Integration and Command Processing – Model Packages.

UNIT- III DATA MANAGEMENT SYSTEM

6 Hours

Data Management System: Data Base – Sources of Data – Data Directory – Data Structure and Data Base Languages – Query Facility – Data Management System – DBMS as DSS Development Tool.

UNIT- IV DIALOG MANAGEMENT

6 Hours

Dialog Management: User Interface – Graphics – Multimedia – Visual Interactive Modeling – Natural language processing – Speech Recognition and Understanding – Issues in User interface.

UNIT –V DEVELOPMENT OF DECISION SUPPORT SYSTEM

6 Hours

Development of Decision Support System: Development Process – Software and Hardware; Data Acquisition – Model Acquisition – Dialog development – Integration – Testing and Validation – Training and Implementation.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Sharda, R., Delen, D., & Turban, E. (2023). *Decision Support and Business Intelligence Systems* (11th Ed.). Pearson.
2. Power, D. J. (2021). *Decision Support Systems: Concepts and Resources for Managers* (2nd Ed.). Greenwood Publishing.
3. Laube, T., & Schubert, P. (2020). *Management Control Systems and Decision Making*. Springer.
4. Shim, J. P., Warkentin, M., Courtney, J. F., Power, D. J., Sharda, R., & Carlsson, C. (2019). *Past, Present, and Future of Decision Support Technology*. Routledge.
5. Mallach, E. G. (2019). *Decision Support and Data Warehouse Systems*. McGraw Hill.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E031	SYSTEMS ANALYSIS AND DEVELOPMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES 1. To understand the concepts, principles, and methodologies of systems analysis and development. 2. To analyze organizational requirements and information systems for effective system development. 3. To apply system development life cycle (SDLC) techniques and tools in business applications.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and importance of systems analysis and development.					
CO2	Analyze business requirements, system specifications, and information needs for system development.					
CO3	Apply systems analysis and development methodologies, tools, and techniques to create effective information systems.					
CO4	Evaluate system feasibility, development alternatives, implementation processes, and system performance.					
CO5	Develop information system solutions that improve organizational efficiency and support strategic decision-making.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	1	3	2	3	2	1
	CO2	1	2	1	3	1	2	3
	CO3	3	1	2	1	2	1	2
	CO4	1	3	1	2	2	3	1
	CO5	2	1	3	2	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E031

SYSTEMS ANALYSIS AND DEVELOPMENT

UNIT – I INTRODUCTION TO SYSTEM AND APPROACHES

6 Hours

Introduction to System: System Analysis Fundamentals - System analysis and design - Need for system analysis and Design - Role of the system analyst - System development strategies Structured approach - Information Engineering Approach - Object Oriented Approach.

UNIT – II SYSTEMS ANALYSIS

6 Hours

Systems Analysis - Gathering Information – Discovery – Feasibility - Economics technical operational – Schedule – Analysis - Cost Benefit Analysis - Risk Analysis - System Proposal.

UNIT – III FINDING TECHNIQUES AND SYSTEM ANALYSIS TASK

6 Hours

Finding - Review and Selection Fact-Finding Techniques: Interview, Questionnaire, Record Review. Investing system requirement - Data Modeling and Analysis - Process Modeling - Logic Modeling - Conceptual Modeling - Alternative Design Strategy - Distributed data Modeling.

UNIT – IV SYSTEM DESIGNING DATA BASES

6 Hours

The Essentials of Design Designing Effective output: Objectives - Types of Output - Method. of Systems Design - Application Architecture and Modeling - Forms and Reports - Interfaces and Dialog - Logical data modeling - Designing relational data bases - User interface design -Designing distributed systems.

UNIT – V IMPLEMENTATION AND SUPPORT

6 Hours

Systems construction and Implementation – Maintenance - Systems Operations and Support -Object Oriented Analysis and Design - Rapid Application development – Documentation -Training and Support.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Satzinger, J. W., Jackson, R. B., & Burd, S. D. (2021). *Systems Analysis and Design in a Changing World* (8th Ed.). Cengage Learning.
2. Kendall, K. E., & Kendall, J. E. (2020). *Systems Analysis and Design* (10th Ed.). Pearson.
3. Dennis, A., Wixom, B. H., & Tegarden, D. (2019). *Systems Analysis and Design: An Object-Oriented Approach with UML* (6th Ed.). Wiley.
4. Shelly, G. B., & Rosenblatt, H. J. (2018). *Systems Analysis and Design* (10th Ed.). Cengage Learning.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E032	ARTIFICIAL INTELLIGENCE IN BUSINESS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVESF 1. To understand the concepts, principles, and applications of Artificial Intelligence in business environments. 2. To analyze how AI technologies support decision-making, automation, and business innovation. 3. To apply AI tools and techniques to solve business problems and improve organizational performance.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and significance of Artificial Intelligence in business.					
CO2	Analyze business problems and opportunities where AI technologies can create value and improve decision-making.					
CO3	Apply AI tools and techniques to support business operations, automation, and strategic management.					
CO4	Evaluate AI-based solutions, business applications, and ethical considerations in organizational contexts.					
CO5	Develop AI-driven business strategies and solutions to enhance organizational effectiveness and competitive advantage.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	2	1	1	3	2	1
	CO2	1	2	3	1	1	2	1
	CO3	3	1	2	3	2	1	2
	CO4	2	1	1	2	3	3	1
	CO5	1	2	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E032

ARTIFICIAL INTELLIGENCE IN BUSINESS

UNIT- I INTRODUCTION

6 Hours

Introduction: Definition - Future of Artificial Intelligence – Characteristics of Intelligent Agents– Typical Intelligent Agents – Problem Solving Approach to Typical AI problems.

UNIT- II PROBLEM SOLVING METHODS

6 Hours

Problem solving Methods — Search Strategies- Uninformed — Informed — Heuristics — Local Search Algorithms and Optimization Problems — Constraint Satisfaction Problems — Constraint Propagation — Backtracking Search — Game Playing — Optimal Decisions in Games — Alpha-Beta Pruning.

UNIT -III KNOWLEDGE REPRESENTATION IN AI

6 Hours

First Order Predicate Logic — Unification — Forward Chaining-Backward Chaining — Resolution — Knowledge Representation – Events Knowledge — Mental Events and Mental Objects.

UNIT- IV SOFTWARE ARCHITECTURE

6 Hours

Architecture for Intelligent Agents — Agent Communication — Negotiation and Bargaining — Argumentation among Agents — Trust and Reputation in Multi-agent systems.

UNIT -V AI APPLICATIONS

6 Hours

AI applications — Language Models — Information Retrieval- Information Extraction — Natural Language Processing - Machine Translation — Speech Recognition — Robot — Hardware — Perception — Planning — Moving.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Agrawal, A., Gans, J., & Goldfarb, A. (2022). *Power and Prediction: The Disruptive Economics of Artificial Intelligence*. Harvard Business Review Press.
2. Davenport, T. H., & Ronanki, R. (2020). *Artificial Intelligence for the Real World*. Harvard Business Review Press.
3. Marr, B. (2020). *Artificial Intelligence in Practice*. Wiley.
4. Kaplan, J. (2021). *Artificial Intelligence: What Everyone Needs to Know* (2nd Ed.). Oxford University Press.
5. Russell, S., & Norvig, P. (2021). *Artificial Intelligence: A Modern Approach* (4th Ed.). Pearson.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E033	SOFTWARE PROJECT AND QUALITY MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concepts, principles, and methodologies of software project and quality management.						
2. To apply project management and quality assurance techniques in software development environments.						
3. To develop effective software project and quality management strategies that ensure successful project delivery and continuous improvement.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and importance of software project and quality management.					
CO2	Analyze software project requirements, risks, resources, and quality factors for effective project execution.					
CO3	Apply software project management tools, techniques, and quality assurance practices in software development projects.					
CO4	Evaluate software quality standards, testing processes, project performance, and quality control mechanisms.					
CO5	Develop software project and quality management plans to achieve project objectives and ensure software excellence.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	1	3	1	3	2	3
	CO2	1	2	1	3	1	1	3
	CO3	3	1	2	1	2	1	2
	CO4	2	3	1	2	1	3	1
	CO5	1	2	3	1	2	2	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E033

SOFTWARE PROJECT AND QUALITY MANAGEMENT

UNIT – I SOFTWARE QUALITY

6 Hours

Software quality - The place of software quality in project planning - Importance of software quality - Defining software quality - Practical software quality measures - Quality Management Systems.

UNIT – II SOFTWARE MODELS

6 Hours

Software Quality Models – Mc-Calls Models - Applying seven basic quality tools in software development - Measuring Quality – COQUAMO - Lean software development.

UNIT – III SOFTWARE QUALITY ASSURANCE

6 Hours

Software Reliability models - Rayleigh model - Weibull model - Defect removal effectiveness - Quality standards - ISO 9000 models and standards for process improvement - ISO/IEC 9126-1 to 9126-4.

UNIT – IV INTRODUCTION ABOUT SOFTWARE PROJECTS

6 Hours

Introduction of Software Projects - Projects Planning - Process models – Waterfall – RAD - V-Spiral - Incremental – Prototyping – Agile - Project Tracking.

UNIT- V SOFTWARE PROJECT ESTIMATION

6 Hours

Effort and Cost Estimation - Expert Judgment, LOC, Function Points, Extended Function Points, Feature Points, Object Points, COCOMO-81 - COCOMO-II - Risk Management.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Pressman, R. S., & Maxim, B. R. (2020). *Software Engineering: A Practitioner's Approach* (9th Ed.). McGraw Hill.
2. Sommerville, I. (2019). *Software Engineering* (10th Ed.). Pearson.
3. Jalote, P. (2019). *Software Project Management in Practice* (2nd Ed.). Pearson.
4. Hughes, B., & Cotterell, M. (2018). *Software Project Management* (6th Ed.). McGraw Hill.
5. Royce, W. (2018). *Software Project Management: A Unified Framework*. Addison-Wesley.

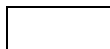


FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E034	ENTERPRISE RESOURCE AND PLANNING SYSTEMS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concepts, architecture, and significance of Enterprise Resource Planning (ERP) systems in organizations. 2. To apply ERP concepts and tools for improving organizational efficiency and resource utilization. 3. To develop ERP-based solutions that support business process integration and strategic decision-making.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and importance of Enterprise Resource Planning systems.					
CO2	Analyze ERP architecture, modules, and integrated business processes in organizational settings.					
CO3	Apply ERP concepts and techniques to improve resource planning, coordination, and operational efficiency.					
CO4	Evaluate ERP implementation strategies, system performance, and organizational impacts.					
CO5	Develop ERP-based solutions to support enterprise integration, process optimization, and strategic business objectives					





FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E034

ENTERPRISE RESOURCE AND PLANNING SYSTEMS

UNIT- I INTRODUCTION OF ERPLANNING

6 Hours

Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Warehouse Management.

UNIT- II ERP SOLUTIONS AND FUNCTIONAL MODULES

6 Hours

Overview of ERP software solutions – BPR - Project management - Functional modules -Organizational data - Master data and document flow.

UNIT- III ERP IMPLEMENTATION

6 Hours

Planning Evaluation and selection of ERP systems - Implementation life cycle - ERP implementation - Methodology and Frame work- Training – Data Migration - People Organization in implementation Consultants - Vendors and Employees.

UNIT- IV POST IMPLEMENTATION

6 Hours

Maintenance of ERP - Organizational and Industrial impact - Success and Failure factors of ERP Implementation.

UNIT V EMERGING TRENDS ON ERP

6 hours

Extended ERP systems and ERP - add-ons – CRM – SCM - Business analytics - Future trends in ERP systems-Web enabled - Wireless technologies - Cloud computing and augmented reality.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Monk, E., & Wagner, B. (2022). *Concepts in Enterprise Resource Planning* (5th Ed.). Cengage Learning.
2. Wallace, T. F., & Kremzar, M. H. (2021). *ERP: Making It Happen – The Implementers' Guide to Success with Enterprise Resource Planning* (3rd Ed.). Wiley.
3. Bradshaw, D. (2020). *Enterprise Resource Planning Systems and Business Integration*. Routledge.
4. Kumar, K., & Van Hillegersberg, J. (2019). *ERP: Concepts, Methodologies, Tools, and Applications*. IGI Global.
5. Monk, E., & Wagner, B. (2019). *Concepts in Enterprise Resource Planning* (4th Ed.). Cengage Learning.



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus
Program Structure for MBA (Full Time)

SPECIALIZATION - OPERATIONS MANAGEMENT



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E035	ADVANCED MATERIALS ANS INVENTORY MANAGEMENT	L	T/S Lr	P/R	C	Ty/ Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concepts, principles, and significance of materials and inventory management in organizations.						
2. To apply inventory management techniques for optimizing resource utilization and operational efficiency.						
3. To develop effective materials and inventory management strategies that minimize costs and improve organizational productivity.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and importance of materials and inventory management.					
CO2	Analyze material requirements, inventory levels, procurement processes, and storage systems.					
CO3	Apply inventory management techniques and material control methods to improve operational efficiency.					
CO4	Evaluate inventory policies, stock control systems, and materials management practices using appropriate analytical tools.					
CO5	Develop materials and inventory management strategies to optimize resources, reduce costs, and achieve organizational objectives.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	3	1	1	3	2	1
	CO2	1	2	3	3	1	2	3
	CO3	3	1	2	1	2	1	2
	CO4	2	3	1	2	1	1	1
	CO5	1	2	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E035

ADVANCED MATERIALS AND INVENTORY MANAGEMENT

UNIT – I INTRODUCTION

6 Hours

Integrated Materials Management - Costs involved in materials management - Need for material management - Scope of material management - Functions of inventory management - Classification and Codification of inventory - Demand forecasting and its dovetailing with operations planning.

UNIT - II MATERIAL MANAGEMENT TECHNIQUES

6 Hours

Specifications in material management - Categories of specification (Simple and Complex)- Development of Specification - Introduction to standard - Dimensions and levels of standards -Foreign standards used in India - Indian Standards - Variety reduction in product.

UNIT - III CONCEPTS OF INVENTORY MANAGEMENT

6 Hours

Meaning, purpose and advantage of MRP - Data requirements and management – Bill of materials, Master Production Schedules - Process of MRP - Techniques of materials planning - Sales, Production, Material, Labour, Budget. Aggregate inventory management.

UNIT - IV IMPORTANCE OF PURCHASE AND STORE MANAGEMENT

6 Hours

Purchase Management - Purchase parameters - International purchasing: Procedure and Documents -EXIM policy - Exchange rate management - Stores management - Purpose, Location and Layout of stores - Stores systems and procedure - Store accounting and verification.

UNIT - V STANDARD PRACTICES AND PROCEDURES IN TRANSPORTATION

6 Hours

Policies – Standards and Practices - Procedures – Transportation – Insurance.

TOTAL NO OF PERIODS: 30 HOURS

Reference Books:

1. Silver, E. A., Pyke, D. F., & Thomas, D. J. (2022). *Inventory and Production Management in Supply Chains* (5th Ed.). CRC Press.
2. Chopra, S., & Meindl, P. (2021). *Supply Chain Management: Strategy, Planning, and Operation* (7th Ed.). Pearson.
3. Heizer, J., Render, B., & Munson, C. (2020). *Operations Management: Sustainability and Supply Chain Management* (13th Ed.). Pearson.
4. Stevenson, W. J. (2019). *Operations Management* (13th Ed.). McGraw Hill.
5. Waters, D. (2019). *Inventory Control and Management* (3rd Ed.). Wiley.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E036	INDUSTRIAL MAINTENANCE MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concepts, principles, and significance of industrial maintenance management.						
2. To analyze maintenance systems, equipment reliability, and maintenance planning techniques.						
3. To apply preventive, predictive, and corrective maintenance strategies in industrial operations.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and importance of industrial maintenance management.					
CO2	Analyze maintenance requirements, equipment performance, reliability, and maintenance systems in industrial environments.					
CO3	Apply maintenance planning and control techniques to improve equipment availability and operational efficiency.					
CO4	Evaluate maintenance strategies, maintenance costs, and equipment effectiveness using appropriate analytical tools.					
CO5	Develop industrial maintenance management plans to enhance productivity, safety, and organizational performance.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	1	2	2	3	2
	CO2	2	2	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	1	1	2
	CO5	2	3	1	2	3	3	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E036 INDUSTRIAL MAINTENANCE MANAGEMENT

UNIT – I IMPORTANCE OF MAINTENANCE MANAGEMENT

6 Hours

Maintenance Management and Tero technology: Overview, Maintenance Objectives and Strategies, Preparation of Maintenance Planning and Scheduling, Planned Maintenance Management System and Control.

UNIT – II MAINTENANCE

6 Hours

Maintenance Systems - Design and its selection - Break down maintenance - Planned and unplanned maintenance - Routine maintenance - Remedial maintenance - Predictive maintenance - Preventative maintenance - Corrective Maintenance.

UNIT - III VARIOUS ISSUES IN MAINTENANCE MANAGEMENT

6 Hours

Spares key issues in maintenance management - Reliability, Availability and Maintainability Concepts, Safety and Environmental aspects in Maintenance Management, Parts Management -Human Resource management for maintenance.

UNIT – IV VARIOUS CONCEPTS OF MAINTENACE BUDGET

6 Hours

Maintenance budget - Budgetary control - Scheduling maintenance costs - Control of maintenance expenditure - Maintenance effectiveness - Monitoring of maintenance performance - Replacement technique.

UNIT – V QUALITY IMPROVEMENT IN MAINTENANCE

6 Hours

Maintenance quality improvement - ISO 9000 and its relation to maintenance - Techniques for continuous improvement in maintenance - Reliability enhancement programme - FMCEA, RCM and POM.

TOTAL NO OF PERIODS: 30 HOURS

Reference Books:

1. Mobley, R. K. (2021). *Maintenance Engineering Handbook* (9th Ed.). McGraw Hill.
2. Dhillon, B. S. (2020). *Engineering Maintenance: A Modern Approach* (2nd Ed.). CRC Press.
3. Moubray, J. (2019). *Reliability-Centered Maintenance* (3rd Ed.). Industrial Press.
4. Wireman, T. (2019). *Total Productive Maintenance* (3rd Ed.). Industrial Press.
5. Campbell, J. D., & Jardine, A. K. S. (2018). *Maintenance Excellence: Optimizing Equipment Life-Cycle Decisions*. CRC Press.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E037	PRODUCTION PLANNING AND OPERATIONS CONTROL	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concepts, principles, and significance of production planning and operation control in manufacturing and service organizations. 2. To analyze production systems, capacity planning, scheduling, and operational processes. 3. To evaluate production performance, operational efficiency, and productivity improvement measures. 4. To develop effective production planning and operation control strategies that support organizational goals and competitiveness.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and importance of production planning and operation control.					
CO2	Analyze production systems, capacity requirements, scheduling processes, and operational workflows.					
CO3	Apply production planning and control techniques to improve resource utilization and operational efficiency.					
CO4	Evaluate production performance, productivity measures, and operational control systems using appropriate analytical tools.					
CO5	Develop production planning and operation control strategies that enhance productivity, quality, and organizational performance.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	1	2	1	3	2
	CO2	2	3	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	2	1	2	3	3	1	2
	CO5	3	2	1	3	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E037

PRODUCTION PLANNING AND OPERATIONS CONTROL

UNIT – I INTRODUCTION TO PRODUCTION PLANNING AND CONTROL

6 Hours

Introduction to PPC – Meaning, Objectives, Levels of production planning, Production interlink with other functions of management, Organizational set up of production planning department, Application of tools for aggregate production planning and control.

UNIT – II CONCEPTS OF PRODUCTION PROCESS

6 Hours

Factors influence PPC system in the organization - Project and Job production, Batch production, Mass and flow production, Continuous or process production - Application of integrated tools for resource planning and Control.

UNIT – III PROCESS PLANNING

6 Hours

Process Planning - Introduction, Inputs to process planning, Steps in process planning, Process planning in different situations, Cost benefit analysis, Just in time, Material Requirement Planning (MRP).

UNIT – IV SCHEDULING AND SIMULATION IN PRODUCTION

6 Hours

Scheduling - Single machine sequencing with independent jobs - Parallel machine models - Flow shop scheduling - Job shop scheduling - Simulation studies of the dynamic job shop.

UNIT – V PRODUCTION FORECASTING

6 Hours

Forecasting for production Objectives, Forecasting methods, Statistical approach for making forecast, measuring seasonal variations. Production Control - Meaning, Objectives, Necessity of production control, Techniques of production control.

TOTAL NO OF PERIODS: 30 HOURS

Reference Books:

1. Stevenson, W. J. (2021). *Operations Management* (14th Ed.). McGraw Hill.
2. Heizer, J., Render, B., & Munson, C. (2020). *Operations Management: Sustainability and Supply Chain Management* (13th Ed.). Pearson.
3. Vollmann, T. E., Berry, W. L., Whybark, D. C., & Jacobs, F. R. (2019). *Manufacturing Planning and Control for Supply Chain Management* (7th Ed.). McGraw Hill.
4. Nahmias, S. (2018). *Production and Operations Analysis* (7th Ed.). Waveland Press.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E038	PROCUREMENT AND INVENTORY MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concepts, principles, and significance of procurement and inventory management in organizations. 2. To apply procurement and inventory management techniques for efficient resource utilization and cost reduction. 3. To develop procurement and inventory management plans that enhance operational efficiency and organizational effectiveness.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and importance of procurement and inventory management.					
CO2	Analyze procurement processes, supplier relationships, inventory requirements, and stock control systems.					
CO3	Apply procurement and inventory management techniques to optimize purchasing decisions and inventory levels.					
CO4	Evaluate procurement strategies, inventory policies, and supply chain performance using analytical methods.					
CO5	Develop procurement and inventory management plans that reduce costs, improve efficiency, and support organizational objectives.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	2	1	1	3	2
	CO2	2	3	1	2	2	3	1
	CO3	1	2	3	1	3	2	3
	CO4	3	1	2	3	2	1	2
	CO5	2	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E038

PROCUREMENT AND INVENTORY MANAGEMENT

UNIT – I INTRODUCTION

6 Hours

Introduction to inventory control - Inventory as Money - Static inventory problems under risk - Static inventory problems under uncertainty - Cost concepts - Activity based costing - Inventory management - Risk management – Packaging - Warehousing.

UNIT – II DYNAMIC INVENTORY MODELS

6 Hours

Dynamic inventory models - Models with fixed and variable lead time - Under certainty - Under risk- Under uncertainty. Simulation: Inventory queue of slow moving spare parts - Multi product inventory systems - Purchasing and supply network strategy.

UNIT – III MATERIAL MANAGEMENT PERFORMANCE

6 Hours

Demand management - Forecasting material purchasing procedures - Forecasting methods - Forms and records for purchasing - Review and Selection of sources of supplies- Purchasing personnel management - Changing role of purchasing - Legal aspects of purchasing - Purchasing budget - Material management performance – Buyer-seller relations.

UNIT – IV VENDOR EVALUATION and VENDOR RATING

6 Hours

Distribution management - Value analysis – Standardization - Variety reduction - MAPI formulas - Quality management: Just in time Production, MRP, MPS - Vendor Evaluation and Vendor Rating.

UNIT – V STORES and STOCK CONTROL

6 Hours

Stores and Control - Store keeping, Procedures and records - Relations with accounting and inventory control, ABC systems of stock control - Diminishing population cycle counting method- Materials movement and handling protecting inventory - Weather disasters, Fire, Theft: Assessment and remediation

TOTAL NO OF PERIODS: 30 HOURS

Reference Books:

1. Silver, E. A., Pyke, D. F., & Thomas, D. J. (2022). *Inventory and Production Management in Supply Chains* (5th Ed.). CRC Press.
2. Chopra, S., & Meindl, P. (2021). *Supply Chain Management: Strategy, Planning, and Operation* (7th Ed.). Pearson.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E039	LEAN OPERATIONS AND SIX SIGMA MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concepts, principles, and methodologies of Lean Operations and Six Sigma management.						
2. To apply Lean and Six Sigma tools for enhancing productivity, efficiency, and process performance.						
3. To develop continuous improvement strategies that support operational excellence and organizational competitiveness.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and importance of Lean Operations and Six Sigma management.					
CO2	Analyze business processes, operational inefficiencies, and quality issues using Lean and Six Sigma approaches.					
CO3	Apply Lean and Six Sigma tools and techniques to improve process efficiency, productivity, and quality.					
CO4	Evaluate operational performance and quality improvement initiatives using appropriate metrics and analytical methods					
CO5	Develop Lean and Six Sigma-based solutions to achieve continuous improvement and operational excellence.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	1	2	2	2	3	2
	CO2	2	3	1	2	2	3	1
	CO3	1	2	3	1	3	2	3
	CO4	2	1	3	3	2	1	2
	CO5	3	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E039

LEAN OPERATIONS AND SIX SIGMA MANAGEMENT

UNIT - I LEAN AND SIX-SIGMA

6 Hours

Historical overview – Definition of quality – What is six sigma - TQM and Six sigma - Lean manufacturing and six sigma - Six sigma and cultural changes – Six sigma capability – Implications of quality levels, Cost of poor quality (COPQ), Cost of doing nothing.

UNIT - II TOOLS AND TECHNIQUES

6 hours

Tools and Techniques – IPO diagram, SIPOC diagram, Flow diagram, CTQ tree, Project charter – Tools for measurement – Check sheets, Histograms, Run charts, Scatter diagrams, Cause and effect diagram, Pareto charts, Control charts, Flow process charts, Process capability measurement.

UNIT - III SIX SIGMA METHODOLOGIES

6 Hours

Design for Six Sigma (DFSS), Design for Six Sigma method - Failure Mode Effect Analysis (FMEA), FMEA process - Risk Priority Number (RPN) - Six Sigma and Leadership.

UNIT – IV SIX SIGMA IMPLEMENTATION AND CHALLENGES

6 Hours

Tools for implementation – Supplier Input Process Output Customer (SIPOC) – Quality Function Deployment or House of Quality (QFD) – Leadership training, Close communication system, – Project management and team – Customer quality index – Challenges – CPQ vs. six sigma, structure the deployment of six sigma

UNIT – V EVALUATION AND CONTINUOUS IMPROVEMENT METHODS

6 Hours

Evaluation strategy – Economics of six sigma quality, Return on six Sigma (ROSS),– Continuous improvement – Lean manufacturing – Value, Customer focus, Perfection, Focus on waste, Overproduction – Waiting, Inventory in process (IIP), Processing waste, Transportation, Motion, Making defective products, Underutilizing people – Kaizen.

TOTAL NO OF PERIODS: 30 HOURS

Reference Books:

1. George, M. L. (2021). *Lean Six Sigma: Combining Six Sigma Quality with Lean Speed* (2nd Ed.). McGraw Hill.
2. Pyzdek, T., & Keller, P. A. (2020). *The Six Sigma Handbook* (5th Ed.). McGraw Hill.
3. George, M. L., Rowlands, D., Price, M., & Maxey, J. (2019). *The Lean Six Sigma Pocket Toolbook*. McGraw Hill.
4. Liker, J. K. (2019). *The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer* (2nd Ed.). McGraw Hill.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E040	COMPREHENSIVE QUALITY MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concepts, principles, and importance of comprehensive quality management in organizations.						
2. To apply quality management tools and techniques for enhancing organizational performance.						
3. To develop quality management strategies that support operational excellence and sustainable organizational growth.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and significance of comprehensive quality management.					
CO2	Analyze quality standards, processes, and performance indicators in organizational environments.					
CO3	Apply quality management tools and techniques to improve products, services, and business processes.					
CO4	Evaluate quality systems, customer satisfaction levels, and continuous improvement initiatives using appropriate methods.					
CO5	Develop comprehensive quality management strategies to achieve operational excellence and organizational effectiveness.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	3	1	2	1	3	2
	CO2	3	1	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	2	1	3	3	2	1	2
	CO5	3	2	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E040

COMPREHENSIVE QUALITY MANAGEMENT

UNIT- I QUALITY POLICY, PLANNING AND MANAGEMENT

6 hours

Evolution of quality as a strategy - Definitions of quality, Quality Philosophies of Deming, Crosby and Miller, Service Vs product Quality, Customer focus, Quality and Business performance leadership for quality management, Quality planning, Vision, Mission statements and Quality policy.

UNIT – II BASIC CONCEPTS F TOTAL QUALITY MANAGEMENT

6 Hours

Total Quality management - TQM models, Continuous improvement strategies, Deming wheel, Internal-external customer concept, Customer retention, Team work and team building, Empowerment, TQM culture, Quality Circle, 5S principle, Top management commitment.

UNIT – III QUALITY MANAGEMENT TOOLS

6 Hours

Quality management tools - Principles and applications of quality function deployment, Failure Mode and Effect Analysis (FMEA), Taguchi Techniques, Basic tools - Statistical techniques and graphical tools and diagrams.

UNIT - IV VARIOUS CONCEPTS OF QC TECHNIQUES

6 Hours

Modern QC techniques - Japanese production related techniques: Just in time (JIT) – Quality circles – Total productive maintenance (TPM) – Kaizen – Kanban – 5S concepts – Toyota production systems – Concepts on quality management systems (QMS – ISO 9000 – 2000) – Environmental Management Systems (EMS – ISO – 14000).

UNIT- V MODERN TREND AND CONCEPT IN MANUFACTURING MANAGEMENT

6 Hours

Modern Trend and Concept in Manufacturing Management: Business processes reengineering (BPR) – Lean / flexible– manufacturing systems – Six sigma concepts. Quality Leadership - Quality Tools -Quality function deployment.

TOTAL NO OF PERIODS: 30 HOURS

References Books

1. Oakland, J. S. (2020). *Total Quality Management and Operational Excellence* (5th Ed.). Routledge.
2. Evans, J. R., & Lindsay, W. M. (2019). *Managing for Quality and Performance Excellence* (11th Ed.). Cengage Learning.
3. Goetsch, D. L., & Davis, S. B. (2018). *Quality Management for Organizational Excellence* (8th Ed.). Pearson.



Dr. M.G.R.
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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

SPECIALIZATION - LOGISTICS AND SUPPLY CHAIN MANAGEMENT



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E041	STRATEGIC SUPPLY CHAIN MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concepts, principles, and strategic importance of supply chain management in organizations.						
2. To apply supply chain management techniques for improving efficiency, responsiveness, and customer value.						
3. To develop strategic supply chain solutions that enhance organizational competitiveness and operational excellence.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and significance of strategic supply chain management.					
CO2	Analyze supply chain networks, sourcing decisions, logistics activities, and distribution systems.					
CO3	Apply supply chain management tools and techniques to improve operational efficiency and customer satisfaction.					
CO4	Evaluate supply chain performance, risks, sustainability initiatives, and strategic outcomes using analytical methods.					
CO5	Develop strategic supply chain management solutions that support organizational objectives and competitive advantage.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	1	2	2	3	2
	CO2	2	3	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	2	1	2
	CO5	2	2	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E041

STRATEGIC SUPPLY CHAIN MANAGEMENT

UNIT - I CONCEPTS OF ADVANCED SUPPLY CHAIN MANAGEMENT

6 Hours

Service and manufacturing supply chain dynamics – Evolution of supply chain management – Multiple views and flows – Process of Supply chain, Service supply chains – Manufacturing supply chains – Measures of supply chain performance – Bullwhip effect – Integrated supply chains design.

UNIT - II SUPPLY CHAIN DESIGN

6 Hours

Design for logistics – Supplier integration in new product development – Mass customization – Coordinated Product and supply chain design – Customer value and supply chain management – Dimensions of customer value – Strategic pricing – Customer value measures.

UNIT- III SUPPLY CHAIN PROCESSES AND STRATEGIES

6 Hours

Integrated supply chain design – Customer relationship process – Order fulfillment process-Supplier relationship process – Supply chain strategies – Strategic focus - Mass customization – Lean supply chains - Outsourcing and off- shoring - Virtual supply chains.

UNIT-IV INTERNATIONAL SUPPLY CHAIN MANAGEMENT

6 Hours

Introduction to International Supply Chain – Issues in International supply chain management – International versus Regional products – Global risks – Managing global risks.

UNIT -V FORCES GLOBAL LOGISTICS

6 Hours

Global Logistics meaning and definition – Global market forces – Factors influencing global market forces – Technological forces – Global cost forces – Political and economic forces. (Recent trends only for discussion).

TOTAL NO. OF PERIODS: 30 Hours

Reference Books:

1. Christopher, M. (2022). *Logistics & Supply Chain Management* (6th Ed.). Pearson.
2. Chopra, S., & Meindl, P. (2021). *Supply Chain Management: Strategy, Planning, and Operation* (7th Ed.). Pearson.
3. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2020). *Designing and Managing the Supply Chain* (4th Ed.). McGraw Hill.
4. Hugos, M. H. (2018). *Essentials of Supply Chain Management* (4th Ed.). Wiley.
5. Ballou, R. H. (2018). *Business Logistics/Supply Chain Management*. Pearson.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E042	INTEGRATED BUSINESS LOGISTICS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To analyze logistics activities including transportation, warehousing, inventory, and distribution management.						
2. To evaluate logistics systems, performance measures, and cost optimization strategies.						
3. To develop integrated logistics solutions that support organizational competitiveness and supply chain effectiveness.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and importance of integrated business logistics.					
CO2	Analyze logistics operations, transportation systems, warehousing functions, and distribution networks.					
CO3	Apply logistics management tools and techniques to improve operational efficiency and customer satisfaction.					
CO4	Evaluate logistics performance, costs, service quality, and supply chain effectiveness using analytical methods.					
CO5	Develop integrated logistics strategies that enhance supply chain performance and organizational competitiveness.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	1	3	2	1	3	2
	CO2	3	2	1	1	2	3	1
	CO3	1	3	2	2	3	2	3
	CO4	2	1	3	3	2	1	2
	CO5	3	2	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E042

INTEGRATED BUSINESS LOGISTICS

UNIT – I INTRODUCTION TO BUSINESS LOGISTIC

6 Hours

Introduction to Business Logistics Management - Definition, Scope, Functions, Objectives - Integrated logistics management, Role of logistics in the supply chain - Role of logistics in competitive strategy, Value added logistical services - Supply chain management Vs. Logistics.

UNIT – II INTERGRATED LOGISTICS and MATERIAL HANDLING

6 Hours

Warehousing – A logistical challenge, Nature and Importance of warehousing, Types, Functions, Layout and Design. Inventory planning: Inventory costs, Classifying inventory. Material handling: Objectives, Guidelines and Principles, Selection of material handling equipment's.

UNIT – III LOGISTICAL PACKAING AND TRANSPORTATION

6 Hours

Logistical Packaging – Objective, Concept, Design, Role of packaging, Packaging materials, Consumer and Industrial packaging. Transportation – Objective, Evolution of transportation system, Different modes of transportation – Freight management – Transportation network – Route planning - Intermodal operations.

UNIT – IV BENEFITS AND TYPES OF CARRIERS

6 Hours

Containerization - Concept, Types, Benefits, Types of carriers - Indirect and special carriers, Role of intermediaries - Shipping agents, Brokers - Freight management - Route planning, Role of ports, ICDs, CONCOR - Global shipping options.

UNIT – V LOGISTICS ACTIVITIES AND RELATIONSHIPS

6 Hours

Relationship of logistics to marketing and Production, Logistics relationships with third-party, Fourth party logistics – Industry–Logistics research study – Profile of logistics outsourcing activities –Trade-off analysis – Types of trade-off analysis. (Recent trends only for discussion).

TOTAL NO OF PERIODS: 30 HOURS

Reference Books:

1. Christopher, M. (2022). *Logistics & Supply Chain Management* (6th Ed.). Pearson.
2. Bowersox, D. J., Closs, D. J., & Cooper, M. B. (2020). *Supply Chain Logistics Management* (5th Ed.). McGraw Hill.
3. Rushton, A., Croucher, P., & Baker, P. (2019). *The Handbook of Logistics and Distribution Management* (6th Ed.). Kogan Page.
4. Waters, D. (2019). *Global Logistics and Distribution Planning* (6th Ed.). Kogan Page.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E043	PROCUREMENT AND SUPPLY CHAIN STRATEGY	L	T/S Lr	P/R	C	Ty/Lb/ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concepts, principles, and strategic importance of procurement and supply chain management.						
2. To analyze procurement processes, sourcing strategies, supplier relationships, and supply chain networks.						
3. To develop strategic procurement and supply chain solutions that enhance competitiveness and value creation.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and importance of procurement and supply chain strategy.					
CO2	Analyze procurement processes, sourcing decisions, supplier management, and supply chain operations.					
CO3	Apply procurement and supply chain strategies to improve efficiency, responsiveness, and organizational performance.					
COA	Evaluate procurement effectiveness, supply chain risks, sustainability initiatives, and strategic outcomes.					
CO5	Develop procurement and supply chain strategies that support organizational objectives and competitive advantage.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	1	3	1	3	2
	CO2	2	3	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	2	1	2	3	3	1	2
	CO5	3	2	1	3	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E043

PROCUREMENT AND SUPPLY CHAIN STRATEGY

UNIT – I IMPORTANCE OF PURCHASE

6 Hours

Role of purchasing in supply chain - Impact on the business strategies and structures - Role of purchasing in the value chain - Importance of purchasing to business – Purchasing - Cost reduction and technological innovation - Classification of purchasing goods - new developments in purchasing.

UNIT – II INDUSTRIAL BUYING BEHAVIOR

6 Hours

Industrial buying behavior - Supplier selection and evaluation – SCM - Supplier performance measurement parameters in choosing suppliers - Purchasing process - Steps in the buying process - Buyer supplier relationship - Supply chain partner relationship - Strengthening supply chains through measurement of vendors satisfaction.

UNIT – III PURCHASE STRATEGIES

6 Hours

Strategic sourcing - Linking purchase and corporate strategy - Purchasing strategy development process - Types of purchasing strategies - Evolving sourcing strategies - Prices and contracts.

UNIT – IV IMPORTANCE OF SUPPLY CHAIN MANAGEMENT

6 Hours

SCM – Definition – Objectives – Evolution – Need - Issues involved in developing SCM framework – Types - SCM activities - Constituents – Organization - Supply chain integration: Stages - Barriers to internal integration - Achieving excellence in SCMD dimensions of supply chain excellence.

UNIT – V SCM PERFORMANCE

6 Hours

Outsourcing in SCM – Meaning and Need - Outsourcing risks - Performance measurement in SCM – Meaning - Advantages of performance measures - Impact of digital technologies on planning - Procurement and logistics - Overview of the emerging IT tools and their impact on the supply chain (Discuss with recent trends).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Kenneth Lyons, Brian Farrington, Procurement and Supply Chain Management, Pearson Education Canada, 2020.
2. W. C. Benton, Jr. , Purchasing and Supply Chain Management, FOURTH EDITION
3. John Manners-Bell , Supply Chain Ethics : Using CSR and Sustainability to Create Competitive Advantage.
4. David Simchi-Levi, Philip Kaminsky and Edith Simchi-Levi *Designing and Managing the Supply Chain* (Publisher: Tata McGraw-hill ltd, 2nd edition, ISBN: 0071410317).



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E044	DOMESTIC AND INTERNATIONAL LOGISTICS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concepts, principles, and significance of domestic and international logistics management.						
2. To analyze transportation systems, warehousing, distribution networks, and global logistics operations.						
3. To evaluate logistics performance, trade regulations, costs, and supply chain effectiveness.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and importance of domestic and international logistics.					
CO2	Analyze transportation modes, warehousing systems, distribution channels, and global logistics networks.					
CO3	Apply logistics management tools and techniques to improve the movement, storage, and distribution of goods.					
CO4	Evaluate logistics performance, trade compliance requirements, transportation costs, and supply chain efficiency.					
CO5	Develop domestic and international logistics strategies that support organizational objectives and global business operations.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	3	2	2	1	3	2
	CO2	2	3	1	2	2	3	2
	CO3	1	2	3	1	3	2	3
	CO4	3	2	2	3	1	1	2
	CO5	2	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval				Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E044

DOMESTIC AND INTERNATIONAL LOGISTICS

UNIT – I INTRODUCTION TO DOMESTIC LOGISTICS

6 Hours

Need for planning – Fleet management – Main types of road freight transport – Transport resource requirements – Vehicle routing and scheduling issues – Data requirements – Computer routing and scheduling – Information system applications.

UNIT – II VEHICLE SELECTION

6 Hours

Vehicle Selection – Types of vehicles – Types of operations – Load types and characteristics – Main types of vehicle body – Implications of vehicle selection – Vehicle acquisition – Road transport directive – Tachographs – Vehicle dimensions.

UNIT – III INTRODUCTION TO GLOBAL ECONOMIC ENVIRONMENT

6 Hours

Global economic environment: Global logistics - Global supply chain management, Strategy, sourcing. Global purchasing and supplier relation - Organizing for global logistics - Strategic issues in global logistics - Forces driving globalization.

UNIT – IV MODES OF TRANSPORTATION IN GLOBAL LOGISTICS

6 Hours

Modes of Transportation in Global Logistics - Barriers to global logistics - Markets and competition - logistics strategy - Requirements for an effective logistics strategy - Strategic logistics planning - Implementation of strategy.

UNIT – V PRINCIPLES OF LOGISTICS INFORMATION ORGANIZATION

6 Hours

Principles of Logistics Information - Performance - Planning global logistics - Risk management in the global level - Benchmarking logistics - Evaluation in global logistics – GPS – RFID – Recent trends in logistics Information system for discussions only.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Christopher, M. (2022). *Logistics & Supply Chain Management* (6th Ed.). Pearson.
2. Coyle, J. J., Novack, R. A., Gibson, B. J., & Bardi, E. J. (2021). *Transportation: A Supply Chain Perspective* (9th Ed.). Cengage Learning.
3. Bowersox, D. J., Closs, D. J., & Cooper, M. B. (2020). *Supply Chain Logistics Management* (5th Ed.). McGraw Hill.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E045	EXPORT- IMPORT TRADE DOCUMENTATION	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concepts, procedures, and significance of export–import trade documentation in international business.						
2. To analyze the various documents, regulations, and compliance requirements involved in global trade.						
3. To apply export–import documentation procedures for effective international trade operations.						
4. To develop competency in managing export–import documentation to facilitate smooth international business transactions.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and importance of export–import trade documentation.					
CO2	Analyze export–import procedures, documentation requirements, customs regulations, and trade compliance issues.					
CO3	Apply export–import documentation processes and practices for international trade transactions.					
CO4	Evaluate trade documentation systems, customs clearance procedures, and associated risks in global trade.					
CO5	Develop effective export–import documentation strategies that support efficient and compliant international business operations.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	1	2	1	3	1
	CO2	2	3	2	1	2	2	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	2	1	2
	CO5	2	3	1	2	3	3	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E045

EXPORT- IMPORT TRADE DOCUMENTATION

UNIT - I INTRODUCTION TO EXPORT DOCUMENTATION

6 Hours

Export procedure and export documentation: Significance of exports – Export prospect of a country – Search of product – Types – Schemes – Factors – Search of market –Determinants and schemes – Guidelines for international business negotiations – Appointing sales agents abroad –Processing of an export order.

UNIT- II EXPORT AND IMPORT REGISTRATION PROCEDURES

6 Hours

Registration of Exporters – Importers – Import-Export code number – Membership certification –Quality control and pre-shipment inspection – Labeling – Marking –Packing and Packaging. Risks in Export Trade – Marine Risks – Marine Insurance - Market Risks – ECGC.

UNIT- III EXPORT FINANCE

6 Hours

Exports Finance – Meaning and Concept explanation - Pre-shipment finance - Post-shipment finance – Role of EXIM Bank. Export Logistics: Meaning and Definition – Freight Forwarder -Export Document – Care in preparing export documents.

UNIT- IV EXCISE AND CUSTOMS CLEARANCE

6 Hours

Document related to excise clearance - A.R.(4) - Form – Softex – Form - P.P. – Form –Documents related customs clearance – Lorry ticket –Documents related foreign exchange clearance – Bill of shipment – Documents related to transportation and procedures - L/C: Types of L/C UCP600 – Invoice – Types of invoices/Performa – Consular-Legalized.

UNIT V EXPORT DOCUMENTATION

6 Hours

Documents required for Preparation of main documents – Bill of lading- Auxiliary documents -Mate's Receipt - Inspections certificate - Insurance certificate - Packing/Shipping note –Antiquity-Black list certificate and others. – EPCG scheme – Duty drawback - Gem and jewelry promotion scheme - Other Export Promotion Schemes. (Recent trends only for Discussion).

TOTAL NO. OF PERIODS: 30 Hours

Reference Books:

1. M.L. Jhingan, Money Banking and International Trade, Vrinda.
2. Mehta, Money Banking and International Trade, Shoban Lal Nagin Chand and Co.
3. Seth Money Banking and International Trade, Laxminarayanan Agarwal.
4. International Trade and Export Management – Francis Cherunilam – Himalaya Publishing House.
5. “Julian Walmsley”, Foreign Exchange and Money Markets Guide, John Wiley.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E046	TRANSPORTATION AND FLEET MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concepts, principles, and significance of transportation and fleet management in logistics and supply chain operations. 2. To analyze transportation systems, fleet operations, routing, scheduling, and vehicle utilization. 3. To apply transportation and fleet management techniques for improving efficiency, safety, and cost effectiveness. 4. To evaluate transportation performance, fleet productivity, maintenance practices.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and importance of transportation and fleet management.					
CO2	Analyze transportation networks, fleet operations, vehicle utilization, and logistics requirements.					
CO3	Apply transportation planning, routing, scheduling, and fleet management techniques to improve operational efficiency.					
CO4	Evaluate transportation performance, fleet productivity, maintenance systems, and compliance requirements using appropriate methods.					
CO5	Develop transportation and fleet management strategies that optimize costs, improve service quality, and support organizational objectives.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	2	2	1	3	2
	CO2	2	3	2	1	1	3	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	2	1	3
	CO5	2	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce /
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E046

TRANSPORTATION AND FLEET MANAGEMENT

UNIT – I TRANSPORTATION

6 Hours

Role of Transportation in logistics -Transportation – Meaning, Importance, Functions – Principle and Participants - Scope and relationship with other business functions - Modes of transportation - Mode and carrier selection - Routing and Scheduling.

UNIT – II TRANSPORT SELECTION

6 Hours

Types of transportation – Selection of transportation – Factors considering fixation of freight charges – Role of containers in modern transportation - Position of transportation in logistics and Supply chain management.

UNIT – III TRANSPORTATION MANAGEMENT SYSTEMS

6 Hours

International transportation - Carrier - Freight management - Transportation management systems - Administration - Rate negotiation - Trends in transportation - Multimodal transportation.

UNIT – IV INTERMODAL TRANSPORT

6 Hours

Intermodal Transport: Introduction - Shipping goods intermodal - Documentary considerations - Automation - INCOTERMS 2000 - Transfer of Liability Incorporating INCOTERMS into the Contract of Sale - INCOTERMS Structures - Mode of transport - Advantages of multi module transport document.

UNIT – V TRANSPORTATION STRATEGY CONSIDERATIONS

6 Hours

Transportation Strategy Considerations: Overview of the import process - Overview of the export process - E-logistics and the internet - Introduction to carriage of dangerous goods – Recent trends in transport management.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Coyle, J. J., Novack, R. A., Gibson, B. J., & Bardi, E. J. (2021). *Transportation: A Supply Chain Perspective* (9th Ed.). Cengage Learning.
2. Bowersox, D. J., Closs, D. J., & Cooper, M. B. (2020). *Supply Chain Logistics Management* (5th Ed.). McGraw Hill.
3. Wood, D. F., Barone, A., Murphy, P. R., & Wardlow, D. L. (2019). *International Logistics* (4th Ed.). Springer.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E047	INVENTORY AND WAREHOUSE OPERATIONS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
<						

Mapping of Course Outcomes (COs) with POs and PSOs

(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low

1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	1	2	2	1	3	2
	CO2	2	3	1	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	2	2	2
	CO5	2	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E047

INVENTORY AND WAREHOUSE OPERATIONS

UNIT – I INTRODUCTION

6 Hours

Introduction to inventory control - Inventory as Money - Static inventory problems under risk - Static inventory problems under uncertainty - Cost concepts – Introduction - Objectives - Supply chain impact on stores and warehousing - Retail logistics - Retail transportation - Issues in retail logistics – Managing retail shrinkage.

UNIT – II DYNAMIC INVENTORY MODELS AND CONCEPT OF WAREHOUSE

6 Hours

Dynamic Inventory models - Models with fixed and variable lead time - Under certainty - Under risk - Under uncertainty - Need for warehousing management - Evolution of warehousing - Role of a warehouse manager - Functions and types of warehouses -Warehousing cost - Warehousing strategies - Significance of warehousing in logistics – Warehousing management systems (WMS).

UNIT – III MERCHANDISE MANAGEMENT SYSTEM

6 Hours

Introduction - Objectives - Meaning of merchandise management system - Organization structure in merchandise management - Warehousing function model - Stock valuation.

UNIT – IV VENDOR EVALUATION AND WAREHOUSE IN RETAIL

6 Hours

Distribution management - Value analysis – Standardization - Variety Reduction - MAPI formulas - Quality management – MRP and MPS - Vendor evaluation and Vendor rating – Objectives - Retailing and warehousing - Challenges in retail warehousing - Setting up a warehouse - Retail product tracking in warehouse using RFID – Types and Benefits of warehousing - Role of government in warehousing.

UNIT –V STOCK CONTROL AND STRATEGIC ASPECTS OF WAREHOUSING

6 Hours

Stores and Control - Store keeping - Procedures and records - Relations with accounting and inventory control - ABC systems of stock control – Introduction - Objectives - Different types of customers in warehousing, - Importance of warehouse in a value chain - Warehouse location - Modern warehouse operations - World-class warehousing.

TOTAL NO. OF PERIODS 30 HOURS

Reference Books:

1. Richards, G. (2022). *Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse* (4th Ed.). Kogan Page.
2. Frazelle, E. (2020). *World-Class Warehousing and Material Handling* (2nd Ed.). McGraw Hill.
3. Waters, D. (2019). *Inventory Control and Management* (3rd Ed.). Wiley.
4. Rushton, A., Croucher, P., & Baker, P. (2019). *The Handbook of Logistics and Distribution Management* (6th Ed.). Kogan



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E048	MATERIALS AND SUPPLY CHAIN PLANNING	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To analyze demand forecasting, production planning, and materials requirement planning techniques. 2. To apply supply chain planning tools for optimizing inventory, procurement, and production processes. 3. To evaluate supply chain performance, capacity planning, and coordination across supply chain partners. 4. To develop integrated materials and supply chain planning strategies for operational efficiency and cost effectiveness.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and importance of materials and supply chain planning.					
CO2	Analyze demand forecasting methods, production planning systems, and materials requirement planning processes.					
CO3	Apply supply chain planning tools and techniques to optimize inventory, procurement, and production schedules.					
CO4	Evaluate supply chain performance, capacity utilization, and coordination among supply chain stakeholders.					
CO5	Develop integrated materials and supply chain planning strategies to improve efficiency and organizational performance.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	1	3	2	3	3	1	3
	CO2	3	3	3	2	3	1	2
	CO3	2	3	1	3	1	3	1
	CO4	1	2	3	1	2	2	3
	CO5	3	1	2	3	1	1	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E048

MATERIALS AND SUPPLY CHAIN PLANNING

UNIT - I MATERIALS FLOW SYSTEMS

6 Hours

Materials Management and its functions, Materials Logistics Management (MLM), Interfaces of Materials Management, Materials Flow Process, Materials Planning and Budgeting.

UNIT - II STRATEGIC ROLE OF MATERIALS MANAGEMENT

6 Hours

Objectives and Advantages of Materials Management in an Organization, Roles of Materials Management in an Organization, Functional Role of Materials Management, Domestic and International purchase of Materials.

UNIT - III SUPPLIER NETWORK

6 Hours

Selection of Suppliers, Overview of Decisions and Problem Definition in Supply Chain Network, Purchasing Performance and Supplier Development, Supplier Networking, Introduction of Supply Chain: Objectives and importance, Key issues in supply chain Management. .

UNIT- IV SUPPLY CHAIN SYNERGIES

6 Hours

Collaborate with supply chain partners, Supply Chain Drivers and Design Drivers of supply chain performance: Framework for structuring facilities including warehouse, Inventory, Transportation, Information, Sourcing, and Pricing.

UNIT – V SUPPLY CHAIN ANALYTICS

6 Hours

Use of computer software in supply chain problems - Electronic commerce – Emerging mega trends supply chain of the future – Seeking structural flexibility – Managing risk in supply chains - Creating a sustainable supply chain.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Chopra, S., & Meindl, P. (2021). *Supply Chain Management: Strategy, Planning, and Operation* (7th Ed.). Pearson.
2. Silver, E. A., Pyke, D. F., & Thomas, D. J. (2022). *Inventory and Production Management in Supply Chains* (5th Ed.). CRC Press.
3. Jacobs, F. R., & Chase, R. B. (2020). *Operations and Supply Chain Management* (16th Ed.). McGraw Hill.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E049	PURCHASE MANAGEMENT AND MATERIAL PLANNING	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concepts, principles, and importance of purchase management and material planning in organizations.						
2. To apply material planning techniques for ensuring timely availability of resources and minimizing inventory costs.						
3. To evaluate purchasing performance, supplier relationships, and material control systems using analytical methods.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and importance of purchase management and material planning.					
CO2	Analyze procurement processes, sourcing strategies, and supplier selection methods in organizations.					
CO3	Apply material planning techniques to ensure optimal inventory levels and uninterrupted production processes.					
CO4	Evaluate purchasing performance, supplier effectiveness, and material control systems using appropriate tools.					
CO5	Develop purchase management and material planning strategies to improve efficiency, reduce cost.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	1	3	2	3	2	1	3
	CO2	3	1	3	2	3	1	2
	CO3	2	3	1	3	1	3	1
	CO4	3	2	3	1	1	2	3
	CO5	1	3	2	1	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval				Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E049

PURCHASE MANAGEMENT AND MATERIAL PLANNING

UNIT -I PURCHASE AND MATERIAL MANAGEMENT

6 Hours

Introduction: Meaning and Scope - Objectives and Significance of Materials Management - Material Management in other areas of management functions - ABC analysis – Meaning and Advantages - Objectives - Purpose and Limitations - Simple Numerical of ABC Analysis.

