



PSGR KRISHNAMMAL COLLEGE FOR WOMEN

College with Potential for Excellence

(An Autonomous Institution, Affiliated to Bharathiar University)
(Reaccredited with 'A' Grade by NAAC, An ISO 9001:2008 Certified Institution)
Peelamedu, Coimbatore-641004



Department of Management
PSGR Krishnammal College for Women
Peelamedu, Coimbatore - 641 004

CURRICULUM AND SYLLABUS

MBA PROGRAMME
[2015 - 2017]

April 2015

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Department of Management

PSGR Krishnammal College for Women

MASTER OF BUSINESS ADMINISTRATION (MBA) 2015-2017 (Choice Based Credit System)

PREAMBLE

The Chairman of the University Grants Commission (UGC) has issued a letter dated the 8th of January 2015 to all the Vice Chancellors urging them to adopt the Choice Based Credit System (CBCS) with effect from the academic year 2015-16. This letter is consequent upon the agreement reached in a meeting the Union Minister for HRD had on the 6th of January 2015 with the State Education Ministers and Principal Secretaries to the Education Department.

According to the letter, all the universities and the affiliated colleges have been urged to adopt the following from the academic year 2015-16:

- a. Semesters [instead of trimesters]
- b. Modularisation of Curriculum and Syllabus
- c. Standardisation of Examinations
- d. Letter Grades and Grade Points [instead of numerical marks]

UGC has also issued a set of guidelines for the implementation of the CBCS. It has been recommended that universities and colleges should initiate steps for the successful implementation of the CBCS in stages.

GRGSMS has been following the trimester pattern so far. Based on the UGC Guidelines, we now propose to change over to the semester pattern with effect from the academic year 2015-16.

THE PROGRAMME

1. The full-time, two-year MBA programme offered by GRGSMS comprises four semesters. Each semester is of approximately 90 working days spread over 15-18 weeks.
2. The programme is of 95 Credits equivalent of courses. In the case of theory (including tutorials) courses, one credit is equivalent to 15 hours of contact theory sessions. In the case of skill and practice courses, one credit is equivalent to 30 hours of sessions.
3. The programme includes Foundation Courses, Core Courses, Elective Courses, Skill Courses, and Practice Courses.

PROGRAMME OBJECTIVES

In line with the vision and mission of the institution, the objective of the GRGSMS MBA programme is to enable students acquire the knowledge, skills, and competence in management and leadership, and to help them develop a holistic personality to lead successful personal and professional lives.

CURRICULUM OBJECTIVES

The curriculum is designed to:

- Provide a strong foundation to the students on fundamentals of business and management
- Enrich their knowledge on functional areas of management
- Enhance the ability of students to understand the importance of an organisational perspective of different functional areas through integrative and capstone courses
- Facilitate students to focus and specialise in their area of professional interest and career aspiration through elective courses
- Provide exposure to current and contemporary industry practices through summer internship work and ‘management-in-practice’ work.
- Assist students to gain managerial and leadership skills through development of Creativity & Innovation, and Communication skills.
- Enable the MBA graduates to lead satisfying and rewarding personal and professional lives through experiential learning in Personality Development, Outbound, and Career Counselling programmes.

Types of Courses:

1. The ‘Foundation’ Courses are intended to be those that provide the basic and fundamental pre-requisites such as economics, accounting, quantitative methods, technology for business, and organisational behaviour to help students pursue a rigorous study of business and management.
2. The ‘Core’ Courses are intended to be those that provide knowledge on functions and disciplines of management and are intended to help students pursue a more in-depth study of courses in their chosen areas of interest.
3. The ‘Elective’ Courses are intended to be those that students choose to study in pursuit of advanced knowledge in their areas of interest.
4. The ‘Skill’ Courses are intended to be those that will help students enhance their skills for pursuing successful professional careers.
5. The ‘Practice’ Courses are intended to be those that will help students to learn by applying their knowledge to live, practical issues in management.
6. The ‘Summer Internship Programme’ (SIP) is intended to be a 6 to 8 weeks intensive immersion in industry between the first and second year of the MBA programme. The primary objective of the SIP is for the students to gain an exposure to industry practices and learn the application of management theory in practice.
7. The ‘Management-in-Practice’ (MIP) programme is intended to be a semester-long work carried out by the students on campus, after their return from SIP. The primary objective of the MIP is to enable students apply their knowledge and skills in management to specific management problems/issues, preferably identified during their SIP.
8. The ‘Term Paper’ (TP) is intended to be the result of a semester-long research/analytical work carried out by the students. The primary objective of the TP is for the students demonstrate their analytical and writing skills on chosen themes/topics in management.
9. The ‘Seminar Course’ (SC) is intended to be multi-semester research/analytical work carried out by the students. The primary objective of the SC is to help students develop their critical thinking skills and for enquiry.

The syllabus for each course is designed and structured in such a way as to meet the overall curriculum objectives, leading to alignment with the programme objectives and institutional vision and mission.

Structure of the MBA Curriculum:

This proposed structure is only Stage 1 in the implementation of the Choice Based Credit System.

Accordingly, the MBA curriculum for 2015-17 is structured as below:

1. Six 'Foundation' Courses (19 Credits) – Semester 1 - Accounting for Management, Economics for Management, Organisational Behaviour, Quantitative Techniques for Management, Evolution and Principles of Management, and Information Technology for Business.
2. Ten 'Core' Courses (28 Credits) – Semesters 2,3,4 - Operations Management, Marketing Management, Financial Management, Human Resource Management, Business Research Methods, Corporate Governance & Business Ethics, Strategic Management, Information Security, Legal Aspects of Business, and International Business and Management.
3. Nine 'Elective' Courses (27 Credits) – Semesters 2,3,4 – to be chosen from among the 46 courses offered
4. Four 'Skill' Courses (5 Credits) – Semesters 1,2,3 - Creativity & Innovation, and Communication Skills
5. Seven 'Practice' Courses (16 Credits) – Semesters 1,2,3,4 – Seminar, Term Paper, Summer Internship, Management-in-Practice (Project)
6. Three 'non-credit' development programmes – Semesters 1,2,3 - Personality Development Programme, Outbound Programme, Career Counselling Programme

Total - 25 Courses, 4 Skills, 7 Practice Work, 3 'non-credit' courses (95 credits).

The syllabus for the courses will be 'modularised' to the extent possible and appropriate. Modular syllabus is based on the principle that the course coverage is divided into discrete units or Parts of learning which can, though not always, be learnt and assessed independently.

Specialisation:

Students may 'specialise' in any functional domain of management based on their choice of electives. Students are required to choose any 9 'elective' courses from among the 46 courses on offer.

Attendance:

1. Students are expected to attend a minimum of 75% of all scheduled classroom sessions during each semester.
2. The Director may condone the shortage in attendance in exceptional circumstances, up to a maximum of 10%.

3. Students falling short of the required attendance will not be permitted to appear for the End Semester Examination of the semester.
4. Students who do not complete a semester on account of such shortage of attendance may seek to repeat the semester in the subsequent academic year.

Completion of the MBA Programme:

Students are required to complete their MBA programme in all respects within a maximum of four years from the date of their first joining the programme, or as per the rules and regulations of the Bharathiar University in this regard.

Assessment and Evaluation:

1. Evaluation of students' performance will be based on both Continuous Internal Assessment (CIA) and End Semester Examination (ESE) for Foundation, Core and Elective courses.
The CIA shall comprise multiple components of assessment such as quizzes, assignments, case analyses, simulation, classroom participation, student presentations, field study, and mid-semester examination. The faculty concerned may decide appropriate mixture of components for their courses, provided there shall not be less than three components of assessment excluding the mid-semester examination for each Course.
2. Mid-semester examinations will be conducted by the concerned faculty as per the schedule prepared.
3. The ESE will be conducted at the end of each semester.
4. CIA shall carry a weightage of 50% and the ESE 50%. The 'mid-semester examination' component of CIA shall carry 20% weightage. The remaining weightage (30%) of the CIA shall comprise other components.
5. There will not be any ESE for Skill Development and Practice Courses, and 100% of marks will be through CIA. However, 'Management-in-Practice' will have 50% CIA and 50% by viva-voce examination conducted by an external examiner.
6. The 'Personality Development', 'Career Counselling', and 'Outbound Programme' will be non-credit courses and be evaluated and graded as "Satisfactory/Unsatisfactory". Students securing 'unsatisfactory' grade in any of these programmes will need to repeat the programme when it is offered next time.
7. There will not be any minimum marks stipulated for passing CIA. However, in the ESE, students shall be required to secure a minimum of 'B' grade [50%] for passing. In order to successfully complete a Course, students will need to secure a minimum total of 50% (50 out of 100 marks – 'B' grade) in CIA and ESE put together.
8. The records of CIA and ESE for each student and each Course shall be maintained in safe custody for a period of six months.
9. Students who are not satisfied with the CIA score for any Course may appeal to the Director for a review. Director's decision in the matter shall be final and binding.

Scheme of Examination:

The End Semester Examinations shall be of 3-hour duration irrespective of credits assigned to the Courses. The maximum marks in ESE shall be 100 to be pro-rated to 50%. Mid-Semester examinations shall be of two hours duration irrespective of the credits assigned to the Courses. The maximum mark in the mid-semester examination shall be 50 and to be pro-rated to 20%.

The End Semester Examination question papers shall comprise three sections.

- Section 1 shall comprise 10 questions (all to be answered – each question carrying 2 marks) of objective type that may comprise a combination of fill-in-the-blank, true-or-false, and multiple-choice questions
- Section 2 shall comprise 10 questions (out of which 7 need to be answered – each question carrying 5 marks) that ask for short descriptive answers of about 100 words (1 page)
- Section 3 shall comprise 5 questions (out of which 3 need to be answered – each question carrying 15 marks) that ask for detailed analytical, descriptive answers of about 300 words (3 pages).

Grading:

The assessment of performance of students in examinations will be based on grade points received instead of numerical marks. For this purpose, letter grades will be used to assess standards of performance. The following letter grades will be used:

Range of Marks	Grade Point	Letter Grade	Description
90 – 100	9.0 – 10	O	Outstanding
85 – 90	8.50 – 8.99	D+	Excellent
75 – 85	7.50 – 8.49	D	Distinction
70 – 75	7.00 – 7.49	A+	Very Good
60 – 70	6.00 – 6.99	A	Good
55 – 60	5.50 – 5.99	B+	Above Average
50 – 55	5.00 – 5.49	B	Average
<50	0.00 – 4.99	F	Fail
		Ab	Absent

The **Semester Grade Point Average (SGPA)** is the ratio of the sum of the product of the number of credits with the grade points scored in all the courses and the sum of the number of credits of all courses undergone during the semester.

$$SGPA (S_i) = \frac{\sum(C_i \times G_i)}{\sum C_i}$$

where C_i is the number of credits of the i th course and G_i is the grade point scored in the i th course

The **Cumulative Grade Point Average (CGPA)** is the ratio of the sum of the product of the number of credits with the grade points scored in all the courses and the sum of the number of credits of all courses undergone during the entire programme.

$$CGPA = \frac{\sum (C_i \times S_i)}{\sum C_i}$$

where S_i is the SGPA of the i th semester and C_i is the total number of credits in that semester.

DEPARTMENT OF MANAGEMENT

2015-2017

Code	Title	Type	Cr	L	T	P	Total
SEMESTER 1							
MB15AF M	Accounting for Management	Foundation	4	3	1		4
MB15EC M	Economics for Management	Foundation	3	3			3
MB15OB H	Organisational Behaviour	Foundation	3	3			3
MB15QT M	Quantitative Techniques for Management	Foundation	3	2	1		3
MB15EP M	Evolution and Principles of Management	Foundation	3	3			3
MB15ITB	Information Technology for Business	Foundation	3	3			3
MB15HIB	Seminar on History of Indian Business	Practice	2			4	4
MB15CIN	Creativity & Innovation	Skill	2			4	4
MB15CM 1	Communication Skills	Skill	1			2	2
MB15PDP	Personality Development Programme *						
			24	17	2	10	29
SEMESTER 2							
MB15OP M	Operations Management	Core	3	3			3
MB15MM T	Marketing Management	Core	4	4			4
MB15FM T	Financial Management	Core	3	2	1		3
MB15HR M	Human Resource Management	Core	3	3			3
MB15BR M	Business Research Methods	Core	3	2	1		3
	Elective – 01	Elective	3	3			3
MB15WA L	Seminar on Women & Leadership	Practice	2			4	4
MB15TP1	Term Paper	Practice	2			4	4
MB15CM 2	Communication Skills	Skill	1			2	2
MB15OB P	Outbound Programme *						

			24	17	2	10	29
	SEMESTER 3						
MB15CBE	Corporate Governance & Business Ethics	Core	3	3			3
MB15SMT	Strategic Management	Core	3	3			3
	Elective – 02	Elective	3	3			3
	Elective – 03	Elective	3	3			3
	Elective – 04	Elective	3	3			3
	Elective – 05	Elective	3	3			3
MB15SMC	Seminar Course	Practice	2			4	4
MB15SIP	Summer Internship Work #	Practice	3			6	6
MB15CM3	Communication Skills	Skill	1			2	2
MB15CCP	Career Counselling Programme *						
			24	18		12	30
	SEMESTER 4						
MB15IST	Information Security	Core	1	1			1
MB15LAB	Legal Aspects of Business	Core	2	2			2
MB15IBM	International Business and Management	Core	3	3			3
	Elective – 06	Elective	3	3			3
	Elective – 07	Elective	3	3			3
	Elective – 08	Elective	3	3			3
	Elective – 09	Elective	3	3			3
MB15TP2	Term Paper	Practice	2			4	4
MB15MIP	Management-in-Practice (Project)	Practice	3			6	6
			23	18	0	10	28
	TOTAL		95	71	5	38	117

LIST OF ELECTIVE COURSES

Each elective course will carry 3 credits

FINANCE		
No.	Code	Title
1	MB15CRF	Corporate Finance
2	MB15CMT	Cost Management
3	MB15FNM	Financial Markets
4	MB15FNS	Financial Services
5	MB15RMI	Risk Management and Insurance
6	MB15IFM	International Financial Management
7	MB15IMS	Issue Management Services
8	MB15MNB	Management of Banking
9	MB15MCF	Micro Finance
10	MB15PRF	Project Finance
11	MB15SAP	Security Analysis and Portfolio Management
12	MB15WCM	Working Capital Management
HUMAN RESOURCES MANAGEMENT		
No.	Code	Title
1	MB15CMP	Compensation Management
2	MB15ERM	Employee Relations Management
3	MB15HRA	HRD Audit
4	MB15HRD	Human Resources Development
5	MB15IHR	International Human Resource Management
6	MB15LLN	Labour Legislation
7	MB15LAD	Learning and Development
8	MB15ORD	Organization Development
9	MB15ORP	Organizational Psychology
10	MB15PMT	Performance Management
11	MB15SHR	Strategic Human Resource Management
12	MB15TAD	Talent Acquisition and Deployment
MARKETING MANAGEMENT		
No.	Code	Title
1	MB15AMK	Agricultural Marketing

2	MB15CBR	Consumer Behaviour
3	MB15CMB	Creating and Managing Brands
4	MB15CRM	Customer Relationship Management
5	MB15EMK	E-Marketing
6	MB15IMC	Integrated Marketing Communication
7	MB15IMT	International Marketing
8	MB15MSF	Management of Sales Force
9	MB15MOS	Marketing of Services
10	MB15RMT	Retail Management
11	MB15RUT	Rural Marketing
12	MB15SDM	Sales and Distribution Management
		GENERAL MANAGEMENT
No.	Code	Title
1	MB15BAN	Business Analytics
2	MB15BET	Business Environment
3	MB15BPD	Business Plan Development
4	MB15EPS	Entrepreneurship
5	MB15EMT	Environmental Management
6	MB15IEM	Indian Ethos in Modern Management
7	MB15PRJ	Project Management
8	MB15SCM	Supply Chain Management
9	MB15TQM	Total Quality Management
10	MB15PPA	Public Policy and Administration

SYLLABUS AND COURSE OUTLINE

SEMESTER I - COURSES

L = Lecture; T = Tutorial; P = Practice

* will be non-credit courses

Code	Title	Credits	L	T	P	Total
	Foundational Courses					
MB15AFM	Accounting for Management	4	3	1		4
MB15ECM	Economics for Management	3	3			3
MB15OBH	Organisational Behaviour	3	3			3
MB15QTM	Quantitative Techniques for Management	3	2	1		3
MB15EPM	Evolution and Principles of Management	3	3			3
MB15ITB	Information Technology for Business	3	3			3
	Practice Work					
MB15HIB	Seminar on History of Indian Business	2			4	4
	Skill Courses					
MB15CIN	Creativity & Innovation	2			4	4
MB15CM1	Communication Skills	1			2	2
MB15PDP	Personality Development Programme *					
	Sub – Total	24	17	2	10	29

Course Title: **ACCOUNTING FOR MANAGEMENT**
Course Code: MB15AFM
Semester/ Credits: I / 4

Course Objective

This course intends to enhance the knowledge of the students in understanding the concepts of various branches of accounting. On completion of this course the students will be able to prepare and interpret trading, profit and loss account and balance sheet; prepare Cost Sheet, budgets and measure variance cost; and analyse the sources and application of funds.

Course Coverage

Part 1 (4 hours)

Introduction to Accounting

Introduction - Accounting Principles – Concepts and Conventions of Accounting – Types of Accounting – Importance of Accounting

Part 2 (8 hours)

Basics of Accounting

Book keeping – Basic Concepts of Accounting - Accounting Cycle – Journal Entries – Preparation of Ledger Accounts – Trial Balance and its importance

Part 3 (18 hours)

Financial Accounting

Preparation of Trading Account, Profit and Loss Account and Balance Sheet with adjustments - Depreciation - Straight line and Diminishing Balance Method

Part 4 (15 hours)

Management Accounting

Financial Statements analysis - Objectives - Techniques of Financial Statement Analysis - Trend analysis, common size balance sheet and Ratio analysis - Fund Flow statement - Cash Flow Statement - Budgetary Control

Part 5 (15 hours)

Cost Accounting

Meaning and Scope, Classification of costs and Preparation of cost sheet- Standard Costing - Variance analysis – Numerical Exercises in Materials and Labour - Marginal Costing and Profit Planning - Decisions involving alternative choice

Pedagogy

Lectures, Numerical exercises, Case Discussion

Evaluation and Grading

Case Discussion	...	10%
Quiz	...	10%
Tutorial	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

The coverage in this Course will comprise 40% theory and 60% problems.

Text Book

Maheshwari, S.N., Sharad K. Maheshwari, and Suneel K. Maheshwari (2013). *A Textbook of Accounting for Management*, 3/e; New Delhi: Vikas Publications

Reference Books

1. Jain, S.P., and K.L. Narang (2012). *Cost Accounting*, 18/e; New Delhi: Kalyani Publications
2. Khan, M.Y., and P.K. Jain (2013). *Management Accounting: Text, Problems and Cases*, 6/e; New Delhi: Tata McGraw-Hill

Note: This course was designed by Ms. M. Gowri

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Course Title: **ECONOMICS FOR MANAGEMENT**
 Course Code : MB15ECM
 Semester/ Credits: I / 3

Course Objective

This course would enable the students to comprehend the devices that will measure and analyze a broad scale of a company's financial goals that supports the decision making process at the micro level. They would gain insights about the larger picture of the economic situation and its evaluation for the nation at a macro level. They will be able to understand the economic concepts and principles that have direct managerial applications, apply the demand forecasting techniques, identify the conditions under which a firm operates in monopolistic, oligopolistic, and monopolistically competitive environment and evaluate the elements of the macro-economic components of a country.

