



MANONMANIAM SUNDARANAR UNIVERSITY

Accredited With B++ Grade by NAAC
Tirunelveli, Tamilnadu, India. Pin - 627012.

அறிவே அனைத்து ஆற்றலும்
KNOWLEDGE IS POWER



REGULATIONS & SYLLABUS – EXECUTIVE MBA

1. Course Objective

Build critical business skills and gain the credentials you need to advance your career with this Executive MBA. You will engage in a comprehensive study of core business functions, paired with professional effectiveness course work that emphasizes best practices for leading and managing others in such skill areas as change management, team building, and employee development. People who choose this specialization are often pursuing management, director level, or consulting positions in a wide variety of corporate settings.

2. Admission

Candidate can apply for either (1) Academic Year Admission or (2) Calendar Year Admission

1. Academic Year Admission – Candidates are admitted during June to December
2. Calendar Year Admission – Candidates are admitted during January to May

3. Eligibility for admission

(a). A graduate in any discipline of a recognized university/Deemed University with a minimum of two years of Work Experience in managerial/supervisory/executive cadre in business/industry in private or public sector or in Government/semi-government/quasi-government institutions.

(b). Candidates with teaching experience of minimum two years in any affiliated college are also eligible to apply.

4. Duration of the program

The Duration of this Program is One Year. Candidate should clear the Program within two years of registration to the Program else they have to register afresh.

5. Medium of Instruction

The medium of instruction of this program is English. Examination must be written in English only.

6. Program Structure

The program Executive MBA consists of 10 subjects of 100 marks (80 marks theory + 20 marks internal assessment through assignment) and One Project report and viva voce.

7. Internal Assessment and Continuing Evaluation

Internal Assessment marks will be evaluated on the basis of following criteria

- a. Attendance – 5 marks
- b. Two assignments – 10 marks
- c. One Internal Test – 5 marks

8. Contact classes

Online Campus, Bangalore provide Contact Classes that combines all three forms of learning namely, Online Classes, Classroom Training and Recorded Video Lectures

9. Project Work

- a. Every candidate must submit a project report before the commencement of the final year examination without which candidates will not be permitted to appear for the said examination. Project must be done under the guidance of a supervisor/guide.
- b. Project may be of any following types
 - i. Case study (covering a particular organization/industry)
 - ii. Field study
 - iii. Free Lance project

Project report must contain a certificate from the guide/supervisor. Candidates must submit a brief synopsis of the project mentioning.

- i. Statement of the problem
- j. Objectives of the study
- k. Research Methodology

Submission of Project Report

Two copies of Project Report must be submitted to the Manonmaniam Sundaranar University.

Project Evaluation

Project report shall be evaluated for 150 marks and viva – voce for 50 marks will be conducted after the examination.

10. Scheme of Examination

1. The University Examination for Calendar year batch will be held in January and for academic year batch it will be held in July.
2. Repeaters can appear for any of these 2 examinations
3. Examinations centres in which the candidate has to appear examinations will be intimated individually through email/SMS.
4. Candidates must submit the following documents issued by the Online study centers along with examinations registration form.
 - a. Certificate of writing the internal test.
 - b. Certificate of submission of assignment.
 - c. Certificate for attending contact classes.
 - d. Certificate for submission of project report.
5. Evaluation of each subject is divided into 2 parts:
 - a. University Year end examinations for 80 marks of each subject
 - b. Internal assessment for 20 marks of each subject.
6. Duration of the examination will be 3 hours.
7. Candidate shall complete their internal assessment programme before commencement of the year end examinations.
8. Candidates shall submit the project report in the final year only.

9. Viva-voce will be conducted by Manonmaniam Sundaranar University in co-ordination with ONLINE CAMPUS at the specified examination centres.

11. Passing Marks

1. Candidates must secure a minimum of 10 marks in the internal assessments
2. Candidates must secure a minimum 40 marks in theory examination out of 80 marks in each subject and aggregate or 50 marks including internal assessment marks should be obtained to pass in the course
3. Minimum of 75 marks should be scored out of 150 marks in case of project report and minimum of 25 marks out of 50 in viva-voce.