UNIT -II CODING and CODIFICATION

6 Hours

Codification and Standardization - Basis of Codification - Characteristics of Good Coding System - Types of Coding - Standardization and its benefits.

UNIT – III PURCHASING MANAGEMENT

6 Hours

Purchasing Management - Objectives and functions of purchasing department - Purchase policy and procedure – Negotiations - Purchase of high capital equipment and their feasibilities - Supply chain management - Suppliers selection - Vendor rating and Vendor rating techniques - Vendors development and Vendors' relationship.

UNIT - IV STORES MANAGEMENT

6 Hours

Stores Management: Purpose of Store Management - Location and Layout - Cost aspects and Productivity - Problems and New developments in storing.

UNIT -V EVALUATION OF MATERIAL MANAGEMENT

6 Hours

Evaluation of materials management – Organization – Difficulties - Process and Criteria - Reporting and Purchasing - Computers in material management - Integrated Computer System for materials management - Recent trends in material planning.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Procurement - By peter Daikey, David Farmer, Barry Crocker David Jesson and David Jones.
2. Supply Manager's -2nd Edition – By Fred sollish, John Semanik
3. The window into strategic sourcing 1st edition -By Kiritpandit and H.Marmanis.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E050	INVENTORY PLANNING AND CONTROL	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concepts, principles, and importance of inventory planning and control in supply chain management. 2. To apply inventory planning models for optimizing stock levels and reducing carrying costs. 3. To develop effective inventory planning and control strategies that support operational efficiency and customer satisfaction.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and importance of inventory planning and inventory control.					
CO2	Analyze inventory systems, demand forecasting methods, and stock management techniques.					
CO3	Apply inventory planning models and control techniques to optimize stock levels and reduce costs.					
CO4	Evaluate inventory performance, control mechanisms, and cost efficiency using analytical approaches.					
CO5	Develop inventory planning and control strategies that improve operational efficiency and service levels.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	1	3	3	2	2	1	3
	CO2	3	1	2	3	3	1	2
	CO3	2	3	1	2	1	3	1
	CO4	1	2	3	1	3	2	3
	CO5	3	1	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E050

INVENTORY PLANNING AND INVENTORY CONTROL

UNIT – I INTRODUCTION

6 Hours

Definitions – Objectives of production planning and control - Functions of production planning and control - Elements of production control - Types of production - Organization of production planning and control – Internal organizations department – Static inventory problems under risk - Static inventory problems under uncertainty - Cost concepts - Activity based costing inventory management.

UNIT – II FORECASTING and DISPATCHING

6 Hours

Forecasting – Importance of forecasting – Types of forecasting - Principles of forecasting techniques - Qualitative methods and quantitative methods – Dispatching – Activities of dispatcher - Dispatching procedure - Follow up and its Types.

UNIT – III INVENTORY MANAGEMNT

6 Hours

Inventory management – Functions - Relevant inventory costs - ABC analysis - VED Analysis - EOQ model – Inventory – P-systems and Q-systems - Introduction to MRP and ERP -, JIT inventory - Japanese concepts.

UNIT – IV ROUTING AND SCHEDULE

6 Hours

Routing – Definition – Routing procedure - Route sheets – Bill of material factors affecting routing procedure. Schedule – Definition – Difference with loading - Scheduling polices – Techniques - Standard scheduling methods - Job shop - Flow shop - Line balancing - Methods for aggregate planning- Chase planning – Expediting - Control aspects.

UNIT V IMPORTANCE OF STORES AND STOCK CONTROL

6 Hours

Stores and Control - Store keeping - Procedures and records - Relations with accounting and inventory control - Diminishing population cycle counting method - Materials movement and handling - Weather. (Disasters – Fire, Theft assessment and remediation only for discussion).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Silver, E. A., Pyke, D. F., & Thomas, D. J. (2022). *Inventory and Production Management in Supply Chains* (5th Ed.). CRC Press.
2. Chopra, S., & Meindl, P. (2021). *Supply Chain Management: Strategy, Planning, and Operation* (7th Ed.). Pearson.
3. Waters, D. (2019). *Inventory Control and Management* (3rd Ed.). Wiley.
4. Heizer, J., Render, B., & Munson, C. (2019). *Operations Management: Sustainability and Supply Chain Management* (13th Ed.). Pearson.
5. R Paneerselvam, Production and Operations Management, 2nd edition, PHI Publications, 2006.



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

SPECIALIZATION - INTERNATIONAL BUSINESS MANAGEMENT



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E051	GLOBAL BUSINESS ENVIRONMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the basics in business environment in global scenario - Social, Cultural, Economic, Political and Ecological Environments;						
2. To know the various theories of international trade;						
3. To know the in-depth functions of WTO and its importance in the international business.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts and components of the global business environment including social, cultural, economic, political, and ecological factors.					
CO2	Analyze major international trade theories and their implications in global business practices.					
CO3	Explain the structure, functions, and significance of the World Trade Organization (WTO) in international trade.					
CO4	Evaluate global environmental factors and their impact on international business operations and decision-making.					
CO5	Develop strategic insights to assess global business opportunities and challenges in a dynamic international environment.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	1	2	3	3	3	1	3
	CO2	3	1	2	3	3	1	2
	CO3	2	3	1	2	1	3	1
	CO4	3	2	1	1	3	2	3
	CO5	1	1	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E051

GLOBAL BUSINESS ENVIRONMENT

UNIT- I GLOBALIZATION

6 Hours

Introduction to International Business – Significance - Nature and scope - Modes of International Business - International Business Environment - Social, Cultural, Economic, Political and Ecological Environments to International Business.

UNIT – II THEORIES OF INTERNATIONAL TRADE

6 Hours

Theories of international trade – Absolute and comparative advantage theories - Modern theory of trade – Hecksher-Ohlin theory - Terms of trade - Theory of international trade in services.

UNIT – III BALANCE OF PAYMENT

6 Hours

Concept - Components of BOP - Disequilibrium in BOP - Causes for Disequilibrium - Methods to correct the Disequilibrium in BOP.

UNIT – IV FOREIGN EXCHANGE MARKET

6 Hours

Introduction - Nature of transactions in foreign exchange market - Types of players - Exchange rate determination - Convertibility of rupee with other currencies - Euro currency market.

UNIT – V WORLD TRADE ORGANIZATION

6 Hours

Objectives - WTO structure and Functioning - WTO and India - International Liquidity: Problems of Liquidity - International Financial Institutions - IMF, IBRD, IFC, ADB - Their role in managing international liquidity problems.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. John D Daniels and Lee H Radebaugh, Daniel P Sullivan and Prashant Salwan, International Business- Environment and Operations, 15th Edition, Pearson, 2016.
2. Dr. RadhaRaghurampatruni, International Relations and Business Environment, Abhijeet Publications.
3. Charles W Hill, G.Thomas M Hult, Rohit Mehtani, International Business, 11th Edition, Mc Graw Hill, 2018.
4. Dr.S.Porkodi and Dr.AnsaralHaque, International Business Environment, 2nd Edition, Golbal Academic Publichersand Distributors, 2015.
5. Dr. S. Sankaran, International Business and Environment, Margam Publications.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E052	GLOBAL FINANCIAL INSTITUTIONS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES 1. To develop insights into global financial integration and institutional mechanisms governing international finance. 2. To analyze the operations of major international financial organizations and their impact on global economies. 3. To evaluate the role of financial institutions in economic development, stability, and crisis management.						
COURSE OUTCOMES (COs)						
CO1	Explain the structure, functions, and importance of global financial institutions.					
CO2	Analyze the roles and operations of major international financial organizations in the global economy.					
CO3	Examine international financial markets, capital flows, and regulatory systems influencing global finance.					
CO4	Evaluate the contribution of global financial institutions in economic development and financial stability.					
CO5	Develop analytical perspectives on global financial integration and institutional frameworks in international finance.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	1	2	3	2	1	3
	CO2	1	2	3	2	3	1	2
	CO3	2	3	1	3	1	3	1
	CO4	3	2	1	1	3	2	3
	CO5	1	3	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E052

GLOBAL FINANCIAL INSTITUTIONS

UNIT - I INTRODUCTION

6 Hours

Economics – Meaning, Scope, Objectives, Micro, Macro. International Trade – Bases of International Trade – Theories of International Trade: Absolute and comparative cost advantages theories

UNIT - II INTERNATIONAL INSTITUTIONS

6 Hours

International Organizations as international institutions; International Monetary Fund (IMF): World Bank Group- International Bank for Reconstruction and Development (IBRD), International Development Agency (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA).

UNIT - III TRADE AND DEVELOPMENT

6 Hours

Gains from trade – Trade as a substitute for growth – Theory of Immiserating growth – Free trade vs. Protection – Trade Barriers – Trade Blocks: NAFTA, ECM, and ASEAN.

UNIT - IV ECONOMIC INTEGRATION AND CO-OPERATION

6 Hours

Economic Integration and Cooperation-Meaning and Scope, Rationale and Objectives, Forms of Integration, Integration Theory. Benefits and Disadvantages of RIAs. Economic Integration of Developed Countries and Developing countries. Exchange Rate: Theories: Gold Standard – Mint Parity and Purchase Paper Parity theories – Determinants of Exchange Rate – Fixed Rate Vs. Floating Rate systems.

UNIT - V TRADE AND BALANCE OF PAYMENT

6 Hours

Equilibrium in International Trade – Balance of Trade and Balance of Payments – Disequilibrium in BOP – Adjustments for equilibrium in BOP. Exchange Rate: Theories: Gold Standard – Mint Parity and Purchase Paper Parity theories – Determinants of Exchange Rate – Fixed Rate Vs Floating Rate systems.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Balassa, Bela, 'Theory of Economic Integration', Routledge.
2. Krugman, P.R. and M. Obstfeld, International Economics : Theory and Policy, Pearson Publication,
3. Daniels, D. John, Radebaugh, H. Lee, et.al, International Business, Dorling Kindersley Pvt Ltd.
4. Cherunilam, Francis, International Economics, TATA McGraw-Hill Publishing Company Ltd, New Delhi.
5. Environmental Economics, M.Karpagam, TATA McGraw-Hill Publishing Company Ltd, New Delhi.
6. International Economics : K.R. Gupta, Atma Ram.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E053	ETHICS IN GLOBAL BUSINESS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To analyze ethical issues and dilemmas arising in international business practices.						
2. To evaluate ethical frameworks, regulations, and compliance standards in global markets.						
3. To understand the importance of ethics, values, and corporate governance in global business environments.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts of ethics, values, and corporate governance in global business contexts.					
CO2	Analyze ethical issues and dilemmas in international business operations and decision-making.					
CO3	Examine corporate social responsibility (CSR), sustainability, and stakeholder responsibility in global firms.					
CO4	Evaluate ethical frameworks, compliance systems, and regulatory standards in global business environments.					
CO5	Develop ethical decision-making approaches for responsible and sustainable global business practices.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	1	3	2	3	3	1	3
	CO2	3	1	3	2	3	1	2
	CO3	2	3	1	3	1	3	1
	CO4	1	2	3	1	3	2	3
	CO5	3	3	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E053

ETHICS IN GLOBAL BUSINESS

UNIT - I INTRODUCTION

6 Hours

Nature - Purpose of ethics and morals for organizational interests - Ethics and conflicts of interests – International business ethics - Ethical and social implications of business -Policies and decisions - Corporate social responsibility - Ethical issues in corporate governance.

UNIT - II IMPACT OF CULTURE

6 Hours

Ethics in marketing and consumer protecting - Healthy competition and protecting consumers' interest - Culture impact on culture diversification.

UNIT - III ETHICS IN WORKPLACE

6 Hours

Individual in the organization - Discrimination - Harassment - Gender equality – Rare resources – Conservation of natural resources.

UNIT - IV ENVIRONMENTAL ISSUES

6 Hours

Protecting the natural environment - Prevention of pollution and depletion of natural resources - Conservation of natural resources.

UNIT - V TAXATION

6 Hours

Ethics in accounting and finance – Importance - Taxation issues and common problems.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Ethics, law, and business by William A. Wines
2. Abratt, D Sacks – Journal of Business Ethics, - Springer.
3. W. Michael Hoffman, Judith Brown Kamm, Robert E. Frederick, Edward S. Petry from the tenth national conference on business ethics sponsored by the center for business ethics at Bentley College.
4. Environmental Economics- M.Karpagam, Sterling Publishers New Delhi.
5. Ballasa, Bela, Theory of Economic Integration, Routledge



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E054	GLOBAL CROSS - CULTURE MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To analyze cultural differences and their impact on international business communication and management practices.						
2. To develop managerial skills for effectively managing diverse global and multicultural teams.						
3. To examine global leadership styles and cultural adaptation strategies in multinational environments.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, dimensions, and significance of global cross-cultural management.					
CO2	Analyze cultural differences and their influence on international business communication and organizational behavior.					
CO3	Examine global leadership styles and cultural adaptation strategies in multinational organizations.					
CO4	Evaluate cross-cultural challenges in teamwork, negotiation, and global management practices.					
CO5	Develop strategies to manage and lead diverse multicultural teams effectively in global business environments.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	1	3	2	1	3
	CO2	1	3	2	2	3	1	2
	CO3	2	1	3	3	1	3	1
	CO4	3	2	1	1	3	2	3
	CO5	1	3	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E054

GLOBAL CROSS - CULTURE MANAGEMENT

UNIT- I INTRODUCTION TO CROSS CULTURE MANAGEMENT

6 Hours

Introduction – Concept of Culture in Business Context - Brief wrap up of organizational culture and its dimensions - Cultural background of business stakeholders - Managers, employees, shareholders, suppliers, customers and others.

UNIT- II GLOBAL CULTURAL MANAGEMENT AND ITS IMPACT

6hours

Culture and Global Management – Global Business Scenario and Role of Culture - Framework for Analysis – Elements and Processes of Communication across cultures.

UNIT - III CHALLENGES OF GLOBAL HUMAN RESOURCE MANAGEMENT

6 Hours

Global Human Resource Management – Staffing and Training for Global Operations –Developing the values and behaviors necessary to build high-performance organization - Personnel, individuals /teams included – Retention strategies.

UNIT- IV CROSS CULTURE IN AN ORGANIZATIONAL CONTEXT

6 Hours

Cross Culture – Negotiation and Decision Making – Process of Negotiation and Needed Skills and Knowledge Base – International and Global Business Operations – Structure and Culture in an organizational context.

UNIT- V DYNAMICS OF CORPORATE CULTURE

6 Hours

Corporate Culture – The Nature of Organizational Culture - Diagnosing the As-Is Condition - Designing the Strategy for a Culture Change Building – Successful Building of Culture-change Phase.

TOTAL NO. OF PERIODS: 30 Hours

Reference Books:

1. Deresky, H. (2021). *International Management: Managing Across Borders and Cultures* (10th Ed.). Pearson.
2. Moran, R. T., Abramson, N. R., & Moran, S. V. (2020). *Managing Cultural Differences* (10th Ed.). Routledge.
3. Hodgetts, R. M., Luthans, F., & Doh, J. P. (2019). *International Management: Culture, Strategy, and Behavior*. McGraw Hill.
4. House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (2018). *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*. Sage Publications.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E055	FOREX OPERATIONS MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES 1. To analyze exchange rate mechanisms, currency risks, and international monetary systems. 2. To develop strategies for effective forex operations management in multinational business environments. 3. To apply forex management techniques for hedging and risk mitigation in global transactions.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, structure, and functioning of foreign exchange markets and forex operations.					
CO2	Analyze exchange rate systems, currency fluctuations, and international monetary mechanisms.					
CO3	Apply forex risk management techniques such as hedging and derivatives to minimize financial exposure.					
CO4	Evaluate foreign exchange risks, regulatory frameworks, and financial instruments used in global markets.					
CO5	Develop forex operation strategies to support efficient and risk-controlled international financial transactions.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	1	3	2	1	2	1	3
	CO2	3	1	3	2	3	1	2
	CO3	2	3	1	3	1	3	1
	CO4	3	2	3	1	1	2	3
	CO5	1	3	2	1	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E055 FOREX OPERATIONS MANAGEMENT

UNIT - I INTRODUCTION FOREIGN EXCHANGE

6 Hours

Introduction – Participants, Functions - Concept and Significance – Foreign change Rate -Direct and Indirect quotations – Inter Bank and Merchant rates – Spot rates and forward rates – T.T. Foreign currency account.

UNIT - II DETERMINATION OF EXCHANGE RATE

6 Hours

Foreign Exchange Transactions – Spot – Forward - Purchasing Power Parity theory – Interest rate parity theory – Flow model – Asset market model – Forecasting of exchange rates – Concepts of Nominal Effective Exchange Rate and Real effective Exchange rate.

UNIT - III INTERNATIONAL TRADE

6 Hours

Documents involved in International trade: Statutory Documents - Financial Documents - Transport Documents - Risk Bearing Documents. 9 INCOTERMS: C.I.F., F.O.B., C.I.P. --Financing of Imports by Opening of Letter of Credit - Documents required - Trade and Exchange Control Formalities - Sanction of LC Limit.

UNIT - IV EXCHANGE CONTRACT

6 Hours

Forward exchange contracts – Features of Forward Margin - Types – Forward exchange rate computation – Factors affecting forward rates – Extension and cancellation of forward contracts – Option contracts - Types and mechanism.

UNIT - V EXCHANGE MANAGEMENT IN INDIA

6 Hours

Exchange rate arrangements in India - Fixed and flexi rates – Rupee convertibility – NOSTRO, VOSTRO and LORO Accounts – Exchange control measures: Need and Forms and relevance – Foreign Exchange Reserves of India: Trend - Composition and management – Impact on exchange rate – Monetary and fiscal policy initiatives for exchange rate - Economic Exposure risk – Inflating and exchange risk.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Pilbeam, K. (2021). *International Finance* (6th Ed.). Palgrave Macmillan.
2. Eun, C. S., & Resnick, B. G. (2020). *International Financial Management* (9th Ed.). McGraw Hill.
3. Madura, J. (2020). *International Financial Management* (13th Ed.). Cengage Learning.
4. Shapiro, A. C. (2019). *Multinational Financial Management* (11th Ed.). Wiley.
5. “Surendra.s.Yadav, P.K.Jain and Max Peyrard”, Foreign Exchange Markets understanding derivatives.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E056	INTERNATIONAL TRADE PROCEDURES	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES 1. To analyze export–import procedures, trade regulations, and compliance requirements in global markets. 2. To evaluate trade financing methods, customs regulations, and logistics processes in international trade. 3. To develop practical knowledge for managing international trade operations in a compliant and efficient manner.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and importance of international trade procedures.					
CO2	Analyze export–import procedures, documentation, and regulatory frameworks in international trade.					
CO3	Apply international trade procedures to execute and manage cross-border trade transactions effectively.					
CO4	Evaluate trade financing options, customs processes, and compliance requirements in global trade operations.					
CO5	Develop efficient and compliant strategies for managing international trade procedures in global business					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	1	1	3	3	2	1	3
	CO2	3	1	2	3	3	1	3
	CO3	2	3	1	2	1	3	1
	CO4	1	3	3	1	2	2	3
	CO5	3	1	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E056

INTERNATIONAL TRADE PROCEDURES

UNIT –I INTERNATIONAL TRADE

6 Hours

Meaning – Definition - Emerging global scenario - Theories of international trade – Absolute and comparative advantage theories - Modern theory of trade – Hecksher-Ohlin theory - Terms of trade - Theory of international trade in services - Balance of payments and adjustment mechanism.

UNIT –II TERMS OF TRADE

6 Hours

Gains from trade and terms of trade - Different concepts of terms of trade - Problems of measurement of terms of trade.

UNIT –III TARIFF

6 Hours

Trade barriers – Tariffs – Classification of tariffs - Impact of tariff - Nominal tariff and effective tariff - Optimum tariff - Non-tariff barriers - Foreign exchange.

UNIT- IV EXPORT PROCEDURES

6 Hours

Introduction - Stages in export procedure - Excise clearance procedure - Role of custom house agents - Shipping and custom formalities - Marine insurance - Negotiation of export documents - Realization of export proceeds - ISO 9000 certification.

UNIT- V EXPORT PROMOTION

6 Hours

Export promotion – Review of export promotion policy through plans - Organizational set up – Incentives - Export house and Trading houses (state trading) - EXIM bank and ECGC - Commodity boards - Export Promotion Councils – IIFT - Federation of Indian Export Organization - Indian Council of Arbitration - Export Development Authority - Agricultural and Processed Foods Export Development Authority - SIDBI

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. M.L.Jhingan, Money Banking and International Trade, Vrinda
2. Mehta, Money Banking and International Trade, Shoban Lal Nagin Chand and Co
3. Sethoney Banking and International Trade, Laxminarayanan Agarwal
4. International Trade and Export Management – Francis Cherunilam –Himalaya Publishing House
5. “Julian Walmsley”, Foreign Exchange and Money Markets Guide, John Wiley.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E057	STRATEGIC INTERNATIONAL BUSINESS NEGOTIATIONS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To apply negotiation strategies and techniques for effective cross-border business deals.						
2. To analyze cultural, economic, legal, and political factors influencing global negotiation processes.						
3. To develop strategic negotiation skills for managing global business relationships successfully.						
COURSE OUTCOMES (COs)						
CO1	Explain the principles, concepts, and importance of international business negotiations.					
CO2	Analyze cultural, legal, economic, and political factors affecting international negotiation processes					
CO3	Apply negotiation strategies and techniques to manage cross-border business deals effectively.					
CO4	Evaluate negotiation outcomes, conflict resolution approaches, and bargaining power in global contexts.					
CO5	Develop strategic negotiation skills for building and maintaining successful international business relationships.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	1	3	2	3	2	1	2
	CO2	3	1	3	2	3	3	2
	CO3	2	3	1	3	1	3	1
	CO4	1	2	3	1	3	2	3
	CO5	3	1	2	3	1	1	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E057

STRATEGIC INTERNATIONAL BUSINESS NEGOTIATIONS

UNIT - I NEGOTIATIONS PROCESS

6 Hours

Nature of International Business Negotiations: Framework for international business negotiations - Background factors - Impact of national culture - Organizational culture and personality on buyer-seller interaction – Model of the negotiation process with different strategies and planning – Distributive bargain and integrative negotiations.

UNIT - II CROSS CULTURE

6 Hours

Cultural aspects of International Business negotiation - Role of culture - Patterns of cross-culture behavior and communication.

UNIT - III INTERNATIONAL NEGOTIATION

6 Hours

Negotiating sales - Export transaction and agency agreements – Negotiating licensing agreements – Negotiating international joint venture – Project negotiations – Cooperative negotiation for mergers and acquisitions.

UNIT - IV INVESTMENT

6 Hours

Investment negotiations – Negotiating with Europe, China and other East Asian countries -Business Negotiations between Japanese and Americans – General guidelines for negotiating international business.

UNIT - V ETHICS

6 Hours

Ethics in negotiations – Communication in negotiations – Negotiation power and relationships in negotiations – Best practices in negotiations – Business etiquette – Assertive skills – Personality and negotiation skills.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Claude Cellich, Subhash Jain, Global Business Negotiations: A Practical Guide , South-Western Educational Publishing.
2. Pervez N. Gauri and Jean Claude Usunier, International Business Negotiations, Elsevier Ltd.
3. Leigh L, Negotiation Theory and Research. Thompson.
4. M.L.Jhingan, Money Banking and International Trade, Vrinda
5. Walter. OCHYMSKI”, Foreign Exchange Management, Book sorge Publication.



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

SPECIALIZATION - TOURISM MANAGEMENT



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E058	HOSPITALITY AND SERVICE OPERATIONS MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To analyze service delivery systems, customer experience, and operational efficiency in hospitality industries. 2. To apply service management techniques for improving quality, productivity, and customer satisfaction. 3. To understand the concepts, principles, and scope of hospitality and service operations management.						
COURSE OUTCOMES (COs)						
CO1	Analyze service delivery processes, customer experience factors, and operational systems in hospitality organizations.					
CO2	Explain the concepts, principles, and importance of hospitality and service operations management.					
CO3	Apply service operations management techniques to improve quality, efficiency, and customer satisfaction.					
CO4	Develop operational strategies to enhance service quality and competitiveness in hospitality management.					
CO5	Evaluate service performance, capacity utilization, and process efficiency using appropriate analytical tools.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	1	3	2	3	2	1	2
	CO2	3	1	3	2	3	3	2
	CO3	2	3	1	3	1	3	1
	CO4	1	2	3	1	3	2	3
	CO5	3	1	2	3	1	1	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E058

HOSPITALITY AND SERVICE OPERATIONS MANAGEMENT

UNIT – I INTRODUCTION

6 Hours

Era of Hospitality – Introduction to Hotel - Travel and tourism industry – Nature of hospitality – Economic and other impacts of tourism – Factors affecting hospitality and tourism industry – Employment opportunities in hospitality and tourism

UNIT – II SCOPE OF HOSPITALITY

6 Hours

Organization – Nature, size and scope – Classification of hotels – Hotel market segments – Organization and development of hotels – Scope of restaurant services - Global standards for hotels – Managing value added services.

UNIT – III ACCOMODATIONS MANAGEMENT

6 Hours

Accommodation – Types of rooms - Front office department – Tariff section and plan – Job description and Specification - Uniformed service department - Meeting guest needs - Competition in the lodging business.

UNIT – IV MAINTANANCE MANAGEMENT

6 Hours

Functions of hotels - Engineering and maintenance section – Safety and precaution - Electricity and lighting accounting Section – Human resources management – Performance management – Employee discipline.

UNIT – V CUSTOMER RELATIONSHIP

6 Hours

Future trends and potential in hospitality industry – Usage of CRS in hotel industry – International chain of hotels – Role and functions of associations in hospitality management – (Recent trends and Ethics in hospitality management only for discussion).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Gray and Ligouri: Hotel and Motel Management and operations (Delhi: Prentice Hall India) Published by Prentice Hall ISBN 10: 013394719X ISBN 13: 9780133947199
2. Hotel Front Office: A Training Manual Paperback – 1 Feb 2013by Andrews (Author) Publisher: McGraw Hill Education (India) Private Limited; Third edition (1 February 2013) ISBN-10: 125900497XISBN-13: 978-1259004971
3. Human Resource Development and Management in the Hotel Industry Paperback – 2002by Dr. Jagmohan Negi (Author) Publisher: Frank Brothers; 1 edition (2002)ISBN-10: 8171704530ISBN-13: 978-8171704538
4. Professional Hotel Management, 2/E Unbound– 2002by Jagmohan Negi (Author) Publisher: S Chand and Company (2002)ISBN-10: 812191518XISBN-13: 978-8121915182



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E059	TOURISM MARKETING AND DESTINATION PLANNING	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES 1. To analyze tourism markets, consumer behavior, and destination competitiveness. 2. To apply marketing strategies for promoting tourism products and destinations effectively. 3. To understand the concepts, principles, and scope of tourism marketing and destination planning. 4. To evaluate destination planning approaches, sustainability factors, and tourism development impacts.						
COURSE OUTCOMES (COs)						
CO1	Analyze tourism markets, consumer behavior, and destination attractiveness factors.					
CO2	Explain the concepts, principles, and importance of tourism marketing and destination planning.					
CO3	Apply marketing strategies to promote tourism destinations and tourism-related services effectively.					
CO4	Develop strategic tourism marketing and destination management plans for sustainable growth.					
CO5	Evaluate destination planning models, sustainability issues, and tourism development impacts.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	1	2	3	3	2	1	3
	CO2	3	1	2	2	3	1	2
	CO3	2	3	1	3	1	3	1
	CO4	1	2	3	1	3	3	3
	CO5	3	1	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E059

TOURISM MARKETING AND DESTINATION PLANNING

UNIT - I INTRODUCTION

6 Hours

Introduction – Tourism planning - Tourism Planning at International: National, Regional, State and Local Level - Steps and stages in destination planning - Tourism master plan - Five year plans - Tourism in India.

UNIT – II TOURISM POLICY

6 Hours

Tourism Policy – Study of National Tourism Policy 1982 and 2002 – National Action Plan on Tourism 1992 – Special Tourism Area Development Program – The concept of National Tourism Board - National Committee on Tourism - Global Sustainable Tourism Criteria.

UNIT – III TOURISM PLANNING

6 Hours

Understanding Tourism Planning – Evolution of tourism planning – General concepts of planning – Public and private sectors role in tourism development – Analysis of an individual tourism project.

UNIT - IV GLOBALIZATION and TOURISM

6 Hours

Globalization and Tourism: General Agreement on Trade in Services (GATS) – Effect on hospitality and tourism industry - Freedom of movement and transportation - Impact of trade ties between countries - Global code of ethics for tourism - International agreements.

UNIT –V TOURISM MARKETING

6 Hours

Tourism marketing mix – Marketing of Tourism – Services: Marketing of Airlines, Hotel, Resort, Pilgrimage centres – Technology in tourism marketing. (Recent trends and Ethics in Tourism planning and marketing only for discussion).

TOTAL NO OF PERIODS: 30 HOURS

Reference Books:

1. Pike, S. (2021). *Destination Marketing: Essentials* (2nd Ed.). Routledge.
2. Kotler, P., Bowen, J. T., Makens, J. C., & Baloglu, S. (2019). *Marketing for Hospitality and Tourism* (7th Ed.). Pearson.
3. Middleton, V. T. C., Fyall, A., Morgan, M., & Ranchhod, A. (2019). *Marketing in Travel and Tourism* (5th Ed.). Routledge.
4. Morrison, A. M. (2018). *Marketing and Managing Tourism Destinations*. Routledge.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E060	GLOBAL TOURISM MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To understand the fundamentals and scope of global tourism management and its evolving trends.
2. To analyze international tourism systems, demand patterns, and global travel behavior.
3. To develop strategic approaches for managing tourism operations in a global competitive environment.
4. To examine the role of international organizations and policies in tourism development.

COURSE OUTCOMES (COs)

CO1	Explain the concepts, scope, and significance of global tourism management.
CO2	Analyze global tourism markets, travel behavior, and international tourism demand patterns.
CO3	Apply tourism management principles in planning and developing global tourism services.
CO4	Evaluate the role of international tourism organizations, policies, and sustainability frameworks.
CO5	Develop strategic solutions for managing and promoting global tourism destinations effectively.

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	1	3	1	1	2	1
	CO2	1	1	1	3	1	2	3
	CO3	3	1	2	1	2	1	2
	CO4	2	3	1	2	3	3	1
	CO5	1	2	3	1	2	2	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E060

GLOBAL TOURISM MANAGEMENT

UNIT - I CHALLENGES OF TOURISM INDUSTRY

6 Hours

Measurement of international tourism: Methods and their merits and demerits - Forces and factors influencing growth of international tourism - Tourism Industry – Challenges - Factors affecting global and regional tourist movements.

UNIT – II REGULATIONS OF TOURISM

6 Hours

The emergence of international hotels and tourism – Historical aspects - Development of chains - Development abroad Airline connection – Political aspects of the international travel tourism influencing tourists' behavior – Environmental factors – Individual factors.

UNIT - III CULTURAL ASPECTS OF TOURISM

6 Hours

Concept and fundamentals of Indian culture – Tourism Relationship - Socio-cultural impact on tourism - Spiritual basis of Indian culture - Human resources and cultural diversity - Tourism Promotion – Promotion Mix – Components of Promotion mix.

UNIT - IV INTERNATIONAL MARKETING STRATEGY

6 hour

International tourism sales and marketing – Marketing Research - Concept and process - Problem in conducting marketing research in developing countries - People in tourism – Service quality ingredients - Service encounters – Internal marketing – Capacity building.

UNIT - V TECHNOLOGY IN TOURISM

6 Hours

Tourism and environment - Socially responsible marketing – Social marketing – Government bodies – NGOs in tourism – (Recent trends and Ethics in International tourism only for discussion).

TOTAL NO OF PERIODS: 30 HOURS

Reference Books:

1. Page, S. J. (2021). *Tourism Management: An Introduction* (7th Ed.). Routledge.
2. Weaver, D., & Lawton, L. (2020). *Tourism Management* (6th Ed.). Wiley.
3. Goeldner, C. R., & Ritchie, J. B. (2019). *Tourism: Principles, Practices, Philosophies* (12th Ed.). Wiley.
4. Cooper, C., Fletcher, J., Fyall, A., Gilbert, D., & Wanhill, S. (2019). *Tourism Principles and Practice* (6th Ed.). Pearson.
5. Holloway, J. C., & Humphreys, C. (2019). *The Business of Tourism* (10th Ed.). Pearson.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E061	TOURISM PRODUCT DEVELOPMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To develop innovative tourism products aligned with market demand and sustainability principles.						
2. To analyze components of tourism products including attractions, facilities, and accessibility.						
3. To examine destination planning and tourism product diversification strategies.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, scope, and importance of tourism product development.					
CO2	Analyze the components and structure of tourism products in destination management.					
CO3	Apply destination planning and product development strategies for tourism growth.					
CO4	Evaluate sustainable tourism practices and their impact on global destinations.					
CO5	Design innovative and market-oriented tourism products for competitive advantage.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	1	3	1	3	2	1
	CO2	1	2	1	3	1	2	3
	CO3	3	1	2	1	2	1	2
	CO4	1	3	1	2	2	3	1
	CO5	2	1	3	2	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E061 TOURISM PRODUCT DEVELOPMENT

UNIT – I INTRODUCTION

6 Hours

Definition of tourism product – Features – Components of tourism industry – Differentiation of tourism industry from other consumer industries – Tourism resources as products.

UNIT – II SOCIAL CULTURAL RESOURCE I

6 Hours

Social Cultural Resource I: Architectural heritage of India – Historical monuments of tourism significance – Ancient, medieval and modern – Important historical/archaeological cities: Museum, art galleries and libraries.

UNIT – III SOCIAL CULTURAL RESOURCE II

6 Hours

Classical dance - Forms and styles – Indian folk dance, Ceremonies - Celebrations – Place of worships: Belief - Attitude - Perception – Special interest.

UNIT - IV NATIONAL TOURISM RESOURCE

6 Hours

Desert safaris - Desert festival – Coastal areas - Beaches - Islands with special reference to Andaman and Nicobar Islands - Impact on personal and work life – Impact on tourist.

UNIT - V TOURISM PRODUCT MARKETING

6 Hours

Introduction to product marketing – Pricing of tour packing – Designing and printing of tour brochure - Market Segmentation – Targeting.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Acharya, Ram: Tourism and Cultural Heritage of India, RBSA publisher, 2nd edition 2007, ISBN8176114006.
2. Douglas Foster: Travel and Tourism Management, Palgrave macmillan publisher, ISBN0333364082.
3. Eck Dianna, Varanasi, The City of Light, knopf publisher, 1st edition 2013, ISBN0231114478.
4. Harle, J.C.: The Art and Architecture of Indian sub-continent November 30, 1994 by J. C. Harle (Author) ISBN-13: 978-0300062175 ISBN-10: 0300062176 Edition: 2ndz
5. Hussain, A.A.: The National Culture of India 2007 ISBN9788123701462



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E062	INTERNATIONAL HOSPITALITY LAW AND ETHICS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the legal framework governing the hospitality and tourism industry at national and international levels.						
2. To develop ethical decision-making and legal compliance skills in hospitality management practices.						
3. To analyze laws related to contracts, liability, licensing, and regulations in hospitality operations.						
COURSE OUTCOMES (COs)						
CO1	Explain the fundamental concepts of international hospitality law and ethical principles in the hospitality industry.					
CO2	Analyze legal provisions related to contracts, liability, licensing, and regulatory compliance in hospitality operations.					
CO3	To examine ethical issues and professional standards in global hospitality management.					
CO4	To evaluate consumer protection laws, employment laws, and safety regulations in hospitality services.					
CO5	To develop ethical decision-making and legal compliance skills in hospitality management practices.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	1	1	3	3	2	1
	CO2	1	2	3	1	1	2	3
	CO3	3	1	2	3	2	1	2
	CO4	2	3	1	2	1	3	1
	CO5	1	2	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E062

INTERNATIONAL HOSPITALITY LAW AND ETHICS

UNIT – I PRINCIPLES

6 Hours

Basic legal principles governing hospitality operations – The Common Law – Basics for Laws governing the hotelkeeper – The Hotelkeeper and the law of contracts.

UNIT – II HOSPITALITY

6 Hours

The Hotelkeeper and the Laws of Torts and Negligence – The Hotel's Duty to receive guests and its right to refuse Guests – The Hotel's Duty to protect Guests.

UNIT – III MAINTENANCE

6 Hours

The Hotel's right to evict a Guest – Tenant – Restaurant - Patron and others – The Guest's right to privacy – The Hotel's Liability regarding Guests' property – Maintenance of guest registers.

UNIT – IV LAWS

6 Hours

Frauds committed against Hotels and Crimes of Trespass – Other laws relating to food services – Wage and hour Laws applicable to Hotel employees.

UNIT - V ETHICS

6hours

Legal Medicine Law Ethics - Consumer protection laws affecting hotels – Public health and Safety requirements – (Recent trends in hospitality law and ethics in practicing only for discussion).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Reynolds, D. (2021). *Hospitality Law: Managing Legal Issues in the Hospitality Industry* (5th Ed.). Wiley.
2. Hall, C. M., & Brown, G. (2020). *Tourism and Hospitality Ethics* (2nd Ed.). Routledge.
3. Kimes, S. E., & Wirtz, J. (2019). *Ethics in Hospitality Management*. Cornell University Press.
4. Walker, J. R. (2019). *Introduction to Hospitality Management* (7th Ed.). Pearson.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E063	STRATEGIC TRAVEL AND TOURISM MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To analyze tourism market trends, competitive forces, and strategic positioning of tourism organizations. 2. To understand the principles and scope of strategic management in the travel and tourism industry. 3. To develop strategic decision-making skills for managing tourism businesses effectively in a dynamic environment.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and importance of strategic travel and tourism management.					
CO2	Analyze tourism market dynamics, competition, and strategic positioning of tourism organizations.					
CO3	Apply strategic planning tools to tourism business and destination management scenarios.					
CO4	Evaluate tourism policies, global trends, and sustainability considerations in strategic planning.					
CO5	Develop strategic tourism management plans for sustainable and competitive destination growth.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	1	1	3	3	2	1
	CO2	1	2	3	1	1	2	3
	CO3	3	1	2	3	2	1	2
	CO4	2	3	1	2	1	3	1
	CO5	1	2	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E063

STRATEGIC TRAVEL AND TOURISM MANAGEMENT

UNIT – I INTRODUCTION

6 Hours

Concept – Need – Objective - Institutional framework of public tourism policy; Emergence of Travel Intermediaries - Indian Travel Agents and Tour operators - Interplay of Push and Pull factors.

UNIT – II TRAVEL AGENTS AND TOUR OPERATORS

6 Hours

Travel Agents and Tour operators: Differentiation and Interrelationship - Functions and organizational structures of travel agencies and tour operators - Linkages of tour operation of business with principal suppliers

UNIT – III RULES AND REGULATIONS IN TRAVEL AGENCY

6 Hours

Set Up of Travel Agency/Tour Operation Business: Sources of Funding - Comparative study of various types of organization The IATA general conditions of carriage (passenger and baggage) - Regulations and accreditation - Documentation.

UNIT – IV ITINERARY DEVELOPMENT

6 Hours

Functions of tour managers - Planning tools for an itinerary. Tour Costing: Tariffs, FITS and GITS - Confidential traffic - Packaging: types and Forms of Package Tour.

UNIT – V TRAVEL DOCUMENTATION

6 Hours

Tour Operation Documentation: Voucher - Hotel and Airline Exchange Order - Pax Docket - Status Report - Daily Sales Record - AGT Statements - Credit Cards - Importance and Future of RBI. Travel Documentation: Familiarization with TIM (Travel Information Manual)

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Bhatia A.K. (2012). The business of travel agency and tour operations Management Studies Sterling publishers Pvt. Ltd., New Delhi.
2. Mohinder Chand. (2009). Travel Agency Management: An introductory Text. Anmol Publications Pvt. Ltd.,
3. Peter Robinson. (2009). Operations Management in the Travel Industry. CABI Head Office, UK



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus
Program Structure for MBA (Full Time)

SPECIALIZATION

- HOSPITAL AND HEALTH CARE MANAGEMENT



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E064	ADMINISTRATION OF HOSPITAL OPERATIONS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To analyze hospital workflows, patient care systems, and operational efficiency practices. 2. To develop managerial skills for improving hospital operational performance and service delivery. 3. To understand the structure, functions, and administration of hospital operations and healthcare systems.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, structure, and functions of hospital operations and healthcare administration.					
CO2	Analyze hospital operational workflows and patient care management systems.					
CO3	Apply hospital management principles to improve efficiency in healthcare delivery.					
CO4	Evaluate quality standards, safety protocols, and regulatory frameworks in hospital operations.					
CO5	Develop strategies to enhance hospital operational efficiency and patient service quality.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	1	2	3	1	3	2	1
	CO2	2	3	1	3	1	2	3
	CO3	3	1	2	1	2	1	2
	CO4	1	3	2	2	1	3	1
	CO5	2	1	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval				Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E064

ADMINISTRATION OF HOSPITAL OPERATIONS

UNIT - I INTRODUCTION

6 Hours

Concept of Hospitals-Planning and Design of a Hospital (Building and Physical Layout)-Different types of Hospital - History of Hospital Development –Departmentalization in Hospital – Organization Structure-Vertical and Horizontal.

UNIT - II MANAGEMENT AND PROCESS OF CLINICAL SERVICES

6 Hours

Organization and Administration of various clinical services-Outpatient Services-In-patient Services-Emergency services-Operation Theatre – ICUs - Nursing services.

UNIT – III FRONT OFFICE MANAGEMENT IN HOSPITALS

6 Hours

Front Office Management and Process of Non-Clinical Services-Admission–Medical Records-Death in Hospital–Brought Dead--Maintenance and Repairs Bio Medical Equipment-Laboratory- Radiology Service.

UNIT – IV QUALITY AND PATIENT SATISFACTION

6 Hours

Quality and Patient orientation for total patient satisfaction – Adopting ‘5S technique for quality in housekeeping and support services-Implementing ISO 9001:2000 Quality Management System Standards in Hospitals –Need, Process, Benefits.

UNIT - V ACCREDITATION AND CURRENT ISSUES

6 Hours

Accreditation-Assessing Patient Satisfaction-Techniques of Hospital Services Evaluation-Indicators of Hospital Efficiency and Effectiveness- Current Issues in Hospital Management-Telemedicine, Organ Transplantation. (Recent trends in hospital operations).

TOTAL NO. OF PERIODS- 30 HOURS

Reference Books:

1. Brown, L. (2021). *Hospital Operations Management: A Systems Perspective* (2nd Ed.). Routledge.
2. Joshi, S. C. (2020). *Hospital Administration and Management* (7th Ed.). Jaypee Brothers Medical Publishers.
3. Buchbinder, S. B., & Shanks, N. H. (2019). *Introduction to Health Care Management* (4th Ed.). Jones & Bartlett Learning.
4. Darr, K. (2018). *Managing Health Services Organizations and Systems* (6th Ed.). Health Professions Press.
5. Edmonstone, J. (2018). *Leadership for Health Service Improvement*. CRC Press.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E065	MANAGEMENT OF HOSPITAL FACILITIES	L	T/S Lr	P/R	C	Ty/Lb/ETP
	Total Contact Hours – 30	3	0	0	3	TY
	Course Designed by – Faculty of Management Studies					
OBJECTIVES 1. To examine safety, hygiene, infection control, and regulatory standards in hospital facilities. 2. To evaluate facility utilization, resource optimization, and sustainability in healthcare environments. 3. To develop effective strategies for managing hospital facilities and improving patient care environments.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, scope, and importance of hospital facility management.					
CO2	Analyze hospital infrastructure planning, layout design, and maintenance systems.					
CO3	Apply safety, hygiene, and infection control standards in hospital facility operations.					
CO4	Evaluate facility utilization, efficiency, and sustainability in healthcare environments.					
CO5	Develop management strategies for effective hospital facility operations and improvement.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	1	3	1	1	2	1
	CO2	1	2	1	3	1	2	3
	CO3	3	1	2	1	2	1	2
	CO4	2	3	1	2	1	3	1
	CO5	1	1	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval				Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E065

MANAGEMENT OF HOSPITAL FACILITIES

UNIT-I SUPPORTING HEALTHCARE SERVICES

6 Hours

Nutrition and Dietary services–Pharmacy services–Medical Records services. CSSD, Blood Bank.

UNIT-II ENGINEERING SERVICES

6 Hours

Facilities Engineering –Maintenance of Civil Assets–Electrical supply and Water supply –Medical gas pipeline–Plumbing and Sanitation–Air conditioning system–Hot water and Steam supply–Communication Systems–Biomedical engineering departments in modern hospitals.

UNIT-III UTILITY SERVICES

6 Hours

Laundry services– Ambulance services— Mortuary services–AMC.

UNIT-IV UTILITY SUPPORTING SERVICES

6 Hours

Housekeeping services — Energy conservation methods -Hospital safety and security services- Disaster management .

UNIT-V HOSPITAL HAZARDS

6 Hours

Fire hazards–Engineering Hazards–Radiological hazards.-Outsourcing of Support services–Bio medical waste management- case studies.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. G.d.kunders, hospital and facilities planning and design
2. Jacob line, handbook of bio-medical engineering
3. Websterj. Gandalbertm. Co, clinical engineering principles and practices
4. Antony kelly, maintenance planning and control



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E066	QUALITY ASSURANCE IN HEALTH CARE MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	TY
	Course Designed by – Faculty of Management Studies					
OBJECTIVES 1. To understand the principles and importance of quality assurance in healthcare systems. 2. To examine patient safety systems, risk management, and clinical governance practices. 3. To develop effective quality assurance strategies for improving healthcare service delivery.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and importance of quality assurance in healthcare management.					
CO2	Analyze healthcare quality standards, accreditation systems, and regulatory requirements					
CO3	Apply quality assurance tools and techniques in healthcare service improvement.					
CO4	Evaluate patient safety systems, risk management practices, and clinical governance frameworks.					
CO5	Develop quality improvement strategies to enhance healthcare service delivery and patient outcomes.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	1	3	2	1	3	2	1
	CO2	2	1	3	3	1	2	3
	CO3	3	2	1	1	2	1	2
	CO4	1	3	2	2	1	3	1
	CO5	2	1	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E066

QUALITY ASSURANCE IN HEALTH CARE MANAGEMENT

UNIT-I INTRODUCTION

6 Hours

Concept of patient care, Patient-centric management, Organization of hospital departments, Roles of departments/managers in enhancing care, Patient counseling and Practical examples of patient centric management in hospitals-Patient safety and Risk Management.

UNIT-II QUALITY IN PATIENT CARE MANAGEMENT

6 Hours

Quality in patient care management-Defining quality, Systems approach towards quality, Quality framework: Key theories and concepts, Models for quality improvement and Variations in practice.

UNIT-III PATIENT CLASSIFICATION SYSTEMS

6 Hours

Patient classification systems and the role of case mix-, Types of patient classification systems, ICD9(CM,PM), Case mix classification systems, DRG, HBG, ARDRG, Case mix innovations and Patient empowering classification systems.

UNIT- IV MEDICAL AUDIT

6 Hours

Introduction/need and procedures for medical audit, Audit administration and Regulating committees- Confidentiality and professional secrecy, Ethics of trust and ethics of rights – Autonomy and informed consent, under trading of patient rights – Equity and social justice, human dignity

UNIT-V DISASTER PREPAREDNESS

6 Hours

Disaster preparedness-Policies and procedures for general safety, Fire safety procedure for evacuation, Disaster plan and crisis management. Policies and procedures for maintaining medical records, e-records, Legal aspects of medical records, EMRD.(Trends in Patient Management for discussions).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Hughes, R. G. (2020). *Patient Safety and Quality: An Evidence-Based Handbook for Nurses*. Agency for Healthcare Research and Quality (AHRQ).
2. Shaw, C. D., & Groene, O. (2019). *Assessing Health Care Quality* (2nd Ed.). World Health Organization (WHO).
3. Tingle, J., & Bark, P. (2019). *Quality Assurance in Healthcare: Principles and Practice*. Routledge.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E067	LEGAL ASPECTS IN HEALTH CARE MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES 1. To develop legal awareness for effective and compliant healthcare management practices. 2. To examine regulatory compliance, licensing, and accreditation requirements in healthcare. 3. To understand the legal framework governing healthcare systems and medical practice.						
COURSE OUTCOMES (COs)						
CO1	Explain the basic legal concepts and regulatory framework in healthcare management.					
CO2	Analyze laws related to hospitals, patient rights, medical negligence, and liability issues.					
CO3	Apply legal principles in resolving healthcare management and operational cases.					
CO4	Evaluate regulatory compliance requirements and ethical-legal challenges in healthcare systems.					
CO5	Develop legally compliant and ethically sound healthcare management practices.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	1	3	2	3	2	1
	CO2	1	2	1	3	1	2	3
	CO3	3	1	2	1	2	1	2
	CO4	1	3	1	2	2	3	1
	CO5	2	1	3	2	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E067 LEGAL ASPECTS IN HEALTH CARE MANAGEMENT

UNIT - I CODE OF MEDICAL ETHICS (NMC)

6 Hours

Code-Duties of Physician to their patients-Duties of Physician to the profession at large-Duties of Physician to the profession in consultation- Duties of Physician to the profession to the public-Disciplinary action.

UNIT- II THE MEDICAL TERMINATION OF PREGNANCY ACT 1971

6 Hours

Indication or Grounds of MTP-Requirements for MTP-Complications of MTP-Doctor and Criminal Abortion-The Pre Natal Diagnostic Techniques (PNDT) Act, 1994- -Determination of Sex prohibited.

UNIT- III DYING DECLARATION

6 Hours

Definition – Precautions-Procedure of Recording - Death Certificate-Precautions while issuing death certificate--Contents of Death Certificate- Importance of Death Certificate.

UNIT- IV MEDICAL JURISPRUDENCE

6 Hours

Introduction and Legal Procedure-Medical ethics- Patient's rights and provider's responsibility-Medical Malpractice- Management of Medical Malpractice.

UNIT- V MEDICO LEGAL ASPECTS

6 Hours

Impotence – Sterility-Surrogacy-Medico Legal aspects of Psychiatric and mental Health – Toxicology-Organ Transplantation Act-Tamil Nadu Clinics Act. Recent trends relating to health care laws for discussion only).

TOTAL NO. OF PERIODS- 30 HOURS

Reference Books:

1. N.D. Kapoor - Elements of Mercantile Law - Sultan Chand and Sons, New Delhi .
2. E. Venkatesan - Hand Book of Mercantile Law - M. L. J. Publications.
3. Bulchandai K. R. - Industrial Law - Himalaya Publishing House.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E068	EPIDEMIOLOGY AND COMMUNITY OUTREACH	L	T/S Lr	P/R	C	Ty/ Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the basic principles and concepts of epidemiology in public health management.						
2. To evaluate community health programs and outreach strategies for disease prevention.						
3. To develop effective community-based interventions for improving public health outcomes.						
COURSE OUTCOMES (COs)						
CO1	Explain the fundamental concepts, principles, and scope of epidemiology and community health.					
CO2	Analyze disease patterns, determinants, and health indicators in populations.					
CO3	Apply epidemiological methods in disease surveillance and outbreak investigations.					
CO4	Evaluate community outreach programs and public health intervention strategies.					
CO5	Develop community-based health strategies for disease prevention and health promotion.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	2	1	1	3	2	1
	CO2	1	2	3	1	1	2	1
	CO3	3	1	2	3	2	1	2
	CO4	2	1	1	2	3	3	1
	CO5	1	2	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E068

EPIDEMIOLOGY AND COMMUNITY OUTREACH

UNIT - I CONCEPT OF HEALTH AND DISEASE AND EPIDEMIOLOGICAL METHODS

6 Hours

Introduction to Epidemiological concepts, definitions, etc.-Concept of health- Definition, indicators, determinants- Epidemiological triad and disease transmission – Disease- Natural History, causes, etc.- Descriptive epidemiological studies-Analytical epidemiological studies.

UNIT – II INFECTIOUS DISEASE EPIDEMIOLOGY

6 Hours

National Health Programmes related to Communicable diseases-Malaria, Filare, Tuberculosis, Leprosy, AIDS and STD
National Health Programmes related to Non Communicable diseases–Cancer, Blindness, Diabetes, and Mental Health-
Reproductive and child health programme (RCH)-Health related national programmes–Integrated Child development scheme,.

UNIT – III EPIDEMIOLOGY, OCCUPATIONAL SAFETY

6 Hours

Introduction to Occupational health and hazards- Nature, origin determinants, Safety measures – Roles of national and international organizations in promoting occupational and environmental health.

UNIT – IV HOSPITAL INFECTIONS CONTROL

6 Hours

Hospital infections-Definition – Importance, Determinants, Sources, Routes of transmission-Principles of control of infection – Control measures in wards, Operating theatres, Laundry, Kitchen, Water, Special units e.g. (ICCU, ICU, Renal units) after discharge, waiting rooms, etc.

UNIT – V MAINTENANCE OF SURVEILLANCE, RECORDS and REPORTS

6 Hours

Importance of surveillance and records/reports maintenance – Outline and risk surveillance measures – Record keeping and reports presentation.