Course Coverage

Part 1 (4 hours)

Introduction to Managerial Economics

Managerial Economics – Nature, Scope; Basic model of the Firm and Role of profits; Optimisation – Concepts & Techniques; Marginal and Incremental analysis

Part 2 (8 hours)

Demand Analysis and Theory of Consumer's Choice

Demand and Demand Function, Elasticity of Demand, Consumer's Behaviour – Cardinal Utility Analysis, Indifference curve analysis of demand, Demand Forecasting

Part 3 (8 hours)

Theory of Production and Cost Analysis

The theory of Production – Returns to a variable factor, Production function with two variable inputs, Optimum input combination, Cost Analysis, Supply and its elasticity

Part 4 (8 hours)

Price and Output Decisions in Various Market Structures

Price and Output Decisions in Various Market Structures under Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly

Part 5 (5 hours)

Pricing Practices and strategies

Cost plus pricing, Price discrimination, Pricing of multiple products, Transfer pricing, Game Theory

Part 6 (12 hours)

Macroeconomics for Management

Macroeconomics – Issues and Concepts, Macro – economic aggregates and Measurement of National Income, Inflation – Nature and Causes, Analysis of Business Cycles, Economic Stabilisation – Fiscal Policy and Monetary Policy, Balance of Payment, Global Financial Crisis and its impact on World Economy

Pedagogy

Lectures, Case Discussion

Evaluation and Grading

Quiz	...	10%
Assignments	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Ahuja, H.L. (2014). *Managerial Economics: Analysis of Managerial Decision Making*, 8/e; New Delhi: S. Chand & Company Limited

Reference Books

1. Atmanand (2009). *Managerial Economics*, 2/e; New Delhi: Excel Books

2. Geetika; Ghosh. Piyali; Choudhury, Purba Roy (2013). *Managerial Economics*, 2/e; New Delhi: Tata McGraw-Hill

Note: This course was designed by Dr. R. Savitha

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Course Title: **ORGANISATIONAL BEHAVIOUR**
Course Code: MB15OBH
Semester/ Credits: I /3

Course Objective

This course is designed to enrich the knowledge of the students about human behaviour in organizations. At the end of this course, students are expected to demonstrate knowledge about human behaviour in organisations, display the right kind of attitudes towards others, and to be effective in their interpersonal behaviour.

Course Coverage

Part 1 (9 hours)

Introduction to Organizational Behaviour

Manager's functions, roles, and skills - Nature and Scope of OB – Disciplines that contribute to the OB Field - Challenges and Opportunities for OB

Part 2 (12 hours)

The Individual

Attitudes and Job Satisfaction – Emotions and Emotional intelligence – Personality – Perception – Specific applications in organisations

Part 3 (12 hours)

The Group

Foundations of group behaviour – Organizational politics - Impression management and Defensive behaviour – Conflict management and Negotiation

Part 4 (12 hours)

The Organisation System

Organisational Culture – Organisational Change – Organisational Development – Stress management

Pedagogy

Lectures, Case Discussion, Role Play, Seminar Presentation

Evaluation and Grading

Case Discussion	...	10%
Assignments	...	10%
Class Participation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Robbins, P. Stephen, Timothy, A. Judge, and Neharika Vohra (2013). *Organizational Behavior*, 15/e; New Delhi: Pearson Education

Reference Books

1. Luthans, Fred (2011). *Organisational Behavior*, 12/e; New Delhi: Tata McGraw-Hill
2. McShane, Von Glinow and Radha R. Sharma (2011). *Organisational Behavior*, 5/e; New Delhi: Tata McGraw-Hill

Note: This course was designed by Dr. P. Paramanandam

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Course Title: **QUANTITATIVE TECHNIQUES FOR MANAGEMENT**
 Course Code: **MB15QTM**
 Semester / Credits: **I/ 3**

Course Objective

The course intends to familiarize the students with statistics and operations research techniques and their applications in managerial decision making. At the end of this course the students would be able to apply mathematical concepts in managerial decision making and solve problems employing probability and statistics as applicable.

The students will be able to apply the methods of descriptive statistics to organise, summarise, present and analyse data manually and electronically. The course enables to construct the network representation for projects and identify critical and non- critical activities.

Course Coverage

Part 1 (7 hours)

Mathematics

Numbers – Order of Operations – Average – Ratio – Number Patterns – Simple and Compound interest – Algebra - Solving Linear and non linear equations - Combinatorial

Part 2 (8 hours)

Probability

Probability – Basic rules of probability, Notation, Venn diagrams, Probability Trees, Bayes's Theorem

Part 3 (10 hours)

Statistics

Classification and Tabulation of Data, Pictorial representation - Pie Diagrams, Histograms, Frequency Polygons, Ogives and Graphs - Measures of Central Tendency, Measures of Variation - Concepts, Range, Mean Deviation, Standard Deviation, Coefficient of Variation - Correlation - Simple and Rank correlation - Simple Regression - Time Series Analysis – Trend Analysis

Part 4 (12 hours)

Linear Programming Problems

Operation Research – Introduction - Linear Programming – Graphical and Simplex method – simple problems- Transportation and Assignment problems – simple problems

Part 5 (8 hours)

Game theory and Network analysis

Game Theory: Algebraic Method - Network analysis - PERT/CPM

Pedagogy

Lectures and Exercises

Evaluation and Grading

Attendance and Class Participation	...	05%
Assignments	...	10%
Quiz	...	05%
Tutorials	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

The coverage in this course will have 25% theory and 75% problems

Text Books

1. Sharma, J.K (2010). *Quantitative Methods – Theory and Applications*, 1/e; New Delhi: Macmillan
2. Anderson, David R., Sweeney, Dennis J., Williams, Thomas A., (2012). *Statistics for Business and Economics*, 12/e, New Delhi: Cengage

Reference Books

1. Vohra, N. D (2007), *Quantitative Techniques in Management*, 3/e; New Delhi: Tata McGraw-Hill
2. Tulsian P.C., and Pandey, Vishal (2012), *Quantitative Techniques – Theory and Problems*, 1/e; New Delhi: Pearson

Note: This course was designed by Dr. J. Anitha

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Course Title: **EVOLUTION AND PRINCIPLES OF MANAGEMENT**
 Course Code: **MB15EPM**
 Semester/ Credits: **I / 3**

Course Objective

This course enriches the knowledge of students in the fundamental principles of management. At the end of this course, students will be able to describe the process of management, review the foundational theories of management, and demonstrate managerial skills.

Course Coverage

Part 1 (9 hours)

Introduction to Management

Management – Nature and purpose – Evolution of management thought– Systems approach to management process – Functions of managers - Management and Society – Social responsibility of managers – Ethics in managing

Part 2 (10 hours)

Planning

Essentials of Planning - Management by Objectives - Strategies, Policies - Planning Premises - Decision Making

Part 3 (10 hours)

Organizing

Nature of organizing - Organization Structure: Departmentation - Line/Staff Authority, Empowerment, and Decentralisation

Part 4 (10 hours)

Leading

Human Factors and Motivation – Theories – Motivational techniques - Leadership - Trait, Behaviour, and contingency approaches – Transactional and Transformational leadership

Part 5 (6 hours)

Controlling

The System and Process of Controlling – Budgetary and non budgetary Control Techniques – Network analysis

Pedagogy

Lectures, Case Discussion, Seminar Presentation

Evaluation and Grading

Case Discussion	...	10%
Assignments	...	10%
Class Participation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Koontz, Harold, and Heinz Weihrich (2012). *Essentials of Management: An International and Leadership Perspective*, 9/e; New Delhi: Tata McGraw-Hill.

Reference Books

1. Robbins, Stephen P, Mary Coulter and Neharika Vohra (2013). *Management*, 10/e; New Delhi: Pearson Education
2. Bhattacharyya, Dipak Kumar (2013). *Principles of Management*, 2/e; New Delhi: Pearson Education

Note: This course was designed by Dr. P. Paramanandam

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Course Title: **INFORMATION TECHNOLOGY FOR BUSINESS**
Course Code: MB15ITB
Semester/ Credits: I / 3

Course Objective

The course would provide the basic frame work of Information Technology and their various applications in Business. At the end of this course the students will be able to recognize the strategic use of information technology in business, differentiate the functional and cross functional information systems. They will also realise the uses of information technology to achieve bottom line business results.

Course Coverage

Part 1 (8 hours)

IT in the Organisations

IT Supports Organisational Performance in Turbulent Business – Information Technologies: Concept, Types and IT Support

Part 2 (10 hours)

Digital, Mobile and Social Commerce

E-Business & E-Commerce Models and Strategies - Mobile Technologies and Commerce - Web 2.0 and Social Media

Part 3 (13 hours)

Organisational Applications

Functional Business Systems – Enterprise Systems ERP, SCM and CRM – Inter organisational, Large-Scale and Global Information Systems

Part 4 (10 hours)

Decision Making and Strategy

Business Intelligence and Decision Support Systems – IT Strategy and Planning – Impact of IT on Enterprises, Users and the Environment

Part 5 (4 hours)

Managing IT

Adopting IT Projects – Implementing IT Projects – Business Process Management – Managerial Issues

Pedagogy

Lectures, Case Discussion, Online Exercises

Evaluation and Grading

Exercises	...	10%
Assignments & Quiz	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Turban, Efraim and Linda Volonino (2015). *Information Technology for Management - Transforming Organizations in the Digital Economy*, 7/e; New Delhi: Wiley India

Reference Books

1. O'Brien, James A., George M. Marakas, and Ramesh Behl (2013). *Management Information Systems*, 10/e; New Delhi: Tata McGraw-Hill
2. Laudon, Kenneth C., Laudon, P. Jane (2013). *Management Information System - Managing the Digital Firm*, 12/e; New Delhi: Pearson Education

Note: This course was designed by Ms. S. Sathyapriya

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Course Title: **SEMINAR ON HISTORY OF INDIAN BUSINESS**
Course Code: **MB15HIB**
Semester/ Credits: **I / 2**

Course Objectives

The course would enable the students to gain insights from the economic, political and social developments in the eighteenth century which were often considered as cradle for the strategies and structures that characterize Indian business today. Students will understand the growth of business in free India, the emergence of the public sector, and the evolution of modern Indian business.

Course Coverage

- Indian Business History- Introduction
- Indian Business in the 17th Century – The Backdrop
- Indian Business during the Period of British East India Company
- The Business Scenario in Western India
- Rise of the Industrial Elite
- Developing an Identity by Indian Business
- Maturity of Indian Business
- During the War and After
- Indian Business after Independence and during the Nehru Era
- The License Raj
- Liberalisation and After

Pedagogy

The entire course will be conducted through seminar presentations to be made by students in each session. These presentations will be based on pre-reading by students of the required section from the text book.

Evaluation and Grading

Individual study	...	20%
Seminar Presentation	...	50%
Discussions	...	30%

Reference Books

1. Dwijendra Tripathi, Jyoti Jumani (2012). *The Concise Oxford History of Indian Business*; New Delhi: Oxford University Press
2. Dwijendra Tripathi (2011). *The Oxford History of Indian Business*; New Delhi: Oxford University Press

This course was designed by Prof. S. Balasubramanian

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Course Title: **CREATIVITY & INNOVATION**
 Course Code: **MB15CIN**
 Semester/ Credits: I / 2

Course Objective

This Course is intended to kindle the spirit of creativity and innovation among students. Normally, the students’ mind is conditioned to approach any issue with logical and sequential order. By doing so, student’s own ideas and thinking are not given any consideration. Therefore this course would provide an opportunity for students to be spontaneous, creative and thinking out of box. In the present complex world students have to bring in new ideas and ways to face the various challenges that they may come across in their personal and professional lives.

Course Coverage

Part 1 (6 Hours)

Introduction to Creativity and Innovation

What is Creativity – Is creativity lateral thinking – Creativity Process – Components of Creativity - Can Creativity be Enhanced – Mechanism of Thinking. (Exercises)

Part 2 (8 Hours)

Enhancing Creative Intelligence

Existential Creativity – Entrepreneurial Creativity – Empowerment Creativity – Stimulation Tools and Techniques – Six Hat Thinking Exercises and Lateral Thinking Exercises – Convergent Thinking.

Part 3 (8 Hours)

Quality of Creativity

Criteria for Evaluating Creativity – Concept Development – Story Boarding – Strategy Development and Innovation. (Exercises)

Part 4 (8 Hours)

Techniques of Creative Problem Solving

Principles and Techniques for Creative Ideas (Excursion method) – Methods and Tools for Creative Problem Solving - Product and Service Design Exercises – Evaluation – Creativity Training.

Pedagogy

Lectures, Exercises, Field Study

Evaluation and Grading

Attendance and class participation	...	20%
Exercises	...	20%
Field Study	...	20%
Presentation	...	20%
Concept Development	...	20%

Reference Books

1. Pradip, N. Khandwalla (2009). *Lifelong Creativity – An Unending Quest*, New Delhi: Tata McGraw-Hill
2. Drucker, F. Peter (2007), *Innovation and Entrepreneurship*, UK: Elsevier, John Wiley.
4. Clayton, M. Christensen, Michael, E. Raynor (2003). *The Innovators Solution*, Harvard Business School Press Boston.
5. De Bono, Edward (2008). *Creativity Workout: 62 Exercises to unlock Your Most Creative Ideas*, 2/e; Ulysses Press
6. De Bono, Edward (2015). *Lateral Thinking: Creativity Step by Step*, International Edition; Harper Collins Publishers

Note: This course was designed by Dr. N. Anitha

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Course Title: **COMMUNICATION SKILLS**
Course Code: **MB15CM1**
Semester/ Credits: **I / 1**

Course Objective

The course is designed to build oral communication skills of students essential to business graduates. At the end of the course the students would be able to speak with confidence accompanied by appropriate body language, and deliver effective power point presentations.

Course Coverage

Module 1 (7 Hours)

Oral Communication – Speaking Skills

Principles of Effective Oral Communication – Barriers to Effective Oral Communication – Three Aspects of Oral Communication – Conversation Skills, Listening Skills and Body Language / Non-verbal communication

Module 2 (8 Hours)

Designing and Delivering Oral Presentations

Adapting to Audience – Composing the Presentation – Enhancing presentations with slides and other visuals - Art of Delivering the presentation – Body Language - Handling Questions

Pedagogy

Lecture and Discussion, Experiential Class Activities, Audio and Video

Evaluation and Grading

Speech	...	20%	
Presentation	30%
Online Course	...	30%	
Class Participation and Attendance	...	20%	

Text Book

Bovee, Courtland L, Thill, John V. and Abha Chatterjee (2011). *Business Communication Today*, 10/e; New Delhi: Pearson

Reference Books

1. O'Rourke, James S. IV and Gupta, Jaba Mukherjee (2011). *Business Communication: A Case – Analysis Approach*, 4/e, New Delhi: Pearson
2. Chaturvedi, P. D. and Chaturvedi, Mukesh (2011). *Business Communication, Concepts: Cases and Applications*, 2/e, New Delhi: Pearson

Note: This course was designed by Vandana Madhavkumar

SYLLABUS AND COURSE OUTLINE

SEMESTER II - COURSES

L = Lecture; T = Tutorial; P = Practice

will be carried out during summer break between semester 1 and 2

* will be non-credit courses

Code	Title	Credit	L	T	P	Total
	Core Courses					
MB15OPM	Operations Management	3	3			3
MB15MMT	Marketing Management	4	4			4
MB15FMT	Financial Management	3	2	1		3
MB15HRM	Human Resource Management	3	3			3
MB15BRM	Business Research Methods	3	2	1		3
	Elective Course					
	Choice of Elective – 1	3	3			3
	Practice Work					
MB15WAL	Seminar on Women & Leadership	2			4	4
MB15TP1	Term Paper	2			4	4
	Skill Course					
MB15CM2	Communication Skills	1			2	2
MB15OBP	Outbound Programme *					
	Sub - Total	24	17	2	10	29

Course Title: **OPERATIONS MANAGEMENT**
 Course Code : MB15OPM
 Semester/ Credits: II / 3

Course Objective

This course would enable the students to understand the basic concepts of operations management. Students would gain insights about the current operations strategies, designing operations, operations and the value chain, total quality management tools and six sigma. At the end of this course students can gain knowledge to design and execute successful operations in a firm.

Course Coverage

Part 1 (5 Hours)

Introduction to Operations Management

Manufacturing Trends in India – Operations Management Functions – Challenges in Operations Management – The Relevance of Operations Strategy – Strategy Formulation Process – Measures for Operations Excellence.

Part 2 (10 Hours)

Designing Operations

Process and Capacity Analysis – Design of Manufacturing Process – Layout Planning – Design of Service Systems – The Product Development Process – Total Quality Management.

Part 3 (10 Hours)

Operations and the Value Chain

Supply Chain Management – Components – Structure – Measures of Supply Chain Performance – Design of Supply Chain – Facilities Location – Planning Methods – Issues in Location Planning.

Part 4 (10 Hours)

Inventory Planning and Control

Types of Inventory – Inventory Cost – Inventory Control System – Issues in Inventory Planning and Control – Six Sigma Quality Control.

Part 5 (10 Hours)

Planning and Control of Operations

Demand Forecasting - Aggregate Production Planning – Master Production Schedule – Need for Maintenance Management.

Pedagogy

Lectures, Case Discussion

Evaluation and Grading

Class Participation	...	10%
Field Study	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Mahadevan, B. (2010). *Operations Management, Theory and Practice*, 3/e; New Delhi: Pearson Education

Reference Books

1. Krajewski, Lee J., Ritzman, Larry P., and Manoj K Malhotra (2013). *Operations Management: Processes and Value Chains*, 10/e; New Delhi: Pearson Education
2. Russell, Taylor (2012). *Operations Management*, 7/e; New Delhi: Wiley India

Note: This course was designed by Dr. N. Anitha

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Course Title:	MARKETING MANAGEMENT
Course Code :	MB15MMT
Semester/ Credits:	II / 4

Course Objective

The course would enable the students to understand how the dynamics of the market forces create an impact in the market. It helps them to understand the major decisions that the marketing managers and the top management focus. Students would be able to comprehend the holistic marketing efforts to develop, design and implement marketing programmes. Students will be able to observe the dramatic changes happening in the Marketing Environment. Acquire a comprehensive knowledge about how values are created, communicated and delivered to the target audience

Course Coverage

Part 1 (6 hours)

Understanding Marketing Management

Importance and Scope of Marketing – Core Marketing Concepts – Company Orientation toward the Market Place – Developing Marketing Strategies.

Part 2 (10 hours)

Assessing Market Opportunities and Customer Value

Scanning the Marketing Environment – Creating Customer Value and Customer Relationships – Analysing Consumer Markets.

Part 3 (10 hours)

Developing Marketing Strategy

Identifying Market Segments and Targets – Competitive Dynamics – Crafting the Brand Positioning – Creating Brand Equity.

Part 4 (20 hours)

Product and Price Mix

Setting Product Strategy – Developing Pricing Strategy.

Part 5 (6 hours)

Channel Management

Designing and Managing Integrated Marketing Channels – Managing Retailing, Wholesaling and Logistics.

Part 6 (8 hours)

Promotional Mix

Designing and Managing Integrated Marketing Communications – Managing Mass Communications – Managing Personal Communications.

Pedagogy

Lectures, Case Discussion, Field Study

Evaluation and Grading

Quiz	...	10%
Assignment	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Kotler, Philip, Kevin Lane Keller, Abraham Koshy, and Mithileshwar Jha (2013). *Marketing Management: A South Asian Perspective*, 14/e; New Delhi: Pearson Education

Reference Books

1. Ramasamy, V.S and S. Namakumari (2013). *Marketing Management: Global Perspective Indian Context*, 5/e; New Delhi: Macmillan
2. Baines Paul, Chris Fill and Page Kelly (2013). *Marketing*, Asian edition; New Delhi: Oxford University Press

Note: This course was designed by Dr. P. Sadhasivam

Course Title: **FINANCIAL MANAGEMENT**
Course Code: **MB15FMT**
Semester/ Credits: **II / 3**

Course Objective

The course explains the role of financial tools in determining the value of the firm. It also lays a foundation to understand complex issues in finance. On completion of the course the students will be able to calculate the time value of money, identify the best investment alternative using Capital Budgeting, measure the impact of change in Capital Structure and predict the change in the value of the firm with respect to dividend decisions.

Course Coverage

Part 1 (6 Hours)

Finance Function

Overview and Scope of Financial Management – Objectives - Organisation of Finance function - Emerging role of Finance Managers in India

Part 2 (13 Hours)

Investment Decision

Time Value of Money - Compounding and Present value techniques - Capital Budgeting - Principles and Techniques - Evaluation techniques - Concept and Measurement of Cost of Capital – Importance, Measurement of Specific Costs, Computation of Overall cost of Capital

Part 3 (12 Hours)

Financing Decisions

Short Term and Long Term Finance - Operating Leverage and Financial Leverage - Capital Structure Theories - Net Income Approach, Net Operating Income Approach, Modigliani-Miller Approach, Traditional Approach

Part 4 (8 Hours)

Dividend Decisions

Management of Profits- Retained Earnings and Dividends - Dividend Decision - Dividend and Valuation, Determinants of Dividend policy

Part 5 (6 Hours)

Working Capital Decisions

Working Capital Decisions - Management of cash, inventory and receivables – Types of Working Capital and its importance – Determinants of Working Capital

Pedagogy

Lectures, Numerical exercises, Case Discussion

Evaluation and Grading

Numerical Exercise	...	10%
Quiz	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%

End Semester Examination ... 50%

The coverage in this Course will comprise 60% theory and 40% problems.