12. Award of Degree

After successful completion of university examinations of all papers, Project and Viva-voce, degree of Executive MBA will be awarded by Manonmaniam Sundaranar University

13. Classification of Successful Candidates

Candidates shall be entitle for the declaration of class upon successful completion of all the papers in a single appearance

- First Class with Distinction – 75% and above
- First Class – 60% and above but below 75%
- Second Class – 50% and above but below 60%

14. Scheme of Distribution of Marks

Subjects	Theory	Minimum for Pass	Internal	Minimum for Pass	Total	Minimum for Pass
1.1 Total Quality Management	80	40	20	10	100	50
1.2 Quantitative Techniques	80	40	20	10	100	50
1.3 Research Methodology	80	40	20	10	100	50
1.4 Marketing Management	80	40	20	10	100	50
1.5 Financial Management	80	40	20	10	100	50
1.6 Human Resource Management	80	40	20	10	100	50
1.7 Production and operational Management	80	40	20	10	100	50
1.8 Strategic Management	80	40	20	10	100	50
1.09 Project and Viva Voce					200	100

15. Question Paper Pattern

Section A (5X5 = 25 Marks) Answer any 5 questions from this section each question carries 5 marks (out of eight questions)

Section B (5X15 = 75 Marks) Answer any 5 questions from this section, each question carries 15 marks (out of Eight question)

16. Course fee

a. Candidate are required to purchase two Demand Drafts at the time of admission. One drawn in favour of "The Registrar, MS University", payable at Tirunelveli of Rs. 3600/- and another Demand Draft drawn in favour of "ONLINE CAMPUS", payable at Bangalore of Rs. 8400/-.

b. The Examination fee of Rs. 1000/- should be paid through a Demand Draft drawn in favour of 'The Registrar, Manonmaniam Sundaranar University' payable at Tirunelveli, once the Examination Notification is issued by the Registrar-Evaluation.

17. Syllabus of Program

This syllabus is specially designed to shape the individuals into a successful professional. This is a comprehensive program which encompasses various aspects of this field. Institute and the University reserve the right to change or re-schedule the curriculum as per the requirement of the industry.

DETAILED SYLLABUS OF CORE SUBJECTS

1.1 TOTAL QUALITY MANAGEMENT

UNIT - I

Basics of Total Quality: Evolution of Quality, Definitions of Quality, Symptoms of a Non-Quality Business, What is Total Quality, Total Quality Control (TQC), Dimensions of Quality (Kano's Model), Quality Challenge to Industry, Need for Quality Improvement: Impact of quality improvement,

UNIT - II

Total Quality Management: TQM and Indian Scriptures, TQM – Myths and Misconceptions, Differences between ISO 9000 and TQM, Impediments to TQM: Approaches to TQM, TQM Models, TQM: Thinkers and Thoughts: W. Edwards Deming, Genichi Taguchi, Vilfredo Pareto, Tom Peters, Stephen Covey, J, S Oakland.

UNIT - III

TQM and Management Relationship: TQM vs. Management, Roots of TQM, Management Theories and Practices: Cost of Quality: Types of Quality costs, Cost of Purchasing Process, PAF quality costing system, Quality cost Reporting, Quality cost performance models, Economics of Quality, Quality costing Models, Procedural Steps for COQ study.

UNIT - IV

Problem Solving and Qc Tools: Types of problems, QC Tools, Approaches to problem Identification, Quality improvement Methodologies, Problem solving process, Seven basic QC Tools, Applications of problem solving Tools, Seven Management Tools: Tree diagram, Matrix diagram, Matrix data analysis, Process decision program chart, Arrow diagram

UNIT - V

Kaizen - Continuous Improvement: Kaizen Umbrella, Kaizen and Management, Kaizen and Innovation, Main Kaizen practice: Management, Kaizen and Labour-Management relations, Cultural change for Kaizen, 3-MUs checklist of Kaizen activities, 5-S Kaizen movement, 4 Ms checklist

Reference Books :

1. Total Quality Management, Sharma D D, Sapna Book House
2. Total Quality Management, Poornima M Charantimath, Sapna Book House

1.2 QUANTITATIVE TECHNIQUES

UNIT – I

Stages of Development of Operations Research, Applications of Operations Research, Limitations of Operations Research, Introduction to Linear Programming, Graphical Method, Simplex Method and Duality.