TOTAL NO. OF PERIODS- 30 HOURS

Reference Books:

1. Gordis, L. (2022). *Gordis Epidemiology* (6th Ed.). Elsevier.
2. Rothman, K. J., Greenland, S., & Lash, T. L. (2021). *Modern Epidemiology* (4th Ed.). Wolters Kluwer.
3. Friis, R. H., & Sellers, T. A. (2019). *Epidemiology for Public Health Practice* (6th Ed.). Jones & Bartlett Learning.
4. Bonita, R., Beaglehole, R., & Kjellström, T. (2018). *Basic Epidemiology* (2nd Ed.). World Health Organization.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E069	HOSPITAL RISK AND INSURANCE MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concepts and scope of risk management in healthcare organizations.						
2. To examine health insurance systems, policies, and reimbursement mechanisms.						
3. To develop effective risk and insurance management frameworks for healthcare institutions.						
COURSE OUTCOMES (Cos)						
CO1	Explain the concepts, principles, and importance of hospital risk and insurance management.					
CO2	Analyze various types of risks in hospitals including clinical, financial, and operational risks.					
CO3	Apply risk assessment and insurance principles in healthcare management scenarios.					
CO4	Evaluate risk mitigation strategies, patient safety systems, and insurance frameworks.					
CO5	Develop integrated risk and insurance management strategies for healthcare organizations.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	1	3	1	3	2	3
	CO2	1	2	1	3	1	1	3
	CO3	3	1	2	1	2	1	2
	CO4	2	3	1	2	1	3	1
	CO5	1	2	3	1	2	2	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E069

HOSPITAL RISK AND INSURANCE MANAGEMENT

UNIT - I RISK MANAGEMENT

6 Hours

Introduction to Risk and Insurance-Risk Identification and Risk Evaluation- Risk Assessment - Risk Management Techniques- -Selection and Implementation of risk management techniques.

UNIT - II INSURANCE LAW AND REGULATION

6 Hours

Principles of Insurance -Insurance Laws-Regulation of Insurance and IRDA-Principles of Health Insurance-Health Insurance Products-Group Insurance Products-.

UNIT - III CLAIMS MANAGEMENT

6 Hours

Claims Management – Third Party Administration-Actuarial Principles-Principles of Ratemaking – Data Required for Ratemaking.

UNIT - IV REINSURANCE

6 Hours

Principles of Reinsurance-Types of Reinsurance-Casualty and Property Reinsurance-Reinsurance Markets-Underwriting and its Considerations.

UNIT - V DISASTER MANAGEMENT

6 Hours

The concept of managing Disaster-Issues of Manmade and Natural disaster-Planning Process involved in Disaster Management.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Venkatesh, R. (2021). *Hospital Risk Management: Principles and Practice*. Jaypee Brothers Medical Publishers.
2. Barton, C. A., & Kachalia, A. (2020). *Healthcare Risk Management and Patient Safety* (3rd Ed.). Jones & Bartlett Learning.
3. Youngberg, B. J. (2019). *Principles of Risk Management and Patient Safety*. Jones & Bartlett Learning.
4. Carroll, R. (2019). *Risk Management Handbook for Health Care Organizations*. AHA Press.
5. Valery, A. (2018). *Health Insurance and Risk Management in Hospitals*. Routledge.



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

SPECIALIZATION - SPORTS MANAGEMENT



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E070	SPORTS ORANGANIZATION AND OPERATIONS MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	2	1	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To analyze operational processes involved in managing sports events and facilities.						
2. To examine planning, scheduling, and coordination of sports activities and tournaments.						
3. To understand the structure and functioning of sports organizations at various levels.						
COURSE OUTCOMES (COs)						
CO1	Explain the structure, functions, and management principles of sports organizations.					
CO2	Analyze operational processes involved in planning and executing sports events.					
CO3	Evaluate resource utilization, logistics, and performance systems in sports operations.					
CO4	Apply management techniques for organizing sports activities and tournaments.					
CO5	Develop operational strategies for efficient sports organization and event management.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	1	1	1	3	2	1
	CO2	1	2	1	3	3	2	3
	CO3	3	1	2	1	2	1	2
	CO4	2	3	1	2	1	3	2
	CO5	1	2	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E070

SPORTS ORGANIZATION AND OPERATIONS MANAGEMENT

UNIT – I CONCEPT OF ORGANISATIONAL BEHAVIOUR AND STRUCTURE

6 Hours

Meaning of O.B.,- Contributing Disciplines to O.B - Individual Behaviour as applicable to sports personnel – Ability – Learning - Values – Attitudes – Personality – Perceptions. Organization Structure: Meaning of organization structure - Types of organization structure - Flat organizations, - Reporting relationship.

UNIT – II DECISION MAKING PROCESS AND LEADERSHIP

6 Hours

Individual decision-making - Rational decision making - Decision making Styles - Creativity in Decision Making - Participate decision making - Group decision making. Leadership: Meaning - Theories of Leadership - Leadership Styles - Leaders influencing people - Fielder Model - Trust and Leadership - Improving Leadership Effectiveness.

UNIT – III GROUP, TEAMS AND CONFLICTS

6 Hours

Meaning of Group - Group dynamics - Group cohesiveness - Types of groups - Task groups - Work teams - Nature of teams - Team building - Group/Teams effectiveness - Making teams effective. Conflict: Definition of conflict - Stages in conflict redressal process - Functional conflict - Dysfunctional conflict - Managing conflict - Negotiation.

UNIT – IV MANAGING FOR HIGH PERFORMANCE

6 Hours

High performance work practices - Goal setting - Performance management techniques associated with goal setting - Application of goal setting to organizational performance.

UNIT – V MANAGEMENT OF SPORTS

6 Hours

Management of sports and Recreation Organization - Decision process - Leadership in sports management - Delivery of recreation services - Impact of organizational process on Individuals. (Recent trends in behavioural aspects and ethics in sports only for discussion) .

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Fred Luthans – *Organizational Behaviour*: McGraw Hill International, 12th Edition, ISBN-10: 007115471 ISBN-13: 978-0071154710
2. S P Robins – *Organizational Behaviour*: Prentice Hall India Ltd, 15th Edition, ISBN-13: 978-0132834872 ISBN-10: 0132834871
3. Anjali Ghanekar – *Organizational Behaviour Concepts and Cases*: everest publishing house, latest Edition, ISBN10: 818631412X
4. Daniel Covell, Sharienne Walker, *Managing Sports Organizations (Fundamentals of sports management)* Edition: 2nd 2013, ISBN-13: 978-0750682381 ISBN-10: 0750682388
5. E.Eksteen Sport Management Manual for Sport Management 1st Edition, 2014 ISBN 978-87-403-0644-6



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E071	SPORTS EVENT AND PROMOTION MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	2	1	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To study marketing, branding, and promotional strategies used in sports industry.						
2. To analyze sponsorship, media relations, and audience engagement in sports events.						
3. To understand the principles and processes involved in organizing sports events at various levels.						
COURSE OUTCOMES (COs)						
CO1	Explain the fundamentals of sports event management and organizational structure.					
CO2	Plan and coordinate sports events effectively using structured management techniques.					
CO3	Apply marketing and promotional strategies in sports and entertainment industries.					
CO4	Analyze sponsorship models, media partnerships, and branding opportunities in sports.					
CO5	Design and manage end-to-end sports events with effective resource utilization and audience engagement.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	3	1	1	3	2	1
	CO2	1	2	3	3	1	2	3
	CO3	3	1	2	1	2	1	2
	CO4	2	3	1	2	1	1	1
	CO5	1	2	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E071

SPORTS EVENT AND PROMOTION MANAGEMENT

UNIT – I INTRODUCTION

6 Hours

Sports event Definition - Scope of event management - Risk and safety measures - Managing sports events - Planning, organizing, coordinating, controlling pre-events - Post events issues management.

UNIT – II SPORTS EVENT MANAGEMENT

6 Hours

World of sports event management – Sponsors - Sports management companies – Spectators - Sports personalities - Media etc.

UNIT – III SPORTS MANAGEMENT COMPANIES

6 Hours

Sports management companies – Introduction – Role - Scope of Work - Service rendered to the clients - Ways of functioning - Team work - Departments etc. - Career opportunity in sports management companies.

UNIT – IV CASE STUDY IN SPORTS MANAGEMENT

6 Hours

Case study presentation - Promoting national and international Sports Events - Importance of IMC in promoting sports Events - Role of advertising - PR etc.

UNIT – V MANAGING SPORTS BODIES

6 Hours

Case study and presentation - Managing Sporting Bodies - Association-AIFF, IFA, BCCI, CAB, LEADING INDIAN football clubs etc.(Recent trends and ethical practices only for discussion).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Thirunarayanan and Hariharan, *Organization and Administration in Physical Education*, CTandSH Publication , Karariludi, latest edition, ISBN-10: 8175242876 ISBN-13: 978-8175242876.
2. E.Eksteen *Sport Management Manual for Sport Management* 1st Edition, 2014 ISBN 978-87-403-0644-6
3. T.Cristoper Greenwell ISBN 13-9780736096119: ISBN 10:0736096116.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E072	SPORTS ADMINISTRATION AND GOVERNANCE	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	2	1	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVE 1. To understand the structure, roles, and functions of sports administration bodies at national and international levels. 2. To analyze decision-making processes in sports federations and governing councils. 3. To apply administrative principles for effective sports organization management and governance.						
COURSE OUTCOMES (COs)						
CO1	Describe the structure and functioning of sports administrative bodies and governing institutions.					
CO2	Explain governance models, rules, and regulatory frameworks in sports organizations.					
CO3	Apply administrative and managerial principles in sports management scenarios					
CO4	Analyze ethical, legal, and compliance issues in sports governance systems.					
CO5	Evaluate and propose improvements in sports administration and policy implementation					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	1	2	2	3	2
	CO2	2	2	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	1	1	2
	CO5	2	3	1	2	3	3	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E072

SPORTS ADMINISTRATION AND GOVERNANCE

UNIT – I HISTORY OF MODERN SPORTS

6 Hours

A historical overview of sports - Evolutionary processes of modern sports - Relation between physical education, sports and exercises with physiology.

UNIT – II PHYSICAL EDUCATION AND SPORTS

6 Hours

History and Principles of Physical Education – Organization - Administration - Methods in Physical Education - Elements of statistics for Physical Education - Supervision and curriculum design in Physical Education.

UNIT – III GOVERNMENT AND ITS ROLE

6 Hours

Role of the Ministry of Human Resource Development in development of sports and physical education - Various boards and statutory bodies established by Govt. for control and Promotion of sports - Roles and functions - Importance and contributions.

UNIT – IV NATIONAL / INTERNATIONAL SPORTS ORGANIZATION

6 Hours

Roles of IFA, FIFA, BCCI, ICC, CAB - Sports Authority of India (SAI) - National Hockey Association - Bengal volley ball association - Bengal tennis association - Functions and importance in the promotion and management of sports.

UNIT – V ENVIRONMENT OF SPORTS ORGANIZATION

6 Hours

Role of sports in society – Issues that sports Administrators face on day to day basis in the contemporary world - Drug abuse and gratuitous Violence – Recent trends and ethical practices relating to administration of sports organization (Only for discussion).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Kathaleen armour, *Methods in physical education and sports*, Latest Edition, ISBN-10: 0415618851 ISBN-13: 978-0415618854
2. Jesse Feiring Williams, *Organization and Administration in Physical Education*, BiblioBazaar, ISBN: 0559274912, 9780559274916



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E073	LEADERSHIP AND TEAM MANAGEMENT IN SPORTS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	2	1	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVE						
1. To build skills in team formation, motivation, and performance management in sports organizations.						
2. To analyze group dynamics and communication strategies within sports teams.						
3. To prepare students to lead and manage sports teams effectively in competitive environments.						
COURSE OUTCOMES (COs)						
CO1	Explain leadership theories and their relevance in sports team management.					
CO2	Apply team-building and motivation techniques to improve sports performance.					
CO3	Analyze group behavior, communication patterns, and team dynamics in sports settings.					
CO4	Evaluate leadership styles and conflict management strategies in sports organizations.					
CO5	Develop effective leadership plans for managing sports teams and improving outcomes.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	1	2	1	3	2
	CO2	2	3	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	2	1	2	3	3	1	2
	CO5	3	2	1	3	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E073 LEADERSHIP AND TEAM MANAGEMENT IN SPORTS

UNIT – I LEADERSHIP

6 Hours

Meaning - Management and Leadership in the past and 21st century - Formal and Informal Leadership.

UNIT – II STUDIES IN LEADERSHIP

6 Hours

Chio State Leadership studies - Trait theory of leadership - Contingency theory - Charismatic leadership theory - Transactional and Transformational leadership.

UNIT – III ISSUES IN LEADERSHIP

6 Hours

Different leadership styles - Authentic Leadership - Trust and leadership a relevant issue in sports - Global leadership in sports across culture.

UNIT – IV LEADERSHIP IN SPORTS

6 Hours

National and International Sports Organizations Leaders – CAB, IFA, AIFF, BCCI, FIFA, ICC, IOA, BTTA.

UNIT – VCASE STUDY

6 Hours

Case study on successful leadership from sports world and presentation - Role and activities of successful leaders in sports management organizations. (Recent leaders and their ethical practices only for discussion).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Daniel Gould (2021). *Foundations of Sport and Exercise Psychology* (7th Ed.). Human Kinetics.
2. John M. Ivy & Daniel Gould (2020). *Leadership in Sport Organizations*. Human Kinetics.
3. Roberto L. Quatrocchi (2019). *Sports Leadership and Management*. Routledge.
4. Chelladurai P. (2019). *Managing Organizations for Sport and Physical Activity* (4th Ed.). Routledge.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E074	SPORTS ADVERTISING, PUBLIC RELATIONS AND SPONSORSHIP MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	2	1	0	3	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVE

1. To understand the fundamentals of advertising and public relations in the sports industry.
2. To apply sponsorship and PR tools for effective sports event marketing and brand visibility.
3. To examine the role of digital marketing and integrated communication in sports promotion.

COURSE OUTCOMES (COs)

CO1	Explain the principles of sports advertising, PR, and sponsorship management.
CO2	Apply advertising strategies and media planning techniques in sports contexts.
CO3	Analyze sponsorship models and evaluate brand partnerships in sports industries.
CO4	Develop effective public relations campaigns for sports organizations and events.
CO5	Design integrated communication strategies combining advertising, PR, and sponsorship tools.

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	2	1	1	3	2
	CO2	2	3	1	2	2	3	1
	CO3	1	2	3	1	3	2	3
	CO4	3	1	2	3	2	1	2
	CO5	2	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E074 SPORTS ADVERTISING, PUBLIC RELATIONS AND SPONSORSHIP MANAGEMENT

UNIT – I INTRODUCTION

6 Hours

Introduction to advertising - History and Development in Advertising - Definition of Advertising - Objectives of Advertising in Sports - IMC in sports - Concepts of integrated marketing communication in sports - Elements of integrated marketing communication.

UNIT – II BUSINESS OF ADVERTISING

6 Hours

Business of advertising – Advertiser - Advertising agency and world of media - Brand manager - Duties and responsibilities of a brand manager - Client advertising agency relationship in the 21st century.

UNIT – III SPORTS PEOPLE AS BRAND AMBASSADOR

6 Hours

Sports personalities as brand endorser - Reputed sports persons the brand they are endorsing - Public relations – History - Definition - Role of Public Relations in promoting sporting events.

UNIT – IV SPONSORSHIP

6 Hours

Sponsorship issues in sports - Meaning and objectives of sponsorship - Advertising and sponsorship - Developing sponsorship proposal.

UNIT – V CASE STUDY

6 Hours

Case study and presentation - Details of sponsorship agreement in national and international sports bodies.(Recent trends and ethical practices in sports promotion only for discussion).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Simon Chadwick & Nicholas Burton (2022). *Routledge Handbook of Sports Marketing*. Routledge.
2. John Beech & Simon Chadwick (2020). *The Business of Sport Management* (2nd Ed.). Pearson.
3. Mullin Bernard J., Stephen Hardy, & William A. Sutton (2019). *Sport Marketing* (4th Ed.). Human Kinetics.
4. George R. Milne & Mark A. McDonald (2019). *Sport Marketing Management*. Human Kinetics.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E075	SPORTS TRAINING, FITNESS AND PERFORMANCE MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	2	1	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVE 1. To manage training programs for improving individual and team performance outcomes. 2. To develop knowledge of training methods, conditioning techniques, and performance enhancement strategies. 3. To apply fitness planning and injury prevention techniques in sports environments.						
COURSE OUTCOMES (COs)						
CO1	Explain the fundamentals of sports training, fitness, and performance principles.					
CO2	Apply training methods and conditioning techniques to improve athletic performance.					
CO3	Analyze physical fitness levels and performance data using assessment tools.					
CO4	Design training programs focusing on strength, endurance, and injury prevention.					
CO5	Evaluate and manage athlete performance through scientific training approaches.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	1	2	2	2	3	2
	CO2	2	3	1	2	2	3	1
	CO3	1	2	3	1	3	2	3
	CO4	2	1	3	3	2	1	2
	CO5	3	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E075 SPORTS TRAINING, FITNESS AND PERFORMANCE MANAGEMENT

UNIT – I INTRODUCTION

6 Hours

Introduction to sports training – Meaning and definition of sports training - Aims and tasks of sports training - characteristics of sports training - Principles of sports training - Training methods.

UNIT – II TRAINING LOAD

6 Hours

Training load – Meaning and definition of load - Components of load - Measurement of load. Overload: Meaning and definition – Causes - Symptoms and tackling of overload.

UNIT – III CONDITIONAL ABILITIES

6 Hours

Conditional abilities – Strength: Meaning - Forms of strength - Factors determining strength - Training methods for strength improvement - General guidelines for strength training speed: Meaning - Forms of speed - Factors determining speed - Training methods for speed improvement - Endurance: Meaning - Forms of speed - Factors determining endurance.

UNIT – IV MOTOR ABILITIES

6 Hours

Motor abilities - Flexibility: Meaning - Forms of flexibility - Factors determining flexibility - Training methods for flexibility improvement. Coordinative abilities: Meaning - Forms of coordinative abilities - Factors determining coordinative abilities.

UNIT – V TECHNICAL TRAINING

6 Hours

Technical training - Tactical training – Periodization – Planning and Competitions – Technical training: Meaning - Tasks in technical training - Principles of technical preparation - Training the technique. Tactical training: Meaning - Tasks in tactical training - Principles of tactical preparation - Training for tactics. Periodization: Meaning and types of periodization - (Recent trends and ethical practices in sports training only for discussion).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. William J. Kraemer & Steven J. Fleck (2021). *Strength Training for Sport* (3rd Ed.). Human Kinetics.
2. Tudor O. Bompá & Carlo Buzzichelli (2020). *Periodization Training for Sports* (3rd Ed.). Human Kinetics.
3. NSCA (2021). *Essentials of Strength Training and Conditioning* (4th Ed.). Human Kinetics.
4. David Joyce & Daniel Lewindon (2019). *High-Performance Training for Sports*. Human Kinetics.



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus
Program Structure for MBA (Full Time)

SPECIALIZATION - EDUCATION MANAGEMENT



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E076	PRINCIPLES OF EDUCATIONAL ADMINISTRATION	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To develop knowledge of leadership, planning, and decision-making in educational settings.						
2. To study the structure and functioning of educational institutions and governance systems.						
3. To apply administrative skills for effective management of educational organizations.						
COURSE OUTCOMES (COs)						
CO1	Explain the principles and concepts of educational administration.					
CO2	Describe the structure and functioning of educational institutions and governing bodies.					
CO3	Apply leadership and planning techniques in educational management contexts.					
CO4	Analyze educational policies, governance systems, and quality assurance mechanisms.					
CO5	Develop administrative solutions for improving educational institutional effectiveness.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	3	1	2	1	3	2
	CO2	3	1	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	2	1	3	3	2	1	2
	CO5	3	2	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E076

PRINCIPLES OF EDUCATIONAL ADMINISTRATION

UNIT – I INTRODUCTION

6 Hours

Education Management – Meaning – Need – Importance – Characteristics – Scope – Objectives – Art or Science or Profession – Functions: Managerial and Operative – Education administration Vs Education management – Theory of education management – Principles of education administration.

UNIT – II EDUCATION PLANNING

6 Hours

Education Planning – Meaning – Rationale – Types of education plans – Approaches to education planning – Educational planning process – MBO in education – Decision making: Types – Process.

UNIT – III ORGANIZATION

6 Hours

Organization – Meaning – Structures – Organization Chart – Organization for education administration: Central and State Government bodies – Delegation Vs Decentralization – Organizational competence – Strategic alliances.

UNIT – IV SUPERVISION

6 Hours

Direction – Meaning and significance – Principles of effective direction – Supervision – Education Leadership – Meaning – Scope – Importance – Styles – Qualities of successful educational leader - Motivation – Meaning – Types – Motivational theories and impact on educational management - Motivating the employees of educational institutions.

UNIT – V EDUCATION COMMUNICATION

6 Hours

Education Communications – Types – Barriers – Methods to overcome barriers – Principles of effective communication – Coordination – Importance of coordination in education institutions – Techniques of coordination - Control – Meaning – Need. (Recent trends and ethical practices in education management only for discussion).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Koontz and O'Donnel - Essentials of Management – Tata McGraw Hill – 7th and 8th edition.
2. Griffin - Management – Cengage Learning – 10th edition.
3. John I Nwankwo - Educational Administration – Theory and Practice – Vikas Publishing House.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E077	EDUCATIONAL CLIMATE AND ENVIRONMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To analyze the impact of leadership, policies, and stakeholder behavior on education environment.						
2. To apply strategies for building effective, inclusive, and supportive educational ecosystems.						
3. To study factors influencing school/college organizational climate and culture.						
COURSE OUTCOMES (COs)						
CO1	Explain the concept and components of educational climate and environment.					
CO2	Identify factors influencing institutional culture and organizational behavior in education					
CO3	Analyze the impact of leadership and governance on educational environments.					
CO4	Evaluate strategies for improving institutional climate and learning effectiveness.					
CO5	Develop solutions to create positive, inclusive, and productive educational environments.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	1	2	2	3	2
	CO2	2	3	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	2	1	2
	CO5	2	2	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E077

EDUCATIONAL CLIMATE AND ENVIRONMENT

UNIT – I INTRODUCTION

6 Hours

Environment of Education – Managing environmental factors and its impact of on education system – Institutions, spatial spread and methods of teaching-cum-learning – Trend in educational environment in government and private sectors – Linkage between education and business institutions.

UNIT –II PHILOSOPHICAL AND SOCIAL ENVIRONMENT

6 Hours

Value and ethics in education management – Socio-cultural environment, Demographic and cultural factors and Economic environment with their implication on education sector – Linkage between economy and education – Investment in education at various levels – Cost of education.

UNIT – III POLITICAL ENVIRONMENT

6 Hours

Political system – Ideologies - Parties - Culture of political bodies and their impact on education. Constitution provisions: Fundamental Rights – Directive Principles of State Policy – Common University Act.

UNIT – IV TECHNOLOGY IN EDUCATION

6 Hours

Technology in Education Management – Technological impact on Education system – Streams - Thrust courses - Teaching and learning – Managing technological obsolescence in education system.

UNIT – V GLOBAL EDUCATION ENVIRONMENT

6 Hours

WTO and Education: Globalization of education market – Challenges – Opportunities – Trades in services – GATS: Articles of WTO – Internal Environment: Campus tranquility and dynamism – Relations management among different stake holders in education system.(Trends in education environment and ethical practices only for discussion).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Jeffrey A. Johnson (2021). *Creating Positive School Climate and Culture*. Routledge.
2. Catherine M. Kelly & Patrick B. Collins (2020). *School Climate: Research, Policy, Practice, and Teacher Education*. Springer.
3. Jonathan Cohen (2019). *Educating Minds and Hearts: Social Emotional Learning and School Climate*. Teachers College Press.
4. Andy Hargreaves & Dennis Shirley (2018). *The Fourth Way: The Inspiring Future for Educational Change*. Corwin.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E078	ADMINISTRATIVE ASPECTS OF EDUCATIONAL INSTITUTIONS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand administrative structures and functioning of educational institutions.						
2. To develop skills in institutional management and decision-making processes.						
3. To analyze policies, governance systems, and regulatory frameworks in education.						
COURSE OUTCOMES (COs)						
CO1	Explain administrative structures and functions of educational institutions.					
CO2	Apply management principles such as planning, organizing, and controlling in education systems.					
CO3	Analyze governance frameworks, policies, and institutional regulations.					
CO4	Evaluate administrative challenges and propose effective institutional solutions.					
CO5	Develop strategies to improve operational efficiency in educational institutions.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	1	3	2	1	3	2
	CO2	3	2	1	1	2	3	1
	CO3	1	3	2	2	3	2	3
	CO4	2	1	3	3	2	1	2
	CO5	3	2	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval				Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E078 ADMINISTRATIVE ASPECT OF EDUCATIONAL INSTITUTIONS

UNIT – I ISSUES IN INSTITUTION MANAGEMENT

6 Hours

Goal setting – Institution nurturing – Manpower grooming – Alliance with society – Planned development – Learning institution and environmental adaptation.

UNIT – II CLIMATE and CULTURE

6 Hours

Institutional climate and culture – Facts of institutional climate and culture – Factors influencing institutional climate and culture in education institutions – Impact of these on institutional performance – Power and politics and their Management.

UNIT – III CHANGE MANAGEMENT

6 Hours

Need for Change – Strategies for change management – Dealing with resistance to change – Planned obsolescence and change – Process and tools of change and development.

UNIT – IV INSTITUTIONAL DEVELOPMENT

6 Hours

Organization development intervention strategies – Institutional effectiveness: Nature and criteria – Management implications – Management of crisis – Management of growth - Communication Management – Forms, Systems and other aspects – Online and Offline communication.

UNIT – V ACTIVITY MANAGEMENT

6 Hours

Managing student admissions – Planning - Execution - Managing conflicts with students and among students and among staff-members - Management of Examinations: Preparation - Carrying out - Control of conducting examination – Difficulties involved – Managing result publication and dispatch of mark statements – Convocation. (Trends and ethical practices relating to education institution management only for discussion).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Stephen P. Robbins - Organization Behaviour – Pearson Education
2. Fred Luthans - Organization Behaviour – McGraw Hills.
3. AIU - University News (Various Issues)
4. Rajavel. N - Management of Higher Educational Institutions – Neha Publishers and Distributors.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E079	OFFICE ADMINISTRATION	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES 1. To understand the principles, functions, and importance of office administration in organizations 2. To develop knowledge of office systems, procedures, records management, and communication processes. 3. To analyze office operations and administrative support functions for organizational effectiveness.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, functions, and significance of office administration in organizations.					
CO2	Apply office procedures, records management, and communication systems effectively.					
CO3	Analyze administrative processes and office operations to improve efficiency.					
CO4	Evaluate the role of office technology and administrative support systems in organizational performance.					
CO5	Develop effective office administration strategies for enhancing productivity and organizational effectiveness.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	1	3	1	3	2
	CO2	2	3	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	2	1	2	3	3	1	2
	CO5	3	2	1	3	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E079

OFFICE ADMINISTRATION

UNIT – I MODERN OFFICE

6 Hours

Meaning and functions – Basic functions – Importance of office to educational institution – Office management – Meaning – Process of office management – Office manager – Duties and responsibilities – Essential qualities.

UNIT – II OFFICE ORGANIZATION

6 Hours

Principles – Organization Charts – Office Supervisor – Functions – Responsibilities – Office accommodation and layout – Office furniture – Physical conditions – Office Systems: Meaning – Purpose – Importance – Principles – Office procedure – Mail Handling Systems: Inward and Outward mails.

UNIT – III RECORDS MANAGEMENT

6 Hours

Meaning – Importance and Essentials – Filing – Classification of files – Methods of filing – Advantages – Filing equipment – Indexing: Types of Index – Office Forms and Design: Types, objects, control: Office stationeries and supplies: Types – Selection – Purchase – Regulating consumption.

UNIT – IV OFFICE EQUIPMENTS AND MACHINES

6 Hours

Office furniture – Office machines: Object - Types – Mechanization of office work – Types – Advantages – Principles in selection of furniture, equipment and machines - Purchase and Stores Management: Purchase systems – Principles - Purchase procedure – Store keeping and records – Stock control – Purchase related correspondence: Quotation – Order – Invoice - Dispatch advice - Complaint and settlement.

UNIT – V MEETINGS

6 Hours

Requisites – Preparation of notice and agenda – Conduct of meeting – Preparation of minutes – Reports – Types – Essentials of good report – Press release - Advertising and Public Relations – Human Relations in Office: Need and importance – Morale and motivation of employees – Staff welfare – Handling of grievances.(Trends and ethical practices in office management only for discussion).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. James A. O'Brien & George M. Marakas (2020). Management Information Systems. McGraw Hill.
2. Andrew J. Dubrin (2019). Office Administration and Management. Cengage Learning.
3. Patricia Wallace (2019). Office Administration Skills. Pearson.
4. R. K. Chopra (2019). Office Management and Secretarial Practice. S. Chand Publishing.
5. R. C. Bhatia (2018). Principles of Office Management. Sterling Publishers.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E080	INSTITUTIONAL COLLABORATION IN EDUCATION MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concept, importance, and scope of institutional collaboration in educational management.						
2. To analyze national and international collaboration models for educational development and innovation.						
3. To apply collaborative management practices for enhancing institutional effectiveness and academic excellence.						
COURSE OUTCOMES (COs)						
CO1	Explain the principles, significance, and forms of institutional collaboration in education.					
CO2	Identify opportunities for partnerships and collaborative initiatives among educational stakeholders.					
CO3	Analyze the role of institutional collaborations in improving educational quality, research, and innovation.					
CO4	Evaluate national and international collaboration models and their impact on educational institutions.					
CO5	Develop strategies for establishing and managing effective institutional collaborations in educational settings.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	1	3	1	3	2
	CO2	2	3	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	2	1	2	3	3	1	2
	CO5	3	2	1	3	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E080 INSTITUTIONAL COLLABORATION IN EDUCATION MANAGEMENT

UNIT – I HIGHER EDUCATION IN INDIA

6 Hours

Higher education system – National Policy on higher education – Agencies of higher education – Institutions in the higher education system – Administrative structure of higher education – Types of higher educational institutions.

UNIT – II INSTITUTIONAL LINKAGE-I

6 Hours

University Grants Commission (UGC): Objectives – Functions – Schemes – Department of Science and Technology (DST): Objectives – Functions – Projects and programmes – Schemes for funding – National Assessment and Accreditation Council (NAAC) – Objectives – Functions – Assessment and accreditation procedures – Quality indicators. All India Council for Technical Education (AICTE) and – National Council for Teacher Education (NCTE): Objectives – Functions – Policies and programmes.

UNIT – III INSTITUTIONAL LINKAGE-II

6 Hours

Medical Council of India (MCI), Indian Council of Medical Research (ICMR), Indian Nursing Council, Dental Council of India (DCI) and Pharmacy Council of India (PCI): Constitution: Constitution – Objectives – Functions – Procedure for registration.

UNIT – IV INSTITUTIONAL LINKAGE-III

6 Hours

Rehabilitation Council of India (RCI): Programmes of RCI – Rehabilitation training programmes – Inspection and recognition of institutions – Indian Council of Social Science Research (ICSSR): Functions – Sponsored programmes – Financial assistance – Research project programmes – Indian Council of Agricultural Research (ICAR): Functions – Thrust areas – Council of Scientific and Industrial Research (CSIR): Objectives – Functions.

UNIT – V INSTITUTIONAL LINKAGE-IV

6 Hours

Sports Authority of India (SAI): Objectives – Programmes – Incentives for promotion of sports – Bar Council of India (BCI): Functions – Powers – Functions of State Bar Council. UNESCO: Organization structure – Functions – Commonwealth of Learning (COL): Purpose and functions – Governance – Services offered – IGNOU: Objectives – Features – Functions – Thrust areas – Distance Education Bureau (DEB): Objectives – Powers and functions – Assessment and accreditation – Recent trends and ethical practices in institutional linkage for education management).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Bare Acts/Policy Notes on Establishment of each Institution.
2. Annual Reports of Relevant Institutions
3. University News
4. Relevant Websites.
5. Marguerite.G.Lodico: Dean T.SPAULING, ISBN : 9780470588673 Methods in Educational Research



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E081	FINANCIAL ADMINISTRATION IN EDUCATIONAL INSTITUTIONS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To develop knowledge of budgeting, financial planning, and resource allocation in education.						
2. To examine accounting procedures and financial reporting systems used in educational organizations.						
3. To enhance decision-making skills related to educational finance and fund management.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and importance of financial administration in educational institutions.					
CO2	Prepare and analyze budgets, financial plans, and resource allocation strategies for educational					
CO3	Apply accounting and financial reporting practices relevant to educational institutions.					
CO4	Evaluate financial control mechanisms, auditing procedures, and regulatory compliance requirements.					
CO5	Formulate effective financial management strategies to ensure sustainability and efficient utilization of					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	1	2	1	3	1
	CO2	2	3	2	1	2	2	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	2	1	2
	CO5	2	3	1	2	3	3	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E081

FINANCIAL ADMINISTRATION IN EDUCATIONAL INSTITUTIONS

UNIT – I INTRODUCTION

6 Hours

Essence of Financial management – Importance of finance in education institutions – Functions of finance in educational institutions – Goals of financial management in education institutions.

UNIT – II SOURCES OF EDUCATION FINANCE

6 Hours

Government grants – Central and State – UGC grants – Fees – Local bodies – Donations – Endowments – Grant-in-aid - Other grants – Private institutional capital for education.

UNIT – III INVESTMENT FUNCTION

6 Hours

Investment Function – Concept – Types of assets – Evaluation of investments by institutions – Capital budgeting – Social cost-benefit analysis - Expenditure management – Patterns of education expenditure – Patterns of expenditures in distance education.

UNIT - IV EDUCATION FINANCE PLANNING

6 Hours

Education institutional financial planning and analysis – Budgets – Preparation of budget – Expenses budget – Cash budget – Education break-even analysis - Finance and accounting: Double entry system – Preparation of financial statements – Analysis of financial statement – Comparative income statement – Common size financial statement - Trend percentage - Ratio analysis.

UNIT – V COST CONTROL

6 Hours

Educational cost control – Internal control – Local fund audit – A.G. Audit - Audit fee - Other receipts – Deposits – Expenditure - Vouching of expenses and verification of assets – TDS – Authorized deductions – Recent trends and ethical practices in finance management in education management (Only for discussion).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Khan and Jain - Financial Management – McGraw Hill – 5th edition.
2. Prasanna Chandra - Financial Management – McGraw Hill – 8th edition.



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus
Program Structure for MBA (Full Time)

SPECIALIZATION- MEDIA AND ENTERTAINMENT MANAGEMENT



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E082	MEDIA INDUSTRY PRACTICES	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the structure, functions, and dynamics of the media industry.						
2. To understand the legal, ethical, and regulatory frameworks governing media industries.						
3. To develop managerial and strategic skills for effective decision-making in media organizations.						
COURSE OUTCOMES (COs)						
CO1	Explain the structure, functions, and evolution of the media industry and its various sectors.					
CO2	Analyze media business models, revenue generation methods, and operational practices.					
CO3	Evaluate media content creation, distribution processes, and audience management strategies					
CO4	Assess the impact of legal, ethical, and regulatory requirements on media operations.					
CO5	Develop strategic solutions for managing media organizations in a rapidly changing digital environment.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	2	2	1	3	2
	CO2	2	3	2	1	1	3	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	2	1	3
	CO5	2	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E082

MEDIA INDUSTRY PRACTICES

UNIT- I INTRODUCTION

6 Hours

Media History - Communication in prehistory - Communication in the Middle Ages - The Print Revolution - Electricity AND Communication.

UNIT – II HISTORY

6 Hours

History of the image - History of sound - Radio History - Television History - Media Convergence.

UNIT – III MASS MEDIA

6 Hours

Mass media - Newspapers AND Magazines/ Books - Radio AND Music, Television, Movies - New Media - Technologies AND Advertising - Public Relations - Media AND Society - Media Ownership -Media epics.

UNIT – IV FILM HISTORY AND MEDIA

6 Hours

Film AND Media History - The pre-history of film - Silent Film - The Advent of sound - The 1930's AND 1940's genre - Film Noir - Neo-realism - The new wave - 1950's, 1960's, 1970's, 1980's, 1990's - The present.

UNIT – V ICT

6 Hours

ICT – Internet - Mobile Internet - Convergence Technology (Television, Internet, DTH) - Digital Light Projection/Digital Cinema (DI) - Reverse Telecine - Recent trends and ethics in media (Only for discussion).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Albarran Alan B. (2021). *The Media Economy* (3rd Ed.). Routledge.
2. Robert G. Picard (2020). *Media and Communication Policy* (2nd Ed.). Routledge.
3. Vanita Kohli-Khandekar (2020). *The Indian Media Business* (6th Ed.). SAGE Publications.
4. Raymond Boyle & Richard Haynes (2019). *Power Play: Sport, the Media and Popular Culture*. Edinburgh University Press.
5. Denis McQuail (2019). *McQuail's Media and Mass Communication Theory* (7th Ed.). Sage Publications.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E083	FILM ANIMATION AND GAME ANIMATION AND GAME MEDIA MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the fundamentals of film animation, game media, and digital entertainment.						
2. To understand marketing, distribution, intellectual property rights, and monetization strategies in media industries.						
3. To develop managerial competencies for leading animation, gaming, and digital media projects.						
COURSE OUTCOMES (COs)						
CO1	To understand concepts, trends, and operational structures of the film animation and game media industries.					
CO2	Analyze animation and game production workflows, technologies, and project management practices.					
CO3	Evaluate creative content development, design processes, and resource utilization in media projects.					
CO4	Assess marketing strategies, distribution channels, legal frameworks, and intellectual property issues in animation and gaming industries.					
CO5	Formulate effective management strategies for animation studios, game development companies, and digital media enterprises.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	1	2	2	1	3	2
	CO2	2	3	1	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	2	2	2
	CO5	2	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E083 FILM ANIMATION AND GAME ANIMATION AND GAME MEDIA MANAGEMENT

UNIT – I ANIMATION PRODUCTION PIPELINE AND PRACTICES

6 Hours

2D traditional pipeline and 2D flash – pre production and post production - 3D high end – pre production and post production - various processes in 2D and 3D - Best practices in production work globally - QC practices.

UNIT – II SPECIAL EFX PRODUCTION PIPELINE AND PRACTICES

6 Hours

Special EFX production pipeline and practices - Software's used in different stages - Pre production management - Working with artists - Role of modelers - HR allocation for pre-production and post production - Texturing department - Exposure to gnomon library - Data center for rendering and post production - QC practices.

UNIT – III MUSIC VIDEO PRODUCTION, CREW, PRACTICES AND MAKING OF MUSIC VIDEO

6 Hours

Ideating - Conceptualizing, - Scripting for a music video - Working with musicians and director - Direction management - Role of a production manager- Role of a cinematographer - Types of cameras - Types of devices for delivery - Editing standards - Best practices study - Success and failures stories on different genres.

UNIT - IV GAMING PRODUCTION PIPELINE, PRODUCTION PRACTICES AND GENERATION OF GAMES

6 Hours

Ideating for a game - Scripting for a game - Consumer psychology of an age group target - Level of game and genre - Pre-production - HR allocation – Production - Programming supervision - Interaction between game animators and programmers -best practices for interfacing program (v/s) animation - QC practices - In depth overview of game engines and application access devices.

UNIT - V ADVERTISEMENT FILM PRODUCTION, CONSUMER PSYCHOLOGY, MAKING SCRIPTS AND EXECUTION

6 Hours

Ideating – Conceptualizing - Character presenting - Psychology of various target groups -Application of characters on social media application - Cinematic concepts - Video and animated character integration - Script (v/s) output - Editing for advertisement - Managing editors - Interactive games theory and practices - Best practices and QC practices - Recent trend and ethical practices in film animation and creating games (Only for discussion).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Eric Darnell (2021). *Animation: From Concept to Screen*. Routledge.
2. Tony White (2020). *Animation from Pencils to Pixels*. CRC Press.
3. Richard Williams (2019). *The Animator's Survival Kit*. Faber & Faber.
4. Steve Kaplan (2019). *The Business of Animation and Visual Effects*. Routledge.
5. Scott Rogers (2018). *Level Up! The Guide to Great Video Game Design*. Wiley.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E084	MEDIA OPERATIONS MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the operational processes and management practices of media organizations.						
2. To examine planning, production, distribution, and resource management in media operations.						
3. To develop managerial skills for improving efficiency and effectiveness in media organizations.						
COURSE OUTCOMES (COs)						
CO1	Explain the structure, functions, and operational processes of media organizations.					
CO2	Analyze media production, scheduling, resource allocation, and workflow management practices.					
CO3	Evaluate the impact of technology and digital transformation on media operations.					
CO4	Assess financial, legal, regulatory, and ethical issues related to media management.					
CO5	Formulate strategies to enhance operational efficiency, audience engagement, and organizational performance in media enterprises.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	1	3	2	3	3	1	3
	CO2	3	3	3	2	3	1	2
	CO3	2	3	1	3	1	3	1
	CO4	1	2	3	1	2	2	3
	CO5	3	1	2	3	1	1	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E084

MEDIA OPERATIONS MANAGEMENT

UNIT – I MEDIA ARTS

6 Hours

Oral – Print – Performance – Photographic – Broadcast - Cinematic and Digital cultural forms and practices - Network culture and Media Convergence - Peer to peer authoring etc.- Media as TV sound - Live events - Film animation - Journalism and reporting.

UNIT – II NEW MEDIA AND COMPARATIVE MEDIA

6 Hours

Blogs – Wikis - RSS Feeds - Pod casts and Web technologies.

UNIT – III ADVANCED ENTERTAINMENT LAW IN INDIA

6 Hours

Contracts - Copyrights and IP in India - Drafting contracts - Filing of patents - Formalities and necessary procedures – Legal issues and law related to Cyberspace and Internet - Security concerns -Trade secrets and Privacy – IP - Digital signature - Telecommunication regulations.

UNIT - IV ENTERTAINMENT BUSINESS FINANCE AND BUDGETING

6 Hours

Understanding of the strategic role financial management plays in the Entertainment Business - Financial function of the organization - Roles and Responsibilities - Ability to analyze business opportunities and contracts from a financial standpoint - global markets vs. Local markets effect - Raising long term finance - Venture financing of Corporation - Returns on values to shareholders - Capital Management and laws to do with fund raising.

UNIT – V CONSUMER PATTERNS AND INDUSTRY TRENDS

6 Hours

Print media – Film - Sound and social websites - Advertising in different media fields and revenue patterns as in Sound film - Animation Games - LIVE events and internet - Publishing rights and role of publishing companies - Various forms of distribution - Real world scenario in order to solve common issues in publishing rights and distribution – Trends and ethical practices in media management (Only for discussion).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Albarran, A. B. (2021). *The Media Economy* (3rd Ed.). Routledge.
2. Picard, R. G. (2020). *Media Economics and Media Management*. Routledge.
3. Doyle, G. (2019). *Media Ownership: The Economics and Politics of Convergence and Concentration in the UK and European Media*. Routledge.
4. Küng, L. (2018). *Strategic Management in the Media: Theory to Practice*. SAGE Publications.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E085	FILM AND TELEVISION PRODUCTION MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	1	3	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To understand the principles, processes, and management practices involved in film and television production.
2. To develop knowledge of budgeting, scheduling, resource allocation, and risk management in film and television industries.
3. To enhance managerial and leadership skills for effective planning and execution of media production projects.

COURSE OUTCOMES (COs)

CO1	Explain the structure, processes, and management functions of film and television production.
CO2	Analyze pre-production, production, and post-production activities involved in media projects.
CO3	Apply budgeting, scheduling, resource management, and operational planning techniques in production
CO4	Evaluate legal, ethical, regulatory, and risk management issues in film and television production.
CO5	Formulate strategic plans for managing film and television projects efficiently and effectively.

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	1	3	2	3	2	1	3
	CO2	3	1	3	2	3	1	2
	CO3	2	3	1	3	1	3	1
	CO4	3	2	3	1	1	2	3
	CO5	1	3	2	1	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E085

FILM AND TELEVISION PRODUCTION MANAGEMENT

UNIT – I VARIOUS GENRES OF FILM

6 Hours

Introduction to Video technology and terminologies - Film Genres - Television Genres - Film Aesthetics.

UNIT - II STORY BOARDING AND BASIC PHOTOGRAPHY

6 Hours

Visualization – Storyboarding - Fundamentals of SLR Camera – Composition - Editing – Aesthetics.

Practical:

SLR Camera Shoot focusing on Composition, Fundamentals of a Digital Video Camera, Shots and Scenes

UNIT - III PRODUCTION HOUSE WORKS

6 Hours

Jobs involved in a Film Production house - Process involved in Production of a Film - Marketing and Distribution of a film.

UNIT - IV DIRECTION, ARTISTE MANAGEMENT AND STUDIO PRODUCTION

6 Hours

Direction techniques - Managing Artistes and the products that make up the artiste identity.

UNIT - V CAREERS AND REVENUE GENERATION

6 Hours

Over view of a television station - Managing a television station and careers involved - Programming TV Shows - Advertisement sales and revenue – Trends and ethics in film production programming (Only for discussion).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Steven Douglas Katz - Film Directing shot by shot: Visualizing from concept to screen (Michael Wiese Productions) - Michael Wiese Productions.
2. Blain Brown - Cinematography: Theory and Practice: Image making for cinematographers, Directors and Videographers – Elsevier – 2nd edition.
3. Gerald Millerson C. Eng MIEE MSMPTE - Lighting for TV and film - Focal Press – 3rd edition.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E086	AUDIO PRODUCTION AND MUSIC BUSINESS MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To understand the fundamentals of audio production and the structure of the music industry.
2. To examine recording, editing, mixing, mastering, and sound design processes used in professional audio production
3. To enhance managerial skills for planning, marketing, and managing audio and music-related enterprises.

COURSE OUTCOMES (COs)

CO1	Explain the concepts, processes, and technologies involved in audio production and sound engineering.
CO2	Analyze recording, editing, mixing, mastering, and audio content production workflows.
CO3	Evaluate music industry structures, business models, artist management, and distribution channels.
CO4	Assess legal, ethical, copyright, licensing, and royalty management issues in the music business.
CO5	Formulate strategic plans for managing audio production projects and music business operations effectively.

Mapping of Course Outcomes (COs) with POs and PSOs

(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low

1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	1	3	3	2	2	1	3
	CO2	3	1	2	3	3	1	2
	CO3	2	3	1	2	1	3	1
	CO4	1	2	3	1	3	2	3
	CO5	3	1	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E086

AUDIO PRODUCTION AND MUSIC BUSINESS MANAGEMENT

UNIT – I MUSIC THEORY AND STUDIO STUDIES

6 Hours

Music History - Musical Notes and Scales - Time signatures and Key signatures - Chords and Triads -Studio Protocol - Recording, Mixing and Mastering concepts.

UNIT - II RECORDING FOR FILM

6 Hours

DAW – Editing - Professional Recording Studios - Audio Post production Concepts - Recording Music - Recording Session Planning and Budgeting.

UNIT – III RECORDING FOR TV

6 Hours

DAW and Professional Recording Studios - Audio Post production concepts - Recording Music for TV - Recording Session Planning and Budgeting.

UNIT - IV SOUND FOR RADIO

6 Hours

Recording sound for radio - Audio content for radio (Spots and Jingles) - Radio broadcast technology (AM and FM) - Routing and transmission.

UNIT – V INTRODUCTION TO ELECTRONIC MUSIC PRODUCTION

6 Hours

Introduction to song and jingle structures - Introduction to software-based music production - Software tools for music production (Nuendo and VST instruments) – Reason - Ableton live and logic pro – Recent trends and ethical practices in sound production (Only for discussion).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Gary Davis, Ralph Jones - Yamaha Sound Reinforcement Hand Book, Standard Handbook of Audio and Radio – Hal Leonard Corporation – 2nd edition – February.
2. Jerry C. Whitaker, K. Blair Benson – Standard Handbook of Audio and Radio Engineering, 2nd Edition.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E087	ETHICS IN MEDIA MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1.To understand the principles and significance of ethics in media management and communication practices.						
2.To develop awareness of media laws, regulations, professional codes of conduct, and social responsibility.						
3.To enhance the ability to promote ethical leadership and responsible media practices in organizations.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and importance of ethics in media management.					
CO2	Analyze ethical issues and dilemmas arising in media organizations and communication processes.					
CO3	Evaluate the impact of media laws, regulations, professional standards, and social responsibilities on media					
CO4	Apply ethical decision-making frameworks to resolve challenges in media management and content					
CO5	Develop strategies for promoting ethical leadership, accountability, and responsible media practices.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	1	2	3	3	3	1	3
	CO2	3	1	2	3	3	1	2
	CO3	2	3	1	2	1	3	1
	CO4	3	2	1	1	3	2	3
	CO5	1	1	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E087

ETHICS IN MEDIA MANAGEMENT

UNIT – I INTRODUCTION TO MEDIA ETHICS

(6 Hours)

Concept of Ethics – Media Ethics and Professional Responsibility – Ethical Theories and Decision Making – Freedom of Expression and Social Responsibility – Ethical Challenges in Contemporary Media – Codes of Media Conduct.

UNIT – II JOURNALISM ETHICS

(6 Hours)

Truth and Accuracy – Fairness and Objectivity – Privacy and Confidentiality – Investigative Journalism Ethics – Fake News and Misinformation – Ethical Issues in Reporting and News Production.

UNIT – III ETHICS IN ADVERTISING AND PUBLIC RELATIONS

(6 Hours)

Ethics in Advertising – Misleading and Comparative Advertising – Consumer Protection and Ethical Communication – Public Relations Ethics – Corporate Communication and Transparency – Influencer and Digital Marketing Ethics.

UNIT – IV DIGITAL MEDIA ETHICS

(6 Hours)

Social Media Ethics – User-Generated Content – Data Privacy and Cyber Ethics – Artificial Intelligence in Media – Copyright and Intellectual Property Rights – Ethical Issues in Online Platforms and Content Moderation.

UNIT – V MEDIA GOVERNANCE AND EMERGING ISSUES

(6 Hours)

Media Laws and Regulations – Media Accountability and Self-Regulation – Diversity, Inclusion and Representation in Media – Ethical Issues in Entertainment Media – Sustainability and ESG in Media Organizations – Emerging Ethical Challenges in Digital Media.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Ralph E. Hanson – Mass Communication: Living in a Media World – Sage Publications.
2. Patrick Lee Plaisance – Media Ethics: Key Principles for Responsible Practice – Sage Publications.
3. Louis A. Day – Ethics in Media Communications – Wadsworth Publishing.
4. Matthew Kieran – Media Ethics – Routledge.
5. Nick Couldry, Mirca Madianou and Amit Pinchevski – Ethics of Media – Palgrave Macmillan.



Dr. M.G.R.
EDUCATIONAL AND RESEARCH INSTITUTE
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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus
Program Structure for MBA (Full Time)

SPECIALIZATION- AGRICULTURE MANAGEMENT



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E088	FUNDAMENTALS OF AGRI -BUSINESS MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the fundamentals, scope, and significance of agri-business management in the agricultural sector.						
2. To develop knowledge of agribusiness finance, risk management, and resource utilization.						
3. To enhance managerial skills for planning, organizing, and managing agri-business enterprises effectively.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, scope, and importance of agri-business management in economic development.					
CO2	Analyze agricultural production systems, input management, and agri-business operations.					
CO3	Evaluate agricultural marketing channels, supply chains, and value addition processes.					
CO4	Assess the impact of agricultural policies, financial institutions, and technological advancements on					
CO5	Formulate strategies for efficient management and sustainable growth of agri-business enterprises.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	1	2	3	2	1	3
	CO2	1	2	3	2	3	1	2
	CO3	2	3	1	3	1	3	1
	CO4	3	2	1	1	3	2	3
	CO5	1	3	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E088 FUNDAMENTALS OF AGRI -BUSINESS MANAGEMENT

UNIT- I INTRODUCTION TO AGRI-BUSINESS

6 Hours

Nature of Agri-Business - Evolution of Changing Dimensions of Agri-Business in India -Application of management principles in agri-business – Type - Pattern and scope of Agri-Business.

UNIT- II MANAGEMENT OF AGRI-BUSINESS

6 Hours

Management of agro industries - Location Factors and other problems faced by Agri. industries and other industries related to Agri-business - Management of water shed and development projects - Management of irrigation system - Farm power and machinery management - Food technology management environmental Management.

UNIT- III MANAGEMENT IN FARM BUSINESS

6 Hours

Nature - Scope and functions of farm business management - Working out existing and alternative farm plans - Farm labour, farm capital and farm machinery - Decision making process in farm management.

UNIT- IV AGRI-BUSINESS TECHNOLOGY

6 Hours

Advanced concepts in agricultural production: Technology management for livestock products -Quality management in food industry - Agricultural inputs supply management - Vegetable seeds production management - Crop seed production management - Fertilizer management - Management of veterinary hospitals.