Text Book

Khan, M.Y. and P.K. Jain (2014). *Financial Management: Text, Problems and Cases*, 7/e; New Delhi: Tata McGraw-Hill

Reference Books

1. Pandey, I.M. (2014). *Financial Management*, 10/e; New Delhi: Vikas Publishing
2. Chandra, Prasanna (2011). *Financial Management, Theory and Practice*, 8/e; New Delhi: Tata McGraw-Hill

Note: This course was designed by Ms. M. Gowri

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Course Title: **HUMAN RESOURCE MANAGEMENT**
Course Code: MB15HRM
Semester/ Credits: II / 3

Course Objective

This course is designed to enrich the knowledge of students in the functional area of Human Resource Management. After completion of the course students will be able to describe the important trends influencing human resource management, explain the nature of job analysis, techniques used in employment planning and forecasting, recruitment, selection, training, performance management and establishing pay rates.

Course Coverage

Part 1 (6 hours)

Introduction to Human Resource Management

Trends shaping HRM – Nature and Scope of HRM, Using HR Analytics for recognizing changing trends in HRM - Strategic HRM

Part 2 (9 hours)

Recruitment and Selection

Human Resource Planning - Job Analysis – Job Evaluation - Recruiting Talent – Selecting Right Talent

Part 3 (14 hours)

Training and Development

Training and Developing Employees - Performance Management and Appraisal – Coaching,

Careers, and Talent Management

Part 4 (6 hours)

Compensation

Establishing Pay plans – Pay for Performance and Incentives – Benefits and Services

Part 5 (6 hours)

Employee Relations

Industrial Relations – Labor Laws – Trade Unions – Resolving Disputes – Managing Ethical Issues in Human Resource Management

Part 6 (4 hours)

Managing Global Human Resources

Role of HR in Internationalization of Business - Staffing Global Organizations - Training and Maintaining Expatriates - Implementing Global HR System

Pedagogy

Lecture, Case Discussion, Field Study

Evaluation and Grading

Case Discussion	...	10%
Field Study	...	10%
Quiz	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Aswathappa, K. (2013). *Human Resource Management: Text and Cases*, 7/e; New Delhi, McGraw-Hill

Reference Books

1. Dessler, Gary and Biju Varkkey (2011). *Human Resource Management*, 12/e; New Delhi; Pearson Education
2. Bernardin, John H (2013). *Human Resource Management: An Experiential Approach*, 5/e; New Delhi, McGraw-Hill

Note: This course was designed by Dr. B. Sripirabaa

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Course Title: **BUSINESS RESEARCH METHODS**
Course Code: **MB15BRM**
Semester/Credits: **II / 3**

Course Objective

The course provides basic knowledge on research methods that equips one to make decisions based on actual business and market conditions. The course imparts different types of research strategies and methodologies and aids the learner to investigate on a real-time scenario through appropriate research project. It helps the student to demonstrate skill in performing statistical and research analysis and compose structured professional reports that reflects responding appropriately to a business situation and that which aids in decision making.

Course Coverage

Part 1 (7 hours)

Introduction to Business Research

Objectives and types of Business Research – Process of conducting Business Research – Criteria and Challenges – Business Research in organisations – Dissemination of Research - Concepts and Tools of Business Research

Part 2 (8 hours)

Research Process

Identifying and formulating research problem – Developing Hypothesis – Research Proposal – Research Designs – Types

Part 3 (6 hours)

Measurement Scales and Validity

Measurement Scales – types and characteristics, Primary and Secondary Data - Sources

Part 4 (18 hours)

Data Analysis

Preparation of Data, Basic Analysis of Data – Measures of Central Tendency – Dispersion – Skewness - Correlation and Regression, ANOVA, Regression, Factor Analysis, Discriminant Analysis, Non-parametric tests (*Application of students' data in SPSS analysis*)

Part 5 (6 hours)

Research Report Writing

Types of Reports – Formats – Report writing – Report Presentation

Pedagogy

Lectures, Exercises, Field study

Evaluation and Grading

Quiz	...	10%
Class participation	...	05%

Research project	...	15%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Srivastava, T. N and Rego Shailaja (2014). *Business Research Methodology*, 1/e; New Delhi: McGraw-Hill

Reference Books

1. Cooper, R. Donald and Pamela, S. Schindler (2013). *Business Research Methods*, 12/e; New Delhi: McGraw-Hill
2. Gupta, S. L and Gupta, Hitesh (2012), *Business Research Methods*, 1/e; New Delhi: McGraw-Hill

Note: This course was designed by Dr. J. Anitha

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Course Title: **SEMINAR ON WOMEN AND LEADERSHIP**
 Course Code: **MB15WAL**
 Semester/ Credits: **II / 2**

Overview

This course is intended to study the women leaders in various spheres such as business, political, social, etc., Women leaders have characteristics that all aspiring management students should be wise to emulate. It is important to understand the critical roles that women have played in developing societies and economies. The most successful women in the world have grabbed every opportunity offered to them, and have created opportunities for themselves. The factors that contribute to the development of the next generation of women leaders can be learnt from their experiences. Reading and listening to the stories of their career paths shall inspire young business leaders. Therefore this course facilitates the students to appreciate the women leaders and understand the various circumstances that have given rise to them as “Women Leaders”. Also would enable students to draw lessons from the lives of successful Women Leaders.

Pedagogy

Lectures, Discussion and Seminar

Evaluation and Grading

Individual study	...	20%
Seminar	...	60%
Discussions	...	20%

Reference Books

1. Alice H. Eagly & Linda L. Carli, (2007). *Through the Labyrinth: The Truth about how women Become Leader*
2. Sherly Sandberg (2013). *Lean In: Women, Work, and the Will to Lead*
3. Barbara Kellerman & Deborah L. Rhode, (2007). *Women and Leadership: The State of Play and Strategies for Change*
4. Jean Lau Chin, Bernice Lott, Joy Rice & Janis Sanchez-Hucles, (2007). *Women and Leadership: Transforming Visions and Diverse Voices*

Note: This course was designed by Dr. N. Anitha

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Course Title: **TERM PAPER**
Course Code: MB15TP1
Semester/ Credits: II / 2

Guidelines for Term Paper

The term paper carries 2 credits and has no End Semester Examination. It will be evaluated for 100 marks through Continuous Internal Assessment (CIA).

The term paper should be done throughout the semester 2 therefore the faculty guide has to monitor the progress of work by the students on continuous basis.

The objective of the “Term Paper” is to enable students to gain in-depth knowledge and understanding on a specific sector or company or personality or entrepreneur or book, with which they will be to able identify key areas or topic to analyse by applying their own creative ideas, thoughts and opinions by giving new perspective and at the end, summarise the key points.

The term paper can be done in any sector like manufacturing/ agricultural/ services sectors or companies or business personalities or entrepreneurs or on books relating to management.

The study should cover over a period of time and do not confine to a short span of time. The required data should be collected systematically and students are expected to draw a clear

plan in this regard. Preferably the study depends on secondary data and it can be collected from multiple sources like books, newspapers, journals, periodicals, company websites and internet.

Each term paper should reflect the analysis done by the students.

Depending on the quality of work, the faculty guide can plan to publish a paper, submit a copy to the company with productive suggestions, if any or develop a case in future.

Review presentations can be planned by respective faculty guide to evaluate the performance of students constantly.

Evaluation will be based on five factors:

- Quality of Content - 15%
- Extent of Sourcing Information/ Data - 20%
- Logical & Coherent Sequencing and Organisation of Information - 20%
- Quality of the Written Report - 15%
- Faculty's Assessment on Student's Understanding and Clarity - 30%

Note: This course was designed by Prof. S. Balasubramanian & Dr. R. Savitha

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Course Title:	COMMUNICATION SKILLS
Course Code:	MB15CM2
Semester/ Credits:	II / 1

Course Objective

The course is designed to build written communication skills of students essential to business graduates. At the end of the course the students would be able to write concretely and effectively, write business reports and business messages using techniques of business writing

Course Coverage

Module 1 (5 Hours)

Effective Writing

Fundamentals of Business Writing - Adaption and selection of words - Construction of clear sentences and paragraphs - Writing for effect

Module 2 (5 Hours)

Writing Business Messages

Directness in good-news and neutral messages - Indirectness in bad-News Messages and persuasive messages

Module 3 (5 Hours)

Writing Reports

Writing Reports - Short reports and long informal reports

Pedagogy

Lecture, Writing Exercises

Evaluation and Grading

Class Participation and Attendance	...	20%
Assignment on Writing Business Messages	...	25%
Assignment on Report Writing	...	25%
Online Course of on Writing Skills	...	30%

Text Book

Bovee, Courtland L, Thill, John V. and Abha Chatterjee (2011). *Business Communication Today*, 10/e; New Delhi: Pearson

Reference Books

1. Lesikar, Raymond V. and Flatley, Marie E, Rentz, Katheryn, Pande, Neeraja (2013). *Basic Business Communication*, 11/e; New Delhi: Tata McGraw-Hill
2. FitzGerald, Suzanne Sparks (2012). *Manager's Guide To Business Writing 2/e*; New Delhi: Tata McGraw Hill

Note: This course was designed by Vandana Madhavkumar

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SYLLABUS AND COURSE OUTLINE

SEMESTER III - COURSES

L = Lecture; T = Tutorial; P = Practice

will be carried out during summer break between semester 1 and 2

* will be non-credit courses

Code	Title	Credit	L	T	P	Total
	Core Course					
MB15CBE	Corporate Governance & Business Ethics	3	3			3
MB15SMT	Strategic Management	3	3			3
	Elective Course					
	Choice of Electives – 4	12				12
	Practice Work					
MB15SMC	Seminar Course	2			4	4
MB15SIP	Summer Internship Work [#]	3			6	6
	Skill Course					
MB15CM3	Communication Skills	1			2	2
MB15CCP	Career Counselling Programme*					
	Sub – Total	24	18		12	30

Course Title: **CORPORATE GOVERNANCE AND BUSINESS ETHICS**
Course Code: MB15CBE
Semester/ Credits: III / 3

Course Objectives

This course enables the students to gain an understanding of the contemporary issues of corporate governance in the wake of changing business ambience. At the end of the course the student would enable to

- recognise the theory and practice of Corporate Governance
- identify the role of Board of directors and other stakeholders
- analyse the issues and problems of Corporate Governance in emerging economies
- appreciate ethical practices in business/ profession

Course Coverage

Part 1 (10 hours)

Introduction to ethics – principles – law, ethics and business – individual and organisational ethics

Part 2 (15 hours)

Ethics in marketing profession, consumer protection – ethics and the environment – ethics and technology - Discussions on Ethical Dilemmas

Part 3 (12 hours)

Principles and practices of corporate governance – corporate governance in the Indian context (including recent changes in law)

Part 4 (8 hours)

Ethics and corporate governance – corporate governance, corporate social responsibility, and sustainability - Discussions on Corporate Governance Cases

Pedagogy

Lectures and Case Discussions, Presentations

Evaluation and Grading

Class Participation	...	05%
Presentations	...	10%
Case Discussions	...	15%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Mandal, S.K (2012). *Ethics in Business and Corporate Governance*, 2/e; New Delhi: Tata McGraw-Hill

Reference Books

1. Fernando, A.C (2012). *Corporate Governance: Principles, Policies and Practices*, 2/e; New Delhi: Pearson
2. Jain, Arun K (2010). *Corporate Governance: Strategy and Ethics*, New Delhi: Tata McGraw-Hill

Note: This course was designed by Prof. S. Balasubramanian

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Course Title: **STRATEGIC MANAGEMENT**
Course Code: MB15SMT
Semester / Credits: III / 3

Course Objectives

The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations. At the end of the course students would be able to:

- understand the basic concepts and principles of strategic management
- analyse the internal and external environment of business
- develop and prepare organizational strategies that will be effective for the current business environment
- devise strategic approaches to managing a business successfully in a global context

Course Coverage

Part 1 (6 hours)

Overview of Strategic Management – Strategic leadership; strategy-making process; levels of strategy; competitive advantage

Part 2 (18 hours)

Strategy Formulation

Environmental Scanning and Appraisal – External analysis; opportunities and threats; internal analysis; strengths and weaknesses; building competitive advantage; levels of strategy; functional, business, corporate

Part 3 (12 hours)

Strategy Implementation

Corporate performance; governance; companies in single industry; companies across industries and countries

Part 4 (9 hours)

Strategy Monitoring and Control

Pedagogy

Lectures, Case Discussion

Evaluation and Grading

Class Participation	...	10%
Quiz	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Hill, Charles W.L. and Gareth R Jones (2012). *Strategic Management: An Integrated Approach*, 9/e; New Delhi: South-Western Publishing (Cengage Learning)

Reference Books

1. John A. Pearce, Richard B. Robinson, Amita Mital, (2012). *Strategic Management: Formulation, Implementation and Control*, 12/e (Special Indian Edition); New Delhi: Tata McGraw-Hill
2. Thomas L. Wheelen and David J. Hunger (2012). *Concepts in Strategic Management and Business Policy: Towards Global sustainability*, 13/e, New Delhi: Pearson Education Asia

Note: This course was designed by Prof. S. Balasubramanian

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Course Title: **SEMINAR COURSE**
Course Code: MB15SMC
Semester/ Credits: III / 2

Guidelines for Seminar Course

The primary objective of the “Seminar” course is to enable students to understand the latest developments in the field of Business and Management.

The seminar course would facilitate in discussing and deliberating the latest developments in business sector, learning of specific issues and techniques, its impact on business sector etc. This provides a platform for students to learn and update themselves on various topics and its different perspectives under one roof. Also, helps in improving their communication and presentation skills.

This is a self study course therefore students are expected to spend extensive time outside the classroom and collect all possible and relevant information relating to their chosen topic. Students can bring in related materials, books, magazines, journals, VCDs, E- books, etc., to showcase during their presentation.

A team of 2 students will join together and work on a same topic. The students can choose any current topic in the field of Business and Management, with the approval of faculty guide. The students are expected to work on the chosen topic in consultation with their faculty guide.

Each team will deliver the seminar as per the schedule given by the Programme Administrator. The presentation will be evaluated by a team of two faculty members one of whom will be the Faculty guide. At the end, each team has to submit a synopsis not exceeding 1000 words and report not exceeding 6000 words.

Evaluation of a student’s seminar work will be based on five factors:

Evaluation based on Team work:

- Content and depth of coverage of the topic – 30%
- Creativity in delivering the seminar – 30%
- Synopsis & report – 10%

Evaluation based on Individual work:

- Extent of resources referred for the topic – 20%
- Punctuality and regularity at work – 10%

Note: This course was designed by Prof. S. Balasubramanian & Dr. R. Savitha

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Course Title: **SUMMER INTERNSHIP PROGRAMME**
Course Code: MB15SIP
Semester/ Credits III / 3

Guidelines for Summer Internship Programme

The primary objective of the Summer Internship Programme (SIP) is to enable students gain an exposure to industry and understand current and contemporary management practices by spending a minimum of 45 days in a company during their summer break between the 2nd and 3rd semester.

Students are required to identify a company for their SIP, in consultation with and approval of their faculty guides. The choice of the company should be intimated to the Programme Administrator before commencement of the SIP. Simultaneously, students should also have identified a guide within the company (industry guide) under whose supervision and guidance they would carry out their SIP.

During their stay with the company, students are required to gain an understanding of the company's history, details of its founders or shareholders, the nature of business, organisational structure, reporting relationships, working of the different management functions (such as finance, HR, and marketing), key issues and concerns, and nature and types of customers through observation, discussion, and interaction with the company personnel. This list is only indicative, and not exhaustive. Students should collect and gather as much as possible of written materials, published data, and related matter.

In the process of carrying out their SIP, students are required to identify an issue or problem or an opportunity in the company that they can work on during the MIP course in the 4th semester. This should be discussed with their faculty guide before completing the SIP.

At the end of the SIP, students are expected to submit a report to the company a copy of which will be submitted to GRGSMS. The report should clearly indicate the sources from which information was obtained.

Evaluation will be based on three factors – (i) assessment and feedback from the industry guide (ii) assessment by the faculty guide, and (iii) quality of report and presentation (to be evaluated by two faculty members, one of whom will be the faculty guide). The presentation should be specific, clear and well analysed, and indicate the specific sources of information. Each of the three factors would carry equal weight.

Note: This course was designed by Prof. S. Balasubramanian & Dr. R. Savitha

Course Title: **COMMUNICATION SKILLS**
Course Code: MB15CM3
Semester / Credits: III / 1

Course Objective

The course is designed to equip students with essential business etiquette and help them communicate in a cross-cultural setting. After completion of the course, the participants would be able practice business etiquette and show sensitivity when communicating cross-culturally

Course Coverage

Module 1 (7 Hours)

Business Etiquette

Etiquette in the Workplace – Non-verbal Gestures – Business Dining – Etiquette when communicating in a world of Diversity - Enhancing sensitivity to culture and diversity

Module 2 (8 Hours)

Communicating across cultures

Enhancing Sensitivity to Culture and Diversity – Recognizing Variations in a Diverse World – Improving Intercultural Communication Skills - Respecting Preferences for Communication Style

Pedagogy

Lecture, Case Discussion, Role Play, Audio and Video

Evaluation and Grading

Role Play	...	20%
Case Discussion	...	25%
Class Participation and Attendance	...	25%
Presentation	...	30%

Text Book

Bovee, Courtland L, Thill, John V. and Abha Chatterjee (2011). *Business Communication Today*, 10/e; New Delhi: Pearson

Reference Books

1. O'Rourke, James S. IV and Gupta, Jaba Mukherjee (2011). *Business Communication: A Case – Analysis Approach*, Fourth Edition, New Delhi: Pearson
2. Chaturvedi, P. D. and Chaturvedi, Mukesh (2011). *Business Communication, Concepts: Cases and Applications*, Second Edition, New Delhi: Pearson

Note: This course was designed by Vandana Madhavkumar

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SYLLABUS AND COURSE OUTLINE

SEMESTER IV - COURSES

L = Lecture; T = Tutorial; P = Practice

Code	Title	Credit	L	T	P	Total
	Core Course					
MB15IST	Information Security	1	1			1
MB15LAB	Legal Aspects of Business	2	2			2
MB15IBM	International Business and Management	3	3			3
	Elective Course					
	Choice of Electives – 4	12				12
	Practice Work					
MB15TP2	Term Paper	2			4	4
MB15MIP	Management-in-Practice (Project)	3			6	6
	Sub – Total	23	18		10	28

Course Title: **INFORMATION SECURITY**
Course Code: MB15IST
Semester /Credit: IV / 1

Course Objective

The course introduces the information security threats which are becoming a major challenge to the business management in current scenario. At the end of this course the students will be able to sensitize about the various information security threats, recognize the ethical issues and privacy issues involved in information security. The students will be able to choose appropriate security management tools to handle information security threats.

Course Coverage

Part 1 (5 hours)

Introduction

Threats to Information Systems – Security Considerations in Mobile and Wireless Computing – Building Blocks of Information Security – Information Security Risk Analysis

Part 2 (4 hours)

Privacy

Fundamental Concepts and Principles – Business Challenges – Technological Impact – Web Services and Privacy

Part 3 (4 hours)

Security Best Practices

Staffing the Security function – Business Continuity and Disaster Recovery Planning – Auditing – Privacy Best Practices

Part 4 (2 hours)

Legal Framework

The Indian IT Act – Patent Law – Indian Copyright Act

Pedagogy

Lectures, Audio-Visual Presentation, Case Discussion

Evaluation and Grading

Quiz	...	25%
Case Discussions	...	25%
Assignments	...	50%

Text Book

Whitman, Michael E., and Herbert J. Mattord (2012). *Principles of Information Security*, 4/e; New Delhi: Cengage Learning

Reference Books

1. Godbole, Nina (2011). *Information System Security – Security Management, Metrics, Frameworks and Best Practices*; New Delhi: Wiley India
2. Rhodes-Ousley, Mark (2013). *Information Security: The Complete Reference*, 2/e; New Delhi: McGraw-Hill

Note: This course was designed by Ms. S. Sathyapriya

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Course Title: **LEGAL ASPECTS OF BUSINESS**
Course Code: MB15LAB
Semester/ Credits: IV/ 2

Course Objective

The objective of this course is to acquaint students with various laws, forces and regulatory measures governing business operations in India. On completion of the course, the students will be able to discuss about the Indian legal environment in which business is carried on. It will also help them to identify the emerging legal issues in a digital networked environment.