UNIT-II

Transportation Problem, Assignment Problem, Inventory Control - Introduction to Inventory Management, Basic Deterministic Models, Purchase Models, Manufacturing Models without Shortages and with Shortages, Inventory Model with discrete demand distribution.

UNIT-III

Shortest Path Problem, Minimum Spanning Tree Problem, CPM/PERT, Crashing of a Project Network.

UNIT-IV

Game Theory: Two Person Zero-sum Games, Graphical Solution of $(2 \times n)$ and $(m \times 2)$ Games, LP Approach to Game Theory - Goal programming - Formulations.

UNIT – V

Introduction to Queuing Theory, Basic Waiting Line Models: $(M/M/1)$: $(GD/a/a)$, $(M/M/C):GD/a/a$ - Introduction to queuing system simulation - Introduction to Basic Replacement Analysis: Economic Life of an Asset, Selection of - Best Replacement Alternative.

REFERENCES

1. Panneerselvam, R., OPERATIONS RESEARCH, Prentice-Hall of India, New Delhi, 2002.
2. Hamdy A. Taha, OPERATIONS RESEARCH - AN INTRODUCTION, Mac-millan Pub. Co. Inc.
3. Shenoy. G.V, U.K. Srivatsava & S.C. Sharma, OPERATIONS RESEARCH FOR MANAGEMENT (Wiley Eastern Ltd.).
4. Frank S. Budnick, Dennis McLeavy & Richard Mojena, PRINCIPLES OF OPERATIONS RESEARCH FOR MANAGEMENT; II Ed., (Richard D. Irwin Inc., 1988).
5. Rubin & Lewin, Quantitative Techniques for Managers, Prentice -.Hall of India, New Delhi

1.3 RESEARCH METHODOLOGY

UNIT - I

Statistics and Methodology in Management - Probability Theory - approaches to probability, Classical approach, Empirical approach, Axiomatic approach, Probability distributions - Binomial Distribution, Poisson Distributions, Normal Distribution

UNIT - II

Correlation and Regression analysis - Positive and Negative correlation, Linear and non-linear correlation, Simple and Multiple Correlation, Degrees of Correlation, Methods of Estimating Correlation

UNIT - III

Sampling theory - Sampling distributions, objectives of sampling theory, methods, Single Sampling Plan, Double Sampling Plans, Multiple Sampling Plans, Sequential Sampling Plan, Testing of Hypothesis, Large and Small Samples, Small Sampling.

UNIT - IV

MIS- Management Information System – Objectives, Data Processing, Integrated Data Processing - Benefits, Electronic Data Processing, Information Systems, Quality of Information, Value of information in Decision Making

UNIT - V

MIS and Decision Making, Concept of Decision Making, System analysis and design - phases in System Development Life Cycle, Information Technology, internet and Internet based applications.

Reference Books :

1. Research Methodology, C R Kothari, New Age International Publishers
2. Business Research Methods, Krishnaswami OR, Sapna Book House
3. Operations Research, S Kalavathy, Vikas Publishing

1.4 MARKETING MANAGEMENT

UNIT - I

Marketing Environment - Objectives of Marketing Environment and its influences - Economic Environment, Competitive Environment, Marketing Research - Need for Marketing Research, The Process, Types of Research - Quantitative market research, Qualitative market research, Steps of Marketing Research Process.