UNIT – V MARKETING AGRI BUSINESS IN INDIA

6 Hours

Characteristics of Production - Consumption and marketable surplus of Agri business in India - Rural Marketing - Distribution system - Marketing of agriculture inputs - Marketing by the Govt., - Functioning of selected procurement agencies - Location factors and other problems in processing of agricultural products – Recent trends and ethical practices in Agri business management (Only for discussion).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Koontz, H. and Wechrich, Horticulture Management, 10th edition ,Newyork McGrawhill.
2. Stoner, J.etc., Horticulture Management, 6th ed., N. Delhi, Prentice Hall Of India.
3. Acharya, S.S and Agarwal,NL Agriculture Marketing In India, Oxford and IBH Publishing Company ,New Delhi
4. Kenneth D. Dull, Principles of Management in Agri-Business, Western Publication.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E089	AGRICULTURAL MARKETING STRATEGIES AND MODELS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To analyze traditional and modern agricultural marketing models, including digital and direct marketing approaches.						
2. To evaluate pricing mechanisms, market intelligence systems, and consumer behavior in agricultural markets.						
3. To understand the concepts, functions, and significance of agricultural marketing in the agribusiness sector.						
COURSE OUTCOMES (COs)						
CO1	Explain the principles, functions, and importance of agricultural marketing in agribusiness management.					
CO2	Analyze agricultural marketing channels, distribution networks, and value chain systems.					
CO3	Evaluate traditional and contemporary agricultural marketing models and their effectiveness.					
CO4	Assess pricing strategies, market information systems, consumer trends, and policy influences on agricultural markets.					
CO5	Formulate innovative marketing strategies to improve market access, profitability, and sustainability in the agricultural sector.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	1	3	2	3	3	1	3
	CO2	3	1	3	2	3	1	2
	CO3	2	3	1	3	1	3	1
	CO4	1	2	3	1	3	2	3
	CO5	3	3	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



Dr. M.G.R.
EDUCATIONAL AND RESEARCH INSTITUTE
DEEMED TO BE UNIVERSITY
University with Graded Autonomy Status
(An ISO 21001 : 2018 Certified Institution)
Periyar E.V.R. High Road, Maduravoyal, Chennai-95, Tamilnadu, India.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E089

AGRICULTURAL MARKETING STRATEGIES AND MODELS

UNIT- I INTRODUCTION OF AGRICULTURAL MARKETING

6 Hours

Concept of Agricultural Marketing - Study of organization and function of agricultural marketing in India - Importance of agriculture in national economy - Organizational set up of agricultural research, education and extension in India.

UNIT – II PRE AND POST HARVEST TECHNOLOGY

6 Hours

Methods of Grading farm products - Magnitude and dimensions of marketing and marketable surplus in agricultural commodities - Farm equipment and Farm Machinery in India - Sources of energy and power on farms - Irrigation and drainage systems - Basics of post-harvest technology - Basics of energy in agriculture.

UNIT- III AGRICULTURAL MARKETING AND COOPERATION

6 Hours

Agricultural Marketing and Cooperation: Fundamentals of managerial economics - Market structure conduct and performance - Agricultural marketing concepts - Functions and institutions - Trade in agriculture sector - Principles of corporation - Cooperatives in India –Agricultural business institutions in India - Entrepreneurship development.

UNIT- IV SOCIO-ECONOMIC IMPACTS

6 Hours

Socio-economic impacts - Marketing and export potential – Inspection – Certification - Labeling and accreditation procedures - Organic farming and national economy - Efficiency of marketing storage - Transportation and financial management in agriculture. Marketing: Perishability - Seasonality and processing of agricultural products.

UNIT- V INFORMATION TECHNOLOGY TELECOMMUNICATION IN MARKETING

6hours

Role of information technology and telecommunication in marketing of agricultural commodities - Market research- Market information service - Electronic auctions (ebay) - e-Chaupals - Domestic and Export Market Intelligence Cell (DEMIC) – Market extension – Recent trends and ethical practices in agricultural marketing (Only for discussion).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Abbott, J. C. (John Cave); Food and Agriculture Organization of the United Nations. Marketing Group, Marketing improvement in the developing world : what happens and what we have learned (Rev. ed.)
2. Food and Agriculture Organization of the United Nations, ISBN 978-92-5-101427-1
3. Grahame Dixie Horticultural Marketing, Marketing Extension Guide 5, FAO, Rome.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E090	FARM OPERATIONS MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the principles and practices of farm operations management and agricultural production systems. 2. To develop knowledge of planning, organizing, and controlling farm resources for efficient agricultural operations. 3. To analyze cost management, productivity improvement, and risk management in farm operations.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and importance of farm operations management in agricultural enterprises.					
CO2	Apply planning and resource allocation techniques for effective management of land, labor, machinery, and farm					
CO3	Analyze farm production activities and operational processes to improve productivity and efficiency.					
CO4	Evaluate cost management practices, budgeting techniques, and risk factors affecting farm operations.					
CO5	Develop strategies for sustainable farm management, profitability enhancement, and long-term agricultural					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	1	3	2	1	3
	CO2	1	3	2	2	3	1	2
	CO3	2	1	3	3	1	3	1
	CO4	3	2	1	1	3	2	3
	CO5	1	3	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E090

FARM OPERATIONS MANAGEMENT

UNIT- I INTRODUCTION

6 Hours

Introduction – Definitions - Objectives of farm Management - Scope of Farm Management - Economic theory and farm management science - successful farm manager - Relationship of farm management with other sciences - Farm management problems under Indian conditions.

UNIT – II PRINCIPLES OF FARM MANAGEMENT

6 Hours

Economic Principles applied to Farm management: Principle of Variable proportion - Cost principle - Principle of factor substitution - Law of Equi-marginal returns - Opportunity cost principle - Principle of combining enterprises - Principle of comparative advantage - Time Comparison principle - Limitations of principles of farm management.

UNIT- III PLANNING

6 Hours

Farm Planning, Budgeting and Programming: Farm planning - Farm budgeting - Steps of Complete budgeting - Programming Techniques - Integrated farming systems - Organic farming - resource conservation technology including modern concept of tillage.

UNIT- IV SYSTEMS OF FARM ORGANIZATION

6 Hours

Systems of Farm Organization: Different systems of farming, Peasant farming, Corporate farming, State farming, Co-operative farming, Collective farming, Criteria for choice in India, Suitability of alternative systems

UNIT- V SIZE AND PRACTICES

6 Hours

Farm Size and Practices: Measurement of size of farm - Pattern of farm holdings in India - Factors determining economic holdings - Farm size practices – Large scale and small-scale farming - Specialized and diversified farming - Mixed farming - Extensive and intensive farming – Recent trends and ethical practices in farm management (Only for discussion).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Bhattacharjee, Reflection on the Approach to Studies in Farm Economics in India, Indian Society of Agricultural Economics, Bombay.
2. Fundamentals of Farm Business Management by S S Johl and T R Kapur. ... 2001, 2005, 2009) ISBN:9788127252236 8127252239 415 Yr. of Pub.2014 Paper ...



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E091	AGRICULTURAL MANAGEMENT SECTORS		L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30		3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies						
OBJECTIVES 1. To understand the structure, scope, and significance of various agricultural management sectors. 2. To examine the operational and managerial aspects of crop production, livestock, fisheries, horticulture, and allied sectors. 3. To analyze the role of government policies, institutions, and technological innovations in agricultural sector development.							
COURSE OUTCOMES (COs)							
CO1	Explain the structure, functions, and importance of major agricultural management sectors and allied industries.						
CO2	Analyze operational and managerial practices in crop production, livestock, fisheries, horticulture, and related sectors.						
CO3	Evaluate resource utilization, value chain management, and agribusiness opportunities across agricultural sectors.						
CO4	Assess the impact of government policies, institutional support, and technological advancements on agricultural sector development.						
CO5	Formulate management strategies to improve efficiency, sustainability.						

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	1	3	2	1	2	1	3
	CO2	3	1	3	2	3	1	2
	CO3	2	3	1	3	1	3	1
	CO4	3	2	3	1	1	2	3
	CO5	1	3	2	1	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E091

AGRICULTURAL MANAGEMENT SECTORS

UNIT- I INTRODUCTION OF FLORICULTURE

6 Hours

Prospects of protected floriculture in India - Types of protected structures – Greenhouses – Poly houses - Shade houses - Rain shelters etc., - Designing and erection of protected structures - Low cost/Medium cost/High cost structures – Economics of cultivation - Location specific designs - Structural components - Suitable flower crops for protected cultivation - Crop regulation by chemical methods and special horticultural practices (pinching, disbudding, DE shooting, DE blossoming, etc.) - Staking and netting - Photoperiod regulation.

UNIT- II SERICULTURE

6 Hours

Sericulture – Merits of sericulture – Silkworm – Kinds of silkworm – Mulberry silkworm – Feeding – Cleaning – Spacing – Disinfection techniques – Diseases of silkworms and their management.

UNIT- III VERMICULTURE

6 Hours

Vermi composting - Process and cultivation of worms - Using red, white wiggler worms –Vermi compost bedding material – Vermi composting and decomposition plant waste - Mixture of decomposing vegetables and food waste – Vermi compost feeding and managing of vermin compost.

UNIT- IV APICULTURE

6 Hours

Beekeeping - Inspection programs - Organic apiculture standards - Various bee pests and diseases - Inspection programs - Education and training opportunities.

UNIT – V ENVIRONMENT CONTROL

6 Hours

Environment control – Management and manipulation of temperature - light, humidity, air and CO₂ - Heating and cooling systems – Ventilation - Naturally ventilated greenhouses - Fan and pad cooled greenhouses - Light regulation – Recent trends and ethical practices in branches of development in agricultural management (Only for discussion).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. George W. Norton (2021). *Agricultural Economics* (4th Ed.). Routledge.
2. David L. Debertin (2020). *Agricultural Production Economics* (2nd Ed.). Macmillan.
3. Peter Hazell (2019). *The Future of Small Farms: Entrepreneurship and Agricultural Development*. Oxford University Press.
4. D. K. Desai (2019). *Agricultural Management and Rural Development*. Himalaya Publishing House.
5. R. K. Singh (2019). *Principles of Agricultural Economics and Management*. S. Chand Publishing.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E092	AGRI EXPORT AND TRADE MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concepts, procedures, and regulations governing agricultural exports and international trade.						
2. To develop knowledge of export documentation, logistics, trade finance, and risk management in agri-business.						
3. To analyze global market opportunities, trade policies, and strategies for promoting agricultural exports.						
COURSE OUTCOMES (COs)						
CO1	Explain the fundamentals of agricultural export management and international trade practices.					
CO2	Apply export procedures, documentation requirements, and regulatory compliance in agri-export operations.					
CO3	Analyze international agricultural markets, trade agreements, and export opportunities.					
CO4	Evaluate logistics, transportation, trade finance, and risk management techniques in agricultural exports.					
CO5	Develop strategic plans for enhancing agricultural export performance and global competitiveness.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	1	1	3	3	2	1	3
	CO2	3	1	2	3	3	1	3
	CO3	2	3	1	2	1	3	1
	CO4	1	3	3	1	2	2	3
	CO5	3	1	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E092

AGRI EXPORT AND TRADE MANAGEMENT

UNIT- I INTRODUCTION EXPORT MANAGEMENT

6 Hours

Definition and Nature of Export Management - Scope of Export Management in Agri business.

UNIT – II MARKETING IN AGRI BUSINESS

6 Hours

Steps in Export of Agri-business products - Selection of Market and Channels of Export.

UNIT- III LEGAL IN AGRI BUSINESS

6 Hours

Issues related to the export of agribusiness products - Legal requirements for export of agribusiness products.

UNIT- IV FINANCING CONTROL

6 Hours

Financing of Agribusiness exports - Role of Govt. in promotion of Exports.

UNIT- V EXPORT PROCEDURE

6 Hours

Export documentation and procedure - External agencies for promotions of export – Recent trends and ethics in agricultural product export (Only for discussion).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Chemical Risk Management: Reference Manual ... NSW Agriculture- Agricultural chemicals - 168 pages ... ISBN, 0734712278, 9780734712271.
2. The economic justification for fisheries reform by World Bank and Kelleher, Kieran and Willmann, Rolf and World Bank and Food and Agriculture Organization of the United Nations, Agriculture and rural development, ISBN 0821379143, xxiii, 100



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E093	MANAGEMENT OF DAIRIES AND COOPERATIVE MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the principles, structure, and functioning of dairy enterprises and cooperative organizations.						
2. To develop knowledge of dairy production, procurement, processing, marketing, and cooperative management practices.						
3. To analyze the role of cooperatives in rural development, dairy business sustainability, and value chain management.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, structure, and significance of dairy management and cooperative organizations.					
CO2	Apply principles of dairy production, procurement, processing, and distribution in dairy enterprises.					
CO3	Analyze the operational and financial management practices of dairy cooperatives					
CO4	Evaluate marketing strategies, supply chain systems, and quality management in the dairy sector					
CO5	Develop strategies for improving the efficiency, sustainability, and competitiveness of dairy cooperatives.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	1	3	2	3	2	1	2
	CO2	3	1	3	2	3	3	2
	CO3	2	3	1	3	1	3	1
	CO4	1	2	3	1	3	2	3
	CO5	3	1	2	3	1	1	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E093 MANAGEMENT OF DAIRIES AND COOPERATIVE MANAGEMENT

UNIT- I INTRODUCTION OF DAIRIES

6 Hours

Chemical composition of various food of plant and animal origin - Structure and functions of food constituents – additives – Preservatives - Flavors and antioxidants - Composition and Physico-chemical and nutritional properties of milk and colostrum's - Chemistry of milk – Constituents - Nutrients and milk products.

UNIT – II INTRODUCTION OF CO-OPERATIVES

6 Hours

Nature of cooperative principles - Management principles and applications to cooperative organizations - Structure and functions of various types of cooperatives. Introduction to dairy microbiology – Milk production - Hygiene and critical risk factors affecting microbiological quality - Microorganisms associated with milk and their classification based on increasing temperature.

UNIT- III MANAGERIAL PROBLEMS OF COOPERATIVES

6 Hours

Managerial problems of cooperatives - Consumer stores - Role of Govt., financing of cooperatives - Staffing and training - Efficiency criteria. Composition and chemistry of cream - butter, ghee, ice-cream, cheese, condensed and dried milks - Infant food -Spoilage of ghee and use of antioxidants - Chemistry of milk fermentation.

UNIT- IV BACTERIOLOGICAL ASPECTS OF MILK PROCESSING

6 Hours

Bacteriological aspects of milk processing – Theorization – Pasteurization – Boiling – Sterilization – UHT - Bctofugation and membrane filtration - Microbiological quality of cream, butter, ice-cream, concentrated dairy products, dried milks, infants milk foods, indigenous dairy products.

UNIT- V MICROBIOLOGY OF DAIRY STARTERS

6 Hours

Microbiology of dairy starters: Classification - Genetic aspects and carbohydrate metabolism of Lactic Acid Bacteria (LAB) – Preservation - propagation and quality control of dairy starters and their inhibition by antibiotic residues – Detergents – Sanitizers - Bacteriophages etc., - Recent trends and ethical practices in dairy management (Only for discussion).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. George W. Norton (2021). *Agricultural Economics* (4th Ed.). Routledge.
2. P. C. Thomas (2020). *Dairy Science and Dairy Management*. Oxford & IBH Publishing.
3. S. N. Mishra (2019). *Cooperative Management and Rural Development*. Himalaya Publishing House.
4. B. S. Mathur (2019). *Cooperation in India*. Sahitya Bhawan Publications.



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

ENTREPRENEURSHIP AND VENTURE DEVELOPMENT



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E094	ENTREPRENEURSHIP AND VENTURE DEVELOPMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concepts, characteristics, and role of entrepreneurship in economic and business development.						
2. To develop entrepreneurial skills for identifying opportunities, creating business ventures, and managing start-ups.						
3. To analyze venture planning, financing options, growth strategies, and challenges in entrepreneurial ventures.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, functions, and significance of entrepreneurship and venture creation.					
CO2	Identify and evaluate business opportunities for establishing new ventures.					
CO3	Apply entrepreneurial skills in preparing business plans and venture development strategies.					
CO4	Analyze sources of venture financing, risk management, and growth opportunities for start-ups.					
CO5	Develop innovative and sustainable business models for entrepreneurial success.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	1	3	3	3	2	1	3
	CO2	3	1	3	2	2	1	2
	CO3	2	3	1	3	1	3	1
	CO4	1	2	3	1	3	2	1
	CO5	3	1	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval				Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E094

ENTREPRENEURSHIP AND VENTURE DEVELOPMENT

UNIT I: FOUNDATIONS OF ENTREPRENEURSHIP

6 Hours

Meaning – Concept – Evolution – Importance of Entrepreneurship – Characteristics of Successful Entrepreneurs – Types of Entrepreneurs – Entrepreneur vs. Manager – Entrepreneurial Competencies – Trends and Challenges – Social Entrepreneurship – Ethics and Social Responsibility in Entrepreneurship.

UNIT II: OPPORTUNITY IDENTIFICATION AND BUSINESS PLANNING

6 Hours

Creativity and Innovation – Idea Generation Techniques – Opportunity Recognition and Evaluation – Market Research and Feasibility Analysis – SWOT Analysis – PESTLE Analysis – Business Model Concept – Business Plan Preparation, Components– Risk Assessment and Mitigation – Business Pitching and Presentation.

UNIT III: VENTURE CREATION AND LEGAL FRAMEWORK

6 Hours

Forms of Business Organization – Business Registration Procedures – Licensing and Regulatory Requirements – Intellectual Property Rights (IPR) – Patents, Trademarks and Copyrights – Govt Policies and Startup Support Schemes – MSME and Startup India Initiatives – Financial Planning and Budgeting – Legal Compliance and Documentation.

UNIT IV: VENTURE MANAGEMENT AND GROWTH STRATEGIES

6 Hours

Operations Management – Marketing Strategies for Startups – Digital Marketing – Branding and Positioning – Pricing Strategies – Sales and Distribution Management – Human Resource Management in Startups – Leadership and Team Building – Innovation and Technology Management – Crisis and Risk Management.

UNIT V: VENTURE DEVELOPMENT AND SUSTAINABILITY

6 Hours

Growth Stages of a Venture – Business Expansion Strategies – Diversification Strategies – Internationalization of Business – Sustainable and Green Entrepreneurship – Corporate Governance – Performance Measurement and KPIs – Business Valuation Methods – Mergers and Acquisitions – Exit Strategies – Family Business Management – Succession Planning.

TOTAL. NO .OF PERIODS:30 HOURS

REFERENCE BOOKS

1. Hisrich, R.D., Peters, M.P., AND Shepherd, D.A. – *Entrepreneurship*, McGraw Hill
2. Barringer, B.R. AND Ireland, R.D. – *Entrepreneurship: Successfully Launching New Ventures*, Pearson
3. Bruce R. Barringer – *Preparing Effective Business Plans*, Pearson



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E095	CREATIVITY AND INNOVATION FOR ENTREPRENEURSHIP	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concepts of creativity, innovation, and their role in entrepreneurship and business development. 2. To develop creative thinking, problem-solving, and opportunity recognition skills for entrepreneurial ventures. 3. To apply innovation frameworks and design thinking approaches for creating sustainable business solutions.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, processes, and importance of creativity and innovation in entrepreneurship.					
CO2	Apply creative thinking techniques to identify business opportunities and solve entrepreneurial problems.					
CO3	Analyze innovation models, design thinking tools, and opportunity recognition frameworks.					
CO4	Evaluate innovative business ideas and assess their feasibility for venture creation and growth.					
CO5	Develop entrepreneurial solutions and business models that foster innovation and competitive advantage.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	1	2	3	3	2	1	3
	CO2	3	1	2	2	3	1	2
	CO3	2	3	1	3	1	3	1
	CO4	1	2	3	1	3	3	3
	CO5	3	1	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E095

CREATIVITY AND INNOVATION FOR ENTREPRENEURSHIP

UNIT – I FOUNDATIONS OF CREATIVITY AND ENTREPRENEURSHIP (6 Hours)

Creativity and Innovation – Characteristics of Creative Entrepreneurs – Entrepreneurial Mindset – Creative Thinking Techniques – Opportunity Recognition – Innovation and Value Creation.

UNIT – II IDEA GENERATION AND DESIGN THINKING (6 Hours)

Sources of Business Ideas – Brainstorming and Lateral Thinking – Design Thinking Process – Problem Identification and Solution Development – Customer-Centric Innovation – Idea Screening and Evaluation.

UNIT – III INNOVATION MANAGEMENT (6 Hours)

Types of Innovation – Product, Process and Business Model Innovation – Innovation Lifecycle – Open Innovation – Technology and Digital Innovation – Innovation Strategy and Competitive Advantage.

UNIT – IV ENTREPRENEURIAL VENTURE DEVELOPMENT (6 Hours)

From Idea to Venture – Business Model Development – Prototyping and Minimum Viable Product (MVP) – Resource Mobilization – Startup Ecosystem – Scaling Innovative Ventures.

UNIT – V EMERGING TRENDS IN ENTREPRENEURSHIP (6 Hours)

Artificial Intelligence and Innovation – Sustainable and Social Entrepreneurship – Creative Industries and Innovation – Intellectual Property Rights and Commercialization – Innovation Challenges and Risk Management – Future Trends in Entrepreneurship.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books

1. Peter F. Drucker – Innovation and Entrepreneurship – Harper Business.
2. Jeff Dyer, Hal Gregersen & Clayton Christensen – The Innovator's DNA – Harvard Business Review Press.
3. Alexander Osterwalder & Yves Pigneur – Business Model Generation – Wiley.
4. Tim Brown – Change by Design – Harper Business.
5. Eric Ries – The Lean Startup – Crown Business



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E096	BUSINESS ENVIRONMENT AND ENTREPRENEURIAL ECOSYSTEM	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Prerequisite - Degree					
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the business environment and its influence on entrepreneurial activities and venture creation. 2. To develop knowledge of entrepreneurial ecosystems, support institutions, policies. 3. To analyze opportunities, challenges, and sustainability factors affecting entrepreneurial ventures in a dynamic business environment.						
COURSE OUTCOMES (COs)						
CO1	Explain the components of the business environment and their impact on entrepreneurship and business growth.					
CO2	Evaluate government policies, regulations, funding mechanisms, and incubation support for entrepreneurs.					
CO3	Analyze the structure and significance of entrepreneurial ecosystems, startup networks, and support institutions.					
CO4	Assess opportunities and challenges arising from economic, technological, social, and global business environments.					
CO5	Develop strategies to leverage entrepreneurial ecosystem resources for sustainable venture development and growth.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	1	3	1	1	2	1
	CO2	1	1	1	3	1	2	3
	CO3	3	1	2	1	2	1	2
	CO4	2	3	1	2	3	3	1
	CO5	1	2	3	1	2	2	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



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(An ISO 21001 : 2018 Certified Institution)
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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E096

BUSINESS ENVIRONMENT AND ENTREPRENEURIAL ECOSYSTEM

UNIT I: BUSINESS ENVIRONMENT – CONCEPTS AND COMPONENTS

6 Hours

Meaning and Significance of Business Environment – Types of Business Environment (Internal and External) – Micro and Macro Environment – Environmental Scanning – PESTLE Analysis – Economic Environment – Political, Legal and Socio-Cultural Environment – Technological and Global Business Environment – Competitive Environment – Impact of Business Environment on Entrepreneurship.

UNIT II: ECONOMIC AND POLICY ENVIRONMENT FOR ENTREPRENEURSHIP

6 Hours

Role of Government in Business Development – Industrial Policy – Startup India Initiative – MSME Development Policies – Make in India – Digital India – Ease of Doing Business – Foreign Direct Investment (FDI) Policies – Taxation and GST – Export Promotion Policies – Role of NITI Aayog – Regulatory Bodies and Compliance Framework.

UNIT III: ENTREPRENEURIAL ECOSYSTEM – STRUCTURE AND STAKEHOLDERS

6 Hours

Meaning and Components of Entrepreneurial Ecosystem – Role of Government Agencies – Financial Institutions and Banks – Incubators and Accelerators – Universities and Research Institutions – Industry Associations – Mentorship and Networking Platforms – Technology Parks and SEZs – Digital Ecosystem and E-Commerce Platforms – Corporate Support Programs – Public-Private Partnerships.

UNIT IV: FUNDING AND INSTITUTIONAL SUPPORT SYSTEMS

6 Hours

Sources of Finance – Bootstrapping – Bank Loans and Microfinance – Venture Capital Funding – Angel Investment – Crowdfunding – Government Grants and Subsidies – SIDBI and NABARD Support – Role of Stock Exchanges for SMEs – Financial Planning and Budgeting – Institutional Credit Systems.

UNIT V: TRENDS AND CHALLENGES IN THE ENTREPRENEURIAL ECOSYSTEM

6 Hours

Innovation and Digital Transformation – Startups and Technology Disruption – Green and Sustainable Entrepreneurship – Social Entrepreneurship Ecosystem – Women Entrepreneurship Ecosystem – Globalization and Internationalization – Challenges in Emerging Markets – Impact of Global Economic Changes – Future of Entrepreneurial Ecosystems – Role of AI and Digital Platforms in Business Environment.

TOTAL.NO.OF PERIODS :30 HOURS

REFERENCE BOOKS

1. Paul, J. – *Business Environment*, McGraw Hill
2. Aswathappa, K. – *Essentials of Business Environment*, Himalaya Publishing House
3. Isenberg, D. – *Worthless, Impossible and Stupid: How Entrepreneurs Create Ecosystems*, Harvard Business Review Press



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E097	BUSINESS ETHICS AND SUSTAINABLE ENTREPRENEURSHIP	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To develop awareness of sustainable entrepreneurship practices that balance economic, social, and environmental responsibilities.						
2. To analyze ethical challenges, corporate governance, and sustainability strategies in entrepreneurial ventures.						
3. To understand the principles of business ethics and their significance in entrepreneurial decision-making.						
COURSE OUTCOMES (COs)						
CO1	Evaluate sustainability practices and their role in creating responsible and socially conscious enterprises.					
CO2	Analyze ethical issues and dilemmas encountered in entrepreneurial and organizational settings.					
CO3	Explain the concepts, principles, and importance of business ethics in entrepreneurship and business.					
CO4	Develop ethical and sustainable entrepreneurial strategies that promote long-term business success.					
CO5	Assess the impact of corporate governance, stakeholder interests, and ethical leadership sustainability.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	1	3	1	3	2	1
	CO2	1	2	1	3	1	2	3
	CO3	3	1	2	1	2	1	2
	CO4	1	3	1	2	2	3	1
	CO5	2	1	3	2	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E097

BUSINESS ETHICS AND SUSTAINABLE ENTREPRENEURSHIP

UNIT I: FOUNDATIONS OF BUSINESS ETHICS

6 Hours

Meaning and Nature of Ethics – Business Ethics: Concept and Importance – Theories of Ethics (Utilitarianism, Deontology, Virtue Ethics) – Ethical Decision-Making Models – Ethical Leadership – Corporate Governance – Stakeholder Theory – Ethical Issues in Management – Code of Ethics – Corporate Scandals and Lessons Learned – Role of Ethics in Entrepreneurship – Global Ethical Standards.

UNIT II: CORPORATE SOCIAL RESPONSIBILITY (CSR)

6 Hours

Meaning and Evolution of CSR – CSR Models (Carroll's Pyramid) – CSR and Business Performance – CSR in India (Companies Act 2013) – Stakeholder Engagement – Social Responsibility of Entrepreneurs – CSR Reporting and Disclosure – Triple Bottom Line Concept – Social Audit – Ethical Marketing Practices – CSR in SMEs and Startups – Case Studies on CSR Practices.

UNIT III: SUSTAINABLE ENTREPRENEURSHIP

6 Hours

Concept of Sustainability – Sustainable Development Goals (SDGs) – Green Entrepreneurship – Environmental Ethics – Circular Economy – Sustainable Business Models – Eco-Innovation – Social Entrepreneurship and Sustainability – Sustainable Supply Chain – Responsible Resource Management – Climate Change and Business – Measuring Sustainability Performance.

UNIT IV: ETHICAL CHALLENGES AND GOVERNANCE IN ENTREPRENEURSHIP

6 Hours

Ethical Issues in Startups – Transparency and Accountability – Intellectual Property Ethics – Data Privacy and Digital Ethics – Whistleblowing – Conflict of Interest – Fraud and Corruption Prevention – Compliance and Regulatory Framework – Risk Management – Corporate Governance in Small Businesses – Ethical Leadership in Crisis – Ethical Challenges in Global Business.

UNIT V: EMERGING TRENDS IN ETHICAL AND SUSTAINABLE VENTURES

6 Hours

Impact Investing – ESG (Environmental, Social, Governance) Practices – Sustainable Finance – Green Marketing – Inclusive and Responsible Innovation – Ethical Technology and AI Governance – Sustainable Innovation Strategies – Social Impact Measurement – Sustainable Growth Strategies – Reporting Standards (GRI, ESG Reporting) – Future of Sustainable Entrepreneurship – Global Best Practices.

TOTAL.NO.OF PERIODS: 30 HOURS

REFERENCE BOOKS

1. Crane, A. AND Matten, D. – *Business Ethics*, Oxford University Press
2. Carroll, A.B. AND Buchholtz, A.K. – *Business and Society: Ethics, Sustainability and Stakeholder Management*, Cengage.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E098	FINANCE FOR ENTREPRENEURS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Prerequisite - Degree					
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the fundamentals of entrepreneurial finance and the financial requirements of new ventures.						
2. To develop knowledge of funding sources, financial planning, budgeting, and investment decisions for startups.						
3. To analyze financial risks, valuation methods, and strategies for sustainable venture growth.						
COURSE OUTCOMES (COs)						
CO1	Apply financial planning, budgeting, cash flow management, and working capital management techniques in entrepreneurial ventures.					
CO2	Explain the concepts, principles, and significance of entrepreneurial finance in venture creation.					
CO3	Identify and evaluate various sources of startup financing, including venture capital, angel investment, crowdfunding, and debt financing.					
CO4	Analyze venture valuation methods, financial risks, and investment decisions for business sustainability.					
CO5	Develop financial strategies to support startup growth, profitability, and long-term entrepreneurial success.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	1	1	3	3	2	1
	CO2	1	2	3	1	1	2	3
	CO3	3	1	2	3	2	1	2
	CO4	2	3	1	2	1	3	1
	CO5	1	2	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E098

FINANCE FOR ENTREPRENEURS

UNIT – I ENTREPRENEURIAL FINANCE

6 Hours

Finance for Entrepreneurs: Principles of entrepreneurial finance- Role of entrepreneurial finance- The successful venture life cycle - Financing through venture lifecycle - Life cycle approach for teaching - Developing Business Idea - Business Model - Screening venture opportunities: Pricing / Profitability considerations - Financial, / harvest considerations - Financial plans and projections.

UNIT – II SOURCES OF FINANCE

6 Hours

Sources of Finance: Various sources of finance available - Long term sources: Equity Shares - Preference Shares – Debentures - Kinds Private Placements – IPO – SEBI – FDI - Institutional Finance – Banks: IDBI, IFCI, IIBI, ICICI, SIDBI, SFC's in India - Merchant Banks in India - NBFC's in India - Their way of financing in India for small and medium business.

UNIT – III WORKING CAPITAL

6 Hours

Short Term Sources: Banks and financial Institutions that give short term finance - Bills Discounting - Factoring - Working Capital - Concepts - Importance - Cash Management - Inventory Management - Receivables Management - Sources of Working Capital.

UNIT – IV VENTURE CAPITAL

6 Hours

Venture Capital: Venture capital - Meaning - origin - Importance - Venture capital in India - Benefits. Hire Purchase - Concept - Hire Purchase and Leasing - Evaluation of Hire Purchase Proposals - Leasing - Overview - Tax aspects - Lease Accounting - Evaluation of Leasing Proposals.

UNIT – V VENTURE VALUATION

6 Hours

Venture Valuation: Valuing early stage ventures - Venture Worth - Basic Mechanics of valuation - Developing the projected financial statements for a discounted Cash Flow Valuation -Accounting Vs Equity Valuation Cash Flow - Venture Capital Valuation Methods: Basic Venture Capital Valuation Method - Earnings Multiplier - Discounted Dividends – Trends in entrepreneurial finance and ethical practices (Only for discussion).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Prasanna Chandra. *Projects - Planning, Analysis, Selection, Implementation and Review*-(Tata McGraw - Hill Publishing Corporation Limited, New Delhi). Edition 4 reprint
2. M. Y. Khan, *Indian Financial System*, (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).
3. L. M. Bhole, *Financial Institution and Markets*, (Tata McGraw - Hill Publishing Corporation Limited
4. Gordon and Natarajan, *Financial Markets*, (BPP Publications). 4th Edition
5. V. K. Blialla, *Investment Management*, (S. Chand and Company Publishers Ltd



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E099	PROJECT PLANNING AND IMPLEMENTATIONS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To develop skills in project scheduling, resource allocation, budgeting, and risk management.						
2. To analyze project performance, monitoring mechanisms, and strategies for successful project execution.						
3. To understand the concepts, processes, and techniques involved in project planning and implementation.						
COURSE OUTCOMES (COs)						
CO1	Apply project planning tools and techniques for scheduling, budgeting, and resource management.					
CO2	Evaluate project monitoring, control mechanisms, and performance measurement techniques.					
CO3	Develop comprehensive project implementation strategies to achieve project objectives within time, cost, and quality constraints.					
CO4	Explain the fundamentals of project planning, project life cycle, and implementation processes.					
CO5	Analyze project feasibility, risk factors, and resource requirements for effective project execution.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	3	1	1	1	2	1
	CO2	1	2	3	1	1	2	3
	CO3	3	1	2	3	2	1	2
	CO4	1	3	2	2	1	3	1
	CO5	2	2	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval				Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E099

PROJECT PLANNING AND IMPLEMENTATIONS

UNIT – I INTRODUCTION

6 Hours

Project management: Project initiation - Introduction – Understanding project management – Project life cycle – Systems theory and concepts of project management – Organizational structures for project management – Project selection – Role of project manager – Project planning – Conflict – Negotiation.

UNIT – II PROJECT PLANNING

6 Hours

Project planning - Project planning as a value adding activity - Process of project planning -Managing the planning process - Communicating project plans - Dealing with increased complexity through network diagrams - Analyzing the network - Critical Path Analysis - Activity on nodes diagramming- Dealing with the uncertainty Programme Evaluation and Review Technique - Computerized project management - Planning with standards.

UNIT – III PROJECT FEASIBILITY

6 Hours

Project feasibility study - Market Feasibility - Technical Feasibility - Financial Feasibility - Economic Feasibility - Critical Success factors - Demand forecasting techniques -Project financing and development banks - Development banking and western world - Internal Generation of Funds - Leasing Financing - Public sector bonds - Debentures.

UNIT – IV PROJECT IMPLEMENTATION

6 Hours

Project implementation: Budgeting and cost estimation – Scheduling of projects – PERT – CPM – Cost control in project management – Project management information systems – Project control.

UNIT – V PROJECT LIFE CYCLE

6 Hours

Project management in New Era: International project management – Project auditing – Project audit life cycle – Project management selection – Training – Project termination - Process of termination – Project management in practice - Project management in new millennium – Trends and ethical practices in project management (Only for discussion).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Harvey Maylor, *Project Management*, Macmillan India Ltd. 4th Edition ISBN-10: 027370432X ISBN-13: 978-0273704324
2. S. Choudhury, *Project Management*, Tata McGraw Hill publishing ISBN-10: 0074600680 ISBN-13: 978-0074600689
3. B.B. Goel, *Project Management Principles and Techniques*, Deep and Deep publications Pvt Ltd. Reprint ISBN NO 8171007880, 9788171007882
4. Prasanna Chandra Project Planning, Analysis, Selection, implementation and Review- Tata McGraw Hill Publishing Company Ltd 8th edition ISBN: 9789332902572
5. Harold Kerzner, *Project Management A systems Approach to Planning Scheduling and Controlling*



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

SPECIALIZATION - DISASTER MANAGEMENT



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E100	PRINCIPLES OF DISASTER MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concepts, types, causes, and impacts of natural and man-made disasters.						
2. To develop knowledge of disaster preparedness, mitigation, response, recovery, and rehabilitation strategies.						
3. To analyze disaster management policies, risk reduction frameworks, and community resilience practices for effective disaster governance.						
COURSE OUTCOMES (COs)						
CO1	Explain the fundamental concepts, classifications, and impacts of disasters on society, economy, and the environment.					
CO2	Apply disaster mitigation, response, relief, and recovery strategies in various disaster management scenarios.					
CO3	Evaluate national and international disaster management policies, frameworks, and institutional mechanisms.					
CO4	Develop disaster risk reduction and resilience-building plans to enhance community preparedness and sustainable recovery.					
CO5	Analyze disaster risk factors, vulnerability assessment methods, and disaster preparedness measures.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	1	2	3	1	3	2	1
	CO2	2	3	1	3	1	2	3
	CO3	3	1	2	1	2	1	2
	CO4	1	3	2	2	1	3	1
	CO5	2	1	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E100

PRINCIPLES OF DISASTER MANAGEMENT

UNIT - I CONCEPT OF DISASTER

6 Hours

Introduction to Disaster, Hazards, risk and Vulnerability; Types, causes and Effect of Natural (Earthquakes, Landslides, Flood and Cyclone) and Anthropogenic Disaster (Industrial accidents, Nuclear accident, Oil Spill); Biological Hazards and Bioterrorism.

UNIT - II MITIGATION AND MANAGEMENT TECHNIQUES OF DISASTER

6 Hours

Basic principles of disasters management, Disaster Management cycle, policy, National and State Bodies for Disaster Management, Early Warning Systems;

UNIT - III DISASTER MANAGEMENT PHASES

6 Hours

Disaster management phases: Mitigation, preparedness, Response and Recovery, Importance of each phase - Strategies and approaches for the phases.

UNIT - IV DISASTER MANAGEMENT IN INDIA

6 Hours

Lessons from the past considering the examples of earthquake, tsunami disaster and Bhopal Tragedy; National Disaster Management Framework, national response mechanism, role of Government, armed forces and media in disaster management;

UNIT - V CHALLENGES AND IMPACTS OF DISASTERS

6 Hours

Key challenges in disaster management, Preparedness for various challenges, Impacts of disasters, Resource allocation and mobilization, Legal and institutional frameworks, Policy Implementation and enforcement.

TOTAL NO. OF PERIODS: 30 HOURS

REFERENCE BOOKS

1. R. Subramanian, Disaster Management, Vikas Publishing House, Pvt, Ltd, Noida, India, 2018.
2. Keith S., Environmental Hazards - Assessing Risk and Reducing Disaster, Routledge, New York, 2013.
3. Bell F.G., Geological Hazards: Their Assessment, Avoidance and amp; Mitigation, Taylor and Francis.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E101	PLANNING AND RISK MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the principles, processes, and significance of planning and risk management. 2. To analyze strategic planning approaches and risk management frameworks for achieving organizational objectives and sustainability. 3. To develop knowledge of risk identification, assessment, mitigation, and control techniques for effective decision-making.						
COURSE OUTCOMES (COs)						
CO1	Identify and assess various types of risks affecting business operations, projects, and strategic initiatives.					
CO2	Explain the concepts, objectives, and importance of planning and risk management in organizational contexts.					
CO3	Apply risk analysis tools and techniques to evaluate potential threats and opportunities in organizational planning.					
CO4	Evaluate risk mitigation, contingency planning, and control measures for minimizing organizational uncertainties.					
CO5	Develop integrated planning and risk management strategies to support sustainable organizational performance and decision-making.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	1	3	1	1	2	1
	CO2	1	2	1	3	1	2	3
	CO3	3	1	2	1	2	1	2
	CO4	2	3	1	2	1	3	1
	CO5	1	1	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E101

PLANNING AND RISK MANAGEMENT

UNIT - I HAZARD ANALYSIS AND TOOLS

6 Hours

Key concepts and processes of hazard assessments, tools, data requirements for the various types of hazards, sources of data, process for implementation and outputs, frequency-magnitude relationships, hazard susceptibility mapping, Fault Tree Analysis, Event Tree Analysis.

UNIT - II VULNERABILITY AND CAPACITY ANALYSIS AND TOOLS

6 Hours

Understanding Vulnerability, Intrinsic and Specific Vulnerability, Vulnerability and Capacity, Physical/Material Vulnerability and Capacity, Social/Organizational Vulnerability and Capacity, Motivational/Attitudinal Vulnerability and Capacity, Vulnerability Analysis, Hazard Vulnerability Assessment (HVA), vulnerability assessment processes,

UNIT - III RISK ANALYSIS AND TOOLS

6 Hours

Disaster Risk and Damage potential, Concept of Risk -Historical Progression of Risk, Rationale of Risk, Elements at Risk, Requirements in Risk Assessment, Societal Risk Management-Risk Management Components, Perception of Risk- Role of the Media, Acceptable Risk - Risk Estimation, Role of Risk transfer and insurance in DRM.

UNIT - IV MULTI HAZARD VULNERABILITY RISK ASSESSMENTS

6 Hours

Exercises - Quantitative Methods/Qualitative Methods/ Semi-Quantitative Methods

UNIT - V DISASTER MANAGEMENT PLANS

6 Hours

Overview of various types of disaster management plans, National - State - District and Local Levels, Disaster Risk Management (DRM) plan – Preparing Hazard-Vulnerability profile; Stakeholder analysis; SOPs; Hazard Specific Contingency Plans, Implementing DRM plan, Division of Roles and responsibilities as per DRM plan.

TOTAL NO. OF PERIODS: 30 HOURS

REFERENCE BOOKS

1. Hyatt, N. Guidelines for Process Hazards Analysis (PHA, HAZOP), Hazards Identification, and Risk Analysis. United Kingdom: CRC Press.
2. Lyon, B. K., Popov, G., Hollcroft, B. D. (2026). Risk Assessment: A Practical Guide to Assessing Operational Risks. United Kingdom: Wiley.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E102	PUBLIC HEALTH AND DISASTER RISK REDUCTION	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the relationship between public health and disaster management, including disaster risk reduction and preparedness measures. 2. To analyze resilience-building strategies, community participation, and sustainable approaches for reducing disaster impacts on public health. 3. To develop knowledge of disaster response, recovery, rehabilitation, and public health emergency.						
COURSE OUTCOMES (COs)						
CO1	Evaluate policies, frameworks, and institutional mechanisms supporting disaster risk reduction and community resilience.					
CO2	Develop strategies for strengthening public health systems, disaster preparedness, and resilience for sustainable community development.					
CO3	Apply principles of disaster recovery, rehabilitation, and public health interventions in post-disaster situations.					
CO4	Analyze disaster preparedness and emergency response mechanisms for managing public health crises effectively.					
CO5	Explain the concepts of public health, disaster risk reduction, and the impact of disasters on human health and communities.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	1	3	2	1	3	2	1
	CO2	2	1	3	3	1	2	3
	CO3	3	2	1	1	2	1	2
	CO4	1	3	2	2	1	3	1
	CO5	2	1	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E102 PUBLIC HEALTH AND DISASTER RISK REDUCTION

UNIT – I PRINCIPLES AND PRACTICES OF PUBLIC HEALTH

6 Hours

Introduction to public health, public health preparedness and response cycle, dimensions and components of public Health Map's and its management, concepts, basic life support, first aid and survival kits, emergency medical responder and roles.

UNIT - II PUBLIC HEALTHCARE SYSTEMS IN DISASTERS

6 Hours

Emergency medical services-national and global scenario, institutionalization, hospital disaster management plan, Medical care for large mass gatherings, triage classifications, incident response system for mass casualty management, national disaster management guidelines hospital safety (2013), case studies on public health preparedness and response.

UNIT - III DISASTER EPIDEMIOLOGY

6 Hours

Principles of Epidemiology, type of epidemiology, Disaster Epidemiology, Rapid Health Assessment, Rapid health needs assessment. Outbreak investigation. Environment health hygiene and sanitation issues during disasters, epidemiology of Rapid assessment of emergency health care needs, Epidemics after natural disasters, data sources.

UNIT - IV PSYCHOSOCIAL HEALTH'S IN DISASTERS

6 Hours

Principles and Practices of Public Health, Epidemiology, Biostatistics , Survey design and methods, Infectious disease epidemiology, Medical Management in Mass Disasters and Mass Casualty Events.

UNIT - V OCCUPATIONAL HEALTH AND SAFETY

6 Hours

Principles and Practices of Occupational Health and Safety Management System (OHSAS 18001:2007).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books

1. Eilly, M. J., AND Markenson, D. S. (2011). Health care emergency management: Principles and practice. Jones AND Bartlett Publishers.
2. Clements and Casani (2016), Disasters and Public Health Planning and Response.
3. Daniel Kollek. (2013). Disaster Preparedness for Health Care Facilities. United Kingdom: People's Medical Publishing House-USA.
4. Chan, E. Y. Y., AND Shaw, R. (2020). Public health and disasters. Springer Singapore.
5. Hunter, N. D. (2017). The Law of emergencies: Public health and disaster management. Butterworth-Heinemann.R



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E103	RESPONSE, RECOVERY, REHABILITATION AND RESILIENCE	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES 1. To understand the principles and processes of disaster response, recovery, rehabilitation, and resilience building. 2. To analyze frameworks and practices that support sustainable recovery and long-term resilience against disasters and crises. 3. To develop knowledge of emergency management strategies, post-disaster reconstruction, and community resilience mechanisms.						
COURSE OUTCOMES (COs)						
CO1	Analyze emergency response systems, coordination mechanisms, and stakeholder roles during disaster situations.					
CO2	Explain the concepts, stages, and significance of disaster response, recovery, rehabilitation, resilience.					
CO3	Apply recovery and rehabilitation strategies to restore livelihoods, infrastructure, and community.					
CO4	Develop comprehensive plans for disaster recovery, rehabilitation, and community resilience enhancement.					
CO5	Evaluate resilience-building frameworks, risk reduction measures, and sustainable recovery practices.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	1	3	2	3	2	1
	CO2	1	2	1	3	1	2	3
	CO3	3	1	2	1	2	1	2
	CO4	1	3	1	2	2	3	1
	CO5	2	1	3	2	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E103

RESPONSE, RECOVERY, REHABILITATION AND RESILIENCE

UNIT -I FRAMEWORK AND APPROACHES OF RESPONSE AND RECOVERY

6 Hours

Recognition of Pre-disaster Actions; warning and evacuation, pre-positioning of resources and supplies, last-minute mitigation and preparedness measures, Recognition of Post Disaster Actions; search and rescue, First Aid medical treatment, Evacuation, Disaster Assessments, treating the hazards, provision of water, food and shelter, health, sanitation, safety and security.

UNIT - II DISASTER RESPONSES AND RECOVERY PLANNING

6 Hours

Response planning, recovery planning, Short term recovery planning, long-term recovery planning, Coordination; the Incident Command System, the Disaster Declaration Process, Emergency plan and its Activation: process of planning, disseminating the plan, testing and revising the plan, integration of plan in theory and practice, Specialized Planning: emergency medical, veterinary, educational institutions, industries, tourism, libraries and archives, terrorism AND crowd emergencies and mass media.

UNIT - III EMERGENCY MANAGEMENT TRAINING

6 Hours

The cause-and-effect model, the concept-based approach, scenario-based methods.

UNIT - IV DIMENSION OF DISASTER RECOVER

6 Hours

Debris management, Environmental recovery, Historical and cultural resources, Housing, Business, Infrastructure, Social psychological and public sector recovery.

UNIT -V AUDITING OF RESOURCES

6 Hours

Resilient plans and Auditing.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books

1. Gustin J.F. (2010) Disaster and Recovery Planning: A Guide for Facility Managers. 5th Edition. Fairmont Press. US.
2. Phillips B.D. Disaster Recovery. CRC Press. US.
3. Alexander D. Principles of Emergency Planning and Management. Oxford University Press. UK.
4. Haddow D., Bullock J. AND Coppola D.P. (2013) Introduction to Emergency Management. 5th Edition. Butterworth-Heinemann. UK.
5. Gustin J.F. (2013) Disaster and Recovery Planning: A Guide for Facility Managers. 6th Edition. Fairmont Press. US.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E104	DISASTER MANAGEMENT POLICIES AND RULES	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the policies, legal frameworks, and regulatory mechanisms governing disaster management at national and international levels. 2. To develop knowledge of disaster risk reduction policies, institutional arrangements, and stakeholder responsibilities. 3. To analyze the implementation of disaster management laws, guidelines, and governance practices for effective disaster preparedness and response.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and legal foundations of disaster management policies.					
CO2	Analyze national and international disaster management frameworks, policies, and institutional structures.					
CO3	Examine the roles and responsibilities of government agencies, non-governmental organizations, and communities in disaster governance.					
CO4	Develop policy-based strategies and recommendations to strengthen disaster preparedness, response, recovery, and resilience.					
CO5	Evaluate the effectiveness of disaster management laws, policies, and compliance mechanisms in reducing disaster risks.					

Mapping of Course Outcomes (COs) with POs and PSO2s

(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low

1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	2	1	1	3	2	1
	CO2	1	2	3	1	1	2	1
	CO3	3	1	2	3	2	1	2
	CO4	2	1	1	2	3	3	1
	CO5	1	2	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E104

DISASTER MANAGEMENT POLICIES AND RULES

UNIT 1 DISASTER MANAGEMENT POLICIES AND FRAMEWORKS

6 Hours

Sendai framework, international AND national frameworks, Prime Ministers 10 Point Agenda, conventions and treaties, National Policy on Disaster Management, International Disaster Response Law, Hyogo framework, Yokohama Strategy.

UNIT 2 DISASTER MANAGEMENT COALITIONS/ REGIONAL GROUP

6 Hours

UNISDR, The Office for the Coordination of Humanitarian Affairs (OCHA), Food and Agriculture Organization, International Organization for Migration (IOM), Office of United Nations High Commissioner for Human Rights (OHCHR), City Team International Disaster Response, OXFAM, Billy Graham Rapid Response Team, ADRA, Hope Worldwide, Plan India, Save The Children, CARE, Global Giving, Bill AND Melinda Gates Foundation, ICCO.

UNIT 3 DISASTER MANAGEMENT ACTS

6 Hours

Legal Framework for Disaster Management in India : Role and law and public institutions including government in Disaster Management Constitutional Perspectives to Disaster Management, Disaster Management Act (NDMA) 2005, NDRF and SDRF Rules, Institutional roles and responsibilities for disaster management in India.

UNIT 4 FINANCIAL MECHANISMS OF DISASTER

6 Hours

Financing disaster relief in India, NDRF, SDRF, Approach of Previous Finance Commissions, Margin Money Scheme, Existing System, Calamity Relief Funds, National Calamity Contingency Fund, Additional Central Assistance, Convergence with Centrally Sponsored Schemes, Ministry of Home Affairs, Planning Commission, Allocation to CRF, Additional Expenditure Over and Above CRF, Risk Transfer and Insurance, compensation AND insurance, human rights, and community recovery, relief policy and procedure; exploring the legal issues.

UNIT 5 OTHER RELEVANT ACTS AND CONVENTIONS

6 Hours

The Water Act, 1974, The Water Rules, 1975, Forest Act, 1980, The Air (Prevention and Control of Pollution) Act, 1981, The Air (Prevention and Control of Pollution) Rules, 1982, Environment (Protection) Act, 1986, Environment (Protection) Rules, 1986, Wetlands (Conservation and Management) Rules, 2010.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books

1. Disaster Law: Emerging Thresholds. (2017). United Kingdom, Taylor AND Francis.
2. Hyogo Framework for Action and Urban Disaster Resilience. (2014). United Kingdom, Emerald Group Publishing Limited.
3. Gulati, A. G. (2016). Risk Financing Mechanisms-Indian Context. (n.p.): SSRN.
4. Puri, C. P., Dhooria, S. K. Encyclopaedia of Environmental Laws. India: Global India Publications Pvt. Limited.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E105	SOCIETAL DIMENSIONS OF DISASTER MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1.To develop knowledge of community participation, social vulnerability, and inclusive approaches in disaster management						
2.To understand the social, cultural, economic, and demographic dimensions of disasters and their impacts on communities.						
3.To analyze the role of society, institutions, and stakeholders in disaster preparedness, response, recovery, and resilience building.						
COURSE OUTCOMES (COs)						
CO1	Evaluate strategies for inclusive disaster management, social recovery, and community resilience.					
CO2	Develop community-oriented disaster management plans that promote social sustainability, participation, and resilience.					
CO3	Examine the role of social institutions, governments, NGOs, and community organizations in disaster preparedness and response.					
CO4	Analyze social vulnerability, risk perception, and community-based approaches to disaster management.					
CO5	Explain the societal dimensions of disasters and their effects on individuals, communities, and vulnerable populations.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	1	3	1	3	2	3
	CO2	1	2	1	3	1	1	3
	CO3	3	1	2	1	2	1	2
	CO4	2	3	1	2	1	3	1
	CO5	1	2	3	1	2	2	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E105

SOCIETAL DIMENSIONS OF DISASTER MANAGEMENT

UNIT - I SOCIETY AND DISASTERS

6 Hours

Social theories on disasters, community as a first responder, management, Theories and perspectives- Conflict theory, Development theory, Risk and Uncertainty Theories (Ulrich Beck and Giddens), differential impacts- in terms of caste, class, gender, age, location, disability, poverty. Migration, refugees and disasters, working with vulnerable groups and communities.

UNIT - II COMMUNITY BASED DISASTER RISK REDUCTION (CBDRR)

6 Hours

Steps in preparing CBDRR - Awareness generation and Community Organization; Risk and Vulnerability Assessments - Participatory Capacity and Vulnerability Assessment (PCVA) and Participatory Disaster Risk Assessment (PDRA); Planning for prevention, preparedness and mitigation at the local level; Networking and Collaborations; Components of the Community-based Disaster Management Plan, disaster management task forces at community level.

UNIT - III DISASTERS AND LIVELIHOOD

6 Hours

Major livelihood vulnerabilities, types, livelihood sustainability, challenges, resilience strategies, Risk perception and adaptation, risk transfer-insurance

UNIT - IV SOCIAL WELFARE ADMINISTRATIONS

6 Hours

Concepts and definitions, welfare administration, nature and types of social welfare organizations, principles of administration in social welfare, non-governmental organizations, Type of NGOs, NGO registration process, General structure and working principles - public relations, funding AND legal status, developmental projects through NGOs.