Course Coverage

Part 1 (15 hours)

Commercial Law

The legal framework of business activity in India - Contract Law – Indian Contract Act, Formation of Agreement, Essentials of Valid Contract, Offer and Acceptance, Alteration and Termination of Contracts, Quasi Contracts, Unilateral and Bilateral Contracts – Agency – Relationship between Principal and Agent, Rights and Duties

Sale of Goods Act- Sales contract, Transfer of Ownership, Sale and Quality of goods, Performance and Rights of Buyer and Seller

Law and Banking – Negotiable Instruments

Part 2 (10 hours)

Company Law

Incorporation of companies, Meeting and Altering the Constitution – Powers and Duties of Directors – Prospectus – Raising of Share Capital – Securities Regulation - Corporate Governance

Part 3 (12 hours)

Consumer Protection and Intellectual Property Rights

Consumer Protection– Formation of the Consumer Protection Act - Consumer rights – Unfair Trade practices - Consumer Dispute Redressal Agency – Competition Act

Intellectual Property Rights – TRIPs – Patents- Copyright Protection – Trademark Protection

Part 4 (8 hours)

Other Major Legislations

Right to Information Act, Foreign Exchange Management Act, Information Technology Act, Environment Protection Act

Pedagogy

Lectures, Case Discussion, Seminar

Evaluation and Grading

Assignment	...	10%
Case Discussions	...	10%
Seminar Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Pathak, Akhileshwar (2013). *Legal Aspects of Business*, 5/e; New Delhi: Tata McGraw-Hill

Reference Books

1. Kumar, Ravinder (2013). *Legal Aspects of Business*, 3/e; New Delhi: Cengage Learning
2. Saravanavel, P. and S. Sumathi (2011). *Legal Aspects of Business*, 1/e; Mumbai: Himalaya Publishing

Note: This course was designed by Mrs. R. Ananthi

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Course Title: **INTERNATIONAL BUSINESS AND MANAGEMENT**
Course Code: **MB15IBM**
Semester / Credits: **IV / 3**

Course Objective

The course would enable the students to understand the business compulsions and complexities of multi-cultural, multi-location, multi-national organizations. Students would gain an understanding of the theories in international business. They would gain a broad knowledge and understanding of the structure, systems and functioning of different regional economic groups and the world trade organization. They would be able to draw a framework for evolving suitable international business strategies.

Course Coverage

Part 1 (8 hours)

Globalisation - country differences; national differences in political economy; political economy and economic development; differences in culture; ethics

Part 2 (12 hours)

Global Trade, Investment, and Economic Integration – international trade theories; political economy; foreign investment; trade barriers; regional and global economic integration

Part 3 (4 hours)

Global Monetary System – foreign exchange market; international monetary system; global capital

Part 4 (12 hours)

Strategies and Structure of International Business – strategy of international business; organisation of international business; entry strategies; choice of entry strategies; exports and imports

Part 5 (9 hours)

Management of International Business – control in international business; international operations management; international financial management; international marketing management; international HR management

Pedagogy

Lectures, Case Discussion

Evaluation and Grading

Class Participation	...	05%
Quiz	...	10%
Case Discussion	...	15%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Hill, Charles W.L. and Arun K Jain (2014). *International Business: Competing in the Global Marketplace*, 10/e; New Delhi: Tata McGraw-Hill

Reference Books

1. Hill, Charles W.L. (2014). *Global Business Today*, 8/e; New Delhi: Tata McGraw-Hill
2. Cherunilam, Francis (2010). *International Business: Text and Cases*, 5/e; New Delhi: Prentice Hall

Note: This course was designed by Prof. S. Balasubramanian

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Course Title: **TERM PAPER**
Course Code: **MB15TP2**
Semester/ Credits: **IV /2**

Guidelines for Term Paper

The term paper carries 2 credits and has no End Semester Examination. It will be evaluated for 100 marks through Continuous Internal Assessment (CIA).

The term paper should be done throughout the semester 4 therefore the faculty guide has to monitor the progress of work by the students on continuous basis.

The objective of the “Term Paper” is to enable students to gain in-depth knowledge and understanding on a specific sector or company or personality or entrepreneur or book, with which they will be to able identify key areas or topic to analyse by applying their own creative ideas, thoughts and opinions by giving new perspective and at the end, summarise the key points.

The term paper can be done in any sector like manufacturing/ agricultural/ services sectors or companies or business personalities or entrepreneurs or on books relating to management.

The study should cover over a period of time and do not confine to a short span of time. The required data should be collected systematically and students are expected to draw a clear plan in this regard. Preferably the study depends on secondary data and it can be collected from multiple sources like books, newspapers, journals, periodicals, company websites and internet.

Each term paper should reflect the analysis done by the students.

Depending on the quality of work, the faculty guide can plan to publish a paper, submit a copy to the company with productive suggestions, if any or develop a case in future.

Review presentations can be planned by respective faculty guide to evaluate the performance of students constantly.

Evaluation will be based on five factors:

- Quality of Content - 15%
- Extent of Sourcing Information/ Data - 20%
- Logical & Coherent Sequencing and Organisation of Information - 20%
- Quality of the Written Report - 15%
- Faculty's Assessment on Student's Understanding and Clarity - 30%

Note: This course was designed by Prof. S. Balasubramanian & Dr. R. Savitha

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Course Title: **MANAGEMENT IN PRACTICE (Project)**
Course Code: **MB15MIP**
Semester/ Credits: **IV/3**

Guidelines for Management in Practice

The primary objective of the “Management-in-Practice” (MIP) course is to enable students apply their critical thinking and analytical skills in management learnt in class by working on an issue or problem or opportunity identified during their Summer Internship Programme (SIP). The MIP course runs throughout the entire 4th semester, after the students return from their SIP.

Students are required to have identified an issue or problem or an opportunity in the company that they carried out their SIP. Students would work on this during the entire period of their 4th semester at GRGSMS. Such a work would involve a detailed study, collection of data and information from many resources (including the company, if necessary), sharing and discussing their work with other students and the faculty guide, and preparing and submitting a report, and finally, development of a ‘Case’ or publication material.

The expected outcomes from the MIP may include:

- a. Learning through application of management concepts, theories and framework in practice
- b. Preparation and development of a ‘Case Study’
- c. Publication of a paper, in collaboration with the faculty
- d. ‘Placement’ in the company

The MIP course entails 3-credits equivalent of work to be put in by the students during the 4th semester.

Evaluation of a student’s MIP work will be based on four factors – (i) quality of the final report – 20% weight (ii) assessment of the effort by and commitment of the student during

the MIP by the faculty guide – 15% weight (iii) final presentation (to be evaluated by two faculty members, one of whom will be the faculty guide) – 15% weight, and (iv) viva-voce examination (to be evaluated by the faculty guide and an external person) – 50% weight. While the first three factors put together shall carry 50% of the weight (CIA), the fourth factor shall carry 50% of the weight.

Note: This course was designed by Prof. S. Balasubramanian & Dr. R. Savitha

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SYLLABUS & COURSE OUTLINE

LIST OF ELECTIVES IN FINANCE

No.	Code	Title	Credits
1	MB15CRF	Corporate Finance	3
2	MB15CMT	Cost Management	3
3	MB15FNM	Financial Markets	3
4	MB15FNS	Financial Services	3
5	MB15RMI	Risk Management and Insurance	3
6	MB15IFM	International Financial Management	3
7	MB15IMS	Issue Management Services	3
8	MB15MNB	Management of Banking	3
9	MB15MCF	Micro Finance	3
10	MB15PRF	Project Finance	3
11	MB15SAP	Security Analysis and Portfolio Management	3
12	MB15WCM	Working Capital Management	3

Course Title: **CORPORATE FINANCE**
 Course Code: MB15CRF
 Semester/ Credits: ELECTIVE / 3

Course Objective

This course intends to provide knowledge on financial concepts in connection with various functions of business. On completion of this course the students will be able to measure the hurdle rates for a firm and for individual projects; recognise the entire range of financing choices available for corporate; analyse the impact of dividend decisions on value of stock and apply valuation tools to control and bring synergy in acquisitions

Course Coverage

Part 1 (7 hours)

Introduction to corporate finance

Corporate finance and the firm - Stock holder's Wealth Maximisation – Value and Price – The Basics of Risk

Part 2 (12 hours)

Investment Analysis

Estimating Hurdle rates for firms and projects – Estimating earnings and Cash flows on project – Inflation and Exchange Rate Risk – Investment in noncash working capital; cash and marketable securities.

Part 3 (12 hours)

Financial Decision

Financial Choices – Financial process – Financial Mix: trade off and theory – Optimal Financial Mix – Financial Mix and choices

Part 4 (6 hours)

Dividend Decision

Dividend Policy - Analysing cash returned to stock holders - Buybacks, Spinoffs and Divestitures

Part 5 (8 hours)

Valuation

Principles and practice – Value Enhancement: Tools and Techniques - Acquisitions and takeovers

Pedagogy

Lectures, Numerical Exercises, Case Discussion

Evaluation and Grading

Case Discussion	...	10%
Numerical Exercises	...	10%
Quiz	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

The coverage in this Course will comprise 60% theory and 40% problems.

Text Book

Damodaran, Aswath (2014). *Corporate Finance: Theory and Practice*, 3/e; New Delhi: Wiley India

Reference Books

1. Brealey, Richard A., Stewart C. Myers, Franklin Allen, and Pitabas Mohanty (2014). *Principles of Corporate Finance*, 11/e; New Delhi: Tata McGraw-Hill
2. Viswanath, S.R. (2009). *Corporate Finance: Theory and practice*, 2/e; New Delhi: Sage Publications

Note: This course was designed by Ms. M. Gowri

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Course Title: **COST MANAGEMENT**
Course Code: MB15CMT
Semester / Credits: ELECTIVE / 3

Course Objective

The course would enable the students to understand the basic concepts and tools of cost management system. On completion of this course the students will be able to recognise the various types of costing methods, apply costing tools to make strategic decision and adopt responsibility accounting for effective business outcome.

Course Coverage

Part 1 (7 hours)

Introduction to Cost Management

Cost Management System – Factors affecting Cost Management – Cost Assignment – Product and Service Costs – Traditional and Activity based Cost Management System

Part 2 (7 hours)

Cost Behaviour and Activity-Based Costing

Basics of Cost Behaviour – Resources, Activities and Cost Behaviour – Methods of determining Cost Behaviour – Activity-Based Costing – Unit-Level Product Costing

Part 3 (7 hours)

Product and Service Costing

Job-Order Costing System – Process Costing – Operation Costing – Cost Allocation - Allocating costs of Support Departments and Joint Products

Part 4 (10 hours)

Standard Costing and Variance Analysis

Developing Standards – Standard Cost Sheets – Variance Analysis and Accounting – Numerical Exercises on Material and Labour Variance

Part 5 (6 hours)

Decentralisation and Profitability Analysis

Decentralization - Responsibility Accounting – Cost Centers - Performance Evaluation and Transfer Pricing – Pricing and Profitability Analysis

Part 6 (8 hours)

Strategic Cost and Activity-Based Management

Basic Concepts – Value-Chain Analysis – Life-Cycle Cost Management – JIT – Activity-Based Management – Process Value Analysis – Balance Scorecard – Tactical Decision Making

Pedagogy

Lectures, Case Discussion, Numerical Exercises

Evaluation and Grading

Class Participation	...	10%
Case Discussion	...	10%
Numerical Exercises	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

The coverage in this course will have 80% theory and 20% problems

Text Book

Liming Guan, Don R. Hansen, and Maryanne M. Mowen (2014). *Corner Stones of Cost Management*, 2/e; New Delhi: Cengage Learning

Reference Books

1. Leslie G. Eldenburg and Susan K. Wolcott (2011). *Cost Management: Measuring, Monitoring and Motivating Performance*, 2/e: Wiley
2. Edward J. Blocher, Kung H. Chen, Gary Cokins, and Thomas W. Lin (2010). *Cost Management: A Strategic Emphasis*, 5/e; New Delhi: Tata McGraw-Hill

Note: This course was designed by Ms. M. Gowri

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Course Title: **FINANCIAL MARKETS**
Course Code: MB15FNM
Semester/ Credits: ELECTIVE/ 3

Course Objective

This course provides the students with an overview of financial markets, various instruments traded in the Money market and Capital Market. On completion of this course the students will be able to recognize the products, players and functioning of financial markets, gain practical insights on trading techniques in capital market and understand the regulatory framework of the Indian financial market

Course Coverage

Part 1 (4 hours)

Introduction to Financial Market

Financial Market – Role, Functions and Constituents

Part 2 (6 hours)

Money Market

Call money market, Commercial paper market, Commercial bill market, Certificate of deposit market, Treasury bill market, Government or Gilt - edged securities market

Part 3 (10 hours)

Capital Market

Indian Capital Market – Evolution and Growth, Capital Market Instruments – Preference shares, Equity shares, Company fixed deposits, Warrants, Debentures and Bonds, Global debt instruments; Capital market reforms

Part 4 (8 hours)

New Issue Market

Public Issue of Securities, New Issue Market (NIM) – A conceptual framework and Evaluation; Prospectus

Part 5 (10 hours)

Secondary Market

Stock Exchange – Functions, Trading and Regulatory framework; Indian stock exchanges; Insider Trading, Speculation, Investor Protection, Listing and delisting

Part 6 (7 hours)

Regulation

Role and Functions of RBI; Securities Contract (Regulation) Act; Powers and Functions of SEBI

Pedagogy

Lectures, Case Discussion

Evaluation and Grading

Class Participation	...	10%
Case Discussion	...	10%
Quiz	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Gurusamy, S. (2010). *Financial Markets and Institutions*, 3/e: New Delhi: Tata McGraw-Hill

Reference Books

1. Fabozzi, J. Frank and Modigliani, Franco (2011). *Capital Markets: Institutions and Instruments*, 4/e: New Delhi: Prentice Hall
2. Bhole, L.M. (2009). *Financial Institutions and Markets*, 5/e: New Delhi: Tata McGraw-Hill

Note: This course was designed by Dr. R. Savitha

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Course Title: **FINANCIAL SERVICES**
Course Code: MB15FNS
Semester/ Credits: ELECTIVE/ 3

Course Objective

This course intends to enhance the knowledge of the students on asset based financial services and advisory services offered by non banking finance companies. On completion of the course, the students will be able to recognize the impact of operational, legal, procedural and regulatory issues of various financial services.

Course Coverage

Part 1 (5 hours)

Introduction to Financial Services

Financial Services - Concept and Functions, Growth of Financial Services in India; Non-banking Financial Companies

Part 2 (8 hours)

Leasing & Hire Purchase

Leasing – Concept and Classification, Significance, Contract Act, Reporting framework and taxation in leasing; Hire Purchase – Conceptual & legal framework, Taxation aspects, Accounting and reporting

Part 3 (8 hours)

Factoring and Bills Discounting

Factoring – Concept and Mechanism, Functions of a Factor, Forms of factoring, Legal aspects of factoring; Forfaiting Vs. Factoring; Bills discounting – Bill of exchange, Discounting bill of exchange, Types of bills, Bill market scheme

Part 4 (12 hours)

Venture Capital Financing and Mutual Funds

Venture Capital Financing – Features, Selection of investment, structuring the deal, Investment nurturing, Structural aspects, Indian venture capital scenario; Mutual funds – Operations of mutual funds, Regulatory mechanism, Mutual fund schemes

Part 5 (12 hours)

Advisory Financial Services

Corporate Restructuring – Conceptual and Financial Framework, Tax and legal aspects; Stock broking; Custodial Services; Depository system; Credit Rating – Agencies, Process, Symbols

Pedagogy

Lectures, Case Discussion

Evaluation and Grading

Class Participation	...	10%
Field Study	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Khan, M.Y. (2013). *Financial Services*, 7/e; New Delhi: Tata McGraw-Hill

Reference Books

1. Shanmugam, R. (2011). *Financial Services*, New Delhi: Wiley India
2. Siddaiah, Thummuluri (2011). *Financial Services*, New Delhi: Pearson

Note: This course was designed by Dr. R. Savitha

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Course Title: **RISK MANAGEMENT AND INSURANCE**
Course Code: MB15RMI
Semester/ Credits: ELECTIVE/3

Course Objective

This course deals with insurance as a tool for risk management. On completion of this course the students will be able to identify and classify various risk associated with individual and organization, analyse various provisions relating to Insurance contract, appreciate the functions of Insurers. Students will be able to suggest appropriate insurance for individuals and corporate based on the risk faced.

Course Coverage

Part I (4 Hours)

Introduction to Risk Management

Understanding Risk – Risk Management – Enterprise Risk Management

Part 2 (4 Hours)

Fundamentals of Insurance

Introduction to Insurance – Principles of Insurance – Insurance contract and provisions

Part 3 (3 Hours)

Insurance in India & Legal Framework

Insurance Sector in India – Historical framework – Insurance sector reforms – Players in Insurance Sector - Primary Insurance Laws – IRDA and its functions

Part 4 (10 Hours)

Function of Insurers

Underwriting – Insurance Pricing - Marketing of Insurance Products – Claim Management – Insurance Intermediaries – Risk Management - Reinsurance

Part 5 (10 Hours)

Life Insurance

Fundamentals of Life Insurance - Life Insurance Contracts and Policy Provisions – Types – Claim Management of Life Insurance – Group Insurance

Part 6 (14 Hours)

General Insurance

Introduction to General Insurance – Practice of Non-Life Insurance – Fire Insurance – Marine Insurance – Automobile Insurance - Social Insurance – Liability Insurance – Miscellaneous Insurance

Pedagogy

Lectures, Case Discussion, Exercises

Evaluation and Grading

Quiz	...	10%
Case Discussion	...	10%
Presentations and Assignments	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Gupta, P. K. (2012). *Insurance and Risk Management, 2/e*; Mumbai: Himalaya Publishing

Reference Books

1. Rejda, E. George, (2011). *Principles of Risk Management and Insurance, 10/e*; Pearson Education
2. Gulati, Neelam C. (2013). *Principles of Risk Management and Insurance*; New Delhi : Excel Books

Note: This course was designed by Ms. S. Sathyapriya

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Course Title: **INTERNATIONAL FINANCIAL MANAGEMENT**
Course Code: MB15IFM
Semester/ Credits: ELECTIVE/ 3

Course Objective

The objective of the course is to provide a good overview of the international financial system. After completion of the course, the students would be able to discuss the environment of international finance and its implications on international business. They will also be able to understand the derivatives and exposure management and explore the international investment avenues.

Course Coverage

Part 1 (5 hours)

Financial Management in a Global Context

Recent Changes in Global Financial Markets - The Emerging Challenges- The Nature and Measurement of Exposure and Risk – Exchange Rates, Interest Rates, Inflation Rates and Exposure

Part 2 (10 hours)

Foreign Exchange Market in India

Structure of the Foreign Exchange Market – Types of Transactions and Settlements – Exchange Rate Quotations and Arbitrage – Exchange Rate Determination and Forecasting - Exchange Rate Regimes– International Monetary System

Part 3 (12 hours)

Managing Foreign Exchange Risk with Derivatives

The Concept of Hedging and Speculation – Currency Forwards - Currency Futures - Currency Options - Currency Swaps

Part 4 (10 hours)

Corporate Exposure Management

The Risk Management Process – Exposure Management – Transactions Exposure – Operations Exposure – Interest Rate Exposure – Financial Swaps and Credit Derivatives

Part 5 (8 hours)

International Financing and Investment

Global Financial market – Domestic and Offshore Market - Euro Markets - Equity Financing – ADRs, GDRs, Euro Notes – Short-term Borrowing - Long Term Borrowing - Bond Financing, Loan Financing - International Equity Investment – International Joint Ventures - Implications of International Activities - Accounting and Tax Implications

Pedagogy

Lectures, Case Discussion, Seminar

Evaluation and Grading

Numerical Exercises	...	10%
Case Discussion	...	10%
Seminar Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

The coverage in this course will have 80% theory and 20% problems

Text Book

Apte, P.G. (2012). *International Financial Management*, 6/e; New Delhi: Tata McGraw-Hill

Reference Books

1. Shapiro C. Alan (2013). *Multinational Financial Management*, 10/e; New Delhi: Wiley India
2. Sharan Vyuptakesh (2012). *International Financial Management*, 6/e; New Delhi: PHI Learning

Note: This course was designed by Ms. R. Ananthi

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Course Title:	ISSUE MANAGEMENT SERVICES
Course Code:	MB15IMS
Semester/ Credits:	ELECTIVE/ 3

Course Objective

The course will focus on the functional activities of issue management and the role of merchant banks in new issue management services. On completion of this course, the students will be able to discuss about merchant banking and its regulatory framework and examine the framework for the issue and listing of securities.