UNIT - II

Understanding Consumer and Industrial Markets - Consumer Market, Consumer Behaviour – Factors influencing Consumer Behaviour, - Cultural Factor, Social Factors, Personal Factors and Psychological Factors, Industrial Market - Differences between Industrial Markets and Consumer Markets

UNIT - III

Market Segmentation, Single-Segment Concentration, Selective Specialization, Product Specialization, Market Specialization, Full Market Coverage, Divisions of Market Segmentation, Targeted Marketing, Product Decisions - Product Mix, Product Item, Product Line, Product Life Cycle, Product Development, Business Analysis , Product Development , Test Marketing

UNIT - IV

Branding and Packaging, Kinds of Brand Name, Essential of a Good Name, Brand Classification, Packaging - Functions of Packaging/Objectives of Packaging, Classification of Packaging, Pricing Methods and Strategies, Pricing policies, Pricing Methods - Marginal Cost Pricing Method, Break-Even Pricing Method, Price Determination Procedure, Promotion Decisions - Promotion Mix,

UNIT - V

Advertising, Profile of Major Media types, steps for preparing an advertising campaign, goals of advertising, Personal Selling, Channel Management, Vertical Marketing Systems, Corporate and Administered V.M.S, Contractual V.M.S, Customer Relation Management, Uses of Internet as a Marketing Medium

Reference Books :

1. Marketing Management, Ankita Aggarwal, Neeraj Publications
2. Marketing Management, S A Sherlekar, Himalaya Publishing
3. Marketing Management, Philip Kotler, Pearson Education

1.5 FINANCIAL MANAGEMENT

UNIT - I

Financial Management - Nature, Objective - Profit Maximization, Wealth Maximization, Finance and Related Disciplines - Finance and Economics, Finance and Accounting, Scope - Traditional Approach, Modern Approach,

UNIT - II

Valuation concepts and Valuation of Securities - Liquidation value versus going concern value, Book Value Verses Market Value, Market Value Versus Intrinsic Value, Bond Valuation, Preferred Stock Valuation, Common Stock Valuation

UNIT - III

Capital budgeting Decisions – Risk Analysis, Methods - Average Rate of Return Method, Payback Period Method, Internal Rate of Return Method, Net Present Value Method Risk and Uncertainty in Capital Budgeting, Methods for accounting for risk in capital budgeting

UNIT - IV

Capital Structure - Theories of Capital Structure - Net Income Approach, Net Operating Income Approach, the Traditional Approach, Modigliani and Miller Approach, Cost of Capital - Cost of Debt, Perpetual Debt, Term Loans, Cost of Preference Capital, Cost of Equity Capital

UNIT - V

Dividend Policy – Determinants of Dividend Policy - Legal Restrictions, Magnitude and Trend of Earnings, Age of the Company, Government's Economic Policy, Mergers and Acquisitions, Acquisition and Take Over, Economics / Reasons of Mergers, Long Term and Short Term Financing

Reference Books :

1. Financial Management, Dr. Alice Mani, Sapna Book House
2. Taxmnn's Financial Management Comprehensive Text Book for MBA/M.Com/CA Final/CS Final/ICWA Final, Ravi M Kishore, Taxmann Publications
3. Financial Management, Shashi K Gupta, Kalyani Publishers
4. Financial Management, Macmillan

1.6 HUMAN RESOURCE MANAGEMENT

UNIT - I

Concepts And Perspectives in HRM – Scope, Objectives, The Demand For Human Resources, Causes Of Demand, Human Resource Planning, Process Of Human Resource Planning, HRM In Changing Environment – Human Resource Accounting - Benefits Of Human Resource Accounting, Methods Of Human Resources Valuation

UNIT - II

Job Analysis – Job Description, Contents of Job Analysis, Steps in Job Analysis, Techniques of Job Analysis Data, Job Description, Components or Content of Job Description, Uses of Job Description, Developing Job Description, Selecting Human Resources, Models Procedure for Effective Personnel Selection, Steps in Selecting Procedure, Essential of Selection Procedure

UNIT - III

Induction, Training and Development, Induction Procedure, Typical Techniques of Induction Programs, Training and Development, Distinction between Training and Development, Steps In Training Programs, Element of Training, Various Training Techniques, Classification of Training Methods