UNIT -V CROSS CUTTING ISSUES

6 Hours

Human behaviour in disaster, community social systems and disaster, social media and disasters, community based early warning systems, social action, major socio-environmental movements- case study.

TOTAL NO. OF PERIODS: 30 HOURS

References:-

1. Gangrade, K., D. Community Organization in India. Popular Prakashan
2. Jones, E. C., AND Faas, A. J. (Eds.). (2016). Social network analysis of disaster response, recovery, and adaptation. Butterworth-Heinemann.
3. Rivera, J. D. (Ed.). (2021). Disaster and emergency management methods: Social science approaches in application. Routledge.
4. Reza, Mohammad AND Alatas, Sharifah. (2012). Migration in the Context of Disaster Management: Governance, Vulnerabilities and Security a Malaysian perspective. 10.13140/2.1.3997.1846.
5. Goel, S.L., Jain R.K. Social Welfare Administration: Theory and Practice, Vol. 1 and 2. New Delhi: Deep AND Deep Publications.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E106	DATA ANALYTICS IN EMERGENCY MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES 1. To understand the role of data analytics and information systems in emergency and disaster management. 2. To analyze how data-driven decision-making supports risk assessment, resource allocation, and disaster resilience. 3. To develop knowledge of data collection, analysis, visualization, and predictive techniques for emergency preparedness and response.						
COURSE OUTCOMES (COs)						
CO1	Analyze data sources, information systems, and technologies used for emergency preparedness and response.					
CO2	Explain the concepts, tools, and applications of data analytics in emergency and disaster management.					
CO3	Evaluate the effectiveness of data visualization, forecasting models, and real-time monitoring systems in emergency management.					
CO4	Apply analytical techniques to assess risks, predict disaster impacts, and support emergency decision-making.					
CO5	Develop data-driven strategies and solutions to enhance disaster preparedness, response efficiency, recovery, and resilience.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	1	1	1	3	2	1
	CO2	1	2	1	3	3	2	3
	CO3	3	1	2	1	2	1	2
	CO4	2	3	1	2	1	3	2
	CO5	1	2	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E106

DATA ANALYTICS IN EMERGENCY MANAGEMENT

UNIT – I INTRODUCTION TO DATA ANALYSIS

6 Hours

Types of Data - Data Measurements - Descriptive Statistics – Concepts of Sampling and Distribution – Research / Evaluation Design - Data Collection Methods – - Sampling and Sampling errors Probability Distribution – Concepts of Estimation

UNIT- II INTRODUCTION TO DATA ANALYSIS

6 Hours

Testing of Hypothesis - Dispersion, Display of data- frequency tables, charts and graphs - Cross-tabulation and Correlation - Regression Analysis - Multiple regression model - Survival analysis - Life tables , Kaplan-Meier, Communication of results - Critical Issues to note on data analysis during report writing.

UNIT - III ADVANCED DATA ANALYSIS

6 Hours

Linear Regression and Interpretation - Logistic Regression and Interpretation - Time Series Analytics - k-Means clustering.

UNIT - IV MACHINE LEARNING

6 Hours

Introduction to Machine Learning, Classification - Regression - Unsupervised AND Supervised, Learning Class, Deep Learning Models, Parametric Methods, Dimensionality Reduction, Principal Component Analysis, Significance of Machine Learning in Disaster Management.

UNIT - V ARTIFICIAL INTELLIGENCE

6 Hours

Artificial Intelligence: Artificial Intelligence:, Definition, Life cycle of Data Science, Purpose of Data Science, Types: Artificial Narrow Intelligence (ANI), Artificial General Intelligence (AGI), Artificial Super Intelligence (ASI), Purpose of Artificial Intelligence, AI Problems, AI Techniques.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books

1. Wireless Networking: Introduction to Bluetooth and Wi-Fi” Golden Colbach (Editor) 2017.
2. Deaton and Wine Brake, “Dynamic Modeling of Environmental Systems”, Wiley AND Sons.
3. J.L.Schnoor, Environmental Modeling Fate and Transport of Pollutants in Water, Air and Soil, John Wiley AND Sons Inc., New York.
4. Wenjuan Sun · Paolo Bocchini · 4 Brian D. Davison., “ Application of Artificial Intelligence for Disaster Management”.
5. Russell S. and Norvig, P.(2010) Artificial Intelligence : A modern Approach, Printice Hall.



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus
Program Structure for MBA (Full Time)

SPECIALIZATION

- AVIATION AND AIRPORT MANAGEMENT



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E107	PRINCIPLES OF AVIATION AND AIRPORT MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the fundamentals of aviation, airport operations, and the structure of the global aviation industry.						
2. To analyze operational, managerial, and strategic aspects of airport and airline management for efficient service delivery.						
3. To develop knowledge of airport planning, air transport management, safety, security, and regulatory frameworks.						
COURSE OUTCOMES (COs)						
CO1	Explain the fundamentals of aviation, airport systems, and the structure of the airline and airport industry.					
CO2	Analyze airport operations, air traffic management, and passenger and cargo handling processes.					
CO3	Evaluate airport planning, infrastructure development, and operational efficiency strategies.					
CO4	Develop managerial solutions for enhancing airport performance, customer service, and sustainable aviation operations.					
CO5	Apply principles of aviation safety, security, and regulatory compliance in airport management.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	2	3	1	1	3	2	1
	CO2	1	2	3	3	1	2	3
	CO3	3	1	2	1	2	1	2
	CO4	2	3	1	2	1	1	1
	CO5	1	2	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E107

PRINCIPLES OF AVIATION AND AIRPORT MANAGEMENT

UNIT- I INTRODUCTION TO AVIATION INDUSTRY

6 Hours

Evolution of air transport – History of civil aviation – Types of aviation (commercial, cargo, charter, military, general aviation) – Structure of the global and Indian aviation industry – Key stakeholders – Airlines, airports, regulators, service providers – Role of aviation in economic development – Current trends and challenges.

UNIT- II AVIATION REGULATORY BODIES AND INSTITUTIONS

6 Hours

International Civil Aviation Organization (ICAO) – International Air Transport Association (IATA) – Federal Aviation Administration (FAA) – Directorate General of Civil Aviation (DGCA) – Airports Authority of India (AAI) – Roles and responsibilities – International conventions and standards – Chicago Convention.

UNIT- III AVIATION POLICIES AND LEGAL FRAMEWORK

6 Hours

National Civil Aviation Policy – Open skies agreements – Bilateral Air Service Agreements (BASA) – Air transport licensing – Consumer protection regulations – Airport privatization and PPP models – Aviation law and liability – Environmental regulations.

UNIT- IV SAFETY, SECURITY AND COMPLIANCE IN AVIATION

6 Hours

Aviation safety management systems (SMS) – Aviation security regulations – Airport security and passenger screening – Accident investigation agencies – Compliance audits – Risk management – Emergency response planning – Safety culture in aviation organizations.

UNIT- V SUSTAINABILITY AND FUTURE OF AVIATION REGULATION

6 Hours

Environmental impact of aviation – Carbon emissions and climate change – ICAO CORSIA framework – Sustainable aviation fuels (SAF) – Green airports – Technological innovations – Drones and UAV regulations – Future challenges in aviation governance.

TOTAL NO. OF PERIODS: 30 Hours

REFERENCE BOOKS

1. Wells, A. T. AND Wensveen, J. G., *Air Transportation: A Management Perspective*, Routledge.
2. Doganis, R., *Flying Off Course: Airline Economics and Marketing*, Routledge.
3. ICAO Publications and Annexes.
4. DGCA Civil Aviation Requirements (CARs), Government of India.
5. IATA Industry Reports and Manuals.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E108	ORGANIZATIONAL BEHAVIOUR IN AVIATION	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To analyze leadership, communication, teamwork, motivation, and organizational culture for effective aviation management.						
2. To develop knowledge of individual, group, and organizational dynamics influencing performance in aviation organizations.						
3. To understand the principles of organizational behaviour and their application in aviation and airport environments.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts and significance of organizational behaviour in aviation and airport management settings.					
CO2	Analyze individual behaviour, motivation, perception, and job satisfaction within aviation organizations.					
CO3	Examine group dynamics, teamwork, communication, and conflict management in aviation operations.					
CO4	Evaluate leadership styles, organizational culture, and change management practices in the aviation industry.					
CO5	Develop strategies to improve employee performance, organizational effectiveness, and service quality in aviation organizations.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	1	2	2	3	2
	CO2	2	2	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	1	1	2
	CO5	2	3	1	2	3	3	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E108

ORGANIZATIONAL BEHAVIOUR IN AVIATION

UNIT- I AIRLINE INDUSTRY AND BUSINESS MODELS

6 Hours

Evolution of airline industry – Types of airlines – Full-service, low-cost, regional, charter, cargo – Airline organizational structure – Hub-and-spoke vs point-to-point models – Airline alliances and code sharing – Deregulation and liberalization – Competitive landscape and challenges.

UNIT- II AIRLINE OPERATIONS AND FLIGHT MANAGEMENT

6 Hours

Flight operations system – Aircraft scheduling – Crew scheduling and rostering – Ground handling operations – Aircraft turnaround management – Dispatch and flight planning – Maintenance coordination – Operational control centers (OCC).

UNIT- III FLEET PLANNING, COSTING AND REVENUE MANAGEMENT

6 Hours

Fleet planning decisions – Aircraft acquisition (leasing vs purchase) – Capacity planning – Cost structure of airlines – Fixed and variable costs – Fuel management – Airline pricing strategies – Revenue management and yield optimization – Load factor and break-even analysis.

UNIT- IV CUSTOMER SERVICE AND QUALITY MANAGEMENT

6 Hours

Passenger service systems – Ticketing and reservation systems – Airport customer handling – Service quality dimensions – In-flight service management – Handling delays, disruptions, and complaints – Loyalty programs and frequent flyer programs – Measuring service performance.

UNIT- V OPERATIONAL RISK, SAFETY AND PERFORMANCE MANAGEMENT

6 Hours

Operational risks in airline management – Safety management systems (SMS) – Compliance with aviation regulations – Crisis and disruption management – Performance metrics in airline operations – Operational efficiency – Sustainability and environmental considerations – Future trends in airline operations.

TOTAL NO. OF PERIODS: 30 HOURS

REFERENCE BOOKS

1. Wells, A. T. AND Wensveen, J. G., *Air Transportation: A Management Perspective*, Routledge.
2. Doganis, R., *Flying Off Course: Airline Economics and Marketing*, Routledge.
3. Belobaba, P., Odoni, A., AND Barnhart, C., *The Global Airline Industry*, Wiley.
4. IATA, *Airline Operations Manuals and Industry Reports*.
5. ICAO Safety Management Manual (SMM).



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E109	AVIATION RULES AND REGULATIONS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES 1. To develop knowledge of aviation safety, security, operational standards, and compliance requirements. 2. To analyze the role of regulatory authorities and aviation laws in ensuring safe, secure, and efficient air transport operations. 3. To understand the legal, regulatory, and institutional frameworks governing the aviation industry at national and international levels.						
COURSE OUTCOMES (COs)						
CO1	Analyze the roles and functions of national and international aviation regulatory bodies and their standards.					
CO2	Explain the fundamental principles, laws, and regulatory frameworks governing the aviation industry.					
CO3	Develop strategies to ensure regulatory compliance, risk mitigation, and effective governance in aviation operations.					
CO4	Evaluate compliance requirements, legal responsibilities, and regulatory challenges in aviation management.					
CO5	Examine aviation safety, security, and operational regulations applicable to airlines and airports.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
	CO1	3	2	1	2	1	3	2
	CO2	2	3	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	2	1	2	3	3	1	2
	CO5	3	2	1	3	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E109

AVIATION RULES AND REGULATIONS

UNIT- I AIRPORT SYSTEMS AND PLANNING PRINCIPLES

6 Hours

Role of airports in air transportation – Types of airports – Airport ownership and governance models – Airport planning process – Forecasting passenger and cargo demand – Airport master planning – Site selection and layout planning – ICAO standards and guidelines – Airport capacity concepts.

UNIT- II AIRSIDE PLANNING AND OPERATIONS

6 Hours

Runway design and orientation – Taxiway and apron planning – Aircraft parking systems – Air traffic control coordination – Airside capacity management – Safety management on airside – Ground handling coordination – Environmental considerations in airside operations.

UNIT- III TERMINAL AND LANDSIDE MANAGEMENT

6 Hours

Passenger terminal design – Check-in systems and baggage handling – Passenger flow and queuing management – Security screening and immigration – Landside access – Parking and ground transportation – Accessibility and universal design – Smart terminal concepts.

UNIT- IV AIRPORT COMMERCIAL AND FINANCIAL MANAGEMENT

6 Hours

Airport revenue streams – Aeronautical and non-aeronautical revenues – Retail and concession management – Airport pricing and charges – Public-Private Partnership (PPP) models – Airport financial planning – Cost control and profitability – Case studies of major airports.

UNIT- V SAFETY, SECURITY AND SUSTAINABLE AIRPORT DEVELOPMENT

6 Hours

Airport safety management systems – Aviation security management – Emergency planning and disaster management – Environmental sustainability – Green airports – Noise and carbon management – Use of technology and automation – Future trends in airport development.

TOTAL NO. OF PERIODS: 30 Hours

REFERENCE BOOKS

1. Ashford, N., Stanton, H. P. M., AND Moore, C. A., *Airport Operations*, McGraw-Hill.
2. Ashford, N., Mumayiz, S., AND Wright, P., *Airport Engineering: Planning, Design, and Development of 21st Century Airports*, Wiley.
3. Graham, A., *Managing Airports: An International Perspective*, Routledge.
4. ICAO, *Annex 14 – Aerodromes and Airport Planning Manuals*.
5. Airports Authority of India (AAI) Publications and Annual Reports.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E110	LOGISTICS AND AIR-CARGO MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the fundamentals of logistics, supply chain management, and air-cargo operations in the aviation industry. 2. To develop knowledge of cargo handling, freight forwarding, warehousing, transportation, and documentation procedures. 3. To analyze logistics strategies, regulatory requirements, and technological advancements for efficient air-cargo management.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, functions, and importance of logistics and air-cargo management in global trade and aviation.					
CO2	Analyze air-cargo operations, cargo handling procedures, freight forwarding, and warehousing systems.					
CO3	Apply logistics and supply chain principles to improve cargo movement efficiency.					
CO4	Evaluate regulations, documentation, safety, and security in air-cargo operations.					
CO5	Develop strategies for optimizing logistics performance, reducing costs, and enhancing customer service in air-cargo operations.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	2	1	1	3	2
	CO2	2	3	1	2	2	3	1
	CO3	1	2	3	1	3	2	3
	CO4	3	1	2	3	2	1	2
	CO5	2	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E110

LOGISTICS AND AIR-CARGO MANAGEMENT

UNIT– I AVIATION MARKETING ENVIRONMENT

6 Hours

Nature and scope of aviation marketing – Characteristics of airline and airport services – Aviation market structure – Customer behavior in air travel – Business and leisure travel markets – Impact of deregulation, globalization, and competition – Emerging trends in aviation marketing.

UNIT– II MARKET SEGMENTATION, POSITIONING AND BRANDING

6 Hours

Segmentation of aviation markets – Passenger profiling – Positioning strategies of airlines and airports – Brand identity and brand equity – Airline alliances and co-branding – Loyalty programs and frequent flyer programs – Competitive differentiation strategies.

UNIT– III PRICING STRATEGIES AND DEMAND FORECASTING

6 Hours

Airfare structures and pricing principles – Fare classes and restrictions – Demand forecasting techniques – Price elasticity of demand – Yield management concepts – Overbooking and seat allocation – Dynamic pricing – Ethical issues in aviation pricing.

UNIT– IV REVENUE MANAGEMENT AND DISTRIBUTION SYSTEMS

6 Hours

Concept of revenue management – Inventory control and capacity management – Revenue management systems – Distribution channels – Global Distribution Systems (GDS) – Online travel agencies (OTAs) – Direct sales and ancillary revenue – Performance measurement and KPIs.

UNIT– V DIGITAL MARKETING, CRM AND CUSTOMER EXPERIENCE

6 Hours

Digital marketing in aviation – Online booking platforms – Mobile apps and social media marketing – Customer Relationship Management (CRM) – Service quality measurement – Handling complaints and service recovery – Customer experience innovation – Sustainable and responsible aviation marketing.

TOTAL NO. OF PERIODS: 30 HOURS

REFERENCE BOOKS

1. Doganis, R., Flying Off Course: Airline Economics and Marketing, Routledge.
2. Belobaba, P., Airline Revenue Management: Principles and Practices, Cambridge University Press.
3. Wells, A. T. AND Wensveen, J. G., Air Transportation: A Management Perspective, Routledge.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E111	STRATEGIC AIRPORT PLANNING MANAGEMENT		L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30		3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies						
OBJECTIVES							
1. To understand the principles and practices of strategic airport planning and management in the aviation industry.							
2. To develop knowledge of airport infrastructure planning, capacity management, forecasting, and resource allocation.							
3. To analyze strategic decision-making processes for enhancing airport efficiency, sustainability, and competitiveness.							
COURSE OUTCOMES (COs)							
CO1	Explain the concepts, objectives, and significance of strategic airport planning and management.						
CO2	Analyze airport master planning, infrastructure development, capacity forecasting, and operational requirements.						
CO3	Apply strategic planning tools and techniques for airport growth, expansion, and resource optimization.						
CO4	Evaluate airport performance, sustainability initiatives, risk management, and stakeholder coordination strategies.						
CO5	Develop strategic plans to improve airport efficiency, service quality, competitiveness, and long-term development.						

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	1	2	2	2	3	2
	CO2	2	3	1	2	2	3	1
	CO3	1	2	3	1	3	2	3
	CO4	2	1	3	3	2	1	2
	CO5	3	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E111

STRATEGIC AIRPORT PLANNING MANAGEMENT

UNIT- I AVIATION FINANCIAL ENVIRONMENT

6 Hours

Overview of aviation industry economics – Cost structure of airlines and airports – Fixed and variable costs – Break-even analysis – Financial performance indicators – Impact of fuel prices, exchange rates, and taxation – Role of government policies and subsidies.

UNIT- II CAPITAL STRUCTURE AND AVIATION FINANCING

6 Hours

Sources of finance in aviation – Equity and debt financing – Aircraft acquisition strategies – Operating and finance leases – Sale and leaseback – Aircraft valuation and depreciation – Project finance for airports – Public-private partnerships (PPP).

UNIT- III RISK MANAGEMENT IN AVIATION

6 Hours

Concept of risk and uncertainty – Types of aviation risks: financial, operational, market, regulatory, and geopolitical – Risk identification and assessment – Risk mitigation strategies – Hedging fuel price and currency risks – Insurance in aviation – Crisis and disaster risk management.

UNIT- IV SAFETY MANAGEMENT SYSTEMS (SMS)

6 Hours

Safety culture and safety policy – ICAO Safety Management System framework – Hazard identification and risk assessment – Safety performance indicators – Human factors in aviation safety – Accident investigation and reporting – Role of DGCA, ICAO, and international safety agencies.

UNIT- V REGULATORY COMPLIANCE AND SUSTAINABLE SAFETY

6 Hours

Aviation safety regulations and standards – Compliance monitoring and audits – Safety training and awareness – Environmental and operational safety – Cybersecurity and emerging safety risks – Integration of safety, risk, and financial sustainability – Future challenges in aviation safety management.

TOTAL. NO. OF. HOURS: 30 HOURS

REFERENCE BOOKS

1. Doganis, R., *Flying Off Course: Airline Economics and Finance*, Routledge.
2. Wells, A. T. AND Wensveen, J. G., *Air Transportation: A Management Perspective*, Routledge.
3. Belobaba, P., *The Global Airline Industry*, Wiley.
4. ICAO, *Safety Management Manual (SMM)*.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E112	FUTURE AVIATION SYSTEM	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand emerging trends, technologies, and innovations shaping the future of the aviation industry. 2. To develop knowledge of smart airports, digital aviation systems, sustainable aviation practices, and advanced air mobility. 3. To analyze the challenges and opportunities associated with future aviation systems and their impact on global air transportation.						
COURSE OUTCOMES (COs)						
CO1	Evaluate sustainable aviation practices, green technologies, and environmental initiatives in the aviation sector.					
CO2	Explain the concepts, technologies, and developments influencing future aviation systems.					
CO3	Analyze the role of digital transformation, automation, artificial intelligence, and data analytics in modern aviation.					
CO4	Examine emerging aviation concepts such as smart airports, unmanned aerial systems, and advanced air mobility solutions.					
CO5	Develop strategic recommendations for adopting innovative technologies and managing future challenges in aviation systems.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	3	1	2	1	3	2
	CO2	3	1	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	2	1	3	3	2	1	2
	CO5	3	2	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E112

FUTURE AVIATION SYSTEM

UNIT- I AIR CARGO INDUSTRY OVERVIEW

6 Hours

Introduction to air cargo – Evolution and importance of air freight – Types of air cargo (general, special, express, dangerous goods, perishables) – Air cargo market structure – Role of airlines, freight forwarders, integrators, and ground handling agents – Global and Indian air cargo scenario.

UNIT- II AIR CARGO OPERATIONS AND HANDLING

6 Hours

Cargo acceptance and documentation – Air Waybill (AWB) – Cargo terminals and warehousing – Unit Load Devices (ULDs) – Cargo handling procedures – Cold chain logistics – Dangerous goods handling (IATA DGR) – Security screening and customs clearance.

UNIT- III AIR LOGISTICS AND SUPPLY CHAIN MANAGEMENT

6 Hours

Logistics and supply chain concepts – Role of air transport in supply chains – Multimodal logistics – Inventory management and just-in-time (JIT) – Time-sensitive and high-value supply chains – E-commerce and express logistics – Coordination among supply chain partners.

UNIT- IV COST, PRICING AND PERFORMANCE MANAGEMENT

6 Hours

Cost structure in air cargo operations – Freight rates and pricing mechanisms – Yield management in cargo – Capacity planning – Key performance indicators (KPIs) – Service quality management – Productivity and efficiency improvement in air logistics.

UNIT- V TECHNOLOGY, RISK AND SUSTAINABILITY IN AIR CARGO

6 Hours

Digitalization in air cargo – Cargo community systems – Blockchain and IoT in logistics – Risk management in air cargo supply chains – Security threats and compliance – Environmental impact and green logistics – Sustainable air cargo practices – Future trends in air logistics.

TOTAL.NO.OF. HOURS: 30 HOURS

REFERENCE BOOKS

1. Sales, M., *Air Cargo Management*, Routledge.
2. Wells, A. T. AND Wensveen, J. G., *Air Transportation: A Management Perspective*, Routledge.
3. Cook, G. N., *Airline Operations and Management*, Ashgate.
4. IATA, *Air Cargo Handling Manual (ICHM)*.
5. IATA, *Dangerous Goods Regulations (DGR)*.



Dr. M.G.R.
EDUCATIONAL AND RESEARCH INSTITUTE
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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

SPECIALIZATION - DIGITAL MEDIA AND MARKETING



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E113	FUNDAMENTALS OF DIGITAL MARKETING	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To understand the fundamental concepts, tools, and techniques of digital marketing in the modern business environment.
2. To develop knowledge of digital platforms, online consumer behavior, and digital marketing strategies.
3. To analyze the effectiveness of digital marketing campaigns using data-driven decision-making.

COURSE OUTCOMES (COs)

CO1	Explain the concepts, scope, and importance of digital marketing in contemporary business organizations.
CO2	Analyze digital marketing channels such as search engines, social media, email marketing, and content marketing.
CO3	Evaluate digital marketing performance using web analytics, key performance indicators (KPIs), and customer engagement metrics.
CO4	Develop integrated digital marketing strategies to enhance brand visibility, customer acquisition, and business growth.
CO5	Apply digital marketing tools and techniques to design and implement effective online marketing campaigns.

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	1	2	2	3	2
	CO2	2	3	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	2	1	2
	CO5	2	2	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E113

FUNDAMENTALS OF DIGITAL MARKETING

UNIT – I: INTRODUCTION TO DIGITAL MARKETING

6 Hours

Concept and evolution of digital marketing – Traditional vs digital marketing – Digital marketing ecosystem – Role of internet and mobile technologies – Digital marketing process and key terms – Importance, objectives, and scope – Owned, earned, and paid media – Digital marketing trends in India and globally.

UNIT – II: DIGITAL CONSUMER BEHAVIOR AND ONLINE BRANDING

6 Hours

Digital consumer behavior – Online buying decision process – Factors influencing online purchases – Role of social media, reviews, and influencers – Customer journey and digital touchpoints – Online brand building – Brand identity, positioning, and equity – Personalization, engagement, trust, and privacy issues.

UNIT – III: DIGITAL MARKETING STRATEGY AND PLANNING

6 Hours

Digital marketing strategy framework – Goal setting – Market segmentation, targeting, and positioning – Integration with business strategy – Budgeting and campaign planning – Content planning – Role of data and analytics – Measuring performance – Strategy implementation challenges.

UNIT – IV: DIGITAL MARKETING CHANNELS OVERVIEW

6 Hours

Overview of digital marketing channels – SEO and SEM – Social media marketing – Email and content marketing – Display and video advertising – Mobile marketing – Affiliate and influencer marketing – Omnichannel marketing approach – Advantages and limitations.

UNIT – V: ETHICS, LEGAL ISSUES AND FUTURE TRENDS

6 Hours

Ethical issues in digital marketing – Consumer privacy and data protection – Digital marketing laws and IT regulations – Ethical use of AI and automation – Cybersecurity and social responsibility – Emerging trends such as AI marketing, voice search, metaverse, blockchain, and marketing automation – Future career opportunities.

TOTAL NO. OF PERIODS: 30 Hours

REFERENCE

1. Ryan, D. (2016). *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation* (4th ed.). **Kogan Page**, London. **ISBN:** 978-0749478430.
2. Chaffey, D., AND Ellis-Chadwick, F. (2020). *Digital Marketing: Strategy, Implementation and Practice* (7th ed.). **Pearson Education**, Harlow, UK. **ISBN:** 978-1292241623.
3. Kotler, P., Kartajaya, H., AND Setiawan, I. (2021). *Marketing 5.0: Technology for Humanity*. **John Wiley AND Sons**, Hoboken, NJ. **ISBN:** 978-1119668512.
4. Kingsnorth, S. (2019). *Digital Marketing Strategy: An Integrated Approach to Online Marketing* (2nd ed.). **Kogan Page**, London. **ISBN:** 978-0749484226.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E114	SEARCH ENGINE MARKETING AND CONTENT STRATEGY	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To develop knowledge of search engine optimization (SEO), paid search advertising, and content creation for online visibility.						
2. To analyze the effectiveness of SEM and content marketing strategies in driving traffic, engagement, and business growth.						
3. To understand the principles, tools, and techniques of Search Engine Marketing (SEM) and content strategy in digital marketing.						
COURSE OUTCOMES (COs)						
CO1	Evaluate the performance of SEM and content marketing campaigns using analytics tools.					
CO2	Apply content planning, creation, and optimization techniques to improve online visibility and audience engagement.					
CO3	Explain the concepts, importance, and components of Search Engine Marketing and content strategy.					
CO4	Analyze SEO techniques, keyword research, search engine algorithms, and paid search advertising practices.					
CO5	Develop integrated search engine marketing and content strategies to enhance brand awareness, lead generation, and customer acquisition.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	1	3	2	1	3	2
	CO2	3	2	1	1	2	3	1
	CO3	1	3	2	2	3	2	3
	CO4	2	1	3	3	2	1	2
	CO5	3	2	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E114

SEARCH ENGINE MARKETING AND CONTENT STRATEGY

UNIT – I: SEARCH ENGINES AND SEO FUNDAMENTALS

6 Hours

Concept and working of search engines – Crawling, indexing, and ranking – Search engine algorithms – Keywords and search intent – Types of search queries – Organic vs paid search – Importance of SEO – Basic SEO terminology and practices.

UNIT – II: ON-PAGE AND OFF-PAGE SEO

6 Hours

On-page SEO techniques – Website structure and URL optimization – Keyword research and meta tags – Content optimization and internal linking – Technical SEO basics – Off-page SEO and link building – Backlinks and domain authority – Local and mobile SEO – SEO mistakes and penalties.

UNIT – III: SEARCH ENGINE MARKETING (SEM)

6 Hours

Concept of SEM – Difference between SEO and SEM – Google Ads platform – Types of ads (search, display, video, shopping, app) – Keyword bidding and ad rank – AD creation and extensions – Budgeting and bidding strategies – Conversion tracking and performance measurement.

UNIT – IV: CONTENT MARKETING STRATEGY

6 Hours

Concept and importance of content marketing – Content marketing funnel – Types of content (blogs, videos, podcasts, infographics) – Storytelling and content creation – Content calendar and distribution – SEO-friendly content writing – Brand voice – Content promotion through social media and email.

UNIT – V: SEO ANALYTICS AND PERFORMANCE MEASUREMENT

6 Hours

Role of analytics in SEO – Key SEO metrics – Website traffic and keyword performance – Metrics like bounce rate and conversions – Overview of analytics tools – SEO reporting and ROI measurement – Continuous optimization – Future trends in SEO analytics.

TOTAL NO. OF PERIODS: 30 Hours

Reference Book

1. Enge, E., Spencer, S., Fishkin, R., ANDStricchiola, J. (2015). *The Art of SEO: Mastering Search Engine Optimization* (3rd ed.). O'Reilly Media.ISBN: 978-1491948965.
2. Fishkin, R., ANDHogehaven, T. (2013). *Inbound Marketing and SEO: Insights from the Moz Blog*. John Wiley AND Sons.ISBN: 978-1118470666.
3. Ryan, D. (2016). *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation* (4th ed.). Kogan Page.ISBN: 978-0749478430.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E115	SOCIAL MEDIA AND INFLUENCER MARKETING	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To analyze the effectiveness of social media and influencer marketing campaigns using performance metrics and digital analytics.						
2. To develop knowledge of social media content creation, audience engagement, influencer collaboration, and brand communication.						
3. To understand the concepts, platforms, and strategic importance of social media and influencer marketing in the digital era.						
COURSE OUTCOMES (COs)						
CO1	Analyze social media platforms, consumer engagement, and community management practices.					
CO2	Explain the basics, scope, and importance of social media and influencer marketing.					
CO3	Apply social media tools and influencer collaborations to improve brand visibility and customer engagement.					
CO4	Evaluate campaign performance using analytics, engagement metrics, and ROI.					
CO5	Develop integrated social media and influencer marketing strategies to achieve business and branding goals.					

MBA26E115

SOCIAL MEDIA AND INFLUENCER MARKETING

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	1	3	1	3	2
	CO2	2	3	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	2	1	2	3	3	1	2
	CO5	3	2	1	3	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

UNIT – I: SOCIAL MEDIA LANDSCAPE AND STRATEGY

6 Hours

Evolution of social media – Social media ecosystem – Role in digital marketing – Types of social media platforms – Social media strategy – Goal setting and KPIs – Target audience identification – Content planning – Brand voice – Competitive benchmarking.

UNIT – II: PLATFORM-BASED MARKETING

6 Hours

Marketing on major platforms – Facebook and Instagram marketing – LinkedIn for B2B – X (Twitter) marketing – YouTube and short-video platforms – Platform algorithms – Content formats and engagement metrics – Hashtags and posting schedules – Community engagement.

UNIT – III: INFLUENCER AND COMMUNITY MARKETING

6 Hours

Concept of influencer marketing – Types of influencers – Influencer selection – Collaboration strategies – Campaign planning – User-generated content – Brand communities – Customer advocacy and loyalty – Measuring influencer performance – Ethical issues.

UNIT – IV: SOCIAL MEDIA ADVERTISING AND CAMPAIGN DESIGN

6 Hours

Paid social media advertising – Ad formats and targeting – Campaign budgeting – Ad creative and copywriting – A/B testing – Conversion tracking – Retargeting and remarketing – Campaign optimization – Integration with digital marketing channels.

UNIT – V: SOCIAL MEDIA ANALYTICS AND ONLINE REPUTATION MANAGEMENT

6 Hours

Social media analytics – Key metrics and KPIs – Engagement, reach, impressions, and conversions – Social listening tools – Sentiment analysis – Online reputation management – Crisis management – Handling negative feedback – Ethical and legal issues – Future trends.

TOTAL NO. OF PERIODS: 30 Hours

Reference

1. Tuten, T. L., AND Solomon, M. R. (2020). *Social Media Marketing* (4th ed.). SAGE Publications, Thousand Oaks, CA. ISBN: 978-1529731993
2. Ryan, D. (2016). *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation* (4th ed.). Kogan Page, London. ISBN: 978-0749478435
3. Chaffey, D. (2020). *Digital Marketing: Strategy, Implementation and Practice* (7th ed.). Pearson, London. ISBN: 978-1292241576



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E116	DIGITAL ADVERTISING AND PERFORMANCE MARKETING	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To provide an understanding of digital advertising ecosystems, platforms, and emerging trends in online marketing. 2. To equip learners with skills to design, manage, and optimize digital advertising campaigns across multiple channels. 3. To develop analytical capabilities for measuring campaign performance and making data-driven marketing decisions.						
COURSE OUTCOMES (COs)						
CO1	Describe the concepts, frameworks, and tools used in digital advertising and performance marketing.					
CO2	Create and manage digital advertising campaigns using online advertising platforms.					
CO3	Formulate performance marketing strategies that improve customer engagement, lead generation, and business outcomes.					
CO4	Evaluate campaign performance using digital analytics, key metrics, and conversion tracking tools.					
CO5	Analyze consumer behavior, audience segmentation, and targeting strategies in digital marketing environments.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	3	2	2	1	3	2
	CO2	2	3	1	2	2	3	2
	CO3	1	2	3	1	3	2	3
	CO4	3	2	2	3	1	1	2
	CO5	2	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E116

DIGITAL ADVERTISING AND PERFORMANCE MARKETING

UNIT – I: DIGITAL ADVERTISING ECOSYSTEM

6 Hours

Concept and evolution of digital advertising – Traditional vs digital advertising – Digital advertising ecosystem – Advertisers, publishers, ad networks, and ad exchanges – DSP and SSP – Advertising objectives – Pricing models (CPC, CPM, CPA) – Data-driven targeting and privacy issues.

UNIT – II: DISPLAY, VIDEO AND PROGRAMMATIC ADVERTISING

6 Hours

Display advertising formats – Banner and rich media ads – Video advertising types – Programmatic advertising and real-time bidding (RTB) – Private marketplaces – Targeting techniques – Ad fraud and brand safety – Measuring ad effectiveness.

UNIT – III: PERFORMANCE MARKETING AND CONVERSION OPTIMIZATION

6 Hours

Concept of performance marketing – Performance-based campaigns – Lead generation and sales campaigns – Conversion funnel analysis – Landing page optimization – A/B testing – Retargeting and remarketing – Attribution models – AI in performance marketing.

UNIT – IV: MOBILE AND APP-BASED ADVERTISING

6 Hours

Growth of mobile advertising – Mobile ad formats – In-app advertising – App install campaigns – Mobile video and native ads – Location-based marketing – Push notifications and SMS marketing – Mobile analytics – User acquisition and retention.

UNIT – V: CAMPAIGN ANALYTICS AND ROI OPTIMIZATION

6 Hours

Advertising analytics – Key campaign metrics (CTR, conversions, cost metrics) – ROI and ROAS measurement – Attribution and tracking tools – Budget allocation – Campaign optimization – Reporting dashboards – Data-driven decision-making.

TOTAL NO. OF PERIODS: 30 Hours

REFERENCE

1. Chaffey, D., AND Ellis-Chadwick, F. (2020). *Digital Marketing* (7th ed.). Pearson, London.
ISBN: 978-1292241576
2. Ryan, D. (2016). *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation* (4th ed.). Kogan Page, London.
ISBN: 978-0749478435



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E117	E-COMMERCE AND DIGITAL SALES MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Prerequisite -Degree					
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concepts, business models, and operational frameworks of e-commerce and digital sales management.						
2. To analyze digital sales strategies and performance metrics for improving online business growth and customer satisfaction.						
3. To develop knowledge of online customer acquisition, digital sales channels, payment systems, and e-commerce technologies.						
COURSE OUTCOMES (COs)						
CO1	Explain e-commerce fundamentals, business models, and digital sales technologies.					
CO2	Evaluate e-commerce performance using web analytics, sales metrics, customer data, and conversion measurements.					
CO3	Apply digital sales tools, CRM techniques, and online marketing strategies to boost sales performance.					
CO4	Evaluate e-commerce performance using analytics, sales metrics, customer data, and conversion tracking.					
CO5	Analyze online consumer behavior, digital sales processes, and e-commerce platform operations.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	1	2	1	3	1
	CO2	2	3	2	1	2	2	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	2	1	2
	CO5	2	3	1	2	3	3	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E117

E-COMMERCE AND DIGITAL SALES MANAGEMENT

UNIT – I: E-COMMERCE MODELS AND PLATFORMS

6 Hours

Concept and evolution of e-commerce – E-commerce ecosystem – Business models (B2C, B2B, C2C, C2B, D2C) – Marketplace vs inventory models – Omnichannel retailing – E-commerce platforms and technologies – Mobile commerce – Logistics and fulfillment – Legal framework of e-commerce.

UNIT – II: DIGITAL SALES FUNNEL AND LEAD MANAGEMENT

6 Hours

Concept of digital sales funnel – Stages: awareness, consideration, conversion, retention – Lead generation techniques – Lead qualification and scoring – Customer acquisition – Content and social media for lead nurturing – Conversion optimization – Sales automation – Measuring funnel performance.

UNIT – III: CRM, MARKETING AUTOMATION AND AI TOOLS

6 Hours

Customer Relationship Management (CRM) concepts – Types of CRM systems – CRM in digital sales – Marketing automation tools – Email automation and personalization – AI and machine learning in marketing – Chatbots and virtual assistants – Predictive analytics – Ethical issues in AI-driven CRM.

UNIT – IV: DIGITAL PAYMENTS, LOGISTICS AND CYBER SECURITY

6 Hours

Digital payment systems – Payment gateways – UPI, wallets, cards, and net banking – Cross-border payments – Logistics and supply chain integration – Order fulfillment and reverse logistics – Cybersecurity risks – Data protection and privacy – Regulatory guidelines.

UNIT – V: CUSTOMER EXPERIENCE AND DIGITAL RETENTION STRATEGIES

6 Hours

Customer experience management – Customer journey mapping – Personalization strategies – Customer engagement and loyalty programs – Automated customer support – Retention and churn management – Customer lifetime value – Feedback and review management – Analytics in customer experience.

TOTAL NO. OF PERIODS: 30 Hours

REFERENCE BOOKS

1. Laudon, K. C., AND Traver, C. G. (2021). *E-Commerce: Business, Technology, Society* (16th ed.). **Pearson**, London, ISBN: 978-1292403172
2. Chaffey, D. (2019). *Digital Business and E-Commerce Management* (7th ed.). **Pearson**, London. ISBN: 978-1292193363



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E118	DIGITAL MARKETING ANALYTICS AND STRATEGIC DECISION MAKING	L	T/SL r	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the role of analytics in measuring and improving digital marketing performance.						
2. To develop skills in collecting, interpreting, and utilizing digital marketing data for strategic decision-making.						
3. To analyze customer insights, marketing metrics, and business intelligence tools for optimizing digital marketing strategies.						
COURSE OUTCOMES (COs)						
CO1	Analyze digital marketing data, customer behavior, and campaign performance.					
CO2	Assess marketing decisions using data-driven insights, predictive analytics, and KPIs.					
CO3	Develop digital marketing strategies based on analytical findings to improve customer engagement, conversions, and organizational performance.					
CO4	Analyze digital marketing data, customer behavior patterns, and campaign performance using analytical techniques.					
CO5	Explain the concepts, tools, and importance of digital marketing analytics in business decision-making.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	2	2	1	3	2
	CO2	2	3	2	1	1	3	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	2	1	3
	CO5	2	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E118 DIGITAL MARKETING ANALYTICS AND STRATEGY DECISION MAKING

UNIT – I: MARKETING METRICS AND KPIS

6 Hours

Concept of marketing analytics – Importance of data-driven marketing – Digital marketing data sources – Key metrics: awareness, engagement, acquisition, conversion, and retention – Key Performance Indicators (KPIs) – Campaign and channel metrics – Marketing ROI and benchmarking.

UNIT – II: WEB AND SOCIAL MEDIA ANALYTICS

6 Hours

Overview of web analytics – Website traffic and user behavior analysis – Customer journey mapping – Conversion tracking – Social media analytics – Engagement, reach, impressions, and sentiment metrics – Social listening – Integration of web and social analytics.

UNIT – III: DATA VISUALIZATION AND DASHBOARDS

6 Hours

Concept of data visualization – Types of charts and graphs – Dashboard design and components – Marketing performance dashboards – Real-time and periodic reporting – Storytelling with data – Tools for visualization and insight interpretation.

UNIT – IV: AI, BIG DATA AND PREDICTIVE ANALYTICS IN MARKETING

6 Hours

Introduction to AI and big data in marketing – Machine learning basics – Predictive analytics models – Customer segmentation and targeting – Recommendation systems – Forecasting customer behavior – Data privacy and ethical issues.

UNIT – V: STRATEGIC DECISION-MAKING USING MARKETING ANALYTICS

6 Hours

Using analytics for marketing strategy – Data-driven decision-making – Marketing mix optimization – Attribution modeling – Budget allocation – Scenario analysis – Risk assessment – Performance evaluation and strategic insights.

TOTAL NO. OF PERIODS: 30 Hours

REFERENCE

1. Kaushik, A. (2010). *Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity*. John Wiley AND Sons (Sybex Imprint), Indianapolis. ISBN: 978-0470529390
2. Chaffey, D., AND Ellis-Chadwick, F. (2020). *Digital Marketing* (7th ed.). Pearson, London. ISBN: 978-1292241576
3. Wedel, M., AND Kannan, P. K. (2016). *Marketing Analytics for Data-Rich Environments*. American Marketing Association, *Journal of Marketing*, Vol. 80(6), pp. 97–121. DOI: 10.1509/jm.15.0413



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus
Program Structure for MBA (Full Time)

SPECIALIZATION

- TEXTILE

MANAGEMENT



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E119	FUNDAMENTALS OF TEXTILE MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the structure, functions, and operations of the textile and apparel industry.						
2. To develop knowledge of textile production processes, supply chain activities, and quality management practices.						
3. To analyze managerial challenges and opportunities in textile manufacturing, marketing, and global trade.						
COURSE OUTCOMES (COs)						
CO1	Develop effective management strategies to enhance productivity, competitiveness, and business performance in textile organizations.					
CO2	Evaluate the impact of technological advancements, sustainability practices, and market trends in the textile sector.					
CO3	Apply management principles to textile supply chain, inventory control, and quality assurance activities.					
CO4	Analyze textile production processes, raw material management, and manufacturing operations.					
CO5	Explain the fundamentals, scope, and significance of textile management in the textile and apparel industry.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	1	2	2	1	3	2
	CO2	2	3	1	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	2	2	2
	CO5	2	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E119

FUNDAMENTALS OF TEXTILE MANAGEMENT

UNIT- I INTRODUCTION TO TEXTILE INDUSTRY

6 Hours

Evolution of textile industry – Global and Indian textile sector – Role of textiles in economic development – Types of textile fibers (natural, man-made, blends) – Structure of textile organizations – Small scale vs large scale textile units – Overview of textile value chain.

UNIT- II TEXTILE PRODUCTION AND OPERATIONS MANAGEMENT

6 Hours

Spinning, weaving, knitting, processing, and finishing – Apparel manufacturing basics – Production planning and control – Capacity planning – Plant layout – Work study – Productivity and efficiency measures – Role of technology in textile operations.

UNIT- III TEXTILE SUPPLY CHAIN AND COST MANAGEMENT

6 Hours

Textile supply chain structure – Procurement of raw materials – Inventory management – Logistics and distribution – Costing methods in textile production – Pricing strategies – Break-even analysis – Export costing – Role of ERP in textile management.

UNIT- IV TEXTILE MARKETING AND MERCHANDISING

6 Hours

Textile and apparel markets – Consumer behavior in textiles – Branding and positioning – Product mix and life cycle – Retail and export marketing – Merchandising functions – Forecasting demand – Fashion cycles – Role of digital marketing in textile business.

UNIT- V SUSTAINABILITY, QUALITY AND STRATEGIC ISSUES

6 Hours

Quality management in textiles – Standards and certifications (ISO, OEKO-TEX, GOTS) – Sustainability and eco-friendly textiles – Ethical sourcing and compliance – Risk management – Global competition – Emerging trends: smart textiles, technical textiles, Industry 4.0 in textiles – Strategic challenges and future opportunities.

TOTAL NO. OF PERIODS: 30 Hours

REFERENCE BOOKS

1. Corbman, B. P., *Textiles: Fiber to Fabric*, McGraw-Hill.
2. Gupta, D. AND Ghosh, S., *Textile Production and Management*, Wiley India.
3. Rajan, N., *Textile Industry in India*, Oxford University Press.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E120	TEXTILE MARKETING AND MERCHANDISING	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES 1. To develop knowledge of consumer behavior, product planning, branding, pricing, and promotional. 2. To analyze merchandising operations, market trends, and supply chain coordination for effective textile business management. 3. To understand the principles, concepts, and practices of textile marketing and merchandising in the global textile industry.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, scope, and importance of textile marketing and merchandising.					
CO2	Analyze consumer behavior, market segmentation, branding, and promotion strategies for textile products.					
CO3	Apply merchandising techniques in product development, sourcing, pricing, inventory management, and retail operations.					
CO4	Evaluate market trends, customer preferences, and global textile trade practices for business decisions.					
CO5	Develop textile marketing and merchandising strategies to improve customer satisfaction and organizational performance.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	1	3	2	3	3	1	3
	CO2	3	3	3	2	3	1	2
	CO3	2	3	1	3	1	3	1
	CO4	1	2	3	1	2	2	3
	CO5	3	1	2	3	1	1	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E120

TEXTILE MARKETING AND MERCHANDISING

UNIT- I INTRODUCTION TO TEXTILE MARKETING

6 Hours

Nature and scope of textile and apparel marketing – Characteristics of textile products – Indian and global textile markets – Market segmentation, targeting, and positioning – Textile marketing channels – Role of intermediaries – Challenges in textile marketing.

UNIT- II CONSUMER BEHAVIOR AND PRODUCT PLANNING

6 Hours

Consumer behavior in textiles and apparel – Factors influencing purchase decisions – Fashion trends and cycles – Product planning and development – Line planning – Color, fabric, and design selection – Product life cycle in textiles.

UNIT- III TEXTILE MERCHANDISING PROCESS

6 Hours

Role and responsibilities of textile merchandiser – Domestic and export merchandising – Buyer-seller interaction – Sampling and approvals – Costing and pricing – Order processing – Production follow-up – Quality coordination – Documentation in export merchandising.

UNIT- IV RETAIL, BRANDING AND PROMOTION IN TEXTILES

6 Hours

Textile retail formats – Visual merchandising – Branding and brand equity in textiles – Private labels – Advertising and sales promotion – Digital and social media marketing for textiles – E-commerce and omnichannel strategies – Customer relationship management.

UNIT- V EXPORT MARKETING, SUSTAINABILITY AND STRATEGIC ISSUES

6 Hours

Textile export marketing – Export procedures and documentation – Trade fairs and exhibitions – International pricing – Sustainability in textile marketing – Ethical sourcing and compliance – Certifications (GOTS, OEKO-TEX, Fair Trade) – Risk management – Emerging trends: smart textiles, sustainable fashion, digital merchandising.

TOTAL NO. OF PERIODS: 30 Hours

REFERENCE BOOKS

1. Kunz, G. I., *Merchandising: Theory, Principles and Practice*, Fairchild Publications.
2. Stone, E., *The Dynamics of Fashion*, Fairchild Publications.
3. Rath, P. M., Bay, S., AND Petrizzi, R., *The Why of the Buy*, Fairchild Books.
4. Donnellan, J., *Merchandising*, Bloomsbury Publishing.
5. Ministry of Textiles, Government of India – Export Promotion and Market Reports.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E121	TEXTILE PRODUCTION PLANNING AND QUALITY MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the principles and techniques of production planning and quality management in textile manufacturing.						
2. To develop knowledge of production scheduling, capacity planning, process control, and quality check.						
3. To analyze methods for improving productivity, quality standards, and operational efficiency in textile industries.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts and importance of production planning and quality management in textiles.					
CO2	Analyze forecasting, scheduling, capacity utilization, and resource allocation in textile production.					
CO3	Apply quality management tools to improve textile manufacturing processes.					
CO4	Evaluate production performance, quality standards, and continuous improvement practices.					
CO5	Develop strategies to enhance productivity, reduce defects, and achieve operational excellence.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	1	3	2	3	2	1	3
	CO2	3	1	3	2	3	1	2
	CO3	2	3	1	3	1	3	1
	CO4	3	2	3	1	1	2	3
	CO5	1	3	2	1	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E121 TEXTILE PRODUCTION PLANNING AND QUALITY MANAGEMENT

UNIT- I TEXTILE PRODUCTION SYSTEMS

6 Hours

Overview of textile manufacturing processes – Spinning, weaving, knitting, processing, and garment production – Production flow and layouts – Batch and continuous production – Capacity planning – Bottleneck analysis – Role of technology in textile production.

UNIT- II PRODUCTION PLANNING AND CONTROL (PPC)

6 Hours

Objectives of production planning – Demand forecasting in textiles – Aggregate planning – Master production schedule – Material requirement planning (MRP) – Scheduling techniques – Line balancing – Inventory control in textile operations – ERP applications in textile PPC.

UNIT- III QUALITY MANAGEMENT IN TEXTILES

6 Hours

Concept of quality in textiles – Quality standards and specifications – Yarn, fabric, and garment quality parameters – Inspection systems – AQL and sampling techniques – Statistical quality control – Process capability – Quality assurance vs quality control.

UNIT- IV PRODUCTIVITY, LEAN AND PROCESS IMPROVEMENT

6 Hours

Productivity measurement in textile units – Work study and method study – Time and motion study – Lean manufacturing – Six Sigma concepts – Waste reduction – Kaizen – TPM – Automation and Industry 4.0 applications in textile production.

UNIT- V COMPLIANCE, SUSTAINABILITY AND CONTINUOUS IMPROVEMENT

6 Hours

Quality management systems (ISO 9001) – Social and environmental compliance – Buyer compliance requirements – Sustainable production practices – Eco-friendly processing – Risk management – Continuous improvement models – Total Quality Management (TQM) – Case examples from textile industries.

TOTAL NO. OF PERIODS: 30 Hours

REFERENCE BOOKS

1. Juran, J. M., *Juran's Quality Handbook*, McGraw-Hill.
2. Bheda, R., *Managing Quality in the Apparel Industry*, New Age International.
3. Buffa, E. S., *Modern Production and Operations Management*, Wiley.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E122	INFLUENCER MARKETING AND DIGITAL BRANDING	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To analyze the effectiveness of influencer campaigns and digital branding initiatives using performance metrics and analytics. 2. To develop knowledge of brand building, influencer collaborations, content creation, and digital consumer engagement. 3. To understand the concepts, strategies, and significance of influencer marketing and digital branding in contemporary business environments.						
COURSE OUTCOMES (COs)						
CO1	Apply digital branding techniques and influencer marketing tools to create engaging and impactful brand campaigns.					
CO2	Evaluate the performance of influencer marketing and digital branding activities using analytics, engagement metrics, and return on investment measures.					
CO3	Develop integrated influencer marketing and digital branding strategies to enhance brand awareness, customer loyalty, and business growth.					
CO4	Analyze consumer behavior, brand positioning strategies, and influencer selection criteria for effective marketing communication.					
CO5	Explain the fundamentals, scope, and importance of influencer marketing and digital branding in the digital economy.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	1	3	3	2	2	1	3
	CO2	3	1	2	3	3	1	2
	CO3	2	3	1	2	1	3	1
	CO4	1	2	3	1	3	2	3
	CO5	3	1	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E122

INFLUENCER MARKETING AND DIGITAL BRANDING

UNIT- I TEXTILE SUPPLY CHAIN OVERVIEW

6 Hours

Concept of supply chain management – Characteristics of textile supply chains – Fiber to fashion value chain – Stakeholders in textile supply chain – Global vs domestic textile supply chains – Push and pull systems – Challenges in textile supply chain coordination.

UNIT- II SOURCING AND PROCUREMENT MANAGEMENT

6 Hours

Raw material sourcing – Cotton, synthetic fibers, yarn and fabric procurement – Vendor selection and evaluation – Global sourcing strategies – Ethical sourcing – Contract management – Cost analysis – Supplier relationship management in textiles.

UNIT- III LOGISTICS AND INVENTORY MANAGEMENT

6 Hours

Inbound and outbound logistics – Transportation modes – Warehousing and material handling – Inventory classification – EOQ and JIT in textiles – Distribution network design – Cold chain relevance – Role of third-party logistics (3PL) – Logistics cost optimization.

UNIT- IV DEMAND FORECASTING, COORDINATION AND RISK MANAGEMENT

6 Hours

Demand variability in fashion and textiles – Forecasting techniques – Bullwhip effect – Supply chain coordination – Lead time reduction – Supply chain risks – Disruptions and mitigation strategies – Resilience and agility in textile supply chains.

UNIT- V SUSTAINABLE AND DIGITAL TEXTILE SUPPLY CHAINS

6 Hours

Green supply chain management – Sustainable sourcing and logistics – Compliance standards – Traceability and transparency – Digital technologies in textile SCM – ERP, RFID, blockchain applications – Circular supply chains – Case studies from Indian and global textile firms.