Course Coverage

Part 1 (8 hours)

Introduction to Merchant Banking

Nature and Scope - Regulatory Framework – Role of Merchant Banks in New Issue Management Services – Nature and Kinds of Securities – Design of Capital Structure

Part 2 (8 hours)

Regulations in Issue Management

SEBI Guidelines for Public Issues – Objectives and Scope - Guidelines on Initial Public Offer, Issue of Debt Instruments and Issue of Capital by Designated Financial Institutions

Part 3 (10 hours)

Pre-Issue Management

Types of Issues – Public Issue through Prospectus, Offer for Sale and Private Placement Analysis of Prospectus - Co-ordination, Marketing and Underwriting of Public Issues – SEBI Guidelines in Pre-issue Management

Part 4 (8 hours)

Pricing of Public Issues

Book Building Process - Methods of Pricing of Public Issues - Pricing of Rights and Further Public Issues – SEBI Guidelines in Pricing of Issues

Part 5 (11 hours)

Post-Issue Management

Allotment and Dispatch of Shares/Refunds - Listing Requirements – Dematerialization of Securities - Complying with the SEBI guidelines after the issue – Conversion of Private Limited Companies into Public Limited Companies

Pedagogy

Lectures, Case Discussion

Evaluation and Grading

Field Study & Presentation	...	10%
Case Discussion	...	10%
Assignment	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Machiraju, H.R (2011). *Merchant Banking*, 4/e; New Delhi: New Age International

Reference Books

1. Gurusamy, S. (2013). *Merchant Banking and Financial Services*, 4/e; New Delhi: Tata McGraw-Hill
2. Vij, Madhu and Swati Dhawan (2012). *Merchant Banking and Financial Services*,1/e; New Delhi: Tata McGraw-Hill

Note: This course was designed by Ms. R. Ananthi

Course Title:
MANAGEMENT OF BANKING
Course Code: MB15MNB
Semester/ Credits: ELECTIVE/3

Course Objective

This course would enable the students to recognize risks in banking and enable them to understand the favorable risk return trade-off. At the end of this course the students will be able to understand managerial aspects of banking, analyse utilization of funds through bank's financial statements and recognize the risks associated with the banking activities.

Course Coverage

Part 1 (8 hours)

Managing Banking and Financial Service

Financial System - Current Issues and Future challenges - Monetary policy – Implications for Bank Management - Financial Statements of Banks operating in India - Analysing Banks Financial Statement

Part 2 (8 hours)

Sources and Uses of Bank Funds

Sources of Bank Funds - Bank Liabilities – Deposits – Non-Deposit Sources - Uses of Bank Funds – Lending Function - Credit Process – Fund Based and non fund based lending – Loan pricing and customer Profitability Analysis

Part 3 (9 hours)

Credit Delivery, Monitoring and Managing Credit Risk

Credit Delivery and Legal aspects of Lending -Credit Monitoring, Sickness and Rehabilitation – Managing Credit Risk – An Overview - Measuring Credit Risk - Credit Risk models

Part 4 (10 hours)

Banks and Risk Management

Uses of Bank Funds – Investments - Measuring Market Risk with VaR - Banks investment portfolio in India –Capital Adequacy Risk - Risk Management in Banks - The Changing Face of Banking Risk, Asset Liability Management, Interest Rate Risk Management and Liquidity Risk Management

Part 5 (10 hours)

Retail Banking and Electronic Banking

Banking Functions - Retail Banking and Laws in Everyday Banking -International Banking – Foreign Exchange and Trade Finance - Nature and Scope - High-Tech Banking – E-Payment systems and Electronic Banking

Pedagogy

Lectures, Case Discussion

Evaluation and Grading

Class Participation	...	10%
Case Discussion	...	10%
Assignment and Presentation ...	10%	
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Suresh, Padmalatha and Justin Paul (2014). *Management of Banking and Financial Services*, 3/e; New Delhi: Pearson Education

Reference Books

1. Peter S. Rose, Sylvia C. Hudgins, (2014). *Bank Management and Financial Services*, 8/e; New Delhi: Tata McGraw-Hill
2. Joshi and Joshi (2009). *Managing Indian Banks*, 3/e; New Delhi: Sage Publications

Note: This course was designed by Ms. M. Gowri

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Course Title: **MICRO FINANCE**
Course Code: MB15MCF
Semester / Credits: ELECTIVE / 3

Course Objective

This course deals with microfinance as a tool for social and rural development. On completion of this course the students will be able to gain knowledge on the fundamentals and regulations of microfinance, analyze various credit lending models. The students will also recognize risks associated with the microfinance institutions.

Course Coverage

Part 1 (8 hours)

Introduction to Microfinance

Fundamentals of Microfinance – Evolution of Microfinance - Supply, Intermediation and Regulations of Microfinance

Part 2 (12 hours)

Credit Models and Risk

Microfinance Credit Lending Models – SHG model and JLG Model – Cases on development of SHG through Microfinance - Risk in Microfinance Institutions – Strategies for Risk Minimisation

Part 3 (13 hours)

Functions of Microfinance Institutions

Social Rating, Credit Rating and Impact Assessment in Microfinance – Marketing of Microfinance Products

Part 4 (12 hours)

Microfinance and Disaster – Microfinance and Development – Cases on Women SHGs, Linkage Building and Successful Micro Entrepreneurs

Pedagogy

Lectures, Case Discussion, Field Study

Evaluation and Grading

Class Participation	...	10%
Field Study Presentations	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End- Semester Examination	...	50%

Text Book

Panda, Debadutta K (2014). *Understanding Microfinance*, 1/e; New Delhi: Wiley India

Reference Books

1. Bhaskaran, R. (2009). *Microfinance - Perspectives and Operations*, 1/e; Macmillan India
2. Karmakar, K.G. (2009). *Microfinance in India*, 1/e; New Delhi: Sage Publications

Note: This course was designed by Ms. S. Sathyapriya

Course Title: **PROJECT FINANCE**

Course Code: MB15PRF

Semester/ Credits: ELECTIVE/ 3

Course Objective

This course provides the students with an overview of project financing as a technique for large capital intensive projects. On completion of this course the students will be able to recognize the sources of project financing, analyse the feasibility and risks involved in large projects, and evaluate the project's profitability.

Course Coverage

Part 1 (5 hours)

Introduction to Project Finance

Project Financing – Features, Elements, Historical Perspective, Requirements and Appropriateness; Rationale for Project Financing

Part 2 (6 hours)

Large Projects

What is special about “Large Projects”?, Sources of funds for large projects, Project Bonds’ Default risk, Lead Arrangers, Managing Underwriters and Advisors

Part 3 (12 hours)

Analysing & Structuring the Project

Technical Feasibility, Economic Viability, Assessing Project Risks, Implications for Project Financing, Designing Security Arrangements, Structuring of the Project

Part 4 (10 hours)

Project Financing Plan

Preparing Project Financing Plan, Discounted Cash flow Analysis, Financial Modeling

Part 5 (12 hours)

Evaluation of Project

Using Real – Options Analysis to Evaluate a Project, Sources of Project Funds, Managing Project Risks

Pedagogy

Lectures, Case Discussion

Evaluation and Grading

Quiz	...	10%
Exercise	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Finerty, D. John (2014). *Project Financing, Asset – Based Financial Engineering, 2/e*; New Delhi: Wiley India

Reference Books

1. Gatti, Stefano (2012). *Project Finance in Theory and Practice, Designing, Structuring and Financing Private and Public Projects, 2/e*; USA: Academic Press, Elsevier
2. Yescombe, E. R, (2002). *Principles of Project Finance, 1/e*; USA: Academic Press, Elsevier

Note: This course was designed by Dr. R. Savitha

Course Title: **SECURITY ANALYSIS AND PORTFOLIO
MANAGEMENT**
Course Code: MB15SAP
Semester/ Credits: ELECTIVE/ 3

Course Objective

The course intends to enhance the knowledge of the students in understanding the various securities for investment and the investment process. On completion of the course the students would be able to analyse the risk – return relationship involved in the security investment, recognise the impact of economy, industry and company on security performance and apply investment theories to construct an optimal portfolio.

Course Coverage

Part 1 (6 hours)

Introduction to Securities

Investment Vs. Speculation, Investment Process, Investment Categories, Markets for securities and their functions, Institutional Investors and changing markets

Part 2 (6 hours)

Risk and Return

Security returns, Systematic and Unsystematic risk, Risk in Contemporary mode, Using Beta to estimate return

Part 3 (12 hours)

Fundamental Analysis

Economic Analysis - Forecasting techniques and stock investment decision; Industry Analysis - Industry classification and Industry life cycle; Company Analysis - Internal and External Information, Forecasting via the Earnings Model

Part 4 (6 hours)

Technical Analysis

Technical Analysis - Dow Theory, Market Indicators, Forecasting individual stock performance – Price analysis and Price Volume analysis

Part 5 (10 hours)

Efficient Market Theory & Portfolio Analysis

Fundamental and Technical analysis, Random walk, Efficient market hypothesis, Empirical tests; Portfolio analysis – Markowitz risk – return optimization; Portfolio selection – risk and investor preferences, selecting best portfolio

Part 6 (5 hours)

Capital Market Theory

Capital Asset Pricing Model (CAPM) & Arbitrage Pricing Theory (APT)

Pedagogy

Lectures, Exercises, Case Discussion

Evaluation and Grading

Class Participation	...	10%
Case Discussion	...	10%
Exercises	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Fischer, E. Donald and Ronald, J. Jordan (2011). *Security Analysis and Portfolio Management*, 6/e; New Delhi: Pearson Education

Reference Books

1. Chandra, Prasanna (2012). *Investment Analysis and Portfolio Management*, 4/e: New Delhi: Tata McGraw-Hill
2. Ranganathan, M and Madhmathi, R (2012). *Security Analysis and Portfolio Management*, 2/e; New Delhi: Pearson Education

Note: This course was designed by Dr. R. Savitha

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Course Title: **WORKING CAPITAL MANAGEMENT**
Course Code: MB15WCM
Semester/ Credits: ELECTIVE / 3

Course Objective

This course focuses on the principles of working capital management. It also intends to impart knowledge on the techniques of inventory, receivables and cash management. On successful completion of the course, the students would be able to examine the effects of working capital management on profitability and suggest the sources for financing a firm's working capital needs.

Course Coverage

Part 1 (10 hours)

Overview of Working Capital Management

Concept and Importance of Working Capital Management – Working Capital Policies - Operating and Cash Conversion Cycle – Levels of Working Capital Investment –Financing of Current Assets - Determinants of Working Capital – Risk and Return Trade off - Estimating Working Capital Needs

Part 2 (9 hours)

Receivables and Payables Management

Determining the Appropriate Receivables Policy – Analysis of Credit Standards and Credit Terms - Credit Granting Decisions – Sources of Credit Information, Credit Analysis and Decision, Credit Investigation, Credit Limits and Collection Efforts - Monitoring Accounts Receivables – Payables Management

Part 3 (8 hours)

Inventory Management

Nature and Types of Inventories – Motives for holding Inventories – Cost of Holding Inventories – Inventory Control Models – Inventory Control Systems – Inventory Management and Valuation

Part 4 (10 hours)

Cash Management

Importance of Cash Management – Motives for holding Cash and Marketable Securities– Cash Management System – Collection System, Concentration System and Disbursement System – Forecasting Cash Flows – Cash Management Optimization Models

Part 5 (8 hours)

Working Capital Finance and Banking Policy

Instruments of Short Term Financing – Commercial Paper, Public Deposits, Letter of Credit – Bank Credit Arrangements – Factoring - Committees on Working Capital Finance Regulation

Pedagogy

Lectures, Case Discussion, Field Study, Seminar

Evaluation and Grading

Quiz	...	05%
Seminar Presentation	...	05%
Field Study	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

The coverage in this course will have 80% theory and 20% problems

Text Book

Bhalla V. K. (2014). *Working Capital Management*, 1/e; New Delhi: S. Chand Publishing

Reference Books

1. Sekhar Satya G.V. (2013). *Working Capital Management*, 1/e; New Delhi: Wiley
2. Bhattacharya Hrishikes (2009). *Working Capital Management: Strategies and Techniques*, 2/e; New Delhi: PHI Learning

Note: This course was designed by Ms. R. Ananthi

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SYLLABUS & COURSE OUTLINE

LIST OF ELECTIVES IN HUMAN RESOURCE MANAGEMENT

No.	Code	Title	Credits
1	MB15CMP	Compensation Management	3
2	MB15ERM	Employee Relations Management	3
3	MB15HRA	HRD Audit	3
4	MB15HRD	Human Resources Development	3
5	MB15IHR	International Human Resource Management	3
6	MB15LLN	Labour Legislation	3
7	MB15LAD	Learning and Development	3
8	MB15ORD	Organization Development	3
9	MB15ORP	Organizational Psychology	3
10	MB15PMT	Performance Management	3
11	MB15SHR	Strategic Human Resource Management	3
12	MB15TAD	Talent Acquisition and Deployment	3

Course Title: **COMPENSATION MANAGEMENT**
Course Code : **MB15CMP**
Semester/ Credits: **ELECTIVE / 3**

Course Objective

This course would enable the students to understand new developments as well as established approaches to compensation decisions. Students would gain insight into the importance of total compensation and its relevance for achieving sustainable competitive advantage.

Course Coverage

Part 1 (6 hours)

Introduction to Compensation

Definition – Forms of Pay – A Pay Model – Similarities and Differences in Strategies - Strategic Choices – Developing a Total Compensation Strategy - Source of Competitive Advantage.

Part 2 (11 hours)

Internal Alignment

Defining Internal Alignment – Job Analysis – Evaluating Work: Job Evaluation – Person Based Structures

Part 3 (11 hours)

External Competitiveness

Defining External Competitiveness – Designing Pay Levels, Mix, and Pay Structures

Part 4 (11 hours)

Employee Contribution and Benefits

Pay for Performance Design – Pay for Performance Plans – The Benefit Determination Process

Part 5 (6 hours)

Managing the System

Managing Labour Costs – Control Salary Level – Embedded Controls – Pay as Change Agent – Structuring the Compensation Function

Pedagogy

Lectures, Case Discussion, Seminar Presentation

Evaluation and Grading

Case Discussion	...	10%
Assignments	...	10%
Class Participation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Books

Milkovich, T. George, Jerry, M. Newman, and Venkata Ratnam, C.S. (2009). *Compensation*, 9/e; New Delhi: Tata McGraw Hill

Reference Books

1. Richard, I. Henderson (2009). *Compensation Management in Knowledge Based World*, 10/e; New Delhi: Pearson Education.
2. Dipak Kumar Bhattacharya, (2009). *Compensation Management*; New Delhi: Oxford University Press.

Note: This course was designed by Dr. P. Paramanandam

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Course Title:	EMPLOYEE RELATIONS MANAGEMENT
Course Code :	MB15ERM
Semester/ Credits:	ELECTIVE / 3

Course Objectives

This course would enable the students to understand the processes of Industrial Relations. After completion of the course, students will be able to appreciate the transition of industrial relations to employee relations, and the shift from conflict resolution to collaborative partnerships between the employer and employees.

Course Coverage

Part 1 (10 hours)

Introduction to Industrial Relations

Industrial Relations: Evolution and Growth - Industrial Relations in India – Changing Characteristics of Industry and Workforce in India

Part 2 (12 hours)

Trade Unionism

Trade Unionism and Trade Unions – Trade Unions in India – The Trade Unions Act, 1926.

Part 3 (11 hours)

Paradigm Shift

From Industrial Relations to Employee Relations – Employee Relations Management at the Workplace

Part 4 (12 hours)

Industrial Relations

Institutional Framework for the Prevention and Settlement of Industrial Disputes – Industrial Conflict: Settlement Machinery - Institutional Framework and Preventive Measures - Negotiation Essentials for Employee Relations

Pedagogy

Lectures, Case Discussion

Evaluation and Grading

Class Participation	...	10%
Assignments	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Singh, P.N. and Neeraj, Kumar (2011). *Employee Relations Management*, 1/e; New Delhi: Pearson

Reference Books

1. Sinha, P.R.N., Indu Bala Sinha, and Seema Priyadarshini Shekhar (2011). *Industrial Relations, Trade Unions, and Labour Legislation*, 8/e; New Delhi: Pearson Education.
2. Mamoria, C.B. and Gankar, S.V. (2008). *Dynamics of Industrial Relations*, 22/e; New Delhi: Himalaya Publishing

Note: This course was designed by Dr. P. Paramanandam

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Course Title:	HRD AUDIT
Course Code:	MB15HRA
Semester/ Credits:	ELECTIVE/3

Course Objective

This course would enable students to gain insights into a systematic methodology for evaluating HRD by examining the adequacy and appropriateness of the existing HRD systems, structures, styles, culture, and competencies.

Course Coverage

Part 1 (13 hours)

Introduction

Good HR Practices – Elements of Good HRD – HRD Audit: Basic concepts and components

Part 2 (16 hours)

HRD and HR Audit

HRD Strategies – HRD Styles and culture – HRD Structures – HRD Systems – HRD Competencies

Part 3 (16 hours)

HRD Audit Methodology and Issues

Interviews – Observation – Questionnaires – HRD Scorecard – Writing the HRD Audit report
– Designing and Using HRD Audit for Business Improvement

Pedagogy

Lectures, Case Discussion, Seminar Presentation

Evaluation and Grading

Case Discussion	...	10%
Assignments	...	10%
Class Participation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Rao, T.V. (2010). *HRD Audit - Evaluating the Human Resource Function for Business Improvement*, 1/e; New Delhi: Response Books

Reference Books

1. Rao, T.V. 2008. *HRD Scorecard 2500*, 1/e; New Delhi: Response Books
2. Udai Pareek and Rao T V (2003). *Designing and Managing Human Resource Systems*, 3/e; New Delhi: Oxford & IBH Publishing Co.

Note: This course was designed by Dr. P. Paramanandam

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Course Title: **HUMAN RESOURCES DEVELOPMENT**
Course Code: **MB15HRD**
Semester/ Credits: **ELECTIVE/ 3**

Course Objective

This course will enable students to demonstrate knowledge in the methods of analysing role, appraising potential and performance, reviewing performance, preparing employees for advancement, developing learning organisations, developing pride and joy among employees, and evaluating HRD.

Course Coverage

Part 1 (7 hours)

Introduction to HRD & Role analysis

Human Resource Development – Meaning – Significance – Subsystems - Analysing the Role for Development – Competency Mapping

Part 2 (12 hours)

Matching the Role and the Person

Potential Appraisal - Designing and Managing Assessment Centres - Career Planning

Part 3 (12 hours)

Developing the Person in the Role

Performance appraisal - Performance Review and Coaching – Training and Learning Organisations

Part 4 (6 hours)

Developing the Role for the Person

Job design/job redesign – Job Enrichment - Quality of Working Life - Role Efficacy

Part 5 (8 hours)

Developing self-renewing capability & HRD Audit

Organisation Development – Research in HRS - HRD Audit

Pedagogy

Lectures, Case Discussion, Role Play, Seminar Presentation

Evaluation and Grading

Case Discussion	...	10%
Assignments	...	10%
Class Participation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Udai Pareek and Rao T V (2012). *Designing and Managing Human Resource Systems*, 3/e; New Delhi: Oxford & IBH Publishing Co.

Reference Books

1. Rao, T.V. (2008). *HRD Audit - Evaluating the Human Resource Function for Business Improvement*, 1/e; New Delhi: Response Books
2. Kandula, R Srinivas (2006). *Strategic Human Resource Development*, 1/e; New Delhi: PHI Learning.

Note: This course was designed by Dr. P. Paramanandam

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Course Title: **INTERNATIONAL HUMAN RESOURCE
MANAGEMENT**
Course Code: MB15IHR
Semester/ Credits: ELECTIVE / 3

Course Objective

This course will enable the students to understand the complexities of managing human resources in a multinational context. At the end of the course students would be able to examine the importance and relevance of international HRM to competitiveness, differentiate the HR issues applicable to different kinds of international companies and identify the principles of delivering and managing HR functions in MNCs.