UNIT - IV

Exit Policy And Implications, Exit Policy, Procedure For Voluntary Retirement Schemes, Performance Appraisal And Evaluation, Approaches To Performance Appraisal, Methods Of Performance Appraisal, Traditional Methods, Modern Methods Of Appraisal, Job Evaluation, Objectives Of Job Evaluation, Procedure Of Job Evaluation, Methods Of Job Evaluation

UNIT - V

Wage Determination, Factors For Wage Determination, Industrial Relations And Trade Unions, Objective & Principles of Industrial Discipline, Trade Unions, Principles Of Trade Unionism, Dispute Resolution - Types Of Disputes, Settlement Of Disputes, Grievance Management, Grievance Procedure Step In Unionized Organizations, Labor Welfare And Social Security Measures

Reference Books :

1. Human Resource Management, Trinath Meher, Neeraj Publications
2. Human Resource Management, C B Mamoria, Himalaya Publishing
3. Human Resource Management, Monir H Tayeb, Sapna Book House

1.7 PRODUCTION AND OPERATIONAL MANAGEMENT

UNIT - I

Production Management – Role and Scope, Aspects Of Production Management, Factors Of Production, Kinds Of Productivity Measures, Facility Location - Primary Factors, Secondary Factors, Layout Planning And Analysis, Types Of Plant Layout.

UNIT - II

Production Planning and Control, Types Of Production – Continuous Production, Intermittent Production, Production Process Analysis, Information Required To Do Process Analysis, Process Planning Procedure Forecasting For Operations, Sales Forecasting Technique,

UNIT - III

Production Scheduling - Factors Affecting Scheduling - External Factors, Internal Factors, Scheduling Procedure and Techniques, Work Measurement - Objectives Of Work Measurement, Time And Motion Study, Statistical Quality Control

UNIT - IV

Operation Research - Role and Scope Of Operations Research, Applications Of Operational Research, Linear Programming – Properties, Assumptions Of Linear Programming, Application Of Linear Programming, Sensitivity Analysis,

UNIT - V

Duality, Rules for Constructing the Dual Problems, Transportation Model – Assumptions, Inventory Control, Queuing Theory – Assumptions, Markov Analysis, Applications of Markov Analysis, Decision Theory, PERT I CPM

Reference Books :

1. Operations Research, S Kalavathy, Vikas Publishing
2. Operations Management, R K Hegde, Sapna Book House
3. Production and Operations Management, C N Sontakki, Kalyani Publishers

1.8 STRATEGIC MANAGEMENT

UNIT - I

Corporate Strategy - Concept Of Corporate Strategy, Reasons For Adopting Different Grand Strategies - Stability Strategies, Expansion Strategies, Retrenchment Strategy, Combination Strategy, Components Of Strategy Formulation,

UNIT - II

Ansoff's Growth Vector - Vertical Integration, Backward Integrations, Forward Integrations, Horizontal Integration, B.C.G Model - B.C.G Matrix, Porter's Generic Strategies - Types - Cost Leadership Business Strategy, Differentiation Business Strategy, Focus Business Strategy

UNIT - III

Competitor Analysis - Components, Levels Of Strategy, The Strategic Management Process, Transnationalization of Work Economy - Regional Economic Grouping, Internationalization of Companies - Implications for International Marketing, Major Regional Economic Groupings,

UNIT - IV

Industry Analysis - Threat of New Entrants, Rivalry among Competitors, Bargaining Power of Buyers, Bargaining Power of Suppliers, Threat Of Substitute Products, Managers and Prejudice - Women in International Work Force - Dimensions of National Culture, Managing Cultural Diversity

UNIT - V

Global Entry Strategies - Strategic Marketing Decision, Strategic Market Selection Decision, Strategic Market Entry Decision, Strategic Marketing Mix Decision, Strategic Marketing Organization Decision, M.R.T.P, W.T.O, Globalisation of Financial System And Services

Reference Books:

1. Strategic Management, C N Sontaki, Kalyani Publishers
2. Strategic Management, Nirmal Kumar Gupta, Neeraj Publications