TOTAL NO. OF PERIODS: 30 Hours

REFERENCE BOOKS

1. Costello, J., & Yesiloglu, S., *Influencer Marketing: Building Brand Communities and Engagement*, Routledge.
2. Teixeira, S., Teixeira, S., Oliveira, Z., & Souza, E., *Using Influencer Marketing as a Digital Business Strategy*, IGI Global.
3. Rowles, D., *Digital Branding*, Kogan Page.
4. Kotler, P., Kartajaya, H., & Setiawan, I., *Marketing 4.0: Moving from Traditional to Digital*, Wiley.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E123	FASHION MANAGEMENT AND TEXTILE ENTREPRENEURSHIP		L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30		3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies						
OBJECTIVES							
1. To understand the principles of fashion management and entrepreneurial opportunities in the textile and apparel industry. 2. To develop knowledge of fashion business operations, brand management, product development, and retail strategies. 3. To analyze entrepreneurial practices, innovation, and business planning for sustainable growth in fashion and textile enterprises.							
COURSE OUTCOMES (COs)							
CO1	Explain the concepts, scope, and significance of fashion management and textile entrepreneurship in the global fashion industry.						
CO2	Analyze fashion trends, consumer preferences, branding strategies, and market dynamics affecting fashion businesses.						
CO3	Apply entrepreneurial and managerial skills in fashion product development, merchandising, retailing, and business operations.						
CO4	Evaluate business opportunities, financial feasibility, and innovation strategies for establishing and managing fashion and textile ventures.						
CO5	Develop comprehensive business plans and growth strategies for successful fashion and textile entrepreneurial enterprises.						

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	1	2	3	3	3	1	3
	CO2	3	1	2	3	3	1	2
	CO3	2	3	1	2	1	3	1
	CO4	3	2	1	1	3	2	3
	CO5	1	1	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E123 FASHION MANAGEMENT AND TEXTILE ENTREPRENEURSHIP

UNIT– I FASHION AND TEXTILE INDUSTRY OVERVIEW

6 Hours

Fashion concepts and evolution – Textile and apparel industry structure – Global and Indian fashion markets – Fashion value chain – Role of designers, manufacturers, retailers, and brands – Fast fashion vs slow fashion – Current industry challenges.

UNIT– II FASHION MARKETING AND MERCHANDISING

6 Hours

Fashion consumer behavior – Trend forecasting – Product life cycle in fashion – Branding and positioning – Visual merchandising – Retail formats – Pricing strategies – Fashion buying and assortment planning – Omnichannel fashion retailing.

UNIT– III TEXTILE AND FASHION ENTREPRENEURSHIP

6 Hours

Concept of entrepreneurship – Opportunity identification in fashion and textiles – Start-up ecosystem – Business models in fashion enterprises – MSMEs and handloom-based entrepreneurship – Innovation and creativity – Case studies of successful fashion entrepreneurs.

UNIT– IV OPERATIONS, FINANCE AND LEGAL ASPECTS

6 Hours

Production planning in fashion – Vendor management – Costing and pricing – Working capital management – Funding options – Government schemes for textile entrepreneurs – Intellectual property rights – Patents, trademarks, and design protection – Export documentation basics.

UNIT– V SUSTAINABLE AND DIGITAL FASHION ENTERPRISES

6 Hours

Sustainable fashion practices – Ethical sourcing and production – Circular fashion models – Digital fashion platforms – E-commerce for fashion – Social media branding – Technology-enabled entrepreneurship – Future trends in fashion and textile business.

TOTAL NO. OF PERIODS: 30 Hours

REFERENCE BOOKS

1. Easey, M., *Fashion Marketing*, Wiley-Blackwell.
2. Burns, L. D. AND Bryant, N. O., *The Business of Fashion*, Fairchild Books.
3. Tungate, M., *Fashion Brands: Branding Style from Armani to Zara*, Kogan Page.
4. Wickett-Crowley, J., *Textiles and Fashion: Materials, Design and Technology*, Pearson.
5. Ministry of Textiles, Government of India – Entrepreneurship AND MSME Reports.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E124	TEXTILE BUSINESS ANALYTICS AND STRATEGIC DECISION MAKING	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the role of business analytics in textile industry decision-making.						
2. To analyze textile production, marketing, and supply chain data for performance improvement.						
3. To apply data-driven strategies for sustainable growth and competitive advantage in textile enterprises.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, tools, and applications of business analytics in textile production, marketing, and supply chain management.					
CO2	Analyze textile industry data to identify trends, operational issues, customer preferences, and business opportunities.					
CO3	Evaluate organizational performance using data-driven metrics, forecasting models, and strategic analysis techniques.					
CO4	Develop strategic recommendations based on business analytics to enhance competitiveness, sustainability, and long-term growth in textile organizations.					
CO5	Apply analytical techniques and business intelligence tools to improve decision-making and operational efficiency in textile enterprises.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	1	2	3	2	1	3
	CO2	1	2	3	2	3	1	2
	CO3	2	3	1	3	1	3	1
	CO4	3	2	1	1	3	2	3
	CO5	1	3	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E124 TEXTILE BUSINESS ANALYTICS AND STRATEGIC DECISION MAKING

UNIT- I TEXTILE BUSINESS METRICS AND KPIs

6 Hours

Introduction to textile business analytics – Importance of data-driven decision-making – Key performance indicators in textiles – Production efficiency metrics – Cost and profitability measures – Sales and export performance indicators – Benchmarking textile firms.

UNIT- II DATA ANALYTICS IN TEXTILE OPERATIONS

6 Hours

Production data analysis – Quality analytics and defect analysis – Inventory and logistics analytics – Supply chain performance measurement – Productivity and capacity utilization analysis – Role of ERP and MIS in textile analytics.

UNIT- III PREDICTIVE ANALYTICS AND FORECASTING

6 Hours

Demand forecasting in textiles – Sales forecasting models – Trend analysis – Time-series forecasting – Risk analytics – Market uncertainty – Scenario planning – Applications of predictive analytics in textile planning.

UNIT- IV DATA VISUALIZATION AND MANAGERIAL REPORTING

6 Hours

Business dashboards – Visualization tools and techniques – Performance scorecards – Managerial reporting systems – Interpretation of analytics outputs – Decision support systems – Communicating insights to stakeholders.

UNIT- V STRATEGIC DECISION MAKING AND DIGITAL TRANSFORMATION

6 Hours

Analytics-driven strategy formulation – Competitive advantage through analytics – AI and automation in textile business – Ethical issues in data usage – Cyber risks – Sustainable growth strategies – Future trends in textile business analytics.

TOTAL NO. OF PERIODS: 30 Hours

REFERENCE BOOKS

1. Davenport, T. H. AND Harris, J. G., *Competing on Analytics*, Harvard Business School Press.
2. Provost, F. AND Fawcett, T., *Data Science for Business*, O'Reilly Media.
3. Wetherbe, J. C., *Systems Analysis and Design*, Cengage Learning.
4. Ministry of Textiles, Government of India – Textile Industry Reports and Statistics.
5. McKinsey Global Institute – Analytics and Digital Transformation Reports.



Dr. M.G.R.
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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

SPECIALIZATION - WASTE RESOURCE MANAGEMENT



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E125	PRINCIPLES OF WASTE RESOURCE MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To understand the principles, concepts, and importance of waste resource management for environmental sustainability.
2. To develop knowledge of waste generation, segregation, collection, treatment, recycling, and resource recovery practices.
3. To analyze waste management strategies and sustainable approaches for effective utilization of resources and environmental protection.

COURSE OUTCOMES (COs)

CO1	Analyze waste generation, handling, and resource recovery across sectors.
CO2	Develop sustainable waste strategies for circular economy and environmental conservation.
CO3	Explain the concepts, types, and significance of waste resource management in sustainable development.
CO4	Apply waste management techniques including segregation, recycling, composting, and approaches.
CO5	Evaluate environmental, economic, and social impacts of waste management systems and resources.

Mapping of Course Outcomes (COs) with POs and PSOs

(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low

1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	1	3	2	3	3	1	3
	CO2	3	1	3	2	3	1	2
	CO3	2	3	1	3	1	3	1
	CO4	1	2	3	1	3	2	3
	CO5	3	3	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E125 PRINCIPLES OF WASTE RESOURCE MANAGEMENT

UNIT – I INTRODUCTION 6 Hours

Concept of waste – Types of waste – Sources of waste – Need and importance of waste management – Principles of sustainability – Circular economy – Waste hierarchy (Reduce, Reuse, Recycle).

UNIT – II WASTE SEGREGATION AND COLLECTION 6 Hours

Waste segregation at source – Biodegradable and non-biodegradable waste – Collection systems – Transportation of waste – Role of municipalities – Smart waste management systems.

UNIT – III RECYCLING AND RESOURCE RECOVERY 6 Hours

Recycling processes – Material recovery – Composting – Biogas generation – Energy from waste – Economic benefits of recycling – Challenges in recycling.

UNIT – IV WASTE TREATMENT AND DISPOSAL 6 Hours

Waste treatment technologies – Incineration – Landfills – Hazardous waste treatment – E-waste management – Environmental impacts of improper disposal.

UNIT – V SUSTAINABLE WASTE MANAGEMENT STRATEGIES 6 Hours

Integrated waste management – Policies and regulations – Role of individuals and industries – Waste minimization techniques – Case studies.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. George Tchobanoglous, Integrated Solid Waste Management, McGraw Hill.
2. Michael E. Kraft, Environmental Policy and Politics, Pearson.
3. P. Aarne Vesilind, Solid Waste Engineering, Cengage Learning.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E126	E-WASTE MANAGEMENT AND RESOURCE RECOVERY	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the sources, characteristics, and environmental impacts of electronic waste (e-waste).						
2. To develop knowledge of e-waste collection, recycling, treatment, and resource recovery processes.						
3. To analyze sustainable e-waste management practices, regulatory frameworks, and circular economy approaches.						
COURSE OUTCOMES (COs)						
CO1	Explain e-waste concepts, sources, classifications, and environmental impacts.					
CO2	Apply e-waste collection, segregation, recycling, and material recovery techniques.					
CO3	Evaluate e-waste policies, regulations, and technologies for risk reduction.					
CO4	Analyze e-waste generation trends, disposal practices, and recovery opportunities.					
CO5	Develop sustainable e-waste management and resource recovery strategies for a circular economy.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	1	3	2	1	3
	CO2	1	3	2	2	3	1	2
	CO3	2	1	3	3	1	3	1
	CO4	3	2	1	1	3	2	3
	CO5	1	3	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E126 E-WASTE MANAGEMENT AND RESOURCE RECOVERY

UNIT I – INTRODUCTION TO E-WASTE

6 Hours

Definition and types of e-waste- Sources of e-waste: consumer electronics, medical devices, industrial equipment- Environmental and health impacts of e-waste-Principles of sustainability and circular economy in electronics

UNIT II – E-WASTE COLLECTION AND SEGREGATION

6 Hours

Collection systems and logistics- Segregation at source: hazardous vs. non-hazardous components- Role of municipalities, industries, and informal sector- Smart collection and tracking systems

UNIT III – RECYCLING AND RESOURCE RECOVERY

6 Hours

Recycling processes for metals, plastics, and rare earth elements- Material recovery and reuse- Energy recovery from e-waste - Economic benefits and challenges in recycling

UNIT IV – TREATMENT AND DISPOSAL TECHNOLOGIES

6 Hours

Mechanical, chemical, and thermal treatment methods- Safe disposal of hazardous components (batteries, heavy metals)- Environmental impacts of improper disposal- Case studies of e-waste treatment facilities

UNIT V – SUSTAINABLE E-WASTE MANAGEMENT STRATEGIES

6 Hours

Integrated e-waste management models- National and international regulations (CPCB, Basel Convention, EU directives)- Ethical issues and corporate responsibility- Emerging technologies: AI-driven segregation, blockchain tracking, green design

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books

1. Ramesha Chandrappa AND S. Das – E-Waste Management: Principles and Practice
2. Klaus Hieronymi – E-Waste Management: From Waste to Resource



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E127	ENVIRONMENTAL REGULATIONS AND COMPLIANCE IN WASTE MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To understand environmental laws, policies, and regulatory frameworks related to waste management.
2. To develop knowledge of compliance procedures, monitoring systems, and enforcement mechanisms.
3. To analyze legal and regulatory requirements for sustainable waste handling and environmental protection practices.

COURSE OUTCOMES (COs)

CO1	Explain the fundamentals of environmental regulations, policies, and legal frameworks.
CO2	Analyze national and international environmental standards and compliance requirements.
CO3	Apply compliance tools, auditing methods, and reporting systems for regulatory adherence.
CO4	Evaluate environmental policies and regulatory mechanisms for pollution control and sustainability.
CO5	Develop compliance strategies and regulatory frameworks for sustainable waste management.

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	1	3	2	1	2	1	3
	CO2	3	1	3	2	3	1	2
	CO3	2	3	1	3	1	3	1
	CO4	3	2	3	1	1	2	3
	CO5	1	3	2	1	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E127 ENVIRONMENTAL REGULATIONS AND COMPLIANCE IN WASTE MANAGEMENT

UNIT I – INTRODUCTION TO ENVIRONMENTAL REGULATIONS

6 Hours

Scope and importance of environmental regulations-Principles of environmental law and sustainability- Overview of waste management policies

UNIT II – NATIONAL REGULATORY FRAMEWORKS

6 Hours

Indian Environmental Protection Act, Biomedical Waste Rules, Hazardous Waste Rules- Role of CPCB and SPCBs in compliance- Case studies of regulatory enforcement in India

UNIT III – INTERNATIONAL REGULATIONS AND CONVENTIONS

6 Hours

Basel Convention, Stockholm Convention, EU Directives- WHO guidelines on biomedical and pharmaceutical waste- Global harmonization initiatives

UNIT IV – COMPLIANCE AND ETHICAL ISSUES

6 Hours

Compliance requirements for pharma, biomedical, and industrial waste- Ethical issues in waste disposal and corporate responsibility- Legal challenges and penalties for non-compliance

UNIT V – BEST PRACTICES AND FUTURE DIRECTIONS

6 Hours

Integrated compliance strategies- Role of industries, municipalities, and individuals- Emerging trends: digital compliance monitoring, AI-driven audits, blockchain tracking

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books

1. George Tchobanoglous – *Integrated Solid Waste Management*, McGraw Hill
2. Michael E. Kraft – *Environmental Policy and Politics*, Pearson
3. CPCB – *Indian Waste Management Rules and Standards*



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E128	DIGITAL INNOVATIONS IN SMART WASTE MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the role of digital technologies such as IoT, AI, and data analytics.						
2. To analyze innovative digital solutions for improving efficiency, sustainability, and decision-making in waste management.						
3. To develop knowledge of smart waste collection, monitoring systems, and automation in resource management.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts of smart waste management and the role of digital technologies in sustainable waste systems.					
CO2	Analyze IoT-enabled waste collection systems, sensor-based monitoring, and real-time data tracking.					
CO3	Apply digital tools and technologies such as AI, data analytics, and automation for efficient waste handling and optimization.					
CO4	Evaluate the effectiveness of smart waste management solutions in improving environmental sustainability and operational efficiency.					
CO5	Develop innovative digital strategies for implementing smart, scalable, and sustainable waste management systems.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	1	1	3	3	2	1	3
	CO2	3	1	2	3	3	1	3
	CO3	2	3	1	2	1	3	1
	CO4	1	3	3	1	2	2	3
	CO5	3	1	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E128 DIGITAL INNOVATIONS IN SMART WASTE MANAGEMENT

UNIT I – INTRODUCTION TO DIGITAL WASTE MANAGEMENT 6 Hours

Concept of smart waste management- Role of digital technologies in sustainability-Waste hierarchy and digital transformation.

UNIT II – IoT AND SENSOR-BASED SYSTEMS 6 Hours

Smart bins and sensor-based collection systems- IoT-enabled monitoring of waste streams- Real-time data collection and reporting.

UNIT III – AI, DATA ANALYTICS, AND BLOCKCHAIN 6 Hours

AI applications in waste segregation and recycling- Predictive analytics for waste generation and resource recovery- Block chain for waste tracking, compliance, and transparency.

UNIT IV – CASE STUDIES IN SMART WASTE MANAGEMENT 6 Hours

Smart city initiatives in waste management- Digital platforms for recycling and resource recovery- Industry case studies of digital waste innovations.

UNIT V – FUTURE TRENDS AND INNOVATIONS 6 Hours

Emerging technologies: robotics, drones, and automation- Integration of digital waste management with circular economy- Future directions: AI-driven sustainability, global digital platforms.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books

1. Ramesha Chandrappa – Smart Waste Management: Principles and Practice
2. Klaus Hieronymi – E-Waste and Digital Waste Management
3. Michael E. Kraft – Environmental Policy and Digital Innovations



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E129	INTEGRATED WASTE MANAGEMENT SYSTEMS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the principles and components of integrated waste management systems and their role in sustainability. 2. To develop knowledge of waste collection, segregation, treatment, disposal, and resource recovery in an integrated framework. 3. To analyze system-based approaches for optimizing waste management efficiency across urban and industrial sectors.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, scope, and structure of integrated waste management systems and their importance in sustainable development.					
CO2	Analyze different stages of waste management including generation, segregation, collection, transportation, treatment, and disposal.					
CO3	Apply integrated approaches and technologies for efficient waste handling and resource recovery.					
CO4	Evaluate the performance of waste management systems using environmental, economic, and operational indicators.					
CO5	Develop sustainable and scalable integrated waste management strategies for urban.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	1	3	2	3	2	1	2
	CO2	3	1	3	2	3	3	2
	CO3	2	3	1	3	1	3	1
	CO4	1	2	3	1	3	2	3
	CO5	3	1	2	3	1	1	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E129

INTEGRATED WASTE MANAGEMENT SYSTEMS

UNIT I – INTRODUCTION TO GLOBAL WASTE MANAGEMENT

6 Hours

Global waste generation trends- Principles of sustainability and circular economy- Importance of global best practices.

UNIT II – INTERNATIONAL CASE STUDIES

6 Hours

Waste management models in Japan, Germany, Sweden, Singapore- Comparative analysis of developed vs. developing countries- Lessons learned from global practices.

UNIT III – POLICIES AND REGULATORY FRAMEWORKS

6 Hours

Basel Convention, Stockholm Convention, EU directive- WHO and UN guidelines on sustainable waste management- Global harmonization initiatives.

UNIT IV – TECHNOLOGIES AND INNOVATIONS

6 Hours

Advanced recycling and resource recovery technologies- Waste-to-energy systems and bioremediation- Digital innovations in global waste management.

UNIT V – INTEGRATED STRATEGIES AND FUTURE DIRECTIONS

6 Hours

Adapting global practices to local contexts- Role of industries, governments, and communities-Future trends: AI-driven sustainability, global collaboration platforms

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books

1. George Tchobanoglous – Integrated Solid Waste Management, McGraw Hill
2. Michael E. Kraft – Environmental Policy and Politics, Pearson
3. Klaus Hieronymi – Global Waste Management Practices
4. WHO – International Guidelines on Waste Resource Recovery



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E130	BUSINESS RESPONSIBILITY AND SUSTAINABILITY GROWTH	L	T/S Lr	P/R	C	Ty/Lb/ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the principles of business responsibility, corporate ethics, and sustainable development in modern organizations.						
2. To develop knowledge of environmental, social, and governance (ESG) frameworks and their role in business sustainability.						
3. To analyze sustainable growth strategies that balance profitability with social and environmental responsibility.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts of business responsibility, sustainability, and corporate governance.					
CO2	Analyze ESG principles, sustainability reporting standards, and ethical business practices.					
CO3	Develop sustainable business strategies that integrate ethical responsibility, long-term growth, and stakeholder value creation.					
CO4	Evaluate the impact of corporate decisions on environmental, social, and economic dimensions.					
CO5	Apply sustainability frameworks and tools to assess organizational performance and responsible business practices.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	1	3	3	3	2	1	3
	CO2	3	1	3	2	2	1	2
	CO3	2	3	1	3	1	3	1
	CO4	1	2	3	1	3	2	1
	CO5	3	1	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E130

BUSINESS RESPONSIBILITY AND SUSTAINABILITY GROWTH

UNIT – I INTRODUCTION TO CORPORATE SUSTAINABILITY

6 Hours

Concept of sustainability – Triple Bottom Line (People, Planet, Profit) – Evolution of corporate sustainability – Business case for sustainability – Stakeholder theory.

UNIT – II ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)

6 Hours

Introduction to ESG – Environmental factors (climate change, emissions, resource use) – Social factors (labor practices, diversity, community impact) – Governance factors (ethics, board structure, compliance).

UNIT – III ESG STRATEGY AND RISK MANAGEMENT

6 Hours

Identifying ESG risks and opportunities – ESG integration into corporate strategy – Sustainable value creation – Risk mitigation – ESG ratings and indices.

UNIT – IV SUSTAINABILITY AND ESG REPORTING

6 Hours

Sustainability reporting frameworks – GRI Standards – Integrated Reporting – Carbon disclosure – Non-financial reporting – Transparency and accountability.

UNIT – V FUTURE TRENDS AND ETHICAL GOVERNANCE

6 Hours

Sustainable finance – Responsible investing – Regulatory developments – Ethical leadership – Corporate governance and long-term sustainability – Case studies.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books

1. John Elkington, Cannibals with Forks: The Triple Bottom Line of 21st Century Business.
2. Eccles AND Krzus, The Nordic Model: An Analysis of Leading Practices in ESG Disclosure.
3. Beattie, Business Sustainability and ESG Management, Routledge.



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Periyar E.V.R. High Road, Maduravoyal, Chennai-95. Tamilnadu, India.

FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus
Program Structure for MBA (Full Time)

SPECIALIZATION - PHARMACEUTICAL MANAGEMENT



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E131	BASICS OF PHARMACEUTICAL MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the structure, functioning, and regulatory environment of the pharmaceutical industry.						
2. To develop knowledge of pharmaceutical marketing, supply chain, and healthcare product management.						
3. To analyze managerial strategies for innovation, compliance, and growth in the pharmaceutical sector.						
COURSE OUTCOMES (COs)						
CO1	Explain the fundamentals of pharmaceutical management, industry structure, and healthcare regulatory frameworks.					
CO2	Analyze pharmaceutical marketing strategies, distribution systems, and healthcare consumer behavior.					
CO3	Apply managerial concepts to pharmaceutical operations including supply chain, production planning, and quality control.					
CO4	Evaluate regulatory policies, ethical issues, and compliance standards in the pharmaceutical industry.					
CO5	Develop strategic plans for pharmaceutical business growth, innovation, and competitive advantage.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	1	2	3	3	2	1	3
	CO2	3	1	2	2	3	1	2
	CO3	2	3	1	3	1	3	1
	CO4	1	2	3	1	3	3	3
	CO5	3	1	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E131

BASICS OF PHARMACEUTICAL MANAGEMENT

UNIT I – INTRODUCTION TO PHARMACEUTICAL MANAGEMENT

6 Hours

Evolution of pharmaceutical industry-Structure and organization of pharma companies-Role of management in pharma sector.

UNIT II – DRUG DEVELOPMENT AND PRODUCTION

6 Hours

RANDD process in pharmaceutical- Clinical trials and approvals- Manufacturing processes and Good Manufacturing Practices (GMP).

UNIT III – SUPPLY CHAIN AND DISTRIBUTION

6 Hours

Pharmaceutical logistics and cold chain management-Inventory control and warehousing-Distribution channels and retail pharmacy management.

UNIT IV – MARKETING, PRICING STRATEGIES AND QUALITY ASSURANCE

6 Hours

Pharmaceutical marketing mix-Branding and promotion of drugs- Pricing strategies and affordability issues- Quality control and patient safety- Pharma co vigilance and risk management.

UNIT V – REGULATORY FRAMEWORK, ETHICS AND EMERGING TRENDS

6 Hours

National and international regulatory bodies (FDA, CDSCO, WHO)- Intellectual property rights and patents- Ethical issues in pharmaceutical management- Emerging trends: biotechnology, personalized medicine, digital pharma

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books

1. Chokshi – *Pharmaceutical Management: Principles and Practice*
2. Agarwal – *Pharmaceutical Marketing in India*
3. Michael E. Porter – *Competitive Strategy* (for pharma applications)
4. World Health Organization – *Pharmaceutical Guidelines and Standards*



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E132	DRUG PHARMACOLOGY	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To understand the basic principles of pharmacology and drug action in the human body.
2. To develop knowledge of drug classifications, mechanisms of action, and therapeutic uses.
3. To analyze the effects, safety, and clinical applications of drugs in healthcare and treatment systems.

COURSE OUTCOMES (COs)

CO1	Explain the fundamental concepts of pharmacology, including pharmacokinetics and pharmacodynamics.
CO2	Classify drugs based on their therapeutic uses and mechanisms of action in different disease conditions.
CO3	Apply pharmacological principles to understand drug interactions, dosage forms, and administration methods.
CO4	Evaluate drug efficacy, safety profiles, adverse effects, and toxicity management in clinical settings.
CO5	Develop critical understanding of rational drug use and evidence-based pharmacological decision-making.

Mapping of Course Outcomes (COs) with POs and PSOs

(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low

1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	1	3	1	1	2	1
	CO2	1	1	1	3	1	2	3
	CO3	3	1	2	1	2	1	2
	CO4	2	3	1	2	3	3	1
	CO5	1	2	3	1	2	2	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce /
			✓					
4	Approval					Meeting of Academic Council 2026		



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E132

DRUG PHARMACOLOGY

UNIT I – INTRODUCTION TO PHARMACOLOGY

6 Hours

History and scope of pharmacology- Principles of drug action and receptor theory-Classification of drugs.

UNIT II – PHARMACOKINETICS AND PHARMACODYNAMICS

6 Hours

Absorption, distribution, metabolism, and excretion of drugs- Dose-response relationships- Mechanisms of drug action.

UNIT III – DRUG CLASSES AND THERAPEUTIC APPLICATIONS

6 Hours

Drugs acting on nervous system, cardiovascular system, and endocrine system -Chemotherapeutic agents and antibiotics -Analgesics, anti-inflammatory, and antipyretic drugs.

UNIT IV – ADVERSE DRUG REACTIONS AND SAFETY

6 Hours

Types of adverse drug reactions-Drug interactions and contraindications- Pharmacovigilance and patient safety monitoring.

UNIT V – EMERGING TRENDS IN PHARMACOLOGY

6 Hours

Biotechnology-based drugs and monoclonal antibodies-Personalized medicine and pharmacogenomics - Future directions in drug discovery and development

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books

1. Rang AND Dale – Pharmacology
2. Goodman AND Gilman – The Pharmacological Basis of Therapeutics
3. Katzung – Basic AND Clinical Pharmacology
4. Tripathi – Essentials of Medical Pharmacology
5. WHO – Guidelines on Pharmacovigilance and Drug Safety



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E133	PHARMA MARKETING AND BRAND MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To understand the fundamentals of pharmaceutical marketing, product positioning, and healthcare consumer behavior.
2. To develop knowledge of branding strategies, product lifecycle management, and promotional practices in the pharma industry.
3. To analyze marketing challenges, regulatory constraints, and competitive strategies in pharmaceutical brand management.

COURSE OUTCOMES (COs)

CO1	Evaluate pharmaceutical marketing strategies considering regulatory, ethical, and competitive factors.
CO2	Develop strategic brand management plans to enhance product visibility, trust, and market growth in pharma sectors.
CO3	Apply marketing tools and branding techniques for effective pharmaceutical product promotion.
CO4	Explain the concepts of pharmaceutical marketing, branding principles, and healthcare market structure.
CO5	Analyze consumer behavior, market segmentation, and targeting strategies in the pharmaceutical industry.

Mapping of Course Outcomes (COs) with POs and PSOs

(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low

1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	1	3	1	3	2	1
	CO2	1	2	1	3	1	2	3
	CO3	3	1	2	1	2	1	2
	CO4	1	3	1	2	2	3	1
	CO5	2	1	3	2	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E133

PHARMA MARKETING AND BRAND MANAGEMENT

UNIT I – INTRODUCTION TO PHARMA MARKETING

6 Hours

Scope and importance of pharmaceutical marketing - Healthcare consumer behavior and decision-making- Market segmentation, targeting, and positioning.

UNIT II – BRAND MANAGEMENT IN PHARMA

6 Hours

Concept of branding in pharmaceuticals- Brand equity and value creation -Brand lifecycle management.

UNIT III – MARKETING STRATEGIES AND PROMOTION

6 Hours

Pharmaceutical marketing mix (product, price, place, promotion)- Physician-targeted marketing and patient-centric approaches -Pricing strategies and affordability challenges.

UNIT IV – ETHICS AND REGULATORY FRAMEWORK

6 Hours

Ethical issues in pharma marketing and promotion- Regulatory guidelines for drug advertising (FDA, CDSCO, WHO)- Global marketing practices and compliance.

UNIT V – EMERGING TRENDS IN PHARMA MARKETING

6 Hours

Digital marketing and e-pharma platforms -AI-driven marketing and personalized promotion-Global branding strategies and innovation in pharma.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books

1. Philip Kotler – Marketing Management (adapted for pharma)
2. Chokshi – Pharmaceutical Management: Principles and Practice
3. Agarwal – Pharmaceutical Marketing in India
4. Aaker – Building Strong Brands
5. WHO – Guidelines on Ethical Promotion of Medicines



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E134	GLOBAL PHARMA BUSINESS STRATEGY	L	T/S Lr	P/R	C	Ty/Lb/ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand global pharmaceutical industry structure, international markets, and regulatory environments.						
2. To develop knowledge of global expansion strategies, partnerships, and competitive positioning in pharma business.						
3. To analyze strategic decision-making processes for entering and sustaining in international pharmaceutical markets.						
COURSE OUTCOMES (COs)						
CO1	Explain the global pharmaceutical industry landscape, key players, and international regulatory frameworks.					
CO2	Analyze global market dynamics, trade policies, and cross-border pharmaceutical business models.					
CO3	Apply strategic tools for global market entry, expansion, and partnership development in pharma business.					
CO4	Evaluate risks, compliance challenges, and competitive strategies in international pharmaceutical operations.					
CO5	Develop global business strategies for pharmaceutical organizations to achieve sustainable growth and market leadership.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	1	1	3	3	2	1
	CO2	1	2	3	1	1	2	3
	CO3	3	1	2	3	2	1	2
	CO4	2	3	1	2	1	3	1
	CO5	1	2	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E134

GLOBAL PHARMA BUSINESS STRATEGY

UNIT I – GLOBAL PHARMA INDUSTRY OVERVIEW

6 Hours

Evolution of global pharmaceutical business - Industry structure and competitive forces (Porter's Five Forces)- Role of multinational corporations in pharma.

UNIT II – INTERNATIONAL MARKET ENTRY STRATEGIES

6 Hours

Global expansion models: licensing, joint ventures, subsidiaries- Market segmentation and positioning in international markets- Global supply chain and logistics strategies.

UNIT III – STRATEGIC ALLIANCES AND COMPETITIVE STRATEGY

6 Hours

Mergers, acquisitions, and partnerships in pharma- Competitive strategy frameworks for global pharma- Case studies of successful alliances.

UNIT IV – REGULATORY, ETHICAL, AND CULTURAL DIMENSIONS

6 Hours

International regulatory bodies (FDA, EMA, WHO)- Cross-cultural management in global pharma- Ethical issues in global drug marketing and distribution.

UNIT V – INNOVATION, SUSTAINABILITY, AND FUTURE TRENDS

6 Hours

Innovation strategies: biotechnology, digital health, AI in pharma- Sustainability and corporate social responsibility in pharma- Future trends: personalized medicine, global digital pharma platforms.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books

1. Michael E. Porter – Competitive Strategy (Global Pharma Applications)
2. Chokshi – Pharmaceutical Management: Principles and Practice
3. Agarwal – Pharmaceutical Marketing in India (Global Perspectives)
4. WHO – Global Pharmaceutical Guidelines and Standards
5. Harvard Business Review – Case Studies on Global Pharma Strategy



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E135	PHARMA RETAIL AND DISTRIBUTION MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the structure and functioning of pharmaceutical retail and distribution networks.						
2. To develop knowledge of supply chain management, inventory control, and logistics in pharma retail systems.						
3. To analyze strategies for efficient distribution, compliance, and customer service in pharmaceutical retail markets.						
COURSE OUTCOMES (COs)						
CO1	Explain the fundamentals of pharmaceutical retail management, distribution channels, and supply chain structure.					
CO2	Analyze retail pharmacy operations including inventory management, procurement, and stock control systems.					
CO3	Apply distribution management techniques to optimize supply chain efficiency and product availability.					
CO4	Evaluate regulatory requirements, ethical considerations, and compliance issues in pharma retail systems.					
CO5	Develop strategic distribution and retail management plans to improve efficiency, profitability, and customer satisfaction.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	3	1	1	1	2	1
	CO2	1	2	3	1	1	2	3
	CO3	3	1	2	3	2	1	2
	CO4	1	3	2	2	1	3	1
	CO5	2	2	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E135

PHARMA RETAIL AND DISTRIBUTION MANAGEMENT

UNIT I – INTRODUCTION TO PHARMA RETAIL AND DISTRIBUTION

6 Hours

Structure of pharmaceutical retail industry- Role of distributors, wholesalers, and retailers- Importance of retail management in pharma.

UNIT II – INVENTORY AND LOGISTICS MANAGEMENT

6 Hours

Inventory control techniques (ABC, VED analysis)-Warehousing and cold chain management-Logistics and distribution efficiency.

UNIT III – RETAIL PHARMACY OPERATIONS

6 Hours

Retail pharmacy setup and management-Customer service and patient counselling-Billing, procurement, and stock management.

UNIT IV – REGULATORY AND ETHICAL FRAMEWORK

6 Hours

Regulatory requirements for retail pharmacies (FDA, CDSCO)- Ethical practices in retail distribution- Compliance with drug laws and safety standards.

UNIT V – EMERGING TRENDS IN RETAIL AND DISTRIBUTION

6 Hours

E-pharmacy platforms and digital distribution- Global retail strategies and cross-border distribution- Future trends: AI-driven logistics, blockchain in pharma supply chain

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books

1. Chokshi – Pharmaceutical Management: Principles and Practice
2. Agarwal – Pharmaceutical Marketing in India
3. Kotler – Marketing Management (Retail Applications)
4. WHO – Guidelines on Pharmaceutical Distribution and Retail Standards
5. Case Studies on Pharma Retail AND E-Pharmacy Platforms



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E136	PHARMACEUTICAL REGULATORY AFFAIRS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To understand the regulatory framework governing the pharmaceutical industry at national and international levels.
2. To develop knowledge of drug approval processes, documentation, and compliance requirements.
3. To analyze regulatory strategies ensuring safety, efficacy, and quality of pharmaceutical products.

COURSE OUTCOMES (COs)

CO1	Develop strategies to ensure regulatory compliance and efficient product lifecycle management in the pharmaceutical industry.
CO2	Evaluate regulatory challenges in pharmaceutical manufacturing, marketing, and quality assurance.
CO3	Apply documentation and compliance procedures for drug development, registration, and approval processes.
CO4	Analyze national and international regulatory guidelines including FDA, WHO, and other agencies.
CO5	Explain the fundamentals of pharmaceutical regulatory affairs and the role of regulatory authorities in drug approval.

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	1	2	3	1	3	2	1
	CO2	2	3	1	3	1	2	3
	CO3	3	1	2	1	2	1	2
	CO4	1	3	2	2	1	3	1
	CO5	2	1	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E136

PHARMACEUTICAL REGULATORY AFFAIRS

UNIT I – INTRODUCTION TO REGULATORY AFFAIRS

6 Hours

Scope and importance of regulatory affairs- Role of regulatory professionals in pharma- Overview of global regulatory systems.

UNIT II – NATIONAL AND INTERNATIONAL REGULATORY FRAMEWORKS

6 Hours

Regulatory bodies: FDA, EMA, CDSCO, WHO- Drug approval pathways in different regions-Harmonization initiatives (ICH guidelines).

UNIT III – DOCUMENTATION AND SUBMISSION PROCESSES

6 Hours

Common Technical Document (CTD) format- Regulatory submissions and licensing procedures-Good Regulatory Practices (GRP).

UNIT IV – ETHICAL, LEGAL AND SAFETY CONSIDERATIONS

6 Hours

Ethical issues in regulatory affairs- Legal frameworks governing drug approvals- Safety monitoring and compliance requirements.

UNIT V – EMERGING TRENDS IN REGULATORY AFFAIRS

6 Hours

Regulatory challenges in biotechnology and biosimilars-Digital health and e-submissions
-Global harmonization and future directions.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books

1. Chokshi – Pharmaceutical Management: Principles and Practice
2. Grushkin – Pharmaceutical Regulatory Affairs
3. WHO – International Guidelines on Drug Regulation
4. ICH – Harmonized Tripartite Guidelines
5. Case Studies on Global Regulatory Practices



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus
Program Structure for MBA (Full Time)

SPECIALIZATION - INSURANCE MANAGEMENT



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E137	PRINCIPLES OF INSURANCE MANAGEMENT		L	T/SLr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30		3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies						
OBJECTIVES							
1. To understand the fundamental concepts, principles, and functions of insurance management in risk mitigation and financial protection. 2. To analyze various types of insurance products, policies, and regulatory frameworks governing the insurance industry. 3. To develop the ability to evaluate insurance needs and formulate appropriate insurance solutions for individuals and organizations.							
COURSE OUTCOMES (COs)							
CO1	Explain the concepts, principles, and significance of insurance and insurance management.						
CO2	Analyze different insurance products, policy provisions, and risk coverage options available in the insurance market.						
CO3	Apply insurance principles and risk assessment techniques to identify and manage potential risks.						
CO4	Evaluate insurance policies, claim settlement procedures, and regulatory requirements in the insurance sector.						
CO5	Develop insurance management strategies and recommend suitable insurance solutions for individual and organizational needs.						

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	1	3	1	1	2	1
	CO2	1	2	1	3	1	2	3
	CO3	3	1	2	1	2	1	2
	CO4	2	3	1	2	1	3	1
	CO5	1	1	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E137

PRINCIPLES OF INSURANCE MANAGEMENT

UNIT – I INTRODUCTION TO INSURANCE

6 Hours

Definitions of Insurance - Origin and Significance of Insurance - Nature and Features of Insurance - Fundamental Principles of Insurance - Classification of Insurance - Factors Influencing Insurance Products - Types of Life Insurance Policies - Policy Conditions and Privileges - Life Fund – Meaning and Importance - Method of Distribution of Surplus.

UNIT – II FINANCIAL PRINCIPLES OF INSURANCE

6 Hours

Investment of Insurance Funds - Reserves – Meaning, Types and Importance - Premium Income and Premium Outgo - Surplus – Meaning and Measurement, Valuation – Theory of Rating –Risk, Objectives, Types of risk – Underwriting – IRDAI regulations – Reinsurance.

UNIT – III ACTUARIAL PROFESSION – OVERVIEW

6 Hours

Introduction to Profession and Professionalism - Evolution of the Actuarial Profession - Characteristics of an Ideal Profession and Actuarial Profession - Role of Actuaries in the Financial Services Industry – Product Design and Product Pricing – Assessment of Solvency Profit Testing – Profit Distribution.

UNIT – IV LIFE AND GENERAL INSURANCE OPERATIONS

6 Hours

Life Insurance: Meaning, Nature, Proposal, Acceptance and Policy Issuance - Policy Servicing – Alterations, Loans, Surrenders - Premium Calculation and Payment Methods - Claims Management in Life Insurance - Types of Claims – Maturity,

UNIT – V INSURANCE MARKET, REGULATION AND FUTURE TRENDS

6 Hours

Insurance Market in India – Life, General and Health - Role of Public and Private Insurance Companies - Insurance Intermediaries – Agents, Brokers, Bancassurance - Role of TPAs in Health Insurance - Regulatory Framework: Insurance Regulatory and Development Authority of India (IRDAI).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Principles of Management B.S.Moshal 1st edition, reprint 2015
2. Principles and Practice of Management T.N. Chhabra 2016
3. Alka Mittal and S.L. Gupta “Principles of Insurance and Risk Management” edition 2013, Sultan Chand AND Sons.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E138	LIFE INSURANCE AND HEALTH CONTINGENCIES	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the fundamentals of life insurance, health insurance, and risk coverage mechanisms.						
2. To develop knowledge of underwriting, claims processing, and policy structures in insurance markets.						
3. To analyze risk management techniques for health contingencies and financial protection planning.						
COURSE OUTCOMES (COs)						
CO1	Explain the principles of life insurance, health insurance, and risk management concepts in personal finance.					
CO2	Apply insurance principles to assess risk coverage and claim settlement procedures.					
CO3	Analyze different types of insurance policies, premium calculations, and underwriting processes.					
CO4	Develop insurance-based financial protection strategies for individuals and organizations.					
CO5	Evaluate regulatory frameworks, ethical issues, and operational practices in insurance organizations.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	1	3	2	1	3	2	1
	CO2	2	1	3	3	1	2	3
	CO3	3	2	1	1	2	1	2
	CO4	1	3	2	2	1	3	1
	CO5	2	1	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E138

LIFE INSURANCE AND HEALTH CONTINGENCIES

UNIT – I LIFE TABLES AND MORTALITY MODELS

6 Hours

Assurance and annuity contracts - Whole life assurance, term assurance, pure endowment, endowment assurance - Whole life level annuity, temporary level annuity, guaranteed level annuity - Premiums and benefits - Construction of a Life Table.

UNIT – II LIFE ASSURANCE AND LIFE ANNUITY CONTRACTS

6 Hours

Life Assurance Contracts: Pricing of Life Insurance Contracts - Equations of Value - Allowance for Investment Income - Present Value Random Variable - Expected Present Value - Variance of Present Value Random Variable - Benefits Payable Immediately on Death -

UNIT – III PREMIUMS, RESERVES AND EXPENSE ANALYSIS

6 Hours

Premiums and Frequency of Payment - Net Premium – Definition and Notation - Net Random Future Loss - Principle of Equivalence - Net Premiums for Insurance Contracts - Regular Premiums, Death Benefits, Annuity Benefits - Prospective and Retrospective Reserves - Death Strain at Risk (DSAR) - Expected and Actual Death Strain (EDS, ADS) - Mortality Profit - Types of Expenses in Life Insurance Contracts.

UNIT – IV PROFIT TESTING AND MULTIPLE-STATE MODELS

6 Hours

Valuation of Cash Flows with Multiple Transition Events - Multiple-State Markov Models -Health Insurance: Premium and Benefit Structures, Regular Premiums and Sickness, Benefits - Multiple Decrement Tables – Construction and Applications - Pension Schemes - Unit-Linked Contracts - Net Present Value (NPV) - Profit Margin.

UNIT – V MORTALITY, SELECTION AND STANDARDIZATION

6 Hours

Mortality Tables for Different Classes of Lives - Importance of Mortality Tables - Factors Affecting Mortality and Morbidity: Occupation, Nutrition, Housing, Climate and Geography, Education, Genetics - Risk Classification in Life Insurance

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Neill, Alistair, Lifecontingencies,Heinemann.
2. Gerber, HansU, Life Insurance Mathematics,3rd edition, Springer, Swiss Association of Actuaries.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E139	ACTUARIAL MANAGEMENT OF PENSION SYSTEMS	L	T/SLr	P/R	C	Ty/Lb/ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Prerequisite – Degree					
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the structure and functioning of pension systems and retirement benefit schemes.						
2. To develop knowledge of actuarial principles used in pension valuation and risk assessment.						
3. To analyze financial sustainability and risk management in pension fund administration.						
COURSE OUTCOMES (COs)						
CO1	Explain the fundamentals of actuarial science and pension system structures.					
CO2	Analyze different types of pension schemes, funding methods, and benefit calculations.					
CO3	Evaluate risks, assumptions, and regulatory frameworks affecting pension systems.					
CO4	Develop strategies for sustainable pension fund management and retirement planning.					
CO5	Apply actuarial techniques to evaluate pension liabilities and funding requirements.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	1	3	2	3	2	1
	CO2	1	2	1	3	1	2	3
	CO3	3	1	2	1	2	1	2
	CO4	1	3	1	2	2	3	1
	CO5	2	1	3	2	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E139

ACTUARIAL MANAGEMENT OF PENSION SYSTEMS

UNIT – I PENSION SYSTEMS AND STAKEHOLDERS

6 Hours

Provision of pensions and other retirement benefits - Types of pension and employee benefit arrangements - Roles and responsibilities of: The Pensions Regulator, Employers and groups of employers, Individuals and groups of individuals, Trustees, Actuaries, Investment advisers and other professional advisers - Alternative systems of social security.

UNIT – II RISKS, FINANCING AND BENEFIT SECURITY

6 Hours

Risks and uncertainties affecting pension schemes - Risks related to: Incidence and timing of benefits, Contributions and funding levels, Overall security of benefits - Financing of pension benefits - Contribution patterns and timing of contributions - Characteristics of pension fund investments - Payment of dues and benefit obligations.

UNIT – III ACTUARIAL ISSUES IN PENSIONS AND CORPORATE TRANSACTIONS

6 Hours

Pension issues in company purchase, merger, and restructuring - Conflicting interests and responsibilities of stakeholders - Pension clauses in sale and purchase agreements - Population projection processes - Socio-economic factors affecting pension schemes.

UNIT – IV VALUATION, FUNDING AND RETIREMENT PLANNING

6 Hours

Valuation of pension fund assets - Valuation of future benefits and future contributions - Application of actuarial methods to pension scheme contributions - Measures of viability and robustness of pension schemes - Conversion of individual account balances into retirement income.

UNIT – V DISCONTINUANCE, ASSET-LIABILITY MANAGEMENT AND ACTUARIAL CONTROL

6 Hours

Principles underlying the determination of discontinuance terms - Rights and protection of pension scheme beneficiaries - Methods of providing benefits on discontinuance - Impact of available asset levels on benefit provision - Risks and uncertainties affecting pension schemes - Sources of surplus and deficit for pension benefit providers.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Actuarial Pension Funding Theory: Authors: Pierre Devolder AND Sébastien de Valeriola, Springer Actuarial – 2025
2. Pension Mathematics for Actuaries: Authors: Arthur W. Anderson - ACTEX Publications 2016.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E140	INSURANCE PRODUCT DESIGN AND FUTURES	L	T/SLr	P/R	C	Ty/Lb/ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To understand the principles of insurance product development and innovation in financial services.
2. To develop knowledge of risk modeling, pricing, and actuarial inputs used in product design.
3. To analyze future trends in insurance markets and design customer-centric insurance solutions.

COURSE OUTCOMES (COs)

CO1	Explain the fundamentals of insurance product design, structure, and lifecycle management.
CO2	Analyze market needs, risk profiles, and customer behavior for developing insurance products.
CO3	Apply pricing models, actuarial methods, and risk assessment tools in insurance product development.
CO4	Evaluate regulatory, technological, and competitive factors influencing insurance product innovation.
CO5	Develop innovative insurance product concepts aligned with emerging market trends and future risks.

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	2	1	1	3	2	1
	CO2	1	2	3	1	1	2	1
	CO3	3	1	2	3	2	1	2
	CO4	2	1	1	2	3	3	1
	CO5	1	2	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E140

INSURANCE PRODUCT DESIGN AND FUTURES

UNIT I INSURANCE PRODUCTS AND REGULATORY FRAMEWORK

6 Hours

Insurance: Meaning and Concept - Historical Development of Insurance - Regulation and Control of Insurance Business - Types of Insurance - Insurance Contract and Policy – Meaning and Features - Life Insurance Products – Overview and Classification

UNIT II PRACTICE OF LIFE INSURANCE

6 Hours

Introduction to Life Insurance Business - Organization and Structure of Life Insurance - Importance and Functions of Life Insurance - Life Insurance Activities - Role and Functions of Insurance Agents - Interim Bonus - Death Cover and Survival Benefits - Joint Life Policies - Term Assurance - Pure Endowment

UNIT III PRACTICE OF GENERAL INSURANCE

6 Hours

General Insurance – Meaning and Scope - Insurance Act, 1938 – Provisions relating to General Insurance - General Insurance Council – Role and Functions - Employees' State Insurance Act, 1948 – Overview - Fire Insurance – Coverage and Policies - Marine Insurance – Coverage and Policies - Miscellaneous Insurance Coverages - Specialized Insurance Products

UNIT IV REGULATION OF INSURANCE BUSINESS

6 Hours

Insurance Regulatory Framework in India - Functions and Powers of IRDAI - Role of Insurance Councils - IRDA (Licensing of Insurance Agents) Regulations, 2000 - IRDA (Micro Insurance) Regulations, 2005 - Importance of Regulation in Insurance Business

UNIT V FINANCIAL DERIVATIVES AND RISK MANAGEMENT

6 Hours

Financial Derivatives – Introduction and Meaning - Structure of Options Markets - Structure of Forward Markets - Structure of Futures Markets - Principles of Pricing: Forwards, Futures, Options on Futures - Futures Arbitrage Strategies.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Life Insurance-Kenneth Jr. Black, Publisher: Prentice Hall, 12th Edition– 2014.
2. Law of Insurance – Dr. Avar Singh – 3rd Edition 2016.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E141	PENSION AND OTHER EMPLOYEE BENEFITS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To analyze employee benefit systems for financial sustainability and organizational effectiveness. 2. To develop knowledge of compensation planning, retirement benefits, and statutory compliance requirements. 3. To understand the structure and types of employee benefit schemes including pensions, gratuity, and welfare benefits.						
COURSE OUTCOMES (COs)						
CO1	Develop effective employee benefit strategies aligned with organizational and workforce needs.					
CO2	Evaluate legal, financial, and regulatory frameworks governing employee benefit systems.					
CO3	Apply principles of benefit design and administration in organizational contexts.					
CO4	Analyze statutory and voluntary benefit schemes including gratuity, provident fund, and health benefits.					
CO5	Explain the fundamentals of employee benefits, pension schemes, and compensation structures.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	1	3	1	3	2	3
	CO2	1	2	1	3	1	1	3
	CO3	3	1	2	1	2	1	2
	CO4	2	3	1	2	1	3	1
	CO5	1	2	3	1	2	2	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E141

PENSION AND OTHER EMPLOYEE BENEFITS

UNIT I PENSION SYSTEMS AND STAKEHOLDERS

6 Hours

Provision of pensions and other employee benefits - Types of pension and retirement benefit arrangements - Roles and responsibilities of: The Pensions Regulator, Employers and groups of employers, Individuals and groups of individuals, Trustees, Actuaries - Mandatory individual account systems - Personal pension plans - Needs and expectations of various stakeholders.

UNIT II RISKS, FINANCING AND BENEFIT SECURITY

6 Hours

Risks and uncertainties affecting pension schemes - Risks relating to: Incidence and timing of benefits, Contributions and funding levels, Overall security of pension benefits - Financing of pension benefits - Timing and pattern of contributions.

UNIT III ACTUARIAL ISSUES IN PENSIONS AND CORPORATE TRANSACTIONS

6 Hours

Pension issues arising in company purchase, merger, and restructuring - Conflicting interests and responsibilities of various stakeholders - Pension clauses in sale and purchase agreements - Process of population projection - Socio-economic factors influencing pension schemes - Actuarial models for decision-making in non-state pension systems.

UNIT IV VALUATION, FUNDING AND RETIREMENT PLANNING

6 Hours

Valuation of pension fund assets - Valuation of future pension benefits and future contributions - Application of actuarial methods to pension scheme contributions - Conversion of individual account balances into retirement income.

UNIT V ASSET-LIABILITY MANAGEMENT AND ACTUARIAL CONTROL

6 Hours

Principles underlying the determination of discontinuance terms - Rights and protection of beneficiaries on discontinuance - Methods of providing benefits on discontinuance - Impact of the level of available assets on benefit provision - Use of reinsurance in managing pension risks.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Richard M Stienberg "Pension and other employee benefits" 4th Edition 2014, Wiley and sons.
2. Jeery S Rosen bloom "The Handbook of Employee benefits" 6th edition, Mc Graw Hill.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E142	BUSINESS AWARENESS MODULE	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To develop awareness of current business environment, markets, and industry trends.						
2. To build analytical thinking for interpreting real-time business developments and their impact on organizations.						
3. To enhance understanding of corporate functioning, economic indicators, and business decision-making.						
COURSE OUTCOMES (COs)						
CO1	Explain key concepts of business environment, economic indicators, and contemporary business trends.					
CO2	Analyze the impact of national and global events on business performance and corporate strategy.					
CO3	Evaluate organizational responses to dynamic business and economic environments.					
CO4	Develop informed perspectives for strategic decision-making based on business intelligence and awareness.					
CO5	Apply business awareness concepts to interpret market movements and industry developments.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	1	1	1	3	2	1
	CO2	1	2	1	3	3	2	3
	CO3	3	1	2	1	2	1	2
	CO4	2	3	1	2	1	3	2
	CO5	1	2	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E142

BUSINESS AWARENESS MODULE

UNIT I FINANCIAL SYSTEM AND FINANCIAL ENVIRONMENT

6 Hours

Financial system – Financial environment – Real assets versus financial assets – Role– Market structure – Recent trends in the financial system – Globalisation – Securitisation – Financial engineering – Computer networks in finance – Derivatives – American Depository Receipts (ADRs) – Global Depository Receipts (GDRs) .

UNIT II FINANCIAL MARKETS AND FINANCIAL INSTRUMENTS

6 Hours

Financial markets – Functions, Organisation – Types– Primary, secondary market – Short-term money market and long-term capital market – Money market instruments – Call money –Treasury bills – Commercial paper – Certificates of deposit – Commercial bills – Capital market instruments – Central government securities – State government securities.