Course Coverage

Part 1 (6 hours)

Introduction to IHRM

Definition - Differences - Variables Moderating differences - Path to Global Status – Control Mechanism

Part 2 (6 hours)

Cross-border Alliances and SMEs

Cross-border Alliances – Cross-border mergers and acquisitions – International Equity Joint Ventures – International SMEs

Part 3 (10 hours)

Staffing International Assignments

Approaches to staffing - Transferring staff for international business activities – Roles of Expatriates and Non-Expatriates - Issues in staff selection - Factors moderating performance - Selection criteria – Dual Career Couples

Part 4 (12 hours)

International Training and Development

Expatriate training - Pre-departure training programmes - Developing staff through international assignments - Performance management - International Compensation

Part 5 (6 hours)

Re-entry and Career Issues

Repatriation Process – Designing Repatriation Programs – Standardization and Localization of HRM Practices – Managing human resources in offshoring countries

Part 6 (5 hours)

International Industrial Relations

Key Issues in International Industrial Relations - Trade unions and international industrial relations - Response of trade unions to multinationals

Pedagogy

Case Discussion, Lecture, Role Play, Exercise

Evaluation and Grading

Seminar	...	05%
Case Discussion	...	20%
Quiz	...	05%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Dowling, Peter J., Marion Festing, and Allen D. Engle (2012). *International Human Resource Management*, 5/e; New Delhi: Cengage Learning

Reference Books

1. Aswathappa, K. and Sadhana Dash (2013). *International Human Resource Management*, 2/e; New Delhi: McGraw-Hill
2. Edwards, Tony and Chris Rees (2013). *International Human Resource Management*, 1/e; New Delhi: Pearson

Note: This course was designed by Dr. B. Sripirabaa

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Course Title: **LABOUR LEGISLATION**
Course Code: MB15LLN
Semester/ Credits: ELECTIVE/ 3

Course objective

This course will enable students to understand the various labour laws which protect minimum labour standards and improve working conditions, regulate relations between employers and employees, provide social security benefits, and promote the general welfare of the workers.

Course Coverage

Part 1 (10 hours)

Laws related to Working hours, Conditions of services and Employment
Factories Act, 1948 – Contract Labour (Regulation & Abolition) Act, 1970

Part 2 (8 hours)

Laws related to Wages
Minimum Wages Act, 1948 – Payment of Bonus Act, 1965

Part 3 (12 hours)

Laws related to Industrial Relations
Trade Unions Act, 1926 – Industrial Disputes Act, 1947

Part 4 (15 hours)

Laws related to Social Security
Workmen’s Compensation Act, 1923 – Employees State Insurance Act, 1948 – Employees’ Provident Funds and Miscellaneous Provisions Act, 1952

Pedagogy

Lectures, Case Discussion

Evaluation and Grading

Case Discussion	...	10%
Assignments	...	10%
Class Participation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Sinha P R N, Indu Bala Sinha, and Seema Priyadarshini Shekhar (2011). *Industrial Relations, Trade Unions, and Labour Legislation*, 7/e; New Delhi: Pearson

Reference Books

1. Pillai R S N, & Bagavathi (2011). *Legal Aspects of Business*, 1/e; New Delhi: S Chand & Company Ltd.
2. Mathur, Satish B (2010). *Business Law*, 1/e; New Delhi: Tata Mc Graw Hill

Note: This course was designed by Dr. P. Paramanandam

Course Title:
LEARNING AND DEVELOPMENT

Course Code: MB15LAD
Semester/ Credits: ELECTIVE / 3

Course Objective

The course would enable the students to gain an understanding of the latest trends and developments in training. Students would be able to understand the significance of the relationship between business strategy and the training function. After completion of the course, students would be able to design training programmes, choose appropriate training methods, and evaluate the effectiveness of training programmes

Course Coverage

Module 1 (5 Hours)

Training: Overview and Trends

Significance of Training and Development - Career Opportunities in Training - Strategic Planning – OD - Linkage between Business strategy and Training

Module 2 (10 Hours)

Learning, Motivation, and Performance

Understanding Motivation and Performance - Understanding Learning - Social Learning Theory - Experiential Learning - Aligning Training Design with Learning Process

Module 3 (10 Hours)

Training Needs Analysis and Design

Assessing Development Needs - Training Need Analysis - The TNA Model - Operational Performance Gaps - Framework for Conducting TNA - Approaches to TNA Design of Training - Developing Objectives - Facilitation of learning and Transfer

Module 4 (10 Hours)

Training Methods

Traditional Training Methods - Lectures and demonstrations - Games and Simulations - On-the-job Training - E-learning and use of Technology in Training - Computer based training methods

Module 5 (10 Hours)

Implementation and Evaluation of Training

Development and Implementation of Training - Transfer of Training - Areas of Organizational Training – Orientation - Diversity training - Safety training - Cross-functional training - Employee Development - Team Training - Cross functional Training

Pedagogy

Lectures, Exercises and Case Discussion

Evaluation and Grading

Quiz	...	10%
Case Discussion	...	10%
Assignment	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Blanchard, P. Nick, (2015). *Effective Training, 5/e*; New Delhi: Pearson Education

Reference Books

1. Noe, A. Raymond and Kodwani, D. Amitabh (2012). *Employee Training and Development, 5/e*; New Delhi: Tata McGraw-Hill
2. Janakiram, B. (2007). *Training and Development*; New Delhi: Biztantra

Note: This course was designed by Vandana Madhavkumar

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Course Title: **ORGANISATIONAL DEVELOPMENT**
 Course Code: MB15ORD
 Semester/ Credits: ELECTIVE/3

Course Objective

This course would enable students to gain insights into a systematic process for applying behavioural science principles and practices in organisations to increase individual, team, and organisational effectiveness.

Course Coverage

Part 1 (7 hours)

Introduction to Organization Development

The Field of Organisation Development – Definitions and Historical Overview of Organisation Development – Values, Assumptions, and Beliefs in OD

Part 2 (10 hours)

Theory and Management of OD

Foundations of Organisation Development – Managing the OD Process – Action Research and Organisation Development

Part 3 (12 hours)

OD Interventions

Team Interventions – Intergroup and Third-Party Peacemaking Interventions – Comprehensive Interventions - Structural Interventions

Part 4 (6 hours)

Key Considerations and issues

Issues in Consultant – Client relationships – The Future and Organisation Development

Part 5 (10 hours)

Organization Transformation and Strategic Change

Organisation Transformation – The Corporate Culture – Strategic Change Management – Changing the Corporate Culture

Pedagogy

Lectures, Case Discussion, Seminar Presentation

Evaluation and Grading

Case Discussion	...	10%
Assignments	...	10%
Class Participation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

French, Wendell L., Cecil H. Bell Jr., and Veena Vohra (2006). *Organization Development - Behavioural Science Interventions for Organisation Improvement*, 6/e; New Delhi: Pearson

Reference Books

1. Brown, R. Donald (2011), *An Experiential Approach to Organization Development*, 8/e: New Delhi: Pearson
2. Cummings, G. Thomas and Christopher G. Worley (2010). *Organization Development and Change*, 8/e; New Delhi: Cengage Learning

Note: This course was designed by Dr. P. Paramanandam

Course Title: **ORGANIZATIONAL PSYCHOLOGY**
Course Code: **MB15ORP**
Semester/ Credits: **ELECTIVE/ 3**

Course Objective

This course will enable students to understand the behaviour of individuals and groups in organizations. At the end of this course, students are expected to be able to demonstrate knowledge in group behaviour, identify productive and counterproductive behaviour in organisations, and comprehend organisational culture.

Course Coverage

Part 1 (7 hours)

Introduction to Organizational Psychology

Organizational Psychology - Historical evolution of Organizational Psychology - Organizational socialization process - Impact of diversity on socialization

Part 2 (12 hours)

Productive and Counterproductive Behaviour

Productive Behaviour in Organizations - Job performance - Organizational citizenship behaviour – Innovation - Counterproductive Behaviour in Organizations - Ineffective job performance - Absenteeism and turnover – Accidents – Theft

Part 3 (10 hours)

Occupational Stress

Brief history – Approaches – Occupational stress models – Workplace stressors – Reducing the impact of workplace stressors

Part 4 (8 hours)

Intergroup Behaviour

Types of interactions – Predictors of interaction patterns - Intergroup conflict – Improving the quality of intergroup relations

Part 5 (8 hours)

Organizational Culture

Organizational Culture - Manifestations of organizational culture, Measuring organizational culture, Changing organizational culture

Pedagogy

Lectures, Case Discussion, Role Play, Seminar Presentation

Evaluation and Grading

Case Discussion	...	10%
Assignments	...	10%
Class Participation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Jex, Steve M. (2006). *Organisational Psychology – A Scientist Practitioner Approach*, 1/e; New Delhi: Wiley India

Reference Books

1. McKenna, Eugene F. (2000). *Business Psychology and Organisational Behaviour*, 3/e; New Delhi: Vikas Publishing
2. Baron, Robert A., Donn Byrne, and Nyla R. Branscombe (2006). *Social Psychology*, 11/e; New Delhi: Prentice Hall India

Note: This course was designed by Dr. P. Paramanandam

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Course Title:	PERFORMANCE MANAGEMENT
Course Code:	MB15PMT
Semester/Credits:	ELECTIVE/ 3

Course Objective

The course intends to enhance the knowledge and skill of students in understanding and employing performance management system effectively in an enterprise. The students will be able to synthesize the performance management systems, process and implementation and design relevant performance management systems. The course integrates the concepts, skills, contemporary aspects and concepts in international perspective of performance management.

Course Coverage

Part 1 (5 hours)

Introduction to Performance Management

Performance Management – Concepts, Philosophy, Overview, Objectives and Standards

Part 2 (10 hours)

Performance Planning and Appraisal

Performance Planning – Process, Contents, steps, Process of developing individual to group performance plans

Performance Appraisal and Review – Process and methods, Objectives, steps, Design, Types and Methods of Appraisal, Steps in Review, Effective Performance counselling

Part 3 (8 hours)

Performance Management Systems

PMS – Importance, Features, Dimensions, Performance consulting, Four pillars of PMS, Strategic Performance Management systems

Part 4 (8 hours)

Competency and Team based PMS

Competency based Performance Management System – Managerial skills and competencies, Developing competencies, Competency Identification and Assessment Process, Competency models

Team Performance Management – Principles, work wheel, Measuring and managing team performance, Stages, Team building, role analysis

Part 5 (8 hours)

Decisions based on Performance

Performance based Compensation – Concepts of compensation, Performance related compensation and benefits, skill based pay, competency based pay, Executive compensation – Performance based Career Planning, Career Development and Succession planning

Part 6 (6 hours)

Contemporary practices of PMT

Balanced Scorecard – HR Scorecard - Business Process Reengineering - McKinsey 7S framework - Lean Management - Quality management systems, Six-sigma practices, Quick Response Manufacturing

Pedagogy

Lectures, Case discussion, Role Play

Evaluation and Grading

Quiz	...	10%
Seminar Presentation	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Bhattacharyya, Dipak Kumar (2011). *Performance Management, Systems and Strategies*, 1/e; New Delhi: Pearson

Reference Books

1. Prem Chadha (2011). *Performance Management*, 1/e; New Delhi: Macmillan
2. Rao, T.V. (2008). *Performance Management and Appraisal System*, 1/e; New Delhi: Sage

Note: This course was designed by Dr. J. Anitha

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Course Title: **STRATEGIC HUMAN RESOURCE MANAGMENT**
Course Code : **MB15SHR**

Semester/ Credits: ELECTIVE / 3

Course Objective

The course would enable the students to recognize the impact of contextual factors on the shaping of employment relationships in organisations. Students would be able to identify the potential impact of human resource management on organisational performance. They would be able to analyse the strategic relevance of HR functions in organisations

Course Coverage

Module 1 (25 Hours)

The Context of Strategic Human Resource Management

An Investment perspective of Human Resource Management – Understanding and Measuring Human Capital – Human Resource Metrics – Workforce Demographic Changes and Diversity – Strategic Models – Corporate Strategies – The evolving role of Human Resource Management - Strategic HR versus Traditional HR – Human Resource Planning – Design and Redesign of Work Systems – Impact of Technology

Module 2 (20 Hours)

Implementation of Strategic Human Resource Management

Staffing – Training and Development – Performance Management and Feedback – Compensation – Global Human Resource Management

Pedagogy

Lectures, Case Discussion

Evaluation and Grading

Quiz	...	10%
Assignments	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Mello, Jeffrey A. (2011). *Strategic Management of Human Resources*, 3/e; New Delhi: Cengage Learning India Pvt Ltd

Reference Books

1. Greer, Charles, R. (2012). *Strategic Human Resource Management*, 2/e; New Delhi: Pearson Education
2. Boselie, Paul (2011). *Strategic Human Resource Management*, 1/e; New Delhi: Tata McGraw Hill

Note: This course was designed by Vandana Madhavkumar

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Course Title: **TALENT ACQUISITION AND DEPLOYMENT**
 Course Code: MB15TAD
 Semester/ Credits: ELECTIVE/ 3

Course Objective

This course would enable the students to gain an in-depth understanding of talent acquisition and deployment process. Students will be able to identify the competencies required for a given job title, choose talent acquisition tools and techniques based on relevant organizational data and design a customized talent acquisition procedure.

Course Coverage

Part 1 (6 hours)

Significance of Recruitment and Selection

Nature of Staffing – Staffing Models – Staffing Strategy - Employment Relationship

Part 2 (6 hours)

Human Resource Planning

External Influences – Planning Process – Forecasting HR Requirements and Availabilities – Staffing planning – Diversity Planning

Part 3 (8 hours)

Job Analysis and Rewards

Changing Nature of Jobs – Job Analysis – Competency - Concept, Mapping, Identification, Assessment – Job Rewards – Job Analysis for Teams

Part 4 (14 hours)

Recruitment and Selection

External and Internal Recruitment – Measurement – External and Internal Selection – Background Verification – Reference Checks

Part 5 (6 hours)

Employment

Decision Making – Employment Contracts – Job Offers and Process - Choice of Assessment Method – Methods of Final Choice – Decision Makers

Part 6 (5 hours)

Staffing System and Retention Management

Administration and Evaluation of Staffing Systems – Retention Management

Pedagogy

Lecture, Case Discussion, Seminar

Evaluation and Grading

Seminar	...	10%
Case Discussion	...	10%
Quiz	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Heneman III, G. Herbert and Timothy A. Judge (2012). *Staffing Organizations*, 6/e; New Delhi: McGraw-Hill

Reference Books

1. Roberts, D. Gatewood, Hubert S. Feild, and Murray Barrick (2011). *Human Resource Selection*, 7/e; New Delhi: Cengage Learning
2. Arthur, Diane (2008). *Recruiting, Interviewing, Selecting & Orienting New Employees*, 4/e; New Delhi: PHI Learning

Note: This course was designed by Dr. B. Sripirabaa

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SYLLABUS AND COURSE OUTLINE

LIST OF ELECTIVES IN MARKETING MANAGEMENT

No.	Code	Title	Credits
1	MB15AMK	Agricultural Marketing	3
2	MB15CBR	Consumer Behaviour	3
3	MB15CMB	Creating and Managing Brands	3
4	MB15CRM	Customer Relationship Management	3
5	MB15EMK	E-Marketing	3
6	MB15IMC	Integrated Marketing Communication	3
7	MB15IMT	International Marketing	3
8	MB15MSF	Management of Sales Force	3
9	MB15MOS	Marketing of Services	3
10	MB15RMT	Retail Management	3
11	MB15RUT	Rural Marketing	3
12	MB15SDM	Sales and Distribution Management	3

Course Title: **AGRICULTURAL MARKETING**
Course Code : MB15AMK
Semester/ Credits: ELECTIVE / 3

Course Objective

This course would enable the students to understand the facets of Agricultural Market structure and the marketing requirements in this sector. This also helps the students to comprehend the managerial decision making involved in Farm products.

Course Coverage

Part 1 (6 Hours)

Agricultural Marketing and Development

Need, Scope and Role of Agricultural Marketing – Characteristics of Developed Markets and Ideal System of Agricultural Marketing - Mechanization/Modernization of Food Grain Markets.

Part 2 (9 Hours)

Marketing Functions

Meaning – Classification – Packaging – Transportation – Grading – Storage and Warehousing

Part 3 (6 Hours)

Market Information System

Meaning – Importance- Types – Collection and Dissemination – Criticism – Genesis of Market Intelligence System in India – IT Application in Agricultural Marketing.

Part 4 (9 Hours)

Financing for Marketing

Factors affecting Capital Requirements – Risk Bearing – Speculation and Hedging – Future Trading – Marketing Infrastructure.

Part 5 (6 Hours)

Marketing Institutions and Channels

Marketing Institutions – Channels – Contract Farming – Food Retailing for Organized Sector – Supply Chain Management

Part 6 (9 Hours)

Agricultural Products, Pricing and Promotion Marketing Costs, Margins and Price spread – Factors affecting Cost – Limitations – Trade Policy – Share of Agricultural Products in Total Imports/Exports – Suggestions for Promoting Agricultural Exports from India.

Pedagogy

Lectures, Quiz, Case Discussion

Evaluation and Grading

Quiz	...	10%
Case Discussion	...	10%
Exercise	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Acharya SS and Agarwal NL (2014). *Agricultural Marketing in India*, 5/e; New Delhi: Oxford

Reference Books

1. Venugopal, Pingali and Koundinya Ram (2014). *Agri in-put Marketing in India*; New Delhi: Sage
2. Kohls, Richard L., and Joseph N. Uhl (2014). *Marketing of Agricultural Products*, 10/e; New Delhi: Prentice Hall

Note: This course was designed by Dr. P. Sadhasivam

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Course Title: **CONSUMER BEHAVIOUR**
 Course Code: MB15CBR
 Semester / Credits: ELECTIVE / 3

Course Objective

This course encounters students to explore the realities and implications of buyer behaviour in holistic marketing environment. By the end of the course the students will be able to understand the behaviour and decision making process of the consumers and analyse external and internal factors influencing the behaviour of the consumers.

Course Coverage

Part 1 (9 hours)

Introduction to Consumer behaviour

Defining Consumer Behaviour - Scope and Application of Consumer Behavior - The Interdisciplinary Nature of Consumer behavior - Digital Revolution and consumer behaviour - A Model of Consumer Decision Making

Part 2 (12 hours)

Psychological Influences and Learning on Consumer Decision Making

Motivation – Personality – Perception – Attitudes - Learning

Part 3 (10 hours)

Sociological Influences on Consumer Decision Making

The Family and Social Class – Culture and Subculture – Cross-Cultural Behaviour – Reference Groups and Word-of-Mouth

Part 4 (8 hours)

Consumers' Decision-Making

Levels of Consumer Decision-Making - Basic Model of Consumer Behaviour - Kotler's Model of Buyer Behaviour - Brand Equity and Consumer Decision-Making Process - Model of Industrial Buying

Part 5 (6 hours)

Diffusion and Adoption

Types of Innovations – The Diffusion of Innovations – The Adoption Process

Pedagogy

Lectures, Case Discussion, Field Study, Exercises

Evaluation and Grading

Case Discussions	...	10%
Exercises	...	10%
Field study	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Schiffman, G.L. and Wisenblit, J. and Rameshkumar, S. (2015). *Consumer Behaviour*, 11/e; New Delhi: Pearson Education

Reference Books

1. Hawkins, I. Del, Mothersbaugh L. David, Mookerjee Amit (2015). *Consumer Behaviour: Building Marketing Strategy*, 12/e; New Delhi: Tata McGraw-Hill
2. Majumdar, Ramanuj (2010). *Consumer Behaviour: Insights from Indian Market*; New Delhi: Phi Learning Private Limited

Note: This course was designed by Mr. M. Venkatesh Prabu

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Course Title: **CREATING AND MANAGING BRANDS**
Course Code : MB15CMB
Semester/ Credits: ELECTIVE / 3

Course Objective

This course would give insights on branding. By the end of this course the students will be able to understand the importance of building brands and create platform to systematically do branding for a product or service. Students will also be able to measure the outcome of branding activities

Course Coverage

Part 1 (5 hours)

Brands and Brand Management

Brands versus Products – Branding Challenges and Opportunities – Strategic Brand Management Process

Part 2 (10 hours)

Brand Positioning and Values

Sources of Brand Equity – Building a Strong Brand – Creating Customer Value. Establishing Brand Positioning – Positioning Guidelines – Brand Mantras

Part 3 (11 hours)

Brand Marketing

Choosing Brand Elements – Criteria - Options and Tactics for Brand Elements, Designing Marketing Programs to Build Brand Equity – Integrating Marketing – Product – Price – Channel Strategies, Integrated Marketing Communication to Build Brand Equity – Developing IMC Programmes.

Part 4 (10 hours)

Measuring Brand Performance

Conducting Brand Audits – Designing Brand Tracking Studies - Establishing a Brand Equity Management System, Measuring Sources of Brand Equity – Qualitative Research Technique – Quantitative Research Technique.