UNIT III PRIMARY AND SECONDARY MARKETS

6 Hours

Introduction – Classification of issues – Classification based on price – subscribers– Secondary market – Trading on stock exchanges – Screen-based trading – Contract note – Depository system – Settlement process – Custodian – Technology in trading and settlement – Trading in over-the-counter and dealer markets.

UNIT IV MACRO ECONOMY AND FINANCIAL SERVICES INDUSTRY

6 Hours

Macro-economic environment – Aspects of global economy and politics – Economic factors – National income – Gross National Product (GNP) – Gross Domestic Product (GDP) – Per capita income – Savings as a percentage of GDP – Inflation – Recession – Monetary policy – Fiscal policy – Life insurance industry – General insurance industry.

UNIT V ACTUARIAL PROFESSION AND APPLICATIONS

6 Hours

Overview – Profession and professionalism – Characteristics– Actuary in the financial services industry – Role of actuaries in insurance business – Valuation of liabilities – Profit distribution – Product design and product pricing – Profit testing – Investigation of investment policy – Investigation of new business risks – Actuary in general insurance.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Prof. Dr. Olaf Passenheim, "Enterprise Risk Management" , 1st edition, Prentice Hall of India.
2. Ray C. Anderson "Business Lesson from a Radical Industrialist", Pearson Publications.



Dr. M.G.R.
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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus
Program Structure for MBA (Full Time)

SPECIALIZATION - E-BUSINESS MANAGEMENT



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E143	PRINCIPLES OF E-BUSINESS MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To develop knowledge of electronic commerce systems, digital transactions, and online business operations.						
2. To analyze strategies for managing and scaling e-business in a competitive digital economy.						
3. To understand the fundamentals of e-business models, digital platforms, and online value creation.						
COURSE OUTCOMES (COs)						
CO1	Explain the fundamental concepts, models, and components of e-business management.					
CO2	Analyze digital business platforms, e-commerce operations, and online transaction systems.					
CO3	Apply e-business tools and technologies for effective online business operations and management.					
CO4	Develop strategic e-business solutions for improving competitiveness and customer engagement.					
CO5	Evaluate security, legal, and ethical issues in e-business environments.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	3	1	1	3	2	1
	CO2	1	2	3	3	1	2	3
	CO3	3	1	2	1	2	1	2
	CO4	2	3	1	2	1	1	1
	CO5	1	2	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E143

PRINCIPLES OF E-BUSINESS MANAGEMENT

UNIT I: INTRODUCTION TO E-BUSINESS

6 Hours

Meaning and definition of e-business and e-commerce, evolution from traditional commerce to electronic commerce, digital economy, characteristics of e-business, scope and applications of e-business, advantages and limitations, drivers of e-business growth, role of internet, intranet and extranet, impact of e-business on organizations, customers, and markets.

UNIT II: E-BUSINESS MODELS

6 Hours

Business-to-Business (B2B), Business-to-Consumer (B2C), Consumer-to-Consumer (C2C), Consumer-to-Business (C2B), Government-to-Citizen (G2C) models, revenue models in e-business, value chain analysis, disintermediation and re-intermediation, global and Indian e-business case studies.

UNIT III: E-BUSINESS INFRASTRUCTURE

6 Hours

Internet architecture, networking fundamentals, web technologies, databases, cloud computing concepts and models, enterprise systems supporting e-business such as ERP, SCM, CRM, mobile commerce platforms, role of data analytics in e-business.

UNIT IV: E-BUSINESS STRATEGY AND IMPLEMENTATION

6 Hours

E-business strategic planning, competitive advantage through digital technologies, e-supply chain management, e-procurement systems, digital transformation of organizations, challenges in implementation, managing change in digital environments.

UNIT V: SECURITY AND LEGAL ISSUES

6 Hours

E-business security threats, cyber-crimes, encryption, digital signatures, authentication, Indian IT Act 2000 and amendments, data privacy, ethical issues in e-business, global legal perspectives and emerging trends.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books

1. Gary P. Schneider, Electronic Commerce, Cengage Learning
2. Dave Chaffey, E-Business and E-Commerce Management, Pearson
3. Laudon AND Traver, E-Commerce: Business, Technology, Society, Pearson
4. Bharat Bhaskar, Electronic Commerce, McGraw-Hill



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E144	E-PAYMENT SYSTEMS AND FINTECH	L	T/SLr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To understand the architecture and functioning of electronic payment systems and digital banking infrastructure.
2. To evaluate security mechanisms, encryption methods, and fraud prevention techniques in digital transactions.
3. To analyze emerging FinTech innovations such as blockchain, AI, and mobile payment solutions in financial services.

COURSE OUTCOMES (COs)

CO1	Evaluate FinTech innovations including blockchain, AI, and API-based financial services.
CO2	Develop strategic digital payment solutions for improving efficiency and financial inclusion.
CO3	Apply security protocols and fraud detection techniques to ensure safe digital transactions.
CO4	Explain the fundamentals of electronic payment systems, digital wallets, and net banking infrastructure.
CO5	Analyze various payment gateways, transaction flows, and settlement mechanisms in digital finance.

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	1	2	2	3	2
	CO2	2	2	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	1	1	2
	CO5	2	3	1	2	3	3	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E144

E-PAYMENT SYSTEMS AND FINTECH

UNIT I: INTRODUCTION TO E-PAYMENTS

6 Hours

Electronic payment systems, digital money, evolution of FinTech, payment ecosystem, role of technology in financial services.

UNIT II: DIGITAL PAYMENT INSTRUMENTS

6 Hours

Credit cards, debit cards, smart cards, UPI, digital wallets, internet banking, basics of blockchain technology.

UNIT III: SECURITY AND REGULATIONS

6 Hours

Payment security, encryption, fraud detection and prevention, RBI guidelines, regulatory compliance, risk management.

UNIT IV: FINTECH APPLICATIONS

6 Hours

Peer-to-peer lending, crowd funding, robo-advisors, financial inclusion through FinTech, case studies.

UNIT V: FUTURE TRENDS IN DIGITAL FINANCE

6 Hours

Artificial intelligence in finance, open banking, digital currencies, global FinTech trends and challenges.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books

1. Kenneth C. Laudon, **Management Information Systems**, Pearson
2. Arvind Ashta, **Advanced Digital Payments**, Springer
3. Vijay Bhaskar AND Vinayak Godse, **Digital Payments**, McGraw-Hill



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E145	CYBER LAWS AND INFORMATION SECURITY	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To gain knowledge of cyber law concepts, the Information Technology Act 2000, and digital governance frameworks.
2. To identify cybersecurity threats and understand encryption, authentication, and secure communication protocols.
3. To apply legal provisions governing e-contracts, digital signatures, online transactions, and cyber offenses.

COURSE OUTCOMES (COs)

CO1	Explain the fundamentals of cyber laws, information security principles, and legal frameworks in digital environments.
CO2	Develop compliance and security strategies for organizations to manage cyber risks effectively.
CO3	Apply encryption techniques, authentication methods, and security controls for safe digital communication.
CO4	Evaluate legal provisions under IT Act and related regulations governing cybercrime and electronic transactions.
CO5	Analyze cyber threats, vulnerabilities, and security mechanisms used to protect information systems.

Mapping of Course Outcomes (COs) with POs and PSOs

(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low

1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	1	2	1	3	2
	CO2	2	3	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	2	1	2	3	3	1	2
	CO5	3	2	1	3	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E145

CYBER LAWS AND INFORMATION SECURITY

UNIT I: CYBER SPACE AND CYBER LAWS

6 Hours

Cyber space, need for cyber laws, cyber laws in India, IT Act 2000 and amendments, jurisdiction issues, Evolution of cyber law and digital governance, Role of CERT-In (Indian Computer Emergency Response Team), Basics of data protection and privacy laws

UNIT II: CYBER CRIMES

6 Hours

Types of cyber crimes, hacking, identity theft, cyber fraud, cyber terrorism, legal remedies, Malware: viruses, worms, trojans, ransomware, Cyber stalking and cyber bullying, Banking and UPI fraud mechanisms, Dark web and illegal online marketplaces, Digital evidence and forensic investigation basics

UNIT III: INFORMATION SECURITY MANAGEMENT

6 Hours

Information security concepts, security policies, standards, ISO practices, organizational security controls, CIA triad (Confidentiality, Integrity, Availability), Access control models (RBAC, MAC, DAC), Network security tools: firewalls, IDS/IPS, Encryption techniques (symmetric and asymmetric), Security auditing and compliance frameworks

UNIT IV: RISK MANAGEMENT

6 Hours

Risk assessment, disaster recovery planning, business continuity planning, incident response management, Risk identification and risk analysis methods, Qualitative vs quantitative risk assessment, Backup strategies and data recovery methods, Cyber crisis management framework, role of cyber insurance in risk mitigation

UNIT V: ETHICAL AND GLOBAL ISSUES

6 Hours

Ethical issues in cyber space, global cyber laws, international cooperation, emerging cyber security challenges, Intellectual property rights in cyberspace, Cyber warfare and nation-state attacks, Emerging trends: IoT security, cloud security, AI-driven threats

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books

1. Nina Godbole AND Sunit Belapure, Cyber Security, Wiley
2. Chris Reed, Internet Law, Cambridge University Press
3. V.K. Ahuja, Cyber Laws, LexisNexis



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E146	ENTREPRENEURSHIP AND START-UPS IN E-BUSINESS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To analyze funding sources, growth strategies, and scalability of digital start-ups.						
2. To evaluate legal, technological, and market challenges faced by E-business entrepreneurs.						
3. To apply entrepreneurial thinking for building innovative digital business solutions.						
COURSE OUTCOMES (COs)						
CO1	Analyze digital business models, opportunity identification, and feasibility of online ventures.					
CO2	Evaluate funding options, venture capital processes, and financial planning for start-ups.					
CO3	Develop scalable and sustainable digital business strategies for entrepreneurial success.					
CO4	Apply tools and frameworks for designing and launching e-business start-ups.					
CO5	Explain the concepts of entrepreneurship, innovation, and e-business start-up ecosystems.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	2	1	1	3	2
	CO2	2	3	1	2	2	3	1
	CO3	1	2	3	1	3	2	3
	CO4	3	1	2	3	2	1	2
	CO5	2	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E146

ENTREPRENEURSHIP AND START-UPS IN E-BUSINESS

UNIT I: ENTREPRENEURSHIP AND START-UP ECOSYSTEM

6 Hours

Concept and evolution of entrepreneurship, characteristics of entrepreneurs, entrepreneurial mindset, start-up culture, role of innovation and creativity, digital entrepreneurship, start-up ecosystem in India, role of incubators, accelerators, venture capitalists, angel investors, and government initiatives such as Startup India and Digital India.

UNIT II: OPPORTUNITY IDENTIFICATION AND E-BUSINESS IDEA GENERATION

6 Hours

Identification of business opportunities, sources of e-business ideas, market gap analysis, problem-solution fit, customer discovery, design thinking approach, feasibility analysis, competitive analysis, SWOT analysis, validation of e-business ideas using digital platforms.

UNIT III: E-BUSINESS START-UP BUSINESS MODELS

6 Hours

E-business business models, platform-based models, subscription models, freemium models, marketplace models, revenue models in digital ventures, value proposition design, lean start-up methodology, minimum viable product (MVP), pricing strategies for digital start-ups.

UNIT IV: LEGAL, FINANCIAL AND OPERATIONAL ASPECTS OF START-UPS

6 Hours

Legal framework for start-ups, company formation, intellectual property rights, patents and trademarks, funding options, bootstrapping, venture capital, crowdfunding, financial planning, cost structures, taxation, regulatory compliance, ethical issues in e-business entrepreneurship.

UNIT V: SCALING, GROWTH AND SUSTAINABILITY OF E-BUSINESS START-UPS

6 Hours

Growth strategies for e-business start-ups, digital marketing for start-ups, customer acquisition and retention, scaling operations, technology adoption, risk management, failure analysis, exit strategies, mergers and acquisitions, sustainable and socially responsible entrepreneurship.

TOTAL NO. OF PERIODS: 30 HOURS

REFERENCE BOOKS

1. Hisrich, Peters AND Shepherd, **Entrepreneurship**, McGraw-Hill Education
2. David H. Holt, **Entrepreneurship: New Venture Creation**, Pearson
3. Steve Blank AND Bob Dorf, **The Startup Owner's Manual**, Wiley
4. Eric Ries, **The Lean Startup**, Crown Publishing



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E147	MOBILE COMMERCE (M-COMMERCE)	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To analyze business opportunities and challenges in m-commerce platforms and services.						
2. To develop knowledge of mobile payment systems, mobile banking, and digital wallets.						
3. To apply mobile technologies for designing efficient digital business solutions.						
COURSE OUTCOMES (COs)						
CO1	Develop innovative mobile commerce strategies for improving business reach and customer engagement.					
CO2	Analyze mobile payment technologies, wireless networks, and mobile banking services.					
CO3	Explain the basic concepts, architecture, and evolution of mobile commerce systems.					
CO4	Apply m-commerce tools and platforms for business transactions and service delivery.					
CO5	Evaluate security issues, privacy concerns, and legal frameworks in mobile commerce.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	1	2	2	2	3	2
	CO2	2	3	1	2	2	3	1
	CO3	1	2	3	1	3	2	3
	CO4	2	1	3	3	2	1	2
	CO5	3	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E147

MOBILE COMMERCE (M-COMMERCE)

UNIT I: INTRODUCTION TO MOBILE COMMERCE

6 Hours

Concept of mobile commerce, evolution of wireless and mobile technologies, differences between e-commerce and m-commerce, advantages and limitations of mobile commerce, mobile value chain, mobile business environment, role of mobile devices in digital transformation.

UNIT II: MOBILE COMMERCE TECHNOLOGIES AND ARCHITECTURE

6 Hours

Mobile communication technologies (GSM, GPRS, 3G, 4G, 5G), mobile operating systems, mobile application development platforms, mobile middleware, wireless application protocol, mobile databases, cloud support for mobile commerce applications.

UNIT III: MOBILE BUSINESS MODELS AND APPLICATIONS

6 Hours

Mobile business models, location-based services, mobile advertising, mobile banking and payments, mobile wallets, QR-code based transactions, mobile ticketing, mobile shopping applications, mobile commerce in retail, healthcare, travel, and entertainment industries.

UNIT IV: SECURITY, LEGAL AND ETHICAL ISSUES IN M-COMMERCE

6 Hours

Mobile security threats, authentication mechanisms, encryption technologies, secure mobile payment systems, privacy issues, data protection, mobile cybercrimes, regulatory frameworks, consumer protection laws, ethical challenges in mobile data usage.

UNIT V: STRATEGIES, FUTURE TRENDS AND CHALLENGES

6 Hours

Mobile commerce strategy formulation, customer experience management, mobile marketing integration, performance measurement, adoption challenges, impact of AI and IoT on mobile commerce, 5G-enabled applications, future trends and opportunities in m-commerce.

TOTAL NO. OF PERIODS: 30 HOURS

REFERENCE BOOKS

1. Norman Sadeh, M-Commerce: Technologies, Services, and Business Models, Wiley
2. Brian E. Mennecke AND Troy J. Strader, Mobile Commerce: Technology, Theory, and Applications, Idea Group Publishing
3. Gary P. Schneider, Electronic Commerce, Cengage Learning



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E148	BUSINESS ANALYTICS FOR E-BUSINESS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To evaluate business performance using key metrics, dashboards, and visualization techniques.
2. To build predictive and strategic decision-making skills using e-business data.
3. To develop knowledge of data-driven techniques for analyzing online customer behavior and market trends.

COURSE OUTCOMES (COs)

CO1	Apply statistical and analytical tools for solving e-business problems and decision-making.
CO2	Evaluate dashboards, KPIs, and visualization techniques for business performance monitoring.
CO3	Develop data-driven strategies for improving competitiveness and operational efficiency in e-business.
CO4	Analyze online consumer behavior, digital data sources, and business performance indicators.
CO5	Explain the fundamentals of business analytics and its application in e-business environments.

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	3	1	2	1	3	2
	CO2	3	1	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	2	1	3	3	2	1	2
	CO5	3	2	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E148

BUSINESS ANALYTICS FOR E-BUSINESS

UNIT I: INTRODUCTION TO BUSINESS ANALYTICS IN E-BUSINESS

6 Hours

Concept of business analytics, evolution from traditional reporting to analytics, role of analytics in e-business, types of analytics (descriptive, diagnostic, predictive, prescriptive), data-driven decision making, analytics lifecycle, applications of analytics in online businesses.

UNIT II: DATA MANAGEMENT AND DESCRIPTIVE ANALYTICS

6 Hours

Sources of e-business data, structured and unstructured data, data collection methods, data preprocessing, data cleaning, data warehousing, data visualization, dashboards, key performance indicators, descriptive analytics tools and techniques.

UNIT III: PREDICTIVE AND PRESCRIPTIVE ANALYTICS

6 Hours

Predictive modeling techniques, regression analysis, classification models, time series analysis, demand forecasting, customer churn prediction, recommendation systems, prescriptive analytics, optimization models, decision support systems.

UNIT IV: WEB, CUSTOMER AND MARKETING ANALYTICS

6 Hours

Web analytics, clickstream analysis, customer segmentation, cohort analysis, customer lifetime value, sentiment analysis, social media analytics, digital marketing analytics, conversion optimization, A/B testing.

UNIT V: ETHICS, DATA SECURITY AND FUTURE TRENDS

6 Hours

Data privacy and governance, ethical issues in analytics, data protection regulations, analytics security, bias and fairness in algorithms, big data analytics, AI and machine learning applications, real-time analytics, future trends in e-business analytics.

TOTAL NO. OF PERIODS: 30 HOURS

REFERENCE BOOKS

1. Evans, J.R., Business Analytics: Methods, Models, and Decisions, Pearson
2. Davenport, T.H. AND Harris, J.G., Competing on Analytics, Harvard Business Press
3. Ramesh Sharda, Dursun Delen AND Efraim Turban, Business Intelligence, Analytics and Data Science, Pearson
4. Wayne L. Winston, Analytics Stories, Wiley
5. Seema Acharya AND Subhasini Chellappan, Big Data and Analytics, Wiley.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E149	LEGAL ASPECTS OF E-BUSINESS	L	T/SLr	P/R	C	Ty/Lb/ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To analyze cyber regulations, consumer protection, and intellectual property issues in e-business.						
2. To evaluate legal risks and compliance requirements in digital business operations.						
3. To apply legal principles for managing disputes and ensuring secure e-business practices.						
COURSE OUTCOMES (COs)						
CO1	Analyze laws governing digital contracts, e-signatures, and electronic transactions.					
CO2	Explain the legal framework, regulations, and compliance requirements related to e-business.					
CO3	Develop compliance strategies to mitigate legal risks in digital business operations.					
CO4	Evaluate cyber laws, intellectual property rights, and regulatory challenges in e-commerce.					
CO5	Apply legal provisions for consumer protection, privacy, and data security in online business.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	1	2	2	3	2
	CO2	2	3	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	2	1	2
	CO5	2	2	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E149

LEGAL ASPECTS OF E-BUSINESS

UNIT I: INTRODUCTION TO E-BUSINESS LAWS

6 Hours

Nature and scope of cyber laws, evolution of e-business regulations, sources of cyber law, jurisdiction in cyberspace, international legal perspectives, legal recognition of electronic records, role of regulatory authorities, overview of Information Technology Act and related legislations.

UNIT II: ELECTRONIC CONTRACTS AND DIGITAL SIGNATURES

6 Hours

Concept of electronic contracts, validity and enforceability of e-contracts, types of e-contracts, click-wrap and shrink-wrap agreements, digital and electronic signatures, certification authorities, authentication mechanisms, legal issues in online contracting.

UNIT III: INTELLECTUAL PROPERTY RIGHTS AND DATA PROTECTION

6 Hours

Copyrights, trademarks, patents in the digital environment, protection of domain names, cyber squatting, data privacy principles, personal data protection laws, cross-border data flow regulations, compliance requirements for e-business organizations.

UNIT IV: CYBER CRIMES AND CONSUMER PROTECTION

6 Hours

Types of cyber crimes, hacking, identity theft, phishing, online frauds, cyber terrorism, investigation procedures, digital evidence, cyber crime adjudication, consumer protection laws applicable to e-commerce, grievance redressal mechanisms.

UNIT V: REGULATORY COMPLIANCE AND ETHICAL ISSUES

6 Hours

Compliance management in e-business, legal risk management, corporate governance, ethical issues in e-business, online advertising regulations, taxation issues in e-commerce, emerging legal challenges in digital business.

TOTAL NO. OF PERIODS: 30 HOURS

REFERENCE BOOKS

1. V.K. Ahuja, Cyber Laws and Information Technology, LexisNexis
2. Chris Reed, Internet Law: Text and Materials, Cambridge University Press
3. Nina Godbole AND Sunit Belapure, Cyber Security: Understanding Cyber Crimes, Wiley



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

SPECIALIZATION

-ARTIFICIAL INTELLIGENCE

IN BUSINESS



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E150	DATA ANALYSIS AND BUSINESS INTELLIGENCE	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES 1. To apply BI tools and techniques for visualization, reporting, and performance tracking. 2. To support data-driven decision-making for improving organizational efficiency and competitiveness. 3. To evaluate business data for identifying trends, patterns, and strategic insights.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts of data analysis, business intelligence, and data-driven decision-making.					
CO2	Analyze structured and unstructured data using appropriate analytical techniques.					
CO3	Develop data-driven strategies to support effective business decision-making.					
CO4	Evaluate business performance using KPIs, metrics, and predictive analytics models.					
CO5	Apply BI tools and visualization techniques for reporting and dashboard creation.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	1	3	2	1	3	2
	CO2	3	2	1	1	2	3	1
	CO3	1	3	2	2	3	2	3
	CO4	2	1	3	3	2	1	2
	CO5	3	2	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E150

DATA ANALYSIS AND BUSINESS INTELLIGENCE

UNIT I INTRODUCTION

6 Hours

Meaning and definition of Data Analysis and Business Intelligence (BI) Key concepts and terminology in BI and analytics, Evolution and history of Business Intelligence, Foundations of data analysis: types of data, data collection, and data quality, Benefits, limitations, and risks of data-driven decision-making,

UNIT II DATA PREPROCESSING, VISUALIZATION, AND DESCRIPTIVE ANALYTICS

6 Hours

Data preprocessing techniques: cleaning, normalization, and transformation, Exploratory Data Analysis (EDA), Data visualization techniques and tools: Power BI, Tableau, Excel, Python (Matplotlib, Seaborn), Descriptive analytics: trends, patterns, summary statistics.

UNIT III PREDICTIVE ANALYTICS AND STATISTICAL MODELING

6 Hours

Introduction to predictive analytics and forecasting, Regression analysis and classification models, Time series analysis for business forecasting, Basics of machine learning for business: supervised learning, Evaluation metrics for predictive models.

UNIT IV BUSINESS INTELLIGENCE TOOLS AND APPLICATIONS

6 Hours

Overview of BI tools: Tableau, Power BI, QlikView, SAS, SAP BI, Dashboard design and KPI tracking, Decision-support systems (DSS) and reporting, Applications of BI in finance, marketing, supply chain, and HR, Integration of BI with ERP and CRM systems.

UNIT V ADVANCED ANALYTICS, BIG DATA AND ETHICAL CONSIDERATIONS

6 Hours

Introduction to Big Data and Analytics, Advanced analytics: predictive, prescriptive, and diagnostic analytics, Role of AI and machine learning in business intelligence, Data governance, privacy, and ethical considerations, Emerging trends: cloud BI, self-service analytics

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Ramesh Sharda, Dursun Delen AND Efraim Turban, *Business Intelligence and Analytics: Systems for Decision Support*, Pearson, Edition 2020, ISBN-978-0135191765.
2. Rick Sherman, *Business Intelligence Guidebook: From Data Integration to Analytics*, Morgan Kaufmann, Edition 2014, ISBN-978-0124114611.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E151	GENERATIVE AI FOR BUSINESS MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the fundamentals of generative AI and its applications in business management.						
2. To analyze the impact of generative AI on marketing, finance, operations, and human resources.						
3. To develop knowledge of AI-driven tools for decision-making, automation, and productivity enhancement.						
COURSE OUTCOMES (COs)						
CO1	Evaluate ethical, legal, and risk considerations in deploying AI systems in organizations.					
CO2	Apply generative AI techniques in marketing, operations, finance, and strategic planning.					
CO3	Analyze AI-based tools and models used for business decision-making and automation.					
CO4	Explain the concepts, evolution, and working principles of generative AI in business contexts.					
CO5	Develop innovative AI-driven business solutions for improving efficiency and competitiveness.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	1	3	1	3	2
	CO2	2	3	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	2	1	2	3	3	1	2
	CO5	3	2	1	3	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA246E151

GENERATIVE AI FOR BUSINESS MANAGEMENT

UNIT I INTRODUCTION TO ARTIFICIAL INTELLIGENCE

6 Hours

Meaning and definition of Artificial Intelligence, Key AI concepts and terminology, Evolution and history of AI, Foundations of AI: data, algorithms, machine learning basics, Risks, Benefits and Limitations of Artificial Intelligence in business, Role of AI in modern business management.

UNIT II AI TOOLS, TECHNOLOGIES AND PLATFORM

6 Hours

Overview of AI technologies: Machine Learning, Deep Learning, NLP, Computer Vision, Popular AI tools and platforms used in business, AI-powered automation and decision-support systems, Generative AI and intelligent assistants, AI-driven innovation in products and services, Use of AI tools and technologies in business.

UNIT III AI APPLICATIONS IN BUSINESS FUNCTIONS

6 Hours

AI in marketing and customer analytics, AI in finance: forecasting, risk analysis, and fraud detection, AI in supply chain and operation management and logistics, AI in human resources and talent analytics, AI in sales, pricing, and demand prediction.

UNIT IV STRATEGIC INTEGRATION OF AI

6 Hours

AI as a strategic resource, understanding generative and other forms of AI, Integration of AI into business processes and workflows, AI-driven business models and digital transformation, Data-driven decision-making using AI insights, managing organizational change with AI adoption.

UNIT V ETHICAL, LEGAL, AND FUTURE PERSPECTIVES OF AI

6 Hours

Ethical issues in AI: bias, transparency, and accountability, Ethical implications and societal impacts of AI technologies, Privacy, data protection, and responsible AI use, Legal and regulatory frameworks for AI in business - data protection laws, Risk management and governance of AI systems, Future trends and challenges of AI in business management.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Mohammed Majeed, Artificial Intelligence in Business Management, Bentham Science Publishers, Edition 2024, ISBN-978-981-5238-22-8.
2. Jay Kumar Pandey, Mritunjay Rai AND Samrat Ray, AI in Business Management: Bridging the Gap between Technology and Strategy, Taylor AND Francis / Productivity Press, Edition 2025/2026, ISBN 978-1041012962.
3. Malay Upadhyay, Artificial Intelligence for Managers, BPB Publications (India), Edition 2020, ISBN: 978-938989838



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E152	AI IN DIGITAL TRANSFORMATION AND INDUSTRY 6.0	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To apply AI-driven strategies for innovation, efficiency, and competitive advantage in modern enterprises.						
2. To evaluate challenges in AI adoption including ethics, security, and workforce transformation.						
3. To explore emerging concepts of Industry 6.0 and intelligent autonomous systems.						
COURSE OUTCOMES (COs)						
CO1	Develop AI-based strategies for digital transformation and next-generation industry solutions.					
CO2	Evaluate challenges such as ethics, governance, and workforce changes in AI adoption.					
CO3	Apply AI tools and frameworks to improve business processes and operational efficiency.					
CO4	Explain the fundamentals of AI, digital transformation, and Industry 6.0 concepts.					
CO5	Analyze AI-enabled technologies used in smart industries and digital ecosystems.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	3	2	2	1	3	2
	CO2	2	3	1	2	2	3	2
	CO3	1	2	3	1	3	2	3
	CO4	3	2	2	3	1	1	2
	CO5	2	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E152

AI IN DIGITAL TRANSFORMATION AND INDUSTRY 6.0

UNIT I INTRODUCTION TO AI AND DIGITAL TRANSFORMATION

6 Hours

Meaning, scope, and components of digital transformation, Role of AI in driving business innovation and transformation, AI technologies: Machine Learning, Deep Learning, NLP, Computer Vision, Digital transformation frameworks and strategies, Challenges and risks in AI-driven transformation, Case studies: AI-driven transformation in leading global companies.

UNIT II AI IN INDUSTRY 4.0

6 Hours

Overview of Industry 4.0: Definition, evolution, and features, Role of AI in smart factories and cyber-physical systems, Industrial Internet of Things (IIoT) and AI integration, AI in predictive maintenance, quality control, and production optimization, AI-based robotics and autonomous systems, Case studies: Siemens, GE, Bosch, ABB.

UNIT III AI-DRIVEN DATA ANALYTICS AND DECISION MAKING

6 Hours

Big data analytics in Industry 4.0, AI-based decision support systems (DSS), Predictive, prescriptive, and cognitive analytics, Real-time monitoring and control using AI, Digital twins and simulation models, Data security, privacy, and ethical considerations, Case studies: Siemens Smart Factory, GE Predix Platform, and Tesla Gigafactory.

UNIT IV AI IN SUPPLY CHAIN AND OPERATIONS MANAGEMENT

6 Hours

AI as a strategic resource, understanding generative and other forms of AI, Integration of AI into business processes and workflows, AI-driven business models and digital transformation, Data-driven decision-making using AI insights, Managing organizational change with AI adoption, Case studies: Amazon Robotics, Zara, and Tesla.

UNIT V EMERGING TRENDS, CHALLENGES, AND FUTURE OF AI IN INDUSTRY 6.0

6 Hours

AI-powered innovation and new business models, Human-AI collaboration in workplaces, Challenges: workforce skill gaps, cybersecurity, ethical AI, Regulatory and compliance aspects, Future trends: autonomous industries, AI-driven sustainability, Roadmap for AI adoption in industry, Case Studies: BMW Smart Factories, Schneider Electric, and GE Digital Transformation.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. M. Thirunavukkarasan, S. A. Sahaaya Arul Mary, R. Sathiyaraj, G. S. Pradeep Ghantasala, Mudassir Khan, Artificial Intelligence and Machine Learning for Industry 4.0, ohn Wiley AND Sons Ltd (Wiley-VCH), 2025 (1st Edition), ISBN-978-1-394-27504-5.
2. Jay Kumar Pandey, Mritunjay Rai AND Samrat Ray, Nazmul Siddique, Mohammad Shamsul Arefin, M. Shamim Kaiser, ASM Kayes, Chapman AND Hall / Routledge, Edition2023, ISBN 978-1000804232.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E153	BUSINESS APPLICATIONS OF ARTIFICIAL INTELLIGENCE	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the fundamentals of artificial intelligence and its business applications.						
2. To analyze AI use cases across marketing, finance, operations, and human resources.						
3. To evaluate the impact of AI on business models, productivity, and innovation.						
COURSE OUTCOMES (COs)						
CO1	Evaluate the impact of AI adoption on organizations, employees, and business models.					
CO2	Apply AI techniques to improve business processes, efficiency, and decision-making.					
CO3	Explain the basic concepts, evolution, and scope of artificial intelligence in business.					
CO4	Analyze AI tools and technologies used in various functional areas of business.					
CO5	Develop AI-based business solutions for innovation and strategic advantage.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	1	2	1	3	1
	CO2	2	3	2	1	2	2	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	2	1	2
	CO5	2	3	1	2	3	3	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval				Meeting of Academic Council 2026			



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E153

BUSINESS APPLICATIONS OF ARTIFICIAL INTELLIGENCE

UNIT I INTRODUCTION TO AI IN E-COMMERCE AND RETAIL

6 Hours

Overview of e-commerce and retail ecosystems, Digital transformation in retail, Introduction to Artificial Intelligence and Machine Learning, Role of AI in modern retail management, AI vs traditional retail decision-making, Global and Indian e-commerce trends.

UNIT II CUSTOMER ANALYTICS AND PERSONALIZATION

6 Hours

Customer data collection and analysis, AI-based customer segmentation, Personalization and recommendation systems, Predictive analytics for customer behavior, Customer lifetime value (CLV) using AI, Sentiment analysis and customer feedback analytics.

UNIT III AI IN MARKETING, PRICING AND SALES

6 Hours

AI-driven digital marketing strategies, Dynamic pricing models, Chatbots and virtual assistants in sales, AI in promotions and campaign optimization, Cross-selling and upselling using AI, Social commerce and AI tools.

UNIT IV AI IN RETAIL OPERATIONS AND SUPPLY CHAIN

6 Hours

Demand forecasting using AI, Inventory management and stock optimization, AI-enabled logistics and warehouse automation, Predictive maintenance in retail operations, AI in omnichannel retail management, Smart stores and cashier-less retail concepts.

UNIT V AI GOVERNANCE, ETHICS AND FUTURE TRENDS

6 Hours

Ethical issues in AI-based retail decisions, Data privacy and consumer protection, Bias and transparency in AI systems, Legal and regulatory aspects of AI in e-commerce, Emerging trends: Metaverse retail, AI + AR/VR, Future scope of AI in retail management.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Francois Chaubard, *AI for Retail: A Practical Guide to Modernize Your Retail Business with AI and Automation*, Publisher: Wiley, 1st Edition 2023, ISBN-13: 978-1-394-18469-9
2. Loveleen Gaur AND Ajith Abraham (Eds.), *Role of Explainable Artificial Intelligence in E-Commerce*, Publisher: Springer Nature Switzerland, Edition 2025, ISBN-13: 978-3-031-55617-3
3. Ramgopal Prajapat, *AI-Powered Ecommerce: How Machine Learning Is Transforming Online Shopping*, Publisher: Springer Nature, 2024, ISBN-13:



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E154	DIGITAL INTELLIGENCE FOR BUSINESS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concept of digital intelligence and its role in modern business environments.						
2. To analyze digital tools and technologies that enhance business intelligence capabilities.						
3. To apply digital intelligence techniques for improving business performance and innovation.						
COURSE OUTCOMES (COs)						
CO1	Apply digital intelligence tools for decision-making and performance improvement.					
CO2	Explain the fundamentals of digital intelligence and its importance in business.					
CO3	Analyze digital data sources and intelligent systems used in business environments.					
CO4	Develop data-driven solutions using digital intelligence techniques for business problems.					
CO5	Evaluate the role of digital intelligence in business strategy and customer engagement.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	2	2	1	3	2
	CO2	2	3	2	1	1	3	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	2	1	3
	CO5	2	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E154

DIGITAL INTELLIGENCE FOR BUSINESS

UNIT I INTRODUCTION TO AI AND FINANCIAL SERVICES

6 Hours

Overview of Banking AND Insurance sectors, financial services ecosystem and digital transformation, what is Artificial Intelligence (AI): concepts and technologies, AI adoption trends in Banking AND Insurance, FinTech AND InsurTech landscapes, Case Study: Digital Transformation of SBI using AI.

UNIT II AI TECHNIQUES AND TOOLS FOR FINANCIAL SYSTEMS

6 Hours

Machine Learning: supervised, unsupervised learning basics, Natural Language Processing (NLP) for chatbots and document analysis, Deep Learning and Neural Networks, Data mining AND feature engineering for finance data, Tools and software (Python, libraries like Scikit-Learn, TensorFlow), Case Study: HDFC Bank's AI Chatbot (EVA).

UNIT III AI APPLICATIONS IN BANKING

6 Hours

Customer service automation: chatbots AND virtual assistants, Credit scoring AND intelligent lending decisions, Fraud detection AND anomaly detection systems, Risk management and portfolio analytics, Regulatory compliance and KYC with AI, Case Study: Real-time credit decisions, automated support, fraud prevention.

UNIT IV AI IN INSURANCE

6 Hours

Insurance fundamentals: principles, products, risk sharing, claims processing automation AND underwriting, AI for pricing, risk prediction AND customer profiling, Telematics, IoT data, and personalized insurance, Ethical and legal issues in insurance AI, **Case Study:** Predictive claims analytics, personalized insurance offerings.

UNIT V ETHICS, GOVERNANCE AND FUTURE TRENDS

6 Hours

AI governance, regulatory frameworks AND compliance (e.g., data privacy), Ethical AI: bias, transparency AND accountability, Cybersecurity and AI risks in financial systems, Future trends: generative AI, blockchain integration, robo-advisors, Project work/case studies AND presentations, Case Study: AI Bias in Credit and Insurance Decisions.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Anshul Saxena, Shalaka Verma AND Jayant Mahajan, *Generative AI in Banking Financial Services and Insurance: A Guide to Use Cases, Approaches, and Insights*, Publisher: Apress / Springer Nature, 2024, Print ISBN-13: 979-8-86880-558-5 eBook ISBN-13: 979-8-86880-559-2 Alina Sorgner (Foundations and Trends® in AI), Artificial Intelligence and Entrepreneurship, ASM Kayes, Now Publishers Inc, Edition 2025, ISBN 978-1638284505.
2. Theodora Lau — *Banking on (Artificial) Intelligence: Navigating the Realities of AI in Financial Services*, Publisher: Palgrave Macmillan Cham (Springer Nature), 2025 Softcover ISBN-13: 978-3-031-81646-8 eBook ISBN-13: 978-3-031-81647-5



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E155	NEXT – GENERATION BUSINESS TECHNOLOGIES	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand emerging next-generation technologies shaping modern business ecosystems.						
2. To analyze how advanced technologies improve operational efficiency and decision-making.						
3. To explore the role of AI, IoT, blockchain, and cloud computing in business transformation.						
COURSE OUTCOMES (COs)						
CO1	Apply digital technologies to improve business processes and organizational efficiency.					
CO2	Develop innovative technology-driven business solutions for real-world applications.					
CO3	Evaluate challenges, risks, and ethical issues in implementing advanced technologies.					
CO4	Explain the fundamentals of next-generation business technologies and their evolution.					
CO5	Analyze emerging technologies such as AI, IoT, blockchain, and cloud in business contexts.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	1	2	2	1	3	2
	CO2	2	3	1	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	2	2	2
	CO5	2	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E155

NEXT – GENERATION BUSINESS TECHNOLOGIES

UNIT I INTRODUCTION TO AI AND ENTREPRENEURSHIP

6 Hours

Overview of entrepreneurship and start-ups, Role of AI in modern entrepreneurial ecosystems, AI technologies relevant to start-ups: ML, NLP, Chatbots, Robotics, AI for opportunity identification and business innovation, Case Study: AI-driven start-ups in fintech or health-tech.

UNIT II AI FOR IDEATION, MARKET RESEARCH, AND VALIDATION

6 Hours

AI in idea generation and opportunity assessment, Market research using AI tools: trend analysis, sentiment analysis, and competitor analysis, AI-driven customer validation and feedback collection, Tools: IBM Watson, Google AI, Social media analytics platforms, Case Study: AI start-up using predictive analytics for product-market fit.

UNIT III AI FOR BUSINESS MODELING AND DECISION MAKING

6 Hours

AI in business model generation (BMG) and lean start-up methodology, AI-based financial modelling and forecasting, AI decision support systems (DSS) for resource allocation, pricing, and operations, Digital twins and simulation models for start-up planning, Case Study: Start-ups leveraging AI for automated business planning.

UNIT IV AI IN MARKETING, OPERATIONS, AND GROWTH

6 Hours

AI-driven marketing strategies and personalization, Operations optimization using AI (supply chain, production, and service delivery), AI for customer relationship management (CRM) and retention, Tools for AI-enabled growth hacking and performance analytics, Case Study: Start-up using AI for marketing automation and customer insights.

UNIT V CHALLENGES, ETHICS, AND FUTURE OF AI IN START-UPS

6 Hours

Challenges of implementing AI in start-ups (cost, talent, scalability), Ethical AI and responsible innovation, Regulatory and compliance considerations, Emerging trends and future opportunities in AI entrepreneurship, Case Study: Ethical AI in start-ups (Fintech / HealthTech examples).

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Rajagopal AND Ananya Rajagopal, Artificial Intelligence and Entrepreneurship: Enhancing Competitiveness and Innovation in Emerging Markets, Palgrave Macmillan Cham (Springer Nature), 2026 Edition, ISBN-978-3-032-14903-9 (Hardcover), 978-3-032-14906-0 (Softcover), 978-3-032-14904-6 (eBook).
2. Alina Sorgner (Foundations and Trends® in AI), Artificial Intelligence and Entrepreneurship, ASM Kayes, Now Publishers Inc, Edition 2025, ISBN 978-1638284505.



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus
Program Structure for MBA (Full Time)

SPECIALIZATION

- FINTECH



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus

Program Structure for MBA (Full Time)

MBA26E156	FINANCIAL TECHNOLOGY AND DIGITAL FINANCE	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the fundamentals of financial technology (FinTech) and digital financial systems						
2. To evaluate risks, regulations, and cybersecurity issues in digital finance.						
3. To apply FinTech solutions for improving financial inclusion and efficiency.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts of financial technology and digital finance ecosystems.					
CO2	Analyze digital payment systems, blockchain, and FinTech platforms in finance.					
CO3	Apply FinTech tools for financial services such as payments, lending, and investments.					
CO4	Evaluate regulatory, security, and risk issues in digital financial systems.					
CO5	Develop innovative FinTech-based solutions for financial inclusion and business efficiency.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	1	3	2	3	3	1	3
	CO2	3	3	3	2	3	1	2
	CO3	2	3	1	3	1	3	1
	CO4	1	2	3	1	2	2	3
	CO5	3	1	2	3	1	1	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E156

FINANCIAL TECHNOLOGY AND DIGITAL FINANCE

UNIT– I INTRODUCTION TO FINANCIAL TECHNOLOGY

6 Hours

Definition and evolution of Financial Technology – Traditional finance vs digital finance – FinTech ecosystem and value chain – Role of technology in financial services – Key FinTech terminologies – Digital transformation in banking and financial institutions – Overview of Indian and global FinTech landscape – Financial inclusion through technology – Opportunities and challenges in FinTech adoption.

UNIT– II DIGITAL PAYMENTS AND FINANCIAL PLATFORMS

6 Hours

Digital payment systems – UPI, mobile wallets, cards and net banking – Payment gateways and processors – Cross-border digital payments – Role of fintech in cashless economy – Security issues in digital payments – Fraud risks and mitigation – Regulatory guidelines for digital transactions – Consumer trust and adoption of digital payment platforms.

UNIT– III FINTECH BUSINESS MODELS AND DIGITAL LENDING

6 Hours

FinTech business models – Platform-based finance – Peer-to-peer lending – Crowdfunding – Buy Now Pay Later (BNPL) models – Open banking and API economy – Role of FinTech start-ups – Bank–FinTech collaboration – Revenue models – Risk assessment in digital lending – Ethical issues in alternative finance.

UNIT– IV REGULATION, RISK AND CYBER SECURITY IN FINTECH

6 Hours

FinTech regulatory framework – Role of RBI, SEBI and other regulators – KYC and AML norms – Data protection and privacy issues – Cyber security threats in digital finance – Risk management in FinTech operations – Regulatory sandbox – Compliance challenges – Ethical and legal issues in FinTech services.

UNIT– V EMERGING TRENDS AND FUTURE OF DIGITAL FINANCE

6 Hours

Artificial Intelligence in finance – Blockchain and cryptocurrency overview – Decentralized finance (DeFi) – Embedded finance – Robo-advisory services – Sustainable and green finance – Future career opportunities in FinTech – Challenges and prospects of digital financial ecosystems – Global trends shaping the future of financial technology.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Chishti, S. AND Barberis, J., *The FinTech Book*, Wiley.
2. Arner, D. W., Barberis, J., AND Buckley, R. P., *FinTech and RegTech*, Journal of Banking Regulation.
3. RBI Reports on FinTech and Digital Payments.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA (Full Time)

MBA26E157	INNOVATIONS IN CONSUMER FINANCE	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To apply innovative financial solutions to improve customer experience and financial inclusion.
2. To evaluate risks, regulations, and customer behavior in consumer finance markets.
3. To analyze credit systems, lending models, and digital consumer financing platforms

COURSE OUTCOMES (COs)

CO1	Explain the concepts and evolution of consumer finance and its ecosystem.
CO2	Analyze innovative financial products and digital lending models in consumer markets.
CO3	Apply consumer finance tools and techniques for credit evaluation and lending decisions.
CO4	Evaluate risks, regulatory frameworks, and consumer behavior in finance markets.
CO5	Develop innovative consumer finance solutions for improving financial accessibility and services.

Mapping of Course Outcomes (COs) with POs and PSOs

(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low

1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	1	3	2	3	2	1	3
	CO2	3	1	3	2	3	1	2
	CO3	2	3	1	3	1	3	1
	CO4	3	2	3	1	1	2	3
	CO5	1	3	2	1	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E157

INNOVATIONS IN CONSUMER FINANCE

UNIT– I BLOCKCHAIN FUNDAMENTALS

6 Hours

Concept and evolution of blockchain – Distributed ledger technology – Block structure and hashing – Consensus mechanisms – Public, private, and hybrid blockchains – Smart contracts – Advantages and limitations of blockchain technology – Applications and use cases of blockchain in financial services.

UNIT– II CRYPTOCURRENCIES AND TOKENS

6 Hours

Introduction to cryptocurrencies – Bitcoin, Ethereum, and altcoins – Concept of tokenization – Utility tokens, security tokens, and governance tokens – Cryptocurrency exchanges – Wallets and custody solutions – Price volatility – Market risks – Basics of crypto asset valuation.

UNIT– III DECENTRALIZED FINANCE (DeFi)

6 Hours

Concept and evolution of decentralized finance – DeFi ecosystem and protocols – Decentralized lending and borrowing platforms – Stablecoins – Yield farming and liquidity pools – Governance mechanisms in DeFi – Risks associated with DeFi platforms – Smart contract vulnerabilities and security concerns.

UNIT– IV BLOCKCHAIN IN BANKING AND INSURANCE

6 Hours

Applications of blockchain in banking – Payments and settlements – Trade finance – Know Your Customer (KYC) and digital identity management – Blockchain applications in insurance – Claims processing and fraud detection – Integration challenges – Case illustrations from banking and insurance sector.

UNIT– V REGULATION AND FUTURE TRENDS IN CRYPTO FINANCE

6 Hours

Regulatory landscape of cryptocurrencies – Global and Indian regulatory frameworks – Role of RBI and international regulatory bodies – Compliance challenges – Taxation of crypto assets – Ethical and legal issues – Central Bank Digital Currencies (CBDCs) – Emerging trends and future prospects of blockchain-based finance.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Narayanan, A. et al., *Bitcoin and Cryptocurrency Technologies*, Princeton University Press.
2. Antonopoulos, A. M., *Mastering Bitcoin*, O'Reilly Media.
3. Tapscott, D. AND Tapscott, A., *Blockchain Revolution*, Penguin.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA (Full Time)

MBA26E158	FINANCIAL INCLUSION AND TECHNOLOGY SOLUTIONS	L	T/S Lr	P/R	C	Ty/ Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Prerequisite -Degree					
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concept, importance, and challenges of financial inclusion in developing economies.						
2. To analyze government initiatives, fintech platforms, and banking innovations supporting inclusion.						
3. To apply technology-driven solutions to improve access to banking, credit, insurance, and payments.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, scope, and importance of financial inclusion in economic development.					
CO2	Apply fintech and digital banking tools to improve access to financial services.					
CO3	Develop innovative technology-based solutions to enhance financial accessibility and empowerment.					
CO4	Analyze digital financial services and technology platforms supporting inclusion initiatives.					
CO5	Evaluate challenges, risks, and policy frameworks affecting financial inclusion systems.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	1	3	3	2	2	1	3
	CO2	3	1	2	3	3	1	2
	CO3	2	3	1	2	1	3	1
	CO4	1	2	3	1	3	2	3
	CO5	3	1	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E158

FINANCIAL INCLUSION AND TECHNOLOGY SOLUTIONS

UNIT– I DIGITAL BANKING TRANSFORMATION

6 Hours

Evolution of digital banking – Traditional banking vs digital banking – Core banking systems – Internet and mobile banking – Open banking and API economy – Role of FinTech in banking transformation – Digital-only banks and neo-banks – Operational efficiency and service innovation – Challenges in digital banking adoption.

UNIT– II INSURTECH MODELS

6 Hours

Concept and evolution of InsurTech – Digital insurance value chain – Technology-driven insurance models – Usage-based and on-demand insurance – Digital underwriting and claims management – Role of big data and analytics in insurance – Distribution platforms and aggregators – Regulatory challenges in InsurTech.

UNIT– III AI AND AUTOMATION IN BFSI

6 Hours

Role of Artificial Intelligence in BFSI – Machine learning applications in banking and insurance – Robotic Process Automation (RPA) – Chatbots and virtual assistants – Credit scoring and underwriting automation – Fraud detection and prevention – Benefits and limitations of AI-driven automation.

UNIT– IV CYBER SECURITY AND RISK MANAGEMENT

6 Hours

Cyber security threats in banking and insurance – Data breaches and fraud risks – Information security frameworks – Risk management in digital financial services – Regulatory guidelines on cyber security – Disaster recovery and business continuity planning – Ethical and legal issues in digital risk management.

UNIT– V CUSTOMER EXPERIENCE INNOVATION

8 Hours

Concept of customer experience (CX) in BFSI – Digital customer journeys – Personalization and engagement strategies – Omni-channel service delivery – Customer analytics and insights – Service quality and customer satisfaction – Role of technology in loyalty and retention – Future trends in customer-centric financial services.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. **Chris Skinner**, *Digital Bank: Strategies to Launch or Become a Digital Bank*, 3rd Edition, Wiley, 2020.
2. **Brett King**, *Bank 4.0: Banking Everywhere, Never at a Bank*, Wiley.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA (Full Time)

MBA26E159	TECHNOLOGY IN INVESTMENT MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES 1. To understand the role of technology in modern investment management practices. 2. To analyze data-driven investment strategies and financial analytics tools. 3. To apply fintech and AI-based solutions for portfolio management and investment decision-making.						
COURSE OUTCOMES (COs)						
CO1	Explain investment technology concepts and evolution.					
CO2	Apply data analytics for investment decisions.					
CO3	Analyze algorithmic trading and robo-advisory systems.					
CO4	Evaluate blockchain and digital assets in investing.					
CO5	Develop tech-based risk and compliance strategies.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	1	2	3	3	3	1	3
	CO2	3	1	2	3	3	1	2
	CO3	2	3	1	2	1	3	1
	CO4	3	2	1	1	3	2	3
	CO5	1	1	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E159 TECHNOLOGY IN INVESTMENT MANAGEMENT

UNIT– I TECHNOLOGY IN INVESTMENT MANAGEMENT OVERVIEW (6 Hours)

Evolution of investment technology – Role of FinTech in investment management – Digital transformation in financial markets – Investment platforms and ecosystems – Introduction to data-driven investing – Online trading systems – Case studies of global and Indian investment tech platforms.

UNIT– II DATA ANALYTICS AND INVESTMENT DECISION SYSTEMS (6 Hours)

Financial data sources – Big data in investment management – Business intelligence tools – Predictive analytics for market forecasting – Data visualization techniques – AI-based investment insights – Decision support systems in finance.

UNIT– III ALGORITHMIC TRADING AND ROBO-ADVISORY SYSTEMS (6 Hours)

Algorithmic trading concepts – Quantitative investing – Machine learning in trading strategies – Robo-advisors and automated portfolio management – Risk-return optimization models – Performance evaluation of algorithms – High-frequency trading systems.

UNIT– IV BLOCKCHAIN AND DIGITAL ASSET TECHNOLOGIES (6 Hours)

Blockchain fundamentals – Cryptocurrencies and tokenized assets – Smart contracts in investment systems – Decentralized finance (DeFi) – Digital asset management platforms – Security and regulatory challenges – Applications in capital markets.

UNIT– V RISK MANAGEMENT, REGTECH AND FUTURE TRENDS (6 Hours)

Technology-driven risk management – Cybersecurity in investment platforms – Regulatory technology (RegTech) – Compliance automation – Portfolio risk analytics – Ethical and sustainable investing technologies – Emerging trends in investment technology.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Susanne Chishti AND Janos Barberis, *The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries*, Wiley, 2016.
2. Thomas Erl, et al., *FinTech Foundations and Applications of Financial Technology*, Pearson, 2021.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA (Full Time)

MBA26E160	FUTURE OF FINANCIAL SERVICES	L	T/SLr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES 1. To analyze evolving business models in banking, insurance, and capital markets. 2. To develop strategic insights for adapting to future financial ecosystems. 3. To evaluate risks, regulations, and challenges in next-generation financial systems.						
COURSE OUTCOMES (COs)						
CO1	Develop strategic approaches for innovation and competitiveness in future financial markets.					
CO2	Evaluate risks, regulatory changes, and ethical challenges in evolving financial systems.					
CO3	Apply modern financial service models to real-world banking and investment scenarios.					
CO4	Explain the key trends and transformations in the future of financial services.					
CO5	Analyze the impact of emerging technologies such as AI, blockchain, and cloud computing in finance.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	1	2	3	2	1	3
	CO2	1	2	3	2	3	1	2
	CO3	2	3	1	3	1	3	1
	CO4	3	2	1	1	3	2	3
	CO5	1	3	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E160

FUTURE OF FINANCIAL SERVICES

UNIT– I FINANCIAL DATA AND METRICS

6 Hours

Financial statements and reporting in digital finance – Key financial metrics and KPIs – Performance measurement – Ratio analysis and benchmarking – Data sources for FinTech – Data quality, integrity, and governance.

UNIT– II PREDICTIVE ANALYTICS

6 Hours

Introduction to predictive analytics – Regression, classification, and clustering models – Credit risk modeling – Customer behavior prediction – Loan default and repayment forecasting – Predictive maintenance in digital finance platforms.

UNIT– III AI IN RISK AND FRAUD DETECTION

6 Hours

AI applications in BFSI – Machine learning for fraud detection – Anomaly detection – AI-driven risk assessment – Algorithmic trading – AI ethics and explainability – Case studies of AI in financial risk management.