Part 5 (9 hours)

Brand Strategies

Brand Architecture – Brand Hierarchy – Designing Branding Strategy – Using Cause Marketing to Build Brand Equity

Pedagogy

Lectures, Field Study, Quiz, Case Discussion

Evaluation and Grading

Field Study	...	10%
Case Discussion	...	10%
Quiz	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Keller Kevin Lane, Parameswaran M.G. and Jacob Isaac (2015). *Strategic Brand Management*, 4/e; New Delhi: Pearson Education

Reference Books

1. Panda, Tapan K (2008). *Building Brands in the Indian Market*; New Delhi: Excel Books
2. Dutta, Kirti, (2012), *Brand Management Principles and Practices*; New Delhi: Oxford University Press

Note: This course was designed by Dr. P. Sadhasivam

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Course Title: **CUSTOMER RELATIONSHIP MANAGEMENT**
Course Code : MB15CRM
Semester/ Credits: ELECTIVE / 3

Course Objective

This course intends to help the students to get an insight into the concept of CRM, and utilization of technology in managing customers. By the end of the course students will be able to understand the latest developments taking place in the area of CRM; Visualize and use CRM in more innovative and effective manner.

Course Coverage

Part 1 (8 hours)

Fundamentals of CRM

Relationship- Theoretical Perspective – Types of Relationships, Stages of Relationship, Issues in Relationships, Evolution of Relationships as a marketing tool, Emergence of CRM Practice, CRM Cycle, Stakeholders in CRM, Attributes Of CRM, Strategic issues in Relationship Marketing, CRM Success Factors

Part 2 (10 hours)

Types of CRM

Operational CRM– Sales Force Automation, Customer Service, Campaign Management, Analytical CRM– Managing and sharing customer data - Customer information databases, Technological Solutions, Collaborative CRM – Customer Interactions Centre, Contact Centre, Portals in Building Relationship

Part 3 (10 hours)

IT dynamics in CRM

E-CRM – Features, Advantages, Technologies, Functional components of CRM solution, CRM Software Programs, Applications of e-CRM, IT Implementation in CRM – Date Base Management, Database Construction, Data Ware housing, Data Mining. Customer Care Management –EPOS, Multimedia contact centre, Leveraging Internet.

Part 4 (8 hours)

Applications of CRM in different sectors

Service Sector – Banking, Financial Sector, Insurance, Health Care, Hotel, Aviation Industry, Retail Industry, Telecom Industry, Higher Education, Agriculture

Part 5 (9 hours)

Emerging trends in CRM

Customer Retention – Customer Retention Management, Customer Recall Management, Customer Experience Management, Service Recovery Management – Service Failure, Reasons for failure, Service Recovery Stages, Importance of Employee Factor, Emerging Concepts - Cost Benefit Analysis, Customer Life Time Value, Enterprise Marketing Management, Social CRM.

Pedagogy

Lectures, Seminars, Case Discussion

Evaluation and Grading

Quiz	...	10%
Seminars	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Rai Kumar Alok (2013). *Customer Relationship Management, Concepts and Cases, 2/e*; New Delhi: Prentice Hall

Reference Books

1. Peelan Ed, (2013). *Customer Relationship Management, 2/e*; New Delhi: Pearson Education
2. Makkar Urvashi, Makkar Harinder (2012). *Customer Relationship Management*; New Delhi: Tata McGraw-Hill

Note: This course was designed by Dr. S. Kavitha

Course Title: **E-MARKETING**
Course Code: MB15EMK
Semester/ Credits: ELECTIVE / 3

Course Objective

The course intends to familiarize the students with the knowledge of online marketing, as part of generating marketing plan and to develop an understanding of the past, present and future potential of e-marketing. At the end of the course students will be able to identify the role of e-marketing in increasing sales, understand the e-marketing environment and the latest trends in e-marketing

Course Coverage

Part 1 (9 hours)

Introduction to e-Marketing

Past, Present & Future – E-Marketing Landscape, E-marketing’s Past - Web 1.0, E-Marketing Present - Web 2.0, Future -Web 3.0, Strategic e-Marketing, E-Business Models – Online Revenue Models, Value Models, Strategic e-Business Models.

Part 2 (9 hours)

E-Marketing Plan

Overview, Process, Creating a E-Marketing Plan, Seven Steps –Situation Analysis, Strategic Planning, Objectives, E-Marketing Strategies – Product, Price, Distribution, Communication, Relationship Management; Implementation plan, Budget, Evaluation.

Part 3 (8 hours)

E-Marketing Environment

Global e-Markets, Wireless Internet Access, Digital divide, Building inclusive e-markets, social networking, Ethical and Legal Issues – Overview, Digital Property, Emerging issues.

Part 4 (10 hours)

E-Marketing Management

Product : Online offer – Creating customer value online, Product Benefits, E-Marketing enhanced product development; Price : Online Value – Buyer and seller perspectives, Payment options, Pricing Strategies; Internet as distribution, E-Marketing Communication – Owned Media, Paid media, Earned Media.

Part 5 (9 hours)

Emerging trends in E-marketing

Content Marketing, Social Media Marketing, Email Marketing, Affiliate Marketing, Video Marketing, Mobile Marketing, Interactive advertising, International Online Marketing, Search Engine Marketing, Online Partnership, Viral Marketing, E-CRM, E-Business, E-Tailing.

Pedagogy

Lectures, Web Exercises and Case Discussion

Evaluation and Grading

Web exercises	...	10%
Quiz	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Judy Strauss, Frost Raymond (2013), *E-Marketing*, 7/e; New Delhi: Prentice Hall

Reference Books

1. Chaffey Dave and Smith PR (2012), eMarketing eXcellence, Planning and Optimizing your digital marketing; Routledge
2. Sople.V.Vinod (2011), *e-Marketing, Text & Cases, New Delhi: Wiley India.*

Note: This course was designed by Dr. S. Kavitha

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Course Title: **INTEGRATED MARKETING COMMUNICATION**
Course Code: **MB15IMC**
Semester/ Credits: **ELECTIVE / 3**

Course Objective

This course will enable the students to identify the use of promotional tools by business and also provides an integrative approach to the study of the promotion mix including advertising, publicity, personal selling, and sales promotion. It also gives insights about the role of promotion in marketing and the economy, the formulation and analysis of promotional goals, planning, organizing, and controlling the promotion function, creative planning and budgeting and media selection.

Course Coverage

Part 1 (5 Hours)

Integrated Marketing Communication

Introduction to IMC – The Evolution of IMC – Reasons for the Growing Importance of IMC – The Role of IMC in Branding – The IMC Planning Process.

Part 2 (10 Hours)

Integrated Marketing Program Situation Analysis

Organising for Advertising and Promotion in the Firm – Advertising Agencies – Agencies Compensation – Evaluating Agencies.

Part 3 (10 Hours)

Analysing the Communication Process

The Nature of Communication – A Basic Model of Communication – Establishing Objectives and Budgeting for the Promotional Program.

Part 4 (10 Hours)

Developing the Integrated Marketing Communication Program

The Importance of Creativity in Advertising – What is Creativity – Planning Creative Strategy – Creative Process – Creative Strategy Development – Implementation and Evaluation.

Part 5 (10 Hours)

Media Planning and Strategy

An Overview of Media Planning – Developing the Media Plan – Establishing Media Objectives - Evaluation and Follow Up – Evaluation of Broadcast Media – Print Media – Support Media - Direct Marketing – Sales Promotion – Public Relations - Publicity

Pedagogy

Lectures, Case Discussion

Evaluation and Grading

Class Participation	...	10%
Assignments	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Belch, E. George, Belch, A. Michael and Purani K. (2013). *Advertising and Sales Promotion*, 9/e; New Delhi: Tata McGraw-Hill

Reference Books

1. Shah, Kruti and D'Souza, Alan (2014). *Advertisement and Promotion – An IMC Perspective*, 1/e; New Delhi: Tata McGraw-Hill
2. Baack, E. Donald and Clow, E. Kenneth (2008). *Integrated Advertising, Promotion and Marketing Communications*, 3/e; New Delhi: Pearson Education

Note: This course was designed by Dr. N. Anitha

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Course Title: **INTERNATIONAL MARKETING**
Course Code: **MB15IMT**
Semester / Credits: **ELECTIVE / 3**

Course Objective

This course enables the students to appraise the potential of international markets for a variety of goods and services. By the end of this course the students will be able to craft a

marketing mix suitable to a variety of international markets. The students will be able to present and defend marketing mix, and prepare an international marketing plan.

Course Coverage

Part 1 (16 hours)

Understanding the International Marketing Environment

International Marketing – Meaning, Domestic Vs International Marketing, Importance of World Trade, Opportunities and Challenges – International Trade Frameworks and Policy – The Role of Culture – The Economic Environment – The Political and Legal Environment - New Directions and Challenges in International Marketing

Part 2 (16 hours)

Finding Global Customers and Planning

Consumer, Industrial, and Government Markets – Drivers of Global Consumers and Influences on Various Markets - Strategic Planning – Globalisation Drivers, Planning Process – Market Entry and Expansion – Marketing Organisation, Implementation, and Control

Part 3 (13 hours)

The International Marketing Mix Decisions

Product Management and Global Brands – Marketing of Services – Pricing Strategies – Distribution and Logistics - Promotional Planning – Social Networks and Communication

Pedagogy

Lectures, Case Discussion

Evaluation and Grading

Class Participation	...	10%
Case Discussion	...	10%
Assignment	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Czinkota, R. Michael and Ronkainen, A. Iikka (2013). *International Marketing*, 10/e; New Delhi: Cengage Learning

Reference Books

1. Cateora, R. Philip, Graham, L. John, and Salwan, Prashant (2015). *International Marketing*, 15/e; New Delhi: Tata McGraw-Hill
2. Gerald Albaum, Jesper Strandkov, Edwin Duerr (2014). *International Marketing and Export Management*, 7/e; New Delhi: Pearson education.

Note: This course was designed by Mr. M. Venkatesh Prabu

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Course Title: **MANAGEMENT OF SALES FORCE**
Course Code: MB15MSF
Semester / Credits: ELECTIVE / 3

Course Objective

The course would enable the students to understand the importance and management of sales force in organizations. At the end of this course they will be able to prepare a strategic plan for sales force management, analyse the managerial aspects of sales force, create a sales force control systems, and evaluate the sales force.

Course Coverage

Part 1 (7 hours)

Introduction to Sales Force Management

The Field of Sales Force Management – Nature, Scope, and Importance – Strategic Planning – Planning for the Total Company – Strategic Trends – Personal Selling Process

Part 2 (9 hours)

Organising, Staffing, and Training a Sales Force

Organisation of Sales Force – Nature, Characteristics, and Types – Recruitment and Selection – Training and Development

Part 3 (11 hours)

Directing Sales Force Operations

Motivating a Sales Force – Sales Force Compensation - Sales Force Expenses and Transportation – Leadership of a Sales Force

Part 4 (10 hours)

Sales Planning

Sales Forecasting and Developing Budgets – Design and Coverage of Territories

Part 5 (8 hours)

Evaluating Sales Performance

Sales Volume Analysis – Profitability Analysis – Evaluating a Salesperson’s Performance

Pedagogy

Lectures, Role Play, Case Discussion

Evaluation and Grading

Quiz	...	10%
Role Play	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Spiro, L. Rosann, Stanton, J. William, and Rich, A. Gregory (2009). *Management of a Sales Force*, 11/e; New Delhi: Tata McGraw-Hill

Reference Books

1. Johnston, W. Mark and Marshall, W. Greg (2008). *Sales Force Management (SIE)*, 9/e; New Delhi: Tata McGraw-Hill
2. Jobber, David and Lancaster, Geoff (2014). *Selling and Sales Force Management*, 8/e; New Delhi: Pearson Education

Note: This course was designed by Mr. M. Venkatesh Prabu

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Course Title: **MARKETING OF SERVICES**
Course Code: **MB15MOS**
Semester/ Credits: **ELECTIVE / 3**

Course Objective

This course will enable the students to understand the importance and growing role services marketing plays in consumer and organizational target markets. It also gives insights about the current issues in services marketing and customer service strategies. This course focuses on effective customer relationship management, key service delivery elements, and service recovery strategies that lead to the successful implementation of a customer focus in service-based businesses.

Course Coverage

Module 1 (5 Hours)

Foundations for Services Marketing

Introduction to Services – Service Based Economies – Service and Technology – Characteristics of Services – The Gaps model of Service Quality.

Module 2 (10 Hours)

Focus on the Customer

Customer Expectations of Services – Customer Perceptions of Services – Service Quality – Service Encounters – The Building Blocks for Customer Perceptions.

Module 3 (10 Hours)

Understanding Customer Requirements

Customer Research to Understand Customer Perceptions – Elements in an Effective Services Marketing Research Programme – Building Customer Relationships – Service Recovery – Service Recovery Strategies.

Module 4 (10 Hours)

Aligning Service Design and Standards

Service Innovation and Design – Types of Service Innovation – Stages in Service Innovation and Development – Service Blueprinting – Customer Defined Service Standards – Physical Evidence and the Servicescape.

Module 5 (10 Hours)

Delivering and Performing Service

Role of Employees in Service Delivery – Role of Customers in Service Delivery – Managing Demand and Capacity – Managing Service Promises – Pricing of Services.

Pedagogy

Lectures, Case Discussion, Field study

Evaluation and Grading

Class Participation	...	10%
Field Study	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Valarie, A. Zeithaml, Mary Jo Bitner, Dwayne, D. Gremler, Ajay Pandit (2013). *Services Marketing*, 6/e; New Delhi: Tata McGraw-Hill

Reference Books

1. Christopher Lovelock, Jochen Wirtz (2013). *Services Marketing*, 7/e; New Delhi: Pearson Education
2. Harsh, V. Verma (2012). *Services Marketing: Text and Cases*, 2/e; New Delhi: Pearson Education

Note: This course was designed by Dr. N. Anitha

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Course Title: **RETAIL MANAGEMENT**

Course Code: MB15RMT
Semester/ Credits: ELECTIVE / 3

Course Objective

This course will enable the students to manage a highly competitive retail environment and prepare them to execute the retail value chain. By the end of this course the students will be able to formulate strategies and tactics for creating customer experience, compare and contrast business and retail, identify competitive strategies in the retail environment, and analyze the trends in the retail sector.

Course Coverage

Part 1 (9 hours)

Overview of Retail Management

Introduction to Retailing – Characteristics, Importance, Developing Retail Strategy – Building and Sustaining Relationships in Retailing – Strategic Planning in Retailing – Elements of Retail Strategy, Developing an Overall Retail Strategy, Preparation of a Strategic Plan

Part 2 (9 hours)

Situation Analysis

Retail Institutions by Ownership - Retail Institutions by Store-Based Strategy Mix – Considerations in Planning a Retail Strategy Mix, Categories of Store-Based Strategy-Mix - Web, Nonstore-Based, and Other Forms of Non-traditional Retailing – Single and Multi-Channel Retailing, Strategy Mixes, Emergence of Electronic Retailing, Other Non-traditional Forms of Retailing

Part 3 (10 hours)

Choosing a Store Location

Trading-Area Analysis – Importance of Location, Characteristics, and Analysis - Site Selection – Types of Locations, Site Evaluation

Part 4 (10 hours)

Merchandise Management and Pricing

Organisational Patterns in Retailing - Developing Merchandise Plans – Buying Organisation Formats and Processes – Devising Merchandise Plans – Category Management – Implementing Merchandise Plans – Inventory Management – Merchandise Forecasting and Budgeting – Pricing in Retailing

Part 5 (7 hours)

Communicating with the Customer

Establishing and Maintaining a Retail Image – Components, Dynamics, and Atmosphere - Promotional Strategy – Elements and Planning a Retail Promotional Strategy

Pedagogy

Lectures, Case Discussion, Field Study

Evaluation and Grading

Class Participation	...	10%
Field Study	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Berman, Barry and Joel, R. Evans (2012). *Retail Management - A Strategic Approach*, 12/e; New Delhi: Pearson Education

Reference Books

1. Pradhan, Swapna (2012). *Retailing Management*, 4/e; New Delhi: Tata McGraw-Hill
2. Levy, Michael, Barton Weitz, and Ajay Pandit (2012). *Retailing Management*, 8/e; New Delhi: Tata McGraw-Hill

Note: This course was designed by Mr. M. Venkatesh Prabu

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Course Title:	RURAL MARKETING
Course Code:	MB15RUT
Semester / Credits:	ELECTIVE / 3

Course Objective

This course will enable the students to identify the opportunities of the rural market under social and economic perspective. By the end of this course the students will be able to apply the concepts of rural marketing into practice, design strategies suitable for rural markets, and realize how companies position their products for maximum competitive advantage in rural market.

Course Coverage

Part 1 (8 hours)

Introduction to Rural Marketing

Rural Marketing – Concept, Scope, Nature, and Approaches – Urban Vs. Rural - Rural Marketing Management Perspectives - Challenges to Indian Marketer - Policy Interventions – Reforms in Rural towards Digital India

Part 2 (8 hours)

Rural Marketing Environment and Consumer Behaviour

The Evolution of Rural Marketing – The Rural Environment – The Rural Economic Structure - Changing Profile of Rural Consumers - Influence of Rural Consumer

Part 3 (8 hours)

Selection of Rural Market

Rural Marketing Research - Segmenting Rural Markets – Concepts, Degrees, Bases, and Guides to Effective Segmentation - Targeting Rural Markets – Positioning in Rural Markets

Part 4 (13 hours)

Rural Marketing Mix

Product – Concept, Product Mix Decisions, Competitive Product Strategies - Pricing – Concept, Significance, Objectives, Influencing Factors and Pricing Strategy - Rural Distribution – Challenges, Dynamics, New Players and New Approaches, and Coverage Strategy. Promotion – Challenges, Developing Effective Rural Communication, Rural Media, and Promotion Strategy

Part 5 (8 hours)

Future of Rural Marketing and Case Studies in Rural Marketing

The Rural Boom – The Rural Dividend – Case Studies

Pedagogy

Lectures, Field Study, Case Discussion

Evaluation and Grading

Quiz	...	10%
Field Study	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Pradeep Kashyap (2012). *Rural Marketing*, 2/e; New Delhi: Pearson Education

Reference Books

1. Krishnamacharyulu, C.S.G. and Lalitha, R. (2011). *Rural Marketing - Text and Cases*, 2/e; New Delhi: Pearson Education
2. Dogra, Balram and Karminder Ghuman (2008). *Rural Marketing - Concepts and Practices*; New Delhi: Tata McGraw-Hill

Note: This course was designed by Mr. M. Venkatesh Prabu

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Course Title: **SALES AND DISTRIBUTION MANAGEMENT**
 Course Code : MB15SDM
 Semester/ Credits: ELECTIVE / 3

Course Objective

This course will enable the students to understand the importance of managing sales and distribution in the competitive market. By the end of this course, the students will be able to comprehend nuances of sales management and distribution management; design, develop, and manage the process of sales and distribution for an organisation. **Course Coverage**

Part 1 (9 hours)

Introduction to Sales and Distribution Management

Sales Management – Evolution, Nature and Importance – Sales Management Positions – Women in Sales – Emerging Trends – Distribution Management – Need, Importance, and Overview – Role and Function of Distribution Channels - Kinds of Distribution Network – Patterns of Distribution – Linking Sales and Distribution Management – Marketing Mix Issues in Distribution Management

Part 2 (13 hours)

Basics of Sales Management

Sales Operations Planning – Personal Selling – Planning, Sales Forecasting, Budgeting, and Strategies – Sales Force Management - Designing and Managing Sales Territories – Sales Organisation – Sales Organisational Structures – Management of Key Account – Sales Audit

Part 3 (13 hours)

Basics of Distribution Management

Marketing Channels – Evolution, Formats, and Levels – Prominent Channel Systems – Costs and Margins in the Distribution System - Designing Channel Systems - Channel Management and Channel Strategy - Marketing Intermediaries - Types of Channels, Channel Strategy Decision, Selecting Suitable Channel Partner, Motivational Tools, Physical Distribution Management - Distribution of Services

Part 4 (10 hours)

Emerging Trends in Sales and Distribution Management

Electronic form of Selling and Distribution - E-Commerce and e-tailing as a Channel of Distribution - Electronic intermediaries - e-enabled Logistics Management and Tracking

Systems – Sales and Marketing Information/Intelligence System - International Sales and Distribution Systems

Pedagogy

Lectures, Case Discussion, Field Study

Evaluation and Grading

Exercises	...	10%
Field Study	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Havaldar, K. Krishna and Cavale, M. Vasant (2011). *Sales and Distribution Management*, 2/e; New Delhi: Tata McGraw-Hill

Reference Books

1. Panda, K. Tapan and Sahadev, Sunil (2011). *Sales and Distribution Management*, 2/e; New Delhi: Oxford University Press
2. Nag, A. (2013), *Sales and Distribution Management*; New Delhi: Tata McGraw-Hill

Note: This course was designed by Mr. M. Venkatesh Prabu

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SYLLABUS AND COURSE OUTLINE

LIST OF ELECTIVES IN GENERAL MANAGEMENT

No.	Code	Title	Credits
1	MB15BAN	Business Analytics	3
2	MB15BET	Business Environment	3
3	MB15BPD	Business Plan Development	3
4	MB15EPS	Entrepreneurship	3
5	MB15EMT	Environmental Management	3
6	MB15IEM	Indian Ethos in Modern Management	3
7	MB15PRJ	Project Management	3
8	MB15SCM	Supply Chain Management	3

9	MB15TQM	Total Quality Management	3
10	MB15PPA	Public Policy and Administration	3

Course Title: **BUSINESS ANALYTICS**
Course Code: MB15BAN
Semester/ Credits: ELECTIVE / 3

Course Objective

The course would enable the students to gain knowledge on turning large amounts of data into meaningful and actionable information and utilize the same for making effective business decisions

Course Coverage

Part 1 (6 hours)

Business Enterprise Organization, Functions and Process – Use of IT in Business – Types of Digital Data - OLTP and OLAP – Architectures, Data Models – Role of OLAP Tools in Business Intelligence Architecture

Part 2 (8 hours)

Business Intelligence – Introduction, Evolution, Value Chain – Component Framework – Users – Applications Roles and Responsibilities – Tools

Part 3 (8 hours)

Warehouse, Data Integration - Data Integration Technologies – Data Quality and Profiling

Part 4 (15 hours)

Multidimensional Data Modeling - Types of Data model, Data Modeling Techniques – Dimensional Table, Models and Life Cycle - Measures – Metrics – KPIs – Performance Management

Part 5 (8 hours)

Enterprise Reporting – Balanced Scorecard - Dashboards – Business Intelligence and Mobility, Cloud Computing – Business Intelligence for ERP Systems

Pedagogy

Lecture, Case Discussion, Seminar

Evaluation and Grading

Seminar	...	10%
Case Discussion	...	10%
Quiz	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Prasad, R. N. and Seema Acharya (2011). *Business Analytics*, 1/e; New Delhi: Wiley

Reference Books

1. Christian S. Albright and Wayne L. Winston (2015). *Business Analytics & Decision Making*, 5/e; New Delhi: Cengage Learning
2. Evans R. Joel (2014). *Business Analytics*, 1/e; New Delhi: Pearson Education

Note: This course was designed by Dr. B. Sripirabaa

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Course Title: **BUSINESS ENVIRONMENT**
Course Code: **MB15BET**
Semester / Credits: **ELECTIVE / 3**

Course Objective

This course would enable students to understand and appreciate the influence of the forces in the external economic, political, legal, social, and technological environment on business. They would be able to analyse the changes happening in the external environment and help in preparing appropriate strategies for organisations to face the challenges.

Course Coverage

Part 1 (8 hours)

Overview of Business Environment - Basic Concepts of Functioning of an Economy; National Income; Business and Its Environment; Natural Resources; Technological Environment; India's Population and Its Impact on the Economy

Part 2 (8 hours)

Economic System – Capitalism, Socialism, Mixed Economy; Public Policies and Business; Economic, Monetary, and Fiscal Policies; Foreign Trade Policy

Part 3 (9 hours)

The Economics of Development – The Economics of Underdevelopment; Stages and Strategies of Economic Growth; Role of the State in Economic Development; Economic Planning; Industrial and Licensing Policies (1951-91); New Economic Policy (1991)

Part 4 (10 hours)

Business and Society – Business, Labour and Government; Consumer Protection; Investor Protection; Environmental Protection; Corporate Governance; Corporate Social Responsibility

Part 5 (5 hours)

Economic Legislation – MRTP, Competition Act, FERA, FEMA, Intellectual Property Rights, Companies Act

Part 6 (5 hours)

India in the Global Economic System – FDI, WTO, World Bank, IMF, FDI

Pedagogy

Lectures, Case Discussion, Presentations

Evaluation and Grading

Class Participation	...	10%
Presentations	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Fernando, A.C. (2011). *Business Environment*; New Delhi: Pearson Education (Dorling Kindersley)

Reference Books

1. Paul, Justin (2010). *Business Environment: Text and Cases*, 3/e; New Delhi: Tata McGraw-Hill
2. Saleem, Shaikh (2010). *Business Environment*, 2/e; New Delhi: Pearson Education (Dorling Kindersley)

Note: This course was designed by Prof. S. Balasubramanian

Course Title:
BUSINESS PLAN DEVELOPMENT
 Course Code : MB15BPD
 Semester/ Credits: ELECTIVE / 3

Course Objective

To enable students to understand the importance and various components of a business plan and lead them through a step by step process of developing , preparing and presenting a comprehensive and effective business plan. After completing this course the students will be able to:

- Develop a business plan and write an executive summary
- Identify the target market and competition
- Develop an exit plan
- Address the business and strategic aspects of internet business activities, as well as give a structure to outline the technology needs when planning an ‘E – Business’ or adding an internet component to their business.

Course Coverage

Part 1 (5 Hours)

Starting the Process

The Successful Business – Getting Your Plan Started – Making Your Plan Compelling.

Part 2 (20 Hours)

Business Plan Components

The Executive Summary – Company Description – Industry Analysis and Trends – Target Market – Competition – Strategic Position and Risk Assessment – Marketing Plan and Sales Strategy – Operations – Technology Plan – Management and Organisation – Community Involvement and Social Responsibility – Development – Milestones and Exit Plan – The Financials – The Plans Appendix.

Part 3 (10 Hours)

Putting the Plan to Work

Preparing – Presenting and Sending Out Your Plan – Looking for Money – Using Your Plan for Class and Competitions – Internal Planning for Existing Business and Corporations – Time Saving Tips.

Part 4 (10 Hours)

Special considerations

Considerations for Internet , ‘E- Business’ – Considerations for Retailers – Considerations for Manufacturers – Considerations for Service Businesses – Business Planning in a Weak or Strong Economy.

Pedagogy

Lectures, Case Discussion, Exercise

Evaluation and Grading

Class Participation	...	10%
Individual Exercises	...	10%
Group Exercises	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Prasanna Chandra (2014). *Projects - Planning, Analysis, Selection, Financing, Implementation and Review*, 8/e; New Delhi: Tata McGraw-Hill

Reference Book

1. Hisrich, D. Robert, Michael, P. Peters and Dean, A. Shepherd (2013). *Entrepreneurship*, 9/e; New Delhi: Tata Mcgraw – Hill
2. Bruce, R. Barringer (2014) *Preparing Effective Business Plans: An Entrepreneurial Approach*, 2/e; New Delhi: Pearson Education

Note: This course was designed by Dr. N. Anitha

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Course Title: **ENTREPRENEURSHIP**
Course Code : **MB15EPS**
Semester/ Credits: **ELECTIVE / 3**

Course Objective

This course is designed to enable the students to understand and imbibe the concept and spirit of entrepreneurship. After completion of this course the students will be able to explain the entrepreneurial decision process and identify the basic types of start up ventures.

Course Coverage

Module 1 (9 Hours)

The Entrepreneurial Perspective

The Nature and Importance of Entrepreneurs – The Entrepreneurial and Intrapreneurial Mind – The Individual Entrepreneur – International Entrepreneur Opportunities.

Module 2 (10 Hours)

Creating and Starting the Venture

Creativity and the Business Idea – legal Issues for the Entrepreneur –The Business Plan – The Marketing Plan – The Financial Plan – The Organisational Plan.

Module 3 (8 Hours)

Financing the New Venture

Sources of Capital – Informal Risk Capital and Venture Capital – Managing, Growing, Ending the New Venture.

Module 4 (9 Hours)

Women Entrepreneurship

Introduction – Problems and Hardships of Women entrepreneurs – Entrepreneurship and Economical Development – Role of Government in Development of Women Entrepreneurship.

Module 5 (9 Hours)

Women Empowerment and Entrepreneurship

Introduction – Entrepreneurship and Indian Economy Interface – Rural Women Entrepreneurs – Promotion of Credit to Women Entrepreneurs – Self Help New Mantra for Entrepreneurship – Management of Small Scale Enterprises – Challenges.

Pedagogy

Lectures, Case Discussion

Evaluation and Grading

Class Participation	...	10%
Field Study	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Hisrich, D. Robert, Peters, P. Michael, and Dean, A. Shepherd (2010). *Entrepreneurship*, 6/e; New Delhi: Tata McGraw-hill.

Reference Books

1. Thomas, W. Zimmerer and Norman, M. Scarborough and Doug Wilson (2009). *Essentials of Entrepreneurship and Small Business Management*, 5/e; New Delhi: Prentice Hall India
2. Desai, Vasant (2009). *Dynamics of Entrepreneurial Development and Management*, 4/e; Mumbai: Himalaya Publishing

Note: This course was designed by Dr. N. Anitha

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Course Title: **ENVIRONMENTAL MANAGEMENT**
 Course Code : MB15EMT
 Semester/ Credits: ELECTIVE / 3

Course Objective

The course is designed to provide a critical overview on the various aspects of environmental management. At the end of the course the students will show sensitivity to issues of environmental concerns and environmental conservation, understand Global and Indian environmental policies and laws, be able to enhance their synthesis skills to evolve strategic corporate responses to integrate social/environmental issues into business management

Course Coverage

Module 1 (12 Hours)

The Global Environmental Crisis

Population – Water and Sanitation – Biodiversity – Forests - Land – Pollution – Disasters – Global Warming – The Scientific and Industrial Revolution – Ecological Footprint – The world’s response to Environmental Crisis

Module 2 (10 Hours)

Environmental Pollution

Air and Noise Pollution – Water, Soil and Marine Pollution – Solid Waste Management – Disaster Management

Module 3 (10 Hours)

Human Population and The Environment

Population Growth – Environment and Human Health – Women and Child Welfare

Module 4 (13 Hours)

Social Issues and The Environment

Sustainable Development – Global Warming, Acid Rain and Ozone Depletion – Environmental Laws and Regulation

Pedagogy

Lectures, Case Discussion

Evaluation and Grading

Quiz	...	10%
Assignments	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Rajagopalan, R. (2012). *Environmental Studies: From Crisis to Cure*, 2/e; New Delhi: Oxford

Reference Books

1. Uberoi, N.K. (2010). *Environmental Management*, 2/e; New Delhi: Excel Books
2. Bala, Krishnamoorthy (2008). *Environmental Management*, 2/e; New Delhi: PHI

Note: This course was designed by Vandana Madhavkumar

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Course Title: **INDIAN ETHOS IN MODERN MANAGEMENT**
Course Code : MB15IEM
Semester/ Credits: ELECTIVE / 3

Course Objective

The objective of this course is to acquaint the students with Indian Ethos and its relevance to managerial decision making. At the end of this course, students will understand the importance of ethics in business. They will acquire knowledge and capability to develop ethical practices for effective management.

Course Coverage

Part 1 (9 hours)

Philosophy of Indian Ethos in Modern Management

Indian Ethos: Distinctive Characteristics - Model of Modern Management in Indian Socio-Political Environment - Indian Perspective on Functions of Management - Indian Perspective on General and Functional Management - Indian Heritage in Production and Consumption

Part 2 (9 hours)

Values and Ethics for Modern Management

Values and Ethics: Concepts – Criteria for Ethical Evaluation – Ethics and Business – Societal Values: Attitude to Other Beings – Values and Society – Values for Managers.

Part 3 (9 hours)

Indian Spiritual Values in Modern Management

The Concept of Karma - Spirituality: The Essence – Religion and Spirituality – Behavioural Implications – Humility – Meditation: Introduction – Benefits – Methods – The Primeval Sound.

Part 4 (9 hours)

Social Responsibility and Trusteeship

The Concept of Duty – Spirituality and Duty – Corporations and Social Responsibility – Trusteeship: Concept, Principles, Accountability – Social Responsiveness and Social Responsibility.

Part 5 (9 hours)

Leadership and Personal Effectiveness

Personal Leadership – Responsibilities – Demotivators – Integrity – Leader as Head of the Family – Personal Effectiveness : Learning – Intangibility of Objectives – Mind and Effectiveness – Desires and Pleasures – Managing the Mind – Interdependence – Creativity – Confidence and Responsibility.

Pedagogy

Lectures, Case Discussion

Evaluation and Grading

Class Participation	...	10%
Assignments	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Balachandran, S., Raja, K.C.R. and Nair, B.K. (2008). *Ethics, Indian Ethos and Management*, 2/e; Mumbai: Shroff Publishers and Distributors

Reference Books

1. Khandelwal, N.M. (2011). *Indian Ethos and Values for Managers*, 1/e; New Delhi : Himalaya Publishing House.
2. Ghosh, Biswanth, (2006). *Ethics in Management and Indian Ethos*, 2/e; Chennai : Vikas Publishing House.
3. Devdutt Patanaik, (2013). *Business Sutras: A Very Indian Approach to Management*, 1/e; New Delhi: Aleph Book Company

Note: This course was designed by Dr. P. Sadhasivam

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Course Title: **PROJECT MANAGEMENT**
Course Code: MB15PRJ
Semester/ Credits: ELECTIVE/ 3

Course Objective

The course would enable the students to apply the principles and tools of project management in business on regular basis to accomplish unique outcomes with limited resources under critical time constraints.

Course Coverage

Part 1 (5 hours)

Project- Definition, Purpose of Project Management, Project Life Cycle, Project Management Growth

Part 2 (15 hours)

Project Initiation – Strategic Management and Project Selection, The Project Manager, Managing Conflict and the Art of Negotiation, The Project in the Organizational Structure

Part 3 (15 hours)

Project Planning – Project Activity and Risk Planning, Estimating Project Costs and Risks, Scheduling, Resource Allocation

Part 4 (10 hours)

Project Execution – Monitoring the Information Systems, Project Control, Project Auditing, Project Termination

Pedagogy

Lecture, Case Discussion, Seminar

Evaluation and Grading

Quiz	...	05%
Exercise	...	05%
Seminar	...	10%
Case Discussion	...	10%

Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Meredith, R. Jack and Samuel J. Mantel (2012). *Project Management*, 8 /e; New Delhi: Wiley India

Reference Books

1. Prasanna Chandra (2014). *Projects - Planning, Selection, Financing, Implementation and Review*, 8/e; New Delhi: McGraw-Hill
2. Kerzner, Harold (2014). *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*, 10/e; New Delhi: Wiley India

Note: This course was designed by Dr. B. Sripirabaa

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Course Title:	SUPPLY CHAIN MANAGEMENT
Course Code :	MB15SCM
Semester/ Credits:	ELECTIVE / 3

Course Objective

This course is designed to understand the elements of supply chain and its impact on overall performance of the organization and also to impart the metrics for assessing the supply chain performance. At the end of this course students would be able to

- Understand the strategic framework of supply chains
- Plan and manage inventories in a supply chain
- Design and plan transportation networks and also margining cross functional drivers in a supply chain

Course Coverage

Part 1 (10 Hours)

Building a Strategic Framework to Analyse Supply Chain

Understanding the Supply Chain – Supply Chain Performance – Supply Chain Drivers and Metrics – Designing the Supply Chain Network – Network Design in Supply Chain.

Part 2 (15 Hours)

Planning Demand and Supply in a Supply Chain

Demand Forecasting in a Supply Chain – Aggregate Planning in a Supply Chain - Sales and Operations Planning – Planning and Managing Inventories in a Supply Chain – Managing Uncertainty in a Supply Chain.

Part 3 (10 Hours)

Designing and Planning Transportation Networks

Transportation in a Supply Chain - Managing Cross Functional Drivers in a Supply Chain- Pricing and Revenue Management in Supply Chain.

Part 4 (10 Hours)

Information Technology in a Supply Chain

The role of IT in a supply chain – the supply chain IT framework – the future of IT in the supply chain – Risk management in IT – Supply chain IT in practice – coordination in a supply chain.

Pedagogy

Lectures, Case Discussion

Evaluation and Grading

Class Participation	...	10%
Field Study	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Chopra, Sunil, Meindl, Peter, Kalra, D.V. (2013). *Supply chain Management: Strategy, planning and operation*, 5/e; New Delhi: Pearson Education.

Reference Books

1. Shah, Janat (2009). *Supply Chain Management - Text and cases*, New Delhi: Pearson Education
2. Sahay, B.S. (2012). *Supply Chain Management for Global Competiveness*, 2/e; New Delhi: Macmillan

Note: This course was designed by Dr. N. Anitha

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Course Title: **TOTAL QUALITY MANAGEMENT**
Course Code: **MB15TQM**
Semester/ Credits: **ELECTIVE / 3**

Course Objective

This course is designed to provide the students with the knowledge of the underlying principles and techniques of Total Quality Management. At the end of the course students would be able to describe the quality management process and key quality management

activities. The course enables the student to apply the ideas of Total Quality Management to their organization and compare and contrast the various tools used in quality management.

Course Coverage

Part 1 (5 hours)

Introduction to Total Quality Management

TQM – Introduction - Gurus of TQM – TQM Framework - Historical review, Obstacles and Benefits of TQM

Part 2 (6 hours)

Leadership

Characteristics of Quality leaders – 7 Habits of highly effective people – Deming Philosophy – Role of TQM leaders- Core values – Strategic Planning – Communication – Decision making

Part 3 (14 hours)

Human Resource Dimension of TQM

Customer Satisfaction – Customer perception of quality – Feedback- Suing customer complaints – Service Quality – Customer requirements

Employee Involvement – Empowerment – Suggestion system – Performance Appraisal – Benefits

Supplier Partnership – Principles – Partnering – Sourcing –Supplier selection, certification and rating

Part 4 (6 hours)

Process and Performance

Continuous Process Improvement – Process, Strategies and Methods - Performance Measures – Concepts, Strategy, Presentation and Costs

Part 5 (14 hours)

Tools and Techniques

Concept, Process, Models and Benefits of following Quality control Tools: Benchmarking - Quality Management System - Environmental Management System - Quality Function Deployment - Failure Mode and Effect Analysis - Total Productive Maintenance - Management Tools - Statistical Process Control - Taguchis Quality Engineering

Pedagogy

Lectures, Assignment, Case Discussion

Evaluation and Grading

Quiz	...	10%
Case Discussion	...	10%
Assignment and Presentation	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Besterfield, D.H., Carol Besterfield-Michna, Mary Besterfield-Sacre, Glen H. Besterfield (2010). *Total Quality Management*, 3/e; New Delhi: Pearson

Reference Books

1. Evans, R. J. (2005). *Total Quality Management, Organization and Strategy*, 4/e; New Delhi: Thomson South-Western
2. Oakland, John S (2014). *Total Quality Management and Operational Excellence: Text with Cases*, 4/e; New York: Routledge

Note: This course was designed by Dr. J. Anitha

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Course Title: **PUBLIC POLICY AND ADMINISTRATION**
 Course Code: **MB15PPA**
 Semester/ Credits: **ELECTIVE/ 3**

Course Objective

This course provides the students with an overview of contemporary Indian administrative system. On completion of this course the students will be able to recognize the changing and challenging environment in public administration and the key issues involved in the process of making public policy.

Course Coverage

Part 1 (5 hours)

Evolutionary Perspective & Constitutional Setting

Kautilya’s Administrative State, Mughal Administration, Administration under British rule; Value Premises of Indian Constitution, Parliamentary Democracy in India, Union – State Relations

Part 2 (10 hours)

The Union Executive & State Administration

Roles and Responsibilities of Indian President, Prime minister, Council of Ministers, Cabinet Secretariat, Central Secretariat, Ministries and Departments; The Governor, Chief Minister and State Secretariat

Part 3 (10 hours)

Area Administration & Civil Service System

Part 4 (10 hours)

Development Administration & Accountability System

Planning System – Central, State, and District, Rural Development Programmes – Foci and Strategies; Parliamentary Control over Public Expenditure, Comptroller and Auditor General of India

Part 5 (10 hours)

Issue Areas & Public Policy

Administrative Reforms in India, Integrity in Civil Service, The Right to Information; Public Policy - Nature and Scope, Public Policy Making Process

Pedagogy

Lectures, Case Discussion

Evaluation and Grading

Quiz	...	10%
Assignment	...	10%
Case Discussion	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Arora, K. Ramesh, Rajni Goyal (2014), *Indian Public Administration, Institutions and Issues*, 3/e; New Delhi: New Age International

Reference Books

1. Medury, Uma (2012), *Public Administration in the Globalization Era, The New Public Management Perspective*, 1/e; New Delhi: Orient Blackswan
2. Basu, Durga Das (2013), *Introduction to the Constitution of India*, 21/e; Gurgaon: LexisNexis

Note: This course was designed by Dr. R. Savitha

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