UNIT– IV VISUALIZATION AND DASHBOARDS

6 Hours

Data visualization principles – Interactive dashboards – Tools: Power BI, Tableau, Python visualization libraries – KPI tracking – Storytelling with data – Real-time vs periodic reporting – Managerial interpretation for decision-making.

UNIT– V STRATEGIC FINANCIAL DECISIONS

6 Hours

Linking analytics to strategic decisions – Scenario analysis and forecasting – Budgeting and investment decisions – Credit and portfolio optimization – Risk-adjusted decision-making – Data-driven innovation – Ethical and sustainable financial strategies.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Thomas Erl, et al., *FinTech Foundations and Applications of Financial Technology*, Pearson, 2021.
2. Sandro Saitta, *Artificial Intelligence in Banking and Finance*, Springer, 2020.
3. Alberto Cordoba, *FinTech Analytics: AI, Machine Learning, and Big Data in Finance*, Wiley, 2021.
4. Susanne Chishti AND Janos Barberis, *The FINTECH Book*, Wiley, 2016.
5. Rajnish Tiwari AND Susanne Kohl, *Digital Banking and FinTech*, Springer, 2020.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA (Full Time)

MBA26E161	SUSTAINABLE FINANCE AND TECHNOLOGY	L	T/S Lr	P/R	C	Ty/Lb/ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To evaluate regulatory frameworks and global standards in sustainable finance.						
2. To analyze sustainable investment models, green bonds, and climate finance instruments.						
3. To understand the principles of sustainable finance and its role in economic development.						
COURSE OUTCOMES (COs)						
CO1	Analyze the role of technology in enabling green finance and sustainable investment practices.					
CO2	Evaluate global regulations, policies, and risk factors in sustainable finance systems.					
CO3	Develop technology-driven solutions to support sustainability-focused financial strategies.					
CO4	Apply sustainable financial instruments such as green bonds and ESG portfolios in decision-making.					
CO5	Explain the concepts, scope, and importance of sustainable finance and ESG principles.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	1	3	2	3	3	1	3
	CO2	3	1	3	2	3	1	2
	CO3	2	3	1	3	1	3	1
	CO4	1	2	3	1	3	2	3
	CO5	3	3	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		

FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E161

SUSTAINABLE FINANCE AND TECHNOLOGY

UNIT– I FINTECH STRATEGY FORMULATION

6 Hours

FinTech business models – Strategic planning in digital finance – Market analysis and competitive positioning – Strategic partnerships and alliances – Innovation strategies – Roadmap for FinTech adoption – Case studies of successful FinTech strategies.

UNIT– II CYBER AND OPERATIONAL RISKS

6 Hours

Cybersecurity risks in digital finance – Operational risk management – IT infrastructure risks – Fraud prevention and detection – Incident response planning – Risk monitoring and reporting – Role of AI and analytics in risk mitigation.

UNIT– III GOVERNANCE AND COMPLIANCE

6 Hours

Corporate governance frameworks – Regulatory compliance in FinTech – Anti-money laundering (AML) and KYC regulations – Data protection and privacy regulations – Internal audits and reporting – Compliance challenges in cross-border operations.

UNIT– IV ETHICAL FINTECH PRACTICES

6 Hours

Ethics in financial technology – Responsible innovation – Consumer protection – Transparency and accountability – AI ethics and bias mitigation – Ethical dilemmas in digital lending, InsurTech, and WealthTech – Case studies.

UNIT– V SUSTAINABLE FINTECH GROWTH

6 Hours

Sustainable financial innovation – Environmental, Social, and Governance (ESG) considerations – Green finance and inclusive fintech – Long-term growth strategies – Stakeholder engagement – Measuring social and financial impact – Future trends in responsible FinTech.

TOTAL NO. OF PERIODS: 30 Hours

REFERENCE BOOKS

1. Susanne Chishti AND Janos Barberis, The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries, Wiley, 2016.
2. Thomas Erl, et al., FinTech Foundations and Applications of Financial Technology, Pearson, 2021.
3. Chris Skinner, Digital Bank: Strategies to Launch or Become a Digital Bank, 3rd Edition, Wiley, 2020.



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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus
Program Structure for MBA (Full Time)

SPECIALIZATION - INDUSTRIAL SAFETY AND ENVIRONMENT MANAGEMNT



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA (Full Time)

MBA26E162	FUNDAMENTALS OF INDUSTRIAL SAFETY	L	T/S Lr	P/R	C	Ty/Lb/ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES 1. To develop safety culture and emergency response systems in industrial environments. 2. To study safety regulations, standards, and compliance requirements in industries. 3. To identify workplace hazards and implement effective safety practices.						
COURSE OUTCOMES (COs)						
CO1	Evaluate safety management systems and compliance frameworks in industries.					
CO2	Develop strategies to improve workplace safety culture and emergency preparedness.					
CO3	Analyze industrial accidents, their causes, and preventive safety measures.					
CO4	Explain the fundamental concepts of industrial safety and workplace hazard identification.					
CO5	Apply safety standards, regulations, and risk assessment techniques in industrial settings.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	1	3	2	1	3
	CO2	1	3	2	2	3	1	2
	CO3	2	1	3	3	1	3	1
	CO4	3	2	1	1	3	2	3
	CO5	1	3	2	3	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E162 FUNDAMENTALS OF INDUSTRIAL SAFETY

UNIT – I INTRODUCTION TO INDUSTRIAL SAFETY

6 Hours

Meaning and importance of industrial safety – Need for safety management in industries – Causes of industrial accidents and preventive measures – Safety organization and safety committees – Role of management and employees in safety practices – Personal Protective Equipment (PPE).

UNIT – II INDUSTRIAL HAZARDS AND RISK CONTROL

6 Hours

Types of industrial hazards – Physical, chemical, electrical and mechanical hazards – Hazard identification techniques – Risk assessment and control methods – Workplace safety signs and symbols – Industrial safety standards and procedures.

UNIT – III FIRE SAFETY AND EMERGENCY MANAGEMENT

6 Hours

Fire prevention methods – Types of fire extinguishers and safety equipment – Emergency preparedness and evacuation planning – First aid procedures and medical response – Crisis and disaster management in industries.

UNIT – IV SAFETY AUDIT AND ACCIDENT INVESTIGATION

6 Hours

Accident investigation techniques – Incident reporting systems – Safety inspections and audits – Occupational health and hygiene – Safety training and awareness programmes – Safety performance evaluation methods.

UNIT – V INDUSTRIAL SAFETY LEGISLATIONS

6 Hours

Factories Act and industrial safety laws – Labour welfare and employee protection measures – Occupational health and safety regulations – Environmental and safety compliance – Recent trends in industrial safety management.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Krishnan N.V., “Safety Management in Industry”, Jaico Publishing House, 2010.
2. Blake R.P., “Industrial Safety”, Pearson Education.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA (Full Time)

MBA26E163	ENVIRONMENTAL MANAGEMENT AND POLLUTION CONTROL	L	T/S Lr	P/R	C	Ty/Lb/ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concepts, principles, and importance of environmental management and sustainable development.						
2. To analyze various sources of environmental pollution and the methods used for pollution prevention and control.						
3. To develop strategies for effective environmental management, regulatory compliance, and sustainable organizational practices.						
COURSE OUTCOMES (COs)						
CO1	Apply environmental management tools, techniques, and regulatory guidelines to address environmental challenges.					
CO2	Explain the concepts, principles, and significance of environmental management and pollution control.					
CO3	Develop environmental management plans and pollution control strategies to promote sustainable development and organizational responsibility.					
CO4	Analyze the causes, impacts, and management of air, water, soil, and noise pollution.					
CO5	Evaluate pollution control measures, environmental policies, and sustainability initiatives in organizations.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	1	3	2	1	2	1	3
	CO2	3	1	3	2	3	1	2
	CO3	2	3	1	3	1	3	1
	CO4	3	2	3	1	1	2	3
	CO5	1	3	2	1	1	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA (Full Time)

MBA26E163 ENVIRONMENTAL MANAGEMENT AND POLLUTION CONTROL

UNIT – I INTRODUCTION TO ENVIRONMENTAL MANAGEMENT

6 Hours

Concept and scope of environmental management – Ecosystem and environmental components – Importance of sustainable development – Environmental ethics and awareness – Industrial growth and environmental challenges – Green business initiatives.

UNIT – II ENVIRONMENTAL POLLUTION

6 Hours

Air pollution and control measures – Water pollution causes and treatment methods – Soil and noise pollution – Effects of industrial pollution on human health and environment – Pollution prevention techniques – Environmental monitoring systems.

UNIT – III WASTE MANAGEMENT TECHNIQUES

6 Hours

Solid waste and hazardous waste management – Industrial waste treatment methods – Waste minimization and recycling techniques – Disposal and recovery systems – Environmental sanitation and waste control strategies.

UNIT – IV ENVIRONMENTAL IMPACT ASSESSMENT

6 Hours

Environmental Impact Assessment (EIA) concepts – Environmental auditing and reporting – ISO 14001 Environmental Management System – Environmental performance evaluation – Green manufacturing and cleaner production technologies.

UNIT – V ENVIRONMENTAL LEGISLATIONS

6 Hours

Environmental Protection Act – Air and Water Pollution Control Acts – Pollution control boards and regulations – Corporate environmental responsibility – Global environmental issues and sustainable environmental practices.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Benny Joseph, “Environmental Studies”, Tata McGraw Hill, 2016.
2. C.S. Rao, “Environmental Pollution Control Engineering”, New Age International.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA (Full Time)

MBA26E164	OCCUPATIONAL HEALTH AND SAFETY	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 40	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To understand occupational health and workplace safety concepts.
2. To identify occupational hazards and preventive measures.
3. To develop awareness on employee health and industrial hygiene.

COURSE OUTCOMES (COs)

CO1	Understand occupational health and workplace safety principles.
CO2	Analyze industrial health hazards and employee welfare measures.
CO3	Apply workplace safety and industrial hygiene techniques.
CO4	Evaluate emergency preparedness and occupational safety standards.
CO5	Develop professional safety awareness and health management skills.

Mapping of Course Outcomes (COs) with POs and PSOs

(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low

1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	3	2	3	2	3
	CO2	2	3	3	3	2	2	3
	CO3	3	2	3	3	3	3	3
	CO4	2	3	3	2	3	3	3
	CO5	3	2	3	2	3	3	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E164 OCCUPATIONAL HEALTH AND SAFETY

UNIT – I INTRODUCTION TO OCCUPATIONAL HEALTH 6 Hours

Meaning and importance of occupational health – Occupational diseases and health hazards – Industrial hygiene concepts – Employee welfare measures – Workplace health monitoring and safety awareness programmes.

UNIT – II WORKPLACE SAFETY MANAGEMENT 6 Hours

Workplace safety procedures – Ergonomics and employee comfort – Stress management techniques – Workplace accident prevention methods – Safety communication and awareness systems.

UNIT – III INDUSTRIAL HYGIENE AND SANITATION 6 Hours

Industrial sanitation methods – Ventilation and air quality management – Noise and vibration control – Chemical handling and storage procedures – Clean workplace maintenance and hygiene practices.

UNIT – IV EMERGENCY AND MEDICAL MANAGEMENT 6 Hours

Emergency preparedness and response planning – Fire safety management – First aid and medical facilities – Crisis management techniques – Disaster response systems in industries.

UNIT – V OCCUPATIONAL SAFETY STANDARDS 6 Hours

Occupational safety regulations and standards – Health and safety audits – Employee wellness programmes – Safety training and development – Recent trends in occupational health and safety management.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Goetsch David L., “Occupational Safety and Health”, Prentice Hall, 2015.
2. Charles D. Reese, “Occupational Health and Safety Management”, CRC Press.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA (Full Time)

MBA26E165	DISASTER MANAGEMENT AND RISK ASSESSMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand disaster management concepts and industrial risk assessment techniques.						
2. To study emergency preparedness and disaster response systems.						
3. To develop skills in risk reduction and crisis management.						
COURSE OUTCOMES (COs)						
CO1	Evaluate crisis management and disaster recovery systems.					
CO2	Develop professional competencies in industrial disaster control and safety planning.					
CO3	Apply emergency preparedness and response strategies.					
CO4	Analyze industrial risks and disaster prevention techniques.					
CO5	Understand the principles and importance of disaster management.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	1	3	1	3	2
	CO2	2	3	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	2	1	2	3	3	1	2
	CO5	3	2	1	3	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA (Full Time)

MBA26E165 DISASTER MANAGEMENT AND RISK ASSESSMENT

UNIT – I INTRODUCTION TO DISASTER MANAGEMENT

6 Hours

Meaning and scope of disaster management – Types of natural and industrial disasters – Causes and effects of disasters – Disaster preparedness and mitigation techniques – Importance of disaster planning and management systems.

UNIT – II RISK IDENTIFICATION AND ASSESSMENT

6 Hours

Risk identification methods – Risk analysis and evaluation – Hazard assessment techniques – Industrial risk factors and safety measures – Risk reduction and control strategies – Workplace emergency planning.

UNIT – III INDUSTRIAL DISASTER MANAGEMENT

6 Hours

Chemical and industrial disasters – Fire and explosion hazards – Emergency response systems – Disaster communication and coordination – Industrial accident prevention methods – Evacuation and rescue procedures.

UNIT – IV CRISIS AND EMERGENCY MANAGEMENT

6 Hours

Crisis management concepts – Emergency preparedness and recovery planning – Business continuity management – Disaster recovery techniques – Role of government and industries in disaster control.

UNIT – V DISASTER MANAGEMENT LEGISLATIONS

6 Hours

Disaster management policies and regulations – National disaster management framework – Industrial safety standards – Environmental and disaster laws – Case studies on major industrial disasters.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Gupta R.B., “Disaster Management”, Universities Press, 2013.
2. Satender, “Disaster Management in Hills”, Concept Publishing Company.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA (Full Time)

MBA26E166	SAFETY LEGISLATIONS AND SUSTAINABLE INDUSTRIAL PRACTICES	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES 1. To understand sustainable industrial development and green business practices. 2. To study energy conservation and eco-friendly production methods. 3. To develop awareness on corporate sustainability and environmental responsibility.						
COURSE OUTCOMES (COs)						
CO1	Understand the principles of sustainable industrial development.					
CO2	Analyze green manufacturing and environmental conservation techniques.					
CO3	Apply sustainable practices in industrial operations and resource management.					
CO4	Evaluate corporate sustainability initiatives and energy management systems.					
CO5	Develop professional awareness on sustainable and ethical industrial practices.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	1	2	2	3	2
	CO2	2	3	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	2	1	2
	CO5	2	2	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		

FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus
Program Structure for MBA (Full Time)

MBA26E166 SAFETY LEGISLATIONS AND SUSTAINABLE INDUSTRIAL PRACTICES

UNIT – I INTRODUCTION TO SUSTAINABLE DEVELOPMENT 6 Hours

Concept and principles of sustainable development – Industrial growth and environmental sustainability - Green business practices – Environmental ethics and corporate sustainability – Sustainable resource utilization techniques.

UNIT – II ENERGY MANAGEMENT AND CONSERVATION 6 Hours

Energy conservation methods – Renewable and non-renewable energy resources – Energy efficiency techniques – Carbon footprint reduction – Green energy initiatives and sustainable industrial energy systems.

UNIT – III GREEN MANUFACTURING TECHNOLOGIES 6 Hours

Cleaner production technologies – Eco-friendly manufacturing systems – Waste minimization techniques – Recycling and reuse methods – Green supply chain management and environmental protection strategies.

UNIT – IV CORPORATE SOCIAL RESPONSIBILITY 6 Hours

Concept and importance of CSR – Social and environmental responsibilities of industries – Ethical business practices – Community welfare programmes – Sustainable corporate governance systems.

UNIT – V FUTURE TRENDS IN SUSTAINABILITY 6 Hours

Circular economy concepts – Smart and green industries – Sustainable innovation and technology – Global sustainability initiatives – Future challenges and opportunities in sustainable industrial practices.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. Daniel A. Vallero, “Sustainable Design – The Science of Sustainability and Green Engineering”, Wiley Publications, 2011.
2. Elkington John, “Cannibals with Forks: The Triple Bottom Line of 21st Century Business”, Capstone.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA (Full Time)

MBA26E167	INDUSTRIAL WASTE AND POLLUTION CONTROL MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand industrial waste generation and pollution control techniques.						
2. To study waste treatment and environmental protection methods.						
3. To develop sustainable waste management practices in industries.						
COURSE OUTCOMES (COs)						
CO1	Understand the concepts and importance of industrial waste management.					
CO2	Analyze various types of industrial pollutants and their impacts.					
CO3	Apply waste treatment and pollution control techniques in industries.					
CO4	Evaluate environmental protection measures and regulatory standards.					
CO5	Evaluate environmental protection measures and regulatory standards.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	1	2	1	3	2
	CO2	2	3	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	2	1	2
	CO5	2	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E167 INDUSTRIAL WASTE AND POLLUTION CONTROL MANAGEMENT

UNIT – I INTRODUCTION TO INDUSTRIAL WASTE MANAGEMENT 6 Hours

Concept and scope of industrial waste management – Types and sources of industrial waste – Effects of industrial waste on environment and public health – Waste minimization techniques – Principles of waste handling and disposal – Sustainable waste management practices.

UNIT – II AIR AND WATER POLLUTION CONTROL 6 Hours

Air pollution sources and control methods – Water pollution causes and treatment techniques – Industrial effluent treatment systems – Pollution monitoring methods – Environmental quality standards – Preventive measures for industrial pollution control.

UNIT – III SOLID AND HAZARDOUS WASTE MANAGEMENT 6 Hours

Solid waste management systems – Hazardous waste handling and disposal – Waste segregation and storage methods – Recycling and reuse techniques – Industrial waste treatment technologies – Waste reduction strategies.

UNIT – IV ENVIRONMENTAL MONITORING AND AUDIT 6 Hours

Environmental monitoring systems – Pollution measurement and control techniques – Environmental audit procedures – ISO 14001 Environmental Management System – Environmental performance evaluation and reporting methods.

UNIT – V SUSTAINABLE POLLUTION CONTROL PRACTICES 6 Hours

Cleaner production technologies – Green manufacturing practices – Sustainable industrial development – Corporate environmental responsibility – Eco-friendly technologies and recent trends in pollution control management.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books:

1. C.S. Rao, “Environmental Pollution Control Engineering”, New Age International Publishers.
2. Benny Joseph, “Environmental Studies”, Tata McGraw Hill Education, 2016.



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Periyar E.V.R. High Road, Maduravoyal, Chennai-95. Tamilnadu, India.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus
Program Structure for MBA (Full Time)

SPECIALIZATION - SHIPPING AND PORT OPERATIONS



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA (Full Time)

MBA26E168	SHIPPING AND LOGISTICS MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To familiarize students with various modes of transportation, port operations, cargo handling, warehousing, and distribution management practices.						
2. To enhance analytical and managerial skills required for decision-making in shipping, transportation, and logistics industries.						
COURSE OUTCOMES (COs)						
CO1	Understand the fundamentals of shipping and logistics management.					
CO2	Gain knowledge of transportation, warehousing, and distribution systems.					
CO3	Learn shipping documentation, customs procedures, and freight management.					
CO4	Understand logistics planning and supply chain coordination.					
CO5	Develop managerial skills for effective logistics and shipping operations.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	1	2	1	3	2
	CO2	2	3	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	2	1	2
	CO5	2	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E168

SHIPPING AND LOGISTICS MANAGEMENT

UNIT I – INTRODUCTION TO SHIPPING MANAGEMENT

6 Hours

Meaning and scope of shipping; Role of shipping in international trade; Types of ships; Shipping markets – liner and tramp shipping; Stakeholders in the shipping industry; Ship registration and classification.

UNIT II – SHIPPING OPERATIONS AND DOCUMENTATION

6 Hours

Shipping operations and voyage planning; Chartering concepts; Freight calculation; Shipping documentation – bill of lading, sea waybill, mate's receipt; Role of shipping agents and freight forwarders.

UNIT III – LOGISTICS MANAGEMENT

6 Hours

Concept and scope of logistics management; Logistics functions; Transportation modes; Warehousing and materials handling; Inventory management basics; Role of logistics in supply chain management.

UNIT IV – TRANSPORTATION, PORTS AND DISTRIBUTION

6 Hours

Multimodal transportation; Containerization and intermodal transport; Port and terminal operations; Distribution network design; Fleet and distribution management; Logistics service providers (3PL, 4PL).

UNIT V – GLOBAL LOGISTICS AND EMERGING TRENDS

6 Hours

International logistics and global supply chains; Risk and challenges in shipping and logistics; Information technology in logistics; Sustainable and green logistics; Future trends – digitalization, automation, smart ports.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books

1. Stopford, M. – Maritime Economics.
2. John Mangan & Chandra Lalwani – Global Logistics and Supply Chain Management.
3. Vinod V. Sople – Logistics Management.
4. UNCTAD – Review of Maritime Transport.
5. IMO – Shipping and logistics related publications.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA (Full Time)

MBA26E169	PORT AND TERMINAL MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the fundamentals of port and terminal management.						
2. To gain knowledge of port operations, cargo handling, and terminal services.						
3. To learn the functions of port authorities and maritime regulations.						
COURSE OUTCOMES (COs)						
CO1	Explain the basic concepts and functions of port and terminal management.					
CO2	Describe port operations, cargo handling systems, and terminal activities.					
CO3	Understand maritime regulations, documentation, and port administration procedures.					
CO4	Analyze logistics coordination, container management, and safety measures in ports.					
CO5	Apply managerial and operational skills in port and terminal management practices.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	2	1	1	3	2
	CO2	2	3	1	2	2	3	1
	CO3	1	2	3	1	3	2	3
	CO4	3	1	2	3	2	1	2
	CO5	2	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E169

PORT AND TERMINAL MANAGEMENT

UNIT I – INTRODUCTION TO PORTS

6 Hours

Meaning and role of ports in international trade; Evolution of ports and port systems; Classification of ports – sea ports, river ports, dry ports; Types of ports – major, minor, hub and feeder ports; Port ownership and governance models – service port, tool port, landlord port.

UNIT II – PORT INFRASTRUCTURE AND LAYOUT

6 Hours

Port location and site selection; Port layout and design; Port infrastructure – berths, quays, jetties, terminals; Channel depth, dredging operations and navigational aids; Port capacity planning and expansion strategies.

UNIT III – TERMINAL OPERATIONS

6 Hours

Types of terminals – container, bulk, break-bulk, liquid terminals; Cargo handling systems and equipment; Container terminal operations – yard planning and stacking systems; Terminal productivity and performance indicators; Technology in terminal management – Terminal Operating Systems (TOS) and automation.

UNIT IV – PORT OPERATIONS, SAFETY AND SECURITY

6 Hours

Vessel arrival, berthing and departure procedures; Cargo handling and storage operations; Port safety management systems; Port security and ISPS Code; Environmental issues in ports – pollution control and green port initiatives.

UNIT V – PORT MANAGEMENT, POLICY AND FUTURE TRENDS

6 Hours

Functions of port management and administration; Port tariffs, pricing mechanisms and revenue sources; Public-Private Partnership (PPP) models in ports; National and international port policies; Future trends – smart ports, digitalization, and sustainability.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books

1. Frankel, E. G. – *Port Planning and Development*.
2. UNCTAD – *Port Development and Management* Publications.
3. IMO – Port safety, security, and environmental guidelines.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA (Full Time)

MBA26E170	INTERNATIONAL TRADE AND DOCUMENTATION	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To understand the fundamentals of international trade and global business practices.
2. To gain knowledge of export and import procedures and trade regulations.
3. To develop managerial skills for handling international trade operations effectively.

COURSE OUTCOMES (COs)

CO1	Explain the concepts and importance of international trade and global commerce.
CO2	Understand various international trade documents and customs processes.
CO3	Describe export-import procedures, trade policies, and regulations.
CO4	Analyze international payment systems, shipping terms, and trade finance methods.
CO5	Apply managerial and operational skills in international trade and documentation practices.

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	1	2	1	3	2
	CO2	2	3	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	2	1	2
	CO5	2	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E170 INTERNATIONAL TRADE AND DOCUMENTATION

UNIT I – INTRODUCTION TO INTERNATIONAL TRADE 6 Hours

Meaning and scope of international trade; Importance of international trade; Difference between domestic and international trade; Balance of trade and balance of payments; Barriers to international trade; Role of WTO and regional trade agreements.

UNIT II – EXPORT-IMPORT TRADE PROCEDURES 6 Hours

Export trade procedures – pre-shipment and post-shipment activities; Import trade procedures; Role of export promotion councils; DGFT, EXIM Policy; Registration and licensing; Role of intermediaries in international trade.

UNIT III – INTERNATIONAL TRADE DOCUMENTATION 6 Hours

Commercial documents – commercial invoice, packing list, certificate of origin; Transport documents – bill of lading, airway bill, multimodal transport document; Financial documents – bill of exchange, letter of credit; Insurance documents; Electronic documentation and e-filing.

UNIT IV – CUSTOMS PROCEDURES AND INCOTERMS 6 Hours

Customs authorities and functions; Customs clearance procedures for exports and imports; Types of duties and tariffs; INCOTERMS – objectives, classification, and responsibilities of buyer and seller; Risk and cost transfer under INCOTERMS.

UNIT V – INTERNATIONAL PAYMENTS AND TRADE FINANCE 6 Hours

Methods of international payment – advance payment, open account, documentary collection, letter of credit; Role of banks in foreign trade; Export credit and insurance – ECGC; Foreign exchange regulations; Risk management in international trade.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books

1. Justin Paul – International Business.
2. Government of India – EXIM Policy Handbook.
3. ICC – INCOTERMS (Latest Edition).
4. UNCTAD – International Trade and Documentation Manuals.
5. Reserve Bank of India (RBI) – FEMA Guidelines.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA (Full Time)

MBA26E171	MARITIME LAW AND INSURANCE	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES 1. To understand claims settlement, liabilities, and dispute resolution in maritime activities. 2. To develop analytical and managerial skills related to maritime legal and insurance practices. 3. To learn the principles and practices of marine insurance and risk management.						
COURSE OUTCOMES (COs)						
CO1	Describe shipping contracts, maritime regulations, and legal procedures.					
CO2	Explain the basic concepts and scope of maritime law and marine insurance.					
CO3	Understand marine insurance policies, principles, and risk management practices.					
CO4	Apply legal and insurance concepts in maritime and shipping management practices.					
CO5	Analyze maritime liabilities, claims settlement, and dispute resolution mechanisms.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	1	2	2	3	2
	CO2	2	3	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	2	1	2
	CO5	2	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E171 MARITIME LAW AND INSURANCE

UNIT I – INTRODUCTION TO MARITIME LAW

6 Hours

Nature and scope of maritime law; Sources of maritime law – international conventions and national legislation; Maritime jurisdiction; Role of IMO; Maritime legal systems; Admiralty courts and jurisdiction.

UNIT II – CARRIAGE OF GOODS BY SEA AND CHARTER PARTIES

6 Hours

Contract of carriage of goods by sea; Bills of lading – functions and types; Rights and liabilities of carrier and shipper; Charter parties – voyage, time, and bareboat charter; Charter party clauses.

UNIT III – MARITIME CLAIMS AND LIABILITIES

6 Hours

Shipowner's liability; Cargo claims; General average and particular average; Salvage and towage; Collision and limitation of liability; Arrest of ships.

UNIT IV – MARINE INSURANCE

6 Hours

Nature and importance of marine insurance; Principles of marine insurance; Insurable interest; Marine insurance policies; Marine risks and perils; Clauses under Institute Cargo Clauses (A, B, C).

UNIT V – MARINE INSURANCE CLAIMS AND DISPUTE RESOLUTION

6 Hours

Losses in marine insurance – total loss and partial loss; Claims procedure and documentation; Role of surveyors and adjusters; Subrogation and contribution; Maritime arbitration and dispute resolution.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books

1. D. R. Thomas – Maritime Liens.
2. Malcolm Clarke – The Law of Marine Insurance.
3. Institute of Chartered Shipbrokers (ICS) – Maritime Law Study Text.
4. International Maritime Organization (IMO) – Conventions and Guidelines.
5. Marine Insurance Act, (India) – Bare Act.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA (Full Time)

MBA26E172	SUSTAINABLE SHIPPING AND LOGISTICS	L	T/S Lr	P/R	C	Ty/Lb/ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To understand sustainability concepts in shipping and logistics
2. To examine environmental, social, and economic impacts of logistics activities
3. To study international regulations and green practices in maritime transport
4. To promote sustainable decision-making in supply chains.

COURSE OUTCOMES (COs)

CO1	Explain sustainability principles in shipping and logistics
CO2	Identify environmental impacts of maritime and logistics operations
CO3	Understand international regulations on sustainable shipping
CO4	Apply green logistics and supply chain practices
CO5	Evaluate future trends and innovations in sustainable transport.

Mapping of Course Outcomes (COs) with POs and PSOs

(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low

1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	1	2	1	3	2
	CO2	2	3	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	2	1	2
	CO5	2	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E172 SUSTAINABLE SHIPPING AND LOGISTICS

UNIT I – INTRODUCTION TO SUSTAINABLE SHIPPING AND LOGISTICS 6 Hours

Concept of sustainability; Triple Bottom Line (economic, environmental, social); Sustainable development goals (SDGs); Role of shipping and logistics in global sustainability; Sustainability challenges in maritime and logistics sectors.

UNIT II – ENVIRONMENTAL IMPACTS OF SHIPPING AND LOGISTICS 6 Hours

Carbon emissions and air pollution from ships; Greenhouse gases and climate change; Ballast water and invasive species; Marine pollution – oil spills, waste, and noise; Environmental impact assessment in ports and logistics.

UNIT III – REGULATIONS AND POLICIES FOR SUSTAINABLE SHIPPING 6 Hours

International maritime regulations – IMO, MARPOL, SOLAS (environmental aspects); IMO decarbonization strategy; Emission control areas (ECAs); National and regional policies on green logistics; Corporate sustainability reporting standards.

UNIT IV – GREEN LOGISTICS AND SUSTAINABLE SUPPLY CHAINS 6 Hours

Green transportation and modal shift; Sustainable warehousing and packaging; Energy-efficient logistics systems; Reverse logistics and circular economy; Use of technology for sustainability – digitalization, IoT, blockchain.

UNIT V – FUTURE TRENDS AND INNOVATIONS IN SUSTAINABLE SHIPPING 6 Hours

Alternative fuels – LNG, hydrogen, biofuels, ammonia; Energy-efficient ship design; Smart and green ports; ESG practices in shipping companies; Challenges and opportunities in achieving net-zero shipping.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books

1. Stopford, M. – Maritime Economics.
2. UNCTAD – Review of Maritime Transport.
3. IMO – MARPOL and sustainability-related publications.
4. Christopher, M. – Logistics and Supply Chain Management.
5. World Bank – Green Logistics and Transport Reports.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA (Full Time)

MBA26E173	SHIPPING FINANCE AND RISK MANAGEMENT	L	T/S Lr	P/R	L	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand financial structures and funding methods in shipping						
2. To analyze costs, revenues, and investment decisions in maritime business						
3. To identify risks in shipping operations and financial markets						
4. To study risk management tools and insurance practices in shipping.						
COURSE OUTCOMES (COs)						
CO1	Explain sources and methods of shipping finance					
CO2	Analyze shipping costs, revenues, and profitability					
CO3	Identify operational, financial, and market risks in shipping					
CO4	Apply risk management tools and insurance solutions					
CO5	Evaluate investment and financing decisions in shipping.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	1	3	1	1	2	1
	CO2	1	2	1	3	1	2	3
	CO3	3	1	2	1	2	1	2
	CO4	2	3	1	2	1	3	1
	CO5	1	1	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E173

SHIPPING FINANCE AND RISK MANAGEMENT

UNIT I – INTRODUCTION TO SHIPPING FINANCE

6 Hours

Nature and importance of shipping finance; Characteristics of shipping investments; Shipping market cycles; Capital structure of shipping companies; Role of banks and financial institutions in shipping finance.

UNIT II – SOURCES OF SHIPPING FINANCE

6 Hours

Equity financing; Debt financing and ship mortgages; Leasing and hire-purchase; Export credit agencies; Private equity and venture capital in shipping; Islamic finance and alternative funding sources.

UNIT III – SHIPPING COSTS, REVENUE AND INVESTMENT ANALYSIS

6 Hours

Operating and capital costs of ships; Voyage estimation and freight calculation; Time charter equivalent (TCE); Cash flow analysis; Capital budgeting techniques in shipping – NPV, IRR, payback period.

UNIT IV – RISK MANAGEMENT IN SHIPPING

6 Hours

Types of risks – market risk, operational risk, financial risk, regulatory risk; Freight rate volatility; Fuel price risk; Credit and counterparty risk; Risk identification and assessment techniques.

UNIT V – RISK MITIGATION TOOLS AND INSURANCE

6 Hours

Hedging instruments – Forward Freight Agreements (FFAs); Derivatives and bunker hedging; Marine insurance overview – hull, machinery, P&I cover; Role of classification societies; Integrated risk management strategies in shipping.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books

1. **Grammenos, C. Th.** – Handbook of Maritime Economics and Business.
2. **ICS (Institute of Chartered Shipbrokers)** – Shipping Finance Study Text.
3. **Lloyd's List** – Shipping finance and market reports.
4. **P&I Clubs** – Risk management and insurance publications.
5. **UNCTAD** – Review of Maritime Transport.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA (Full Time)

MBA26E174	SHIPPING AND LOGISTICS INFORMATION SYSTEMS	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES 1. To understand the concepts and applications of shipping and logistics information systems. 2. To study information technologies used in logistics and supply chain operations. 3. To develop knowledge on digital logistics management and shipping documentation systems.						
COURSE OUTCOMES (COs)						
CO1	Understand the fundamentals of shipping and logistics information systems.					
CO2	Analyze logistics information flow and shipping documentation processes.					
CO3	Evaluate electronic data interchange and logistics management systems.					
CO4	Apply information technology tools in logistics and supply chain management.					
CO5	Develop professional skills in digital logistics operations and decision making.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	2	3	2	2	1	3
	CO2	1	3	2	1	3	3	3
	CO3	3	2	1	3	1	2	3
	CO4	2	1	2	3	3	1	3
	CO5	2	3	3	3	2	1	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E174 SHIPPING AND LOGISTICS INFORMATION SYSTEMS

UNIT I – INTRODUCTION

6 Hours

Concept of information systems; Role of IT in shipping and logistics; Components of logistics information systems; Data, information, and decision-making; Evolution of digital systems in maritime logistics.

UNIT II – SHIPPING INFORMATION SYSTEMS

6 Hours

Shipping documentation systems; Electronic Data Interchange (EDI); Vessel tracking and fleet management systems; Shipping line operating systems; Freight management systems and e-booking platforms.

UNIT III – PORT, TERMINAL AND WAREHOUSE INFORMATION SYSTEMS

6 Hours

Terminal Operating Systems (TOS); Port Community Systems (PCS); Warehouse Management Systems (WMS); Yard and gate automation; Role of RFID, GPS, and barcode technologies.

UNIT IV – LOGISTICS, SCM AND ENTERPRISE SYSTEMS

6 Hours

Transportation Management Systems (TMS); Enterprise Resource Planning (ERP) in logistics; Supply Chain Visibility systems; Order management systems; Integration of logistics information systems across the supply chain.

UNIT V – EMERGING TECHNOLOGIES AND DIGITAL TRANSFORMATION

6 Hours

Big data analytics in shipping and logistics; Block chain in shipping documentation; Internet of Things (IoT) applications; Artificial Intelligence and automation; Cyber security and data protection in logistics systems.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books

1. Turban et al. – Information Technology for Management.
2. Christopher, M. – Logistics and Supply Chain Management.
3. UNCTAD – Digitalization in Maritime Transport publications.
4. World Bank – Port Community Systems and logistics digitalization reports.
5. IMO – Maritime digitalization guidelines.



Dr. M.G.R.
EDUCATIONAL AND RESEARCH INSTITUTE
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FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus
Program Structure for MBA (Full Time)

SPECIALIZATION - SUSTAINABILITY MANAGEMENT



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA (Full Time)

MBA26E175	PRINCIPLES OF SUSTAINABILITY MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To introduce the concepts, dimensions, and importance of sustainability in business and society.						
2. To understand sustainability practices in organizations and industries.						
3. To examine governance frameworks, ESG reporting, and sustainability regulations.						
COURSE OUTCOMES (COs)						
CO1	Explain the fundamental concepts, dimensions, and principles of sustainability and sustainable					
CO2	Apply sustainability principles in business practices, production, and consumption systems.					
CO3	Analyze environmental sustainability measures including carbon management, renewable energy, and resource conservation.					
CO4	Evaluate social, ethical, and corporate responsibilities related to sustainable business practices.					
CO5	Interpret ESG frameworks, sustainability regulations, auditing practices, and future trends in sustainability management.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	1	2	1	3	2
	CO2	2	3	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	2	1	2
	CO5	2	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E175 PRINCIPLES OF SUSTAINABILITY MANAGEMENT

UNIT I – FUNDAMENTALS OF SUSTAINABILITY

6 Hours

Concept and Scope of Sustainability – Triple Bottom Line – Sustainable Development Goals (SDGs) – Environmental, Social and Economic Dimensions – Climate Change and Global Sustainability Challenges – Resource Conservation and Sustainable Development.

UNIT II – SUSTAINABILITY IN BUSINESS

6 Hours

Principles of Sustainability Management – Green Business Practices – Circular Economy – Sustainable Production and Consumption – Stakeholder Approach – Sustainable Business Models and Strategies.

UNIT III – ENVIRONMENTAL SUSTAINABILITY

6 Hours

Environmental Protection and Conservation – Carbon Footprint and Carbon Management – Renewable Energy – Waste and Resource Management – Water and Energy Conservation – Green Supply Chain Management.

UNIT IV – SOCIAL AND ETHICAL SUSTAINABILITY

6 Hours

Corporate Social Responsibility (CSR) – Business Ethics and Sustainability – Diversity and Inclusion – Community Development – Human Rights and Labour Practices – Sustainable Leadership.

UNIT V – GOVERNANCE AND FUTURE TRENDS

6 Hours

ESG Framework and Reporting – Sustainability Policies and Regulations – Sustainability Auditing – Sustainable Innovation – Risk Management – Emerging Trends in Sustainability Management.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books

1. John Elkington – Cannibals with Forks: The Triple Bottom Line of 21st Century Business
2. Wayne Visser – The Age of Responsibility: CSR 2.0 and the New DNA of Business
3. Michael Blowfield and Alan Murray – Corporate Responsibility
4. Gilbert G. Lenssen and N. Craig Smith – Managing Sustainable Business



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA (Full Time)

MBA26E176	ENVIRONMENTAL MANAGEMENT AND CLIMATE CHANGE	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES 1 .To introduce the concepts and importance of environmental management and sustainability. 2. To understand climate change, global warming, and their environmental impacts. 3. To examine environmental laws, policies, and corporate environmental responsibilities.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, scope, and significance of environmental management and sustainable development					
CO2	Analyze the causes, impacts, and policies related to climate change and global warming.					
CO3	Apply environmental protection and sustainability practices in resource and waste management.					
CO4	Evaluate environmental laws, ESG practices, CSR initiatives, and ethical responsibilities of organizations.					
CO5	Assess climate change mitigation, adaptation strategies, renewable energy solutions, and future sustainability trends.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	1	2	2	3	2
	CO2	2	3	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	2	1	2
	CO5	2	3	1	2	3	3	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA (Full Time)

MBA26E176 ENVIRONMENTAL MANAGEMENT AND CLIMATE CHANGE

UNIT I – INTRODUCTION TO ENVIRONMENTAL MANAGEMENT (6 Hours)

Concept and Scope of Environmental Management – Ecosystem and Biodiversity – Environmental Pollution and Control – Natural Resource Management – Sustainable Development – Environmental Challenges and Global Issues.

UNIT II – CLIMATE CHANGE AND GLOBAL WARMING (6 Hours)

Climate Change Concepts – Causes and Effects of Global Warming – Greenhouse Gas Emissions – Carbon Footprint – Climate Risk and Vulnerability – International Climate Agreements and Policies.

UNIT III – ENVIRONMENTAL PROTECTION AND SUSTAINABILITY (6 Hours)

Environmental Conservation – Renewable and Non-Renewable Resources – Waste Management – Water and Energy Conservation – Sustainable Consumption and Production – Circular Economy Practices.

UNIT IV – ENVIRONMENTAL LAWS AND CORPORATE RESPONSIBILITY (6 Hours)

Environmental Policies and Regulations – Environmental Impact Assessment (EIA) – Corporate Social Responsibility (CSR) – ESG Practices – Green Business Strategies – Environmental Ethics and Governance.

UNIT V – CLIMATE CHANGE MITIGATION AND ADAPTATION (6 Hours)

Climate Change Mitigation Strategies – Carbon Management – Renewable Energy Solutions – Green Technologies – Disaster Management and Climate Adaptation – Future Trends in Environmental Sustainability.

TOTAL NO. OF PERIODS: 30 HOURS

Reference Books

1. Richard T. Wright and Dorothy F. Boorse – Environmental Science: Toward a Sustainable Future
2. John Elkington – Cannibals with Forks: The Triple Bottom Line of 21st Century Business
3. Daniel C. Esty and Andrew S. Winston – Green to Gold
4. Nicholas Stern – The Economics of Climate Change



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA (Full Time)

MBA26E177	SUSTAINABLE BUSINESS STRATEGIES	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To understand the concepts, principles, and importance of sustainability in modern business organizations. 2. To analyze sustainable business models, ESG practices, and strategies for achieving long-term organizational growth and stakeholder value. 3. To develop managerial competencies for integrating sustainability principles into strategic planning, decision-making and innovation.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and drivers of sustainable business and corporate sustainability.					
CO2	Analyze environmental, social, and governance (ESG) factors influencing business decisions.					
CO3	Evaluate sustainable business models and strategies for creating competitive advantage.					
CO4	Apply sustainability frameworks and tools for responsible resource management and stakeholder engagement.					
CO5	Develop sustainable business strategies that support organizational growth, innovation, and long-term value creation.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	1	3	1	3	2	3
	CO2	1	2	1	3	1	1	3
	CO3	3	1	2	1	2	1	2
	CO4	2	3	1	2	1	3	1
	CO5	1	2	3	1	2	2	1
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		

FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E177 SUSTAINABLE BUSINESS STRATEGIES

UNIT I – INTRODUCTION TO SUSTAINABLE BUSINESS

6 Hours

Concept and Importance of Sustainable Business – Principles of Sustainability – Triple Bottom Line – Sustainable Development Goals (SDGs) – Business and Environmental Responsibility – Emerging Trends in Sustainable Business.

UNIT II – SUSTAINABLE BUSINESS MODELS AND PRACTICES

6 Hours

Green Business Models – Circular Economy – Sustainable Production and Consumption – Resource Efficiency – Sustainable Supply Chain Management – Ethical Business Practices.

UNIT III – CORPORATE SUSTAINABILITY AND ESG

6 Hours

Corporate Social Responsibility (CSR) – ESG Framework and Reporting – Sustainability Auditing – Stakeholder Management – Corporate Governance and Sustainability – Sustainable Leadership.

UNIT IV – INNOVATION AND COMPETITIVE STRATEGIES

6 Hours

Sustainable Innovation – Green Marketing Strategies – Renewable Energy Adoption – Digital Transformation for Sustainability – Risk Management – Competitive Advantage through Sustainability.

UNIT V – GLOBAL SUSTAINABILITY AND FUTURE TRENDS

6 Hours

Climate Change and Business – Carbon Management – Sustainable Finance and Investment – International Sustainability Standards – Green Economy – Future Trends in Sustainable Business Strategies.

TOTAL NO. OF PERIODS: 30 HOURS

REFERENCE BOOKS

1. John Elkington – Cannibals with Forks: The Triple Bottom Line of 21st Century Business
2. Daniel C. Esty and Andrew S. Winston – Green to Gold
3. Wayne Visser – The Age of Responsibility



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA (Full Time)

MBA26E178	RENEWABLE ENERGY AND RESOURCE MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To understand the concepts of renewable energy resources and sustainability.
2. To analyze renewable energy technologies and their applications.
3. To examine resource management practices for sustainable development.

COURSE OUTCOMES (COs)

CO1	Evaluate the economic, environmental, and social impacts of renewable energy adoption.
CO2	Apply resource management techniques for efficient utilization and conservation of natural resources.
CO3	Explain the concepts, principles, and significance of renewable energy resources in sustainable development.
CO4	Analyze various renewable energy technologies, including solar, wind, biomass, hydro, and geothermal energy systems.
CO5	Develop sustainable strategies for renewable energy implementation and resource management in organizations and communities.

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	1	1	1	3	2	1
	CO2	1	2	1	3	3	2	3
	CO3	3	1	2	1	2	1	2
	CO4	2	3	1	2	1	3	2
	CO5	1	2	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E178 RENEWABLE ENERGY AND RESOURCE MANAGEMENT

UNIT I – INTRODUCTION TO RENEWABLE ENERGY

6 Hours

Energy scenario and sustainability challenges - Conventional and non-conventional energy sources - Renewable energy concepts and characteristics - Global energy demand and climate change - Energy transition and sustainable development goals (SDGs).

UNIT II – SOLAR AND WIND ENERGY SYSTEMS

6 Hours

Solar radiation and solar energy technologies - Solar photovoltaic systems and applications - Solar thermal energy systems - Wind energy fundamentals - Wind turbines, farms, and performance assessment.

UNIT III – BIOENERGY AND HYDROPOWER RESOURCES

6 Hours

Biomass resources and conversion technologies - Biogas and biofuel production - small and large hydropower systems - Geothermal and ocean energy resources - Economic and environmental considerations.

UNIT IV – RESOURCE MANAGEMENT AND ENERGY EFFICIENCY

6 Hours

Natural resource management concepts - Energy conservation and efficiency measures
Water resource management - Waste management and circular economy - Sustainable consumption and production practices.

UNIT V – RENEWABLE ENERGY POLICIES AND FUTURE TRENDS

6 Hours

Renewable energy policies and regulations - Carbon management and emission reduction
Smart grids and energy storage systems - Green technologies and innovation - Future trends in renewable energy management.

TOTAL NO OF PERIODS : 30 HOURS

REFERENCE BOOKS

1. Twidell, J. & Weir, T. – *Renewable Energy Resources*, Routledge.
2. Boyle, G. – *Renewable Energy: Power for a Sustainable Future*, Oxford University Press.
3. Panwar, N.L. – *Renewable Energy Sources and Their Environmental Impact*, PHI Learning.



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA (Full Time)

MBA26E179	ENVIRONEMNTAL, SOCIAL AND GOVERNANCE (ESG) MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					
OBJECTIVES						
1. To examine ESG risk management practices.						
2. To evaluate ESG performance and stakeholder expectations.						
3. To promote responsible and sustainable business management.						
COURSE OUTCOMES (COs)						
CO1	Explain the concepts, principles, and significance of Environmental, Social, and Governance (ESG) management in organizations.					
CO2	Analyze ESG risks, opportunities, and their impact on business performance and sustainability.					
CO3	Develop ESG-based management solutions that enhance organizational value, compliance, and long-term sustainability.					
CO4	Apply ESG strategies and governance practices to support ethical, responsible, and sustainable business operations.					
CO5	Evaluate ESG performance using reporting frameworks, metrics, and stakeholder expectations.					

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	2	3	1	1	3	2	1
	CO2	1	2	3	3	1	2	3
	CO3	3	1	2	1	2	1	2
	CO4	2	3	1	2	1	1	1
	CO5	1	2	3	1	2	2	3
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E179 ENVIRONEMNTAL, SOCIAL AND GOVERNANCE (ESG) MANAGEMENT

UNIT I – FUNDAMENTALS OF ESG MANAGEMENT

6 Hours

Introduction to ESG concepts - Evolution of sustainability and responsible business - Importance of ESG in corporate strategy - Stakeholder theory and ESG - ESG standards and frameworks overview.

UNIT II – ENVIRONMENTAL MANAGEMENT IN ESG

6 Hours

Climate change and carbon emissions - Environmental risk assessment - Energy efficiency and renewable energy adoption - Water and waste management - Environmental compliance and regulations.

UNIT III – SOCIAL RESPONSIBILITY AND HUMAN CAPITAL

6 Hours

Corporate social responsibility (CSR) - Employee welfare and diversity management - Human rights and labor standards - Community engagement and development - Health, safety, and well-being initiatives.

UNIT IV – GOVERNANCE AND ETHICAL BUSINESS PRACTICES

6 Hours

Corporate governance principles - Board structure and accountability - Ethics and anti-corruption measures - Risk management and compliance - Transparency and stakeholder communication.

UNIT V – ESG STRATEGY AND PERFORMANCE MANAGEMENT

6 Hours

ESG integration into business strategy – ESG metrics and key performance indicators – Sustainable investment and ESG ratings – Challenges in ESG implementation – Emerging trends in ESG management.

TOTAL NO OF PERIODS: 30 HOURS

REFERENCE BOOKS

1. Eccles, R.G., Lee, L.E., & Strohle, J.C. – The Sustainable Investing Handbook, Wiley.
2. Esty, D.C. & Winston, A.S. – Green to Gold, Wiley.
3. Mallin, C.A. – Corporate Governance, Oxford University Press.
4. Henisz, W., Koller, T., & Nuttall, R. – Five Ways That ESG Creates Value, McKinsey



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus Program Structure for MBA (Full Time)

MBA26E180	CIRCULAR ECONOMY AND WASTE MANAGEMENT	L	T/S Lr	P/R	C	Ty/Lb/ ETP
	Total Contact Hours – 30	3	0	0	3	Ty
	Course Designed by – Faculty of Management Studies					

OBJECTIVES

1. To understand the concepts and principles of Circular Economy
2. To examine waste generation, segregation, collection, and disposal systems.
3. To study resource recovery, recycling, and sustainable waste management practices.

COURSE OUTCOMES (COs)

CO1	Explain the fundamentals and principles of Circular Economy.
CO2	Analyze different types of waste and waste management techniques.
CO3	Evaluate recycling, reuse, and resource recovery strategies.
CO4	Assess regulatory frameworks and circular business models.
CO5	Apply circular economy concepts to sustainable development and organizational practices.

Mapping of Course Outcomes (COs) with POs and PSOs								
(3/2/1 indicates strength of correlation) 3-HIGH, 2 -Medium, 1-Low								
1	COs/POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
2	CO1	3	2	1	2	2	3	2
	CO2	2	2	2	1	2	3	1
	CO3	1	2	3	2	3	2	3
	CO4	3	1	2	3	1	1	2
	CO5	2	3	1	2	3	3	2
3	Category	Core Courses (A)	Elective Courses (B)	Interdisciplinary course / Lab (C)	Entrepreneurship Development skills (D)	Skill Development (E)	Value Added Course (F)	Projects/ Summer Internship / Capstone Project Viva voce / Core Skill (G)
			✓					
4	Approval					Meeting of Academic Council 2026		



FACULTY OF MANAGEMENT STUDIES

MBA- Two Year Full Time Program- Curriculum and Syllabus **Program Structure for MBA (Full Time)**

MBA26E180 CIRCULAR ECONOMY AND WASTE MANAGEMENT

UNIT I – INTRODUCTION TO CIRCULAR ECONOMY

6 Hours

Concept and evolution of Circular Economy, Linear Economy vs Circular Economy, Linear Economy vs Circular Economy, Resource Efficiency and Sustainable Consumption, Circular Economy Frameworks and Models, Role of Circular Economy in Sustainable Development, Global Trends and Opportunities.

UNIT II – WASTE GENERATION AND MANAGEMENT SYSTEMS

6 Hours

Overview of Waste Management, Types of Waste: Municipal, Industrial, Agricultural, Biomedical, E-Waste, Waste Hierarchy: Reduce, Reuse, Recycle, Recover, Dispose, Waste Collection, Segregation and Transportation, Waste Treatment and Disposal Methods, Environmental and Social Impacts of Improper Waste Management.

UNIT III – RESOURCE RECOVERY AND RECYCLING

6 Hours

Recycling Processes and Technologies, Material Recovery Facilities (MRFs), Composting and Organic Waste Management, Energy Recovery from Waste, Industrial Symbiosis and By-product Utilization, Resource Recovery in Circular Economy, Case Studies on Successful Recycling Initiatives.

UNIT IV – CIRCULAR BUSINESS MODELS AND POLICY FRAMEWORKS

6 Hours

Circular Business Models and Value Creation, Product Life Cycle and Extended Producer Responsibility (EPR), Green Supply Chain Management, Government Policies and Regulations on Waste Management, ESG and Sustainability Reporting, Public-Private Partnerships in Waste Management, National and International Circular Economy Policies.

UNIT V – INNOVATIONS AND BEST PRACTICES IN CIRCULAR ECONOMY

6 Hours

Smart Waste Management Systems, Digital Technologies in Circular Economy, Waste-to-Wealth Initiatives, Circular Cities and Sustainable Communities, Corporate Sustainability and Circular Practices, Challenges and Future Trends in Circular Economy, Global Best Practices and Case Studies.

TOTAL.NO.OF. PERIODS: 30 HOURS

REFERENCE BOOKS

1. Ellen MacArthur Foundation, Towards the Circular Economy, Ellen MacArthur Foundation Publications.
2. Bilitewski, B., Hardtle, G., & Marek, K., Waste Management, Springer.
3. Peavy, H.S., Rowe, D.R., & Tchobanoglous, G., Environmental Engineering, McGraw-Hill.
4. Pauli, G., The Blue Economy: 10 Years, 100 Innovations, 100 Million Jobs, Paradigm Publications